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4 December 2013

Ms Carolyn Griffiths  
Chief Inspector of Accidents  
Cullen House  
Berkshire Copse Road  
Aldershot  
Hampshire GU11 2HP

Dear Carolyn

**RAIB report: Two incidents involving track workers between Clapham Junction and Earlsfield.**

I write to provide an update on recommendation 3 of the above report which was addressed to ORR when the report was published on 27 February 2012.

The annex to this letter provides the detail of the actions taken and consideration given in respect of recommendation 3 where the recommendation continues to be 'in progress'.

We expect to provide a further update by 30 July 2014.

Yours Sincerely

Chris O'Doherty



## Two incidents involving track workers between Clapham Junction and Earlsfield, 8 March 2011

### **Recommendation 3**

*The purpose of this recommendation is to determine whether, following the proposed changes to Assessment in the Line, the workload of Track Section Managers is reasonable. If necessary, the role should be restructured to strengthen the supervision of staff competence.*

Network Rail should review the workload of Track Section Managers, to determine whether it is reasonable, taking account of the changes which are due to be introduced in 2012 as part of the 'Assessment in the Line review project'. This review should include the requirement to manage technical, managerial and administrative tasks; specific attention should be given to the work associated with the management of staff competence and on-site surveillance. If this review identifies that the workload of the role is unreasonable following the proposed changes, practical steps should be taken to restructure responsibilities to improve the delivery of safety-related activities.

### **Brief Summary on what was previously reported to RAIB on 2 August 2013**

1. Network Rail advised that: *'... the review referred to has been carried out as part of the Business Critical Rules programme and the proposals have been endorsed by Network Rail's S&SD Executive [Safety & sustainability Development]. Timescale: 31 August 2013*
2. ORR wrote to Network Rail on 6 September 2013 asking if the actions to address this recommendation have been completed or if not, then please advise what has still to be done, including associated timescales.

### **Update**

3. On 16 October 2013 Network Rail advised ORR that:

*The Section Manager review will be undertaken by the Depot Review project as also covered by the Role Based Competency work in association with Business Critical Rules.*

*On-going monitoring of emerging workloads that translates into excessive hours worked. Reminder re awareness of fatigue and stress also issued. Absence rates amongst target group to be monitored ahead of the completion of the 2 initiatives identified.*

*There is currently no single solution to this issue since each Route / Delivery Unit has flexibility in how it supports its Section Managers. Role Based Competence / Role Profiling will define future role and this will allow assessment of associated workload.*

*The depot project has already identified work elements undertaken by the section manager that should be carried out by others, reinforcing the long held view that the SM role as currently defined, is not being carried out consistently.*

*The lead for this work is the Route Managing Director who has a remit to:*

- Undertake more detailed analysis on Section Manager work-load including required support and division of time including business continuity – (cover for leave, sickness, training etc.)*
- Consideration to be given to changing the organisation design of Section Manager Organisation including the reporting line of the direct organisation. In revising the responsibilities of the Section Supervisor /Planner/Administrator roles, care should be taken not to just transfer accountabilities to the Team Leader.*
- Clearly define the role of a Section Manager using a role based competence model including creation of a Section Manager Manual with competency requirements.*

*Target Completion date: 30 April 2014*

### **Background information**

4. Network Rail carried out a Post Implementation Review (PIR) of the Phase 2bc reorganisation and amongst other issues; it identified concerns with Section Manager work-load. ORR has exchanged letters with Network Rail on this subject.

5. Network Rail is currently undertaking an Establishment Review to look at CP4 exit establishment requirements, headcount and vacancy gaps etc. This will feed in to the wider Depot project which includes Section Manager work-load and planning.

### **ORR Decision**

6. Network Rail expected to complete the Establishment Review in November 2013 and ORR will now look at the outcomes of Depot project work due to be completed in April 2014. After reviewing all the information received from Network Rail, ORR has concluded that, in accordance with the Railways (Accident Investigation and Reporting) Regulations 2005, Network Rail has:

- taken the recommendation into consideration; and
- is taking action to implement it.

**Status: In-progress** - ORR will update RAIB by 30 July 2014