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SAFETY AT WORK

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ANNIVERSARY



IMPROVING HEALTH AND SAFETY WORKING WITH CONTRACTORS ON THE RAILWAY

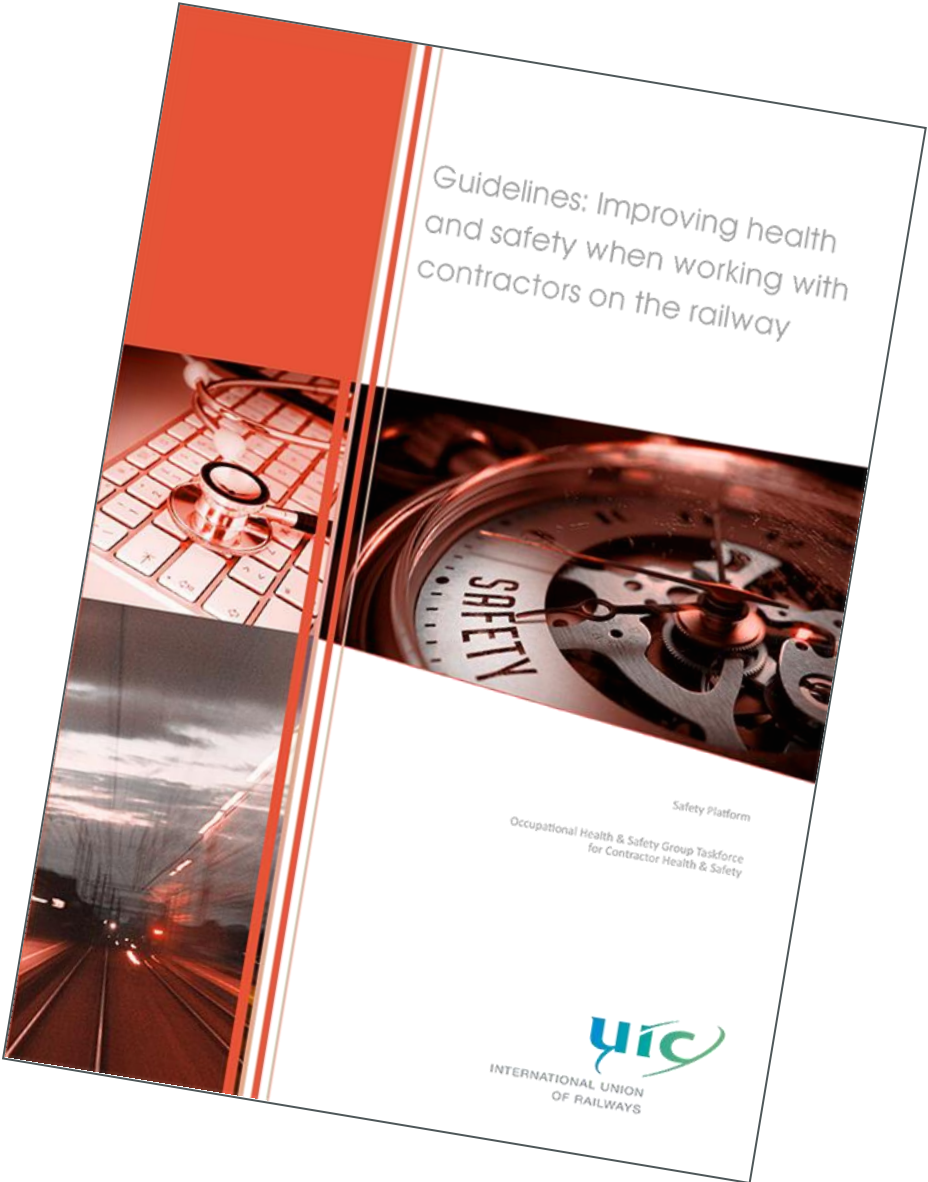
UIC Occupational Health & Safety Group (OHSG)

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Background

- From one entity to procurement
- High risk operation



Scope of the guidance

The guidance is intended to be

- A tool to aid health and safety legal compliance
- Applicable to contractual relationships within the rail industry
- Based on general principles
- A 'signpost' document to good practices

Contract Management – 6 Stage Model



Approach to the guidance

Each stage has the following sections:

- a description of the stage
- why it is important
- key principles for the rail industry to adopt
- good practice concepts, examples and links to where to find out more

Stage 1 – Contractor Selection

This stage considers:

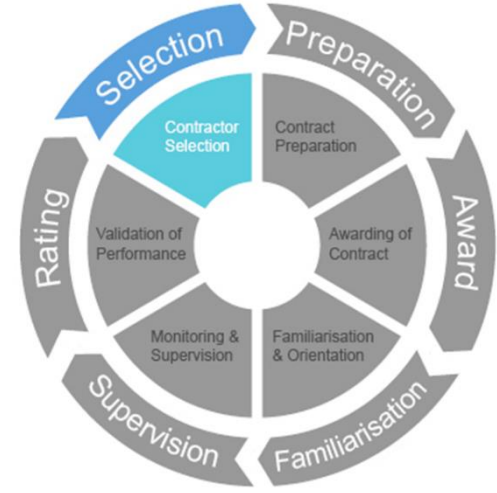
- which contractors to do business with.

It is important because:

- selecting the right contractor is the key to ensuring the health and safety performance opportunity is maximised.

A key principle:

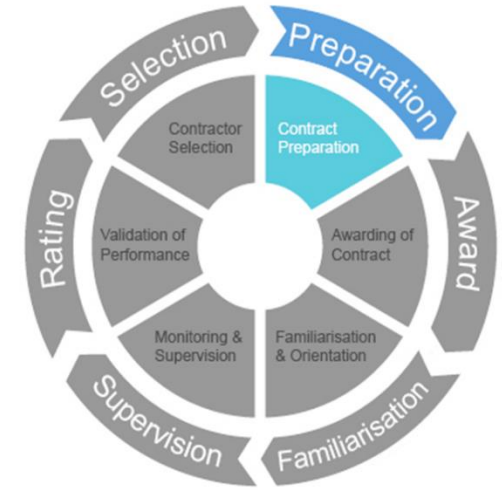
- having a methodology/process in place for testing potential contractors.



Stage 2 – Contract Preparation

At this stage:

- teams prepare details of the work; health and safety information is passed onto bidders.



It is important because:

- expectations for health and safety management are set out which is essential to enable the best possible outcomes.

A key principle:

- staff preparing the contracts having (or having access to) health and safety expertise to ensure that the health and safety requirements are fit for purpose.

Stage 3 – Contract Award

This stage considers:

- who will be the successful contractor.

It is important because:

- you want to award the contract to the contractor that best fits your requirements, who has understood your expectations and can deliver against these.

A key principle:

- scoring health and safety criteria so this element contributes to the final contract award in the same way that price and quality do.



Stage 4 – Familiarisation

At this stage:

- engaging with the successful contractor to build a shared commitment and enabling them to familiarise themselves more thoroughly with the work, your organisation, and the environment they will be working in.



It is important because:

- it allows for a greater level of detailed transfer of information to the contractor that will enable them to better manage health and safety risks in the context of the physical and cultural environment.

A key principle:

- being assured that sub-contractors have received and understood all requirements relevant to them.

Stage 5 – Supervision

During this stage:

- the contractor will be supervised: monitoring delivery of health and safety performance and information in line with agreed expectations and continuous improvement.



It is important because:

- monitoring and receiving assurance on health and safety provides confidence in performance, the ability to assist/take action if performance issues arise.

A key principle:

- monitoring being undertaken at 3 key levels: on-site, against health and safety standards, and against the contract criteria.

Stage 6 – Rating

This stage considers:

- an assessment of the overall health and safety performance of the contractor upon contract completion.



It is important because:

- forming an opinion about the overall health and safety performance of the contractor will enable a view both of them and of the suitability of the requirements set out in the contract.

A key principle:

- contractors should be rated/evaluated periodically and at the end of the contract.

Good practice

Why “good practice” and not “best practice”?

- Difference between countries
- Possibility to choose where to start

What do we consider to be a good practice?

Good Practice for contractor selection	Practical Examples – Contractor Selection
<p>Use of an independent organisation (or part of your organisation) to maintain a bidder list that verifies the capability of main contractors, and potentially sub-contractors, in respect to health and safety capability and performance</p>	<p>Sweden – Travikverket www.avropa.se/topplankar/In-English</p> <p>UK – Network Rail Supplier Assurance Requirements www.risqs.org www.rssb.co.uk/improving-industry-performance/supplier-assurance-programmes</p> <p>France – SNCF www.securite-ferroviaire.fr/delivrer-les-autorisations/operateurs-ferroviaires-autorises</p> <p>UK – General www.chas.co.uk www.smasltd.com</p>
<p>Inclusion of key criteria required to ensure the bidder list is robust – examples include:</p> <ul style="list-style-type: none"> • Demonstration of a health and safety management system • Demonstration of staff health and safety capability and training provision • Demonstration of communication capability: how protocols are established/tested • Level of investment in training in health and safety • Demonstration of how sub-contractors will be selected and their performance managed 	<p>www.rssb.co.uk/Library/improving-industry-performance/2013-guidance-securing-supplier-assurance.pdf</p>
<p>Use of accreditation schemes to determine contractor capability</p>	<p>UK – Network Rail’s Principal Contractor Licence Scheme https://safety.networkrail.co.uk/safety/principal-contractor-licensing/</p>

Good practice – Contractor Selection

- Health and safety capability and performance
- Setting of key criterias
- Accreditation scheme



Good practice – Contract Preparation

- Inclusion of key performance indicators for health and safety
- Use of standard templates with standard health and safety contract conditions.
- Clear policy, statements and standards on health and safety requirements that cover both the technical and behavioral elements



Good practice – Contract Award

- Robust, valid, consistent scoring mechanisms for health and safety criteria
- Procurement teams are trained in health and safety
- Having a dedicated health and safety professional to support procurement teams



Good practice – Familiarisation

- Have a go/no/go start up meeting
- Use of electronic or other shared systems to provide and share information



Good practice – Supervision

- System in place for capturing key performance information
 - *this can be used to compare contractors working in different areas*
- Regular performance meetings based on risk with standardised items/agendas
- Use of standard training elements to demonstrate competence



Stage 6 – Rating

- Rating system in place to measure contractors health and safety performance which links to contract requirements
- A mechanism in place to manage poor performance – *focusing on working together to improve not blame/shame*



Conclusion – or how to achieve health and safety excellence

- Improving how we select the contractors that we work with (stage 1)
- Preparing contracts with clear and robust requirements for health and safety, including considering how to incentivise good performance and manage poor performance (stage 2)
- Ensuring we only engage with those contractors that can deliver our requirements (stage 3) and work with time to ensure they are fully aware of the railway environment, the health and safety risks and requirements (stage 4) and
- Supervising, monitoring and measuring the health and safety performance of contractors (stages 5 and 6).

Thank you for listening!

- This guideline was prepared by a taskforce lead by Roan Willmore from the UK with participants from the UIC OHSG workinggroup
- We always welcome more participants in our workinggroup
- At the moment our group are working on a Toolbox on New Technologies

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Thank you for your attention.