

2016 Goals & Objectives

Throughout 2016 the GTS HSE team "with your support" worked hard to achieve and even surpass their team objectives. Below is a summary of their efforts.

1. To publish the Senior Leadership Safety Tour programme on 5th January 2016 and achieve 100% 'on time' completion through 2016. **Achieved – 100%.**

The success of achieving this target demonstrates our Senior Leadership commitment to Safety and recognises the importance of visible, face to face engagement with the workforce.

2. To increase our hazard reporting target to 1450 (a 15% increase on 2015) – including a programme to roll out positive reinforcements across GTS by the end of 2016. **Achieved – 1871 hazards.**

Despite what was originally viewed by some as an extreme challenge, we exceeded this target in 2016. 1871 hazards were reported

3. Achievement of less than 7 process related incidents by consistent delivery of Behavioural Based Safety initiatives cross GTS. **Achieved – 4 process related incidents reported.**

We had 4 process related incidents in 2016 – This is a continued year on year downward trend (11 in 2015, 4 in 2016) and demonstrates the focus on effective pre-planning, managing late changes and complacency.

4. Production of a monthly safety promotion/campaign that is linked to recorded GTS safety statistics. Campaigns will be focussed on contributing to our 'Zero Harm' vision. **Achieved.**

Through various work streams, we achieved our goal to produce themed communications, including: HSE Newslines, Intranet, HSE Alerts, SLT campaigns, SPC/Supervisor Forums

5. Safety Leadership Team meetings across GTS (projects, supply chain) quarterly for level 1, monthly for levels 2 & 3. **Achieved.**

Our SLT meeting structure was maintained during 2016. This presented opportunities for external speakers, include the National Programme Manager for Suicide Prevention.

6. Maintain an FWI aspiring to the achievement of zero harm and not exceeding 0.006. **Not achieved – the FWI total at the end of 2016 was 0.011.**

The FWI figure at the end of 2016 was 0.011. This was a disappointing result influenced by several factors, including:

- *An outstanding result in 2015 (compared to the rail industry average)*
- *Because of the 2015 result, we didn't want to risk putting out a negative message by setting a target greater than the 2015 result*
- *A continued improvement in reporting of minor accidents (minor cuts, bruises, etc.) that wouldn't necessarily have been reported in previous years.*
- *An increase in risk profile with the commencement of 4LM site works.*
- **The FWI result is still a favourable result compared to similar risk profile organisations**

HSE KPI Metrics

For many years, the railway industry (and many other industries) used a RIDDOR Reportable Injury Accident Frequency Rate (AFR) for monitoring Safety performance.

This was a useful metric when the industry was suffering a significant amount of RIDDOR reportable injuries, but as the industry (and Thales GTS specifically) has seen significant improvements in the reduction of major and reportable injuries, the AFR has had reduced significance in monitoring current performance.

To this end, many rail companies (including GTS) introduced an additional measure – the Fatality Weighted Injury Index (FWI). This records all injury events including RIDDORs, but also minor slips, cuts, strains etc. As the FWI is normalised against 1 million hours worked, for companies such as GTS which don't record hours in multiples of millions, even a minor accident can have a notable negative effect on the FWI rate.

Due to these factors, we have now introduced an additional measure – the Lost Time Injury Frequency Rate (LTIFR).

The LTIFR records all Lost Time Injuries, therefore injuries where significant harm has been incurred by a member of the workforce that may not be RIDDOR reportable (particularly since the change in the threshold of RIDDOR Lost Time Injuries from over 3 days to over 7 days).

The LTIFR metric will now become the lead indicator on Project Dashboards with the existing AFR and FWI metrics continuing to be monitored "in the background".

The strengths and weaknesses of each metric are captured below.

Metric	Strengths	Weaknesses
AFR	<ul style="list-style-type: none"> Long established Used widely across multiple industries Indicator of risk of enforcement agency intervention and/or prosecution 	<ul style="list-style-type: none"> Only effective when suffering multiple RIDDOR reportable injuries Can create a false impression of excellent Safety performance.
FWI	<ul style="list-style-type: none"> Measures all accidents, however minor. 	<ul style="list-style-type: none"> Sensitive to notable variations if not recording multiple millions of hours. Can create a false impression of poor Safety performance.
LTIFR	<ul style="list-style-type: none"> Excludes minor cuts, abrasions etc. Includes Lost Time injuries excluded from AFR metric 	<ul style="list-style-type: none"> Can "hide" multiple minor injuries that could easily have become Lost time under different circumstances

Whilst all metrics used in isolation have their own weaknesses, it is the belief of the HSE team that use of all three in conjunction will give a holistic view of our company Safety performance relating to injury type events.

Update to the Chorus UK HSE Manual

January 2017 saw the publication of the latest revision of the UK HSE Manual. This is significant for GTS and GTS in particular. The manual is significantly more advanced than its UK counterpart, was used as the basis for the current UK revision.

The UK Manual describes the HSE management system in its entirety and is useful for those who wish to gain an understanding of how HSE is managed within Thales as a whole. The manual is also a useful tool for when GTS staff are audited as the section headings are aligned to the OHSAS 18001:2007 health and safety standard as well as the new ISO14001:2015 environmental standard. This makes answering auditor's questions and locating management system documents a piece of cake. The UK HSE Manual (83500038-GOV-GBR-EN-003) can be found by clicking the Governance and Organise link on the Chorus 2.0 homepage and selecting it from the list. The GTS HSE Manual has now been withdrawn.

London Underground Beacon Award Summary

As work steadily ramps up on the 4LM project it has been decided that the time is right for our sub-contractors to start the LU Beacon award assessments. We have achieved these awards several times on the JNUP – Northern Line project, so are confident this is achievable for all of our sub-contractors to achieve. The first site being discussed is at Hammersmith – Signal Equipment Room - SER. Kelly ITS are currently carrying out their first stage – initial self-assessment on site to ensure the SER meets the LU assessment criteria.

LU Beacon site and team awards have a stringent assessment process. The team award involves a five-step assessment process including an initial self-assessment by the construction team, two assessments at different site locations, a joint construction and HS&E assessment

and finally, a formal independent HSE Beacon assessment.

Achieving Beacon status is a great example of demonstrating collaboration and commitment to health and safety. There are many benefits to achieving a Beacon award, improved site morale and working relationship is an example. Gaining Beacon will be instrumental in helping to deliver complex and challenging programmes of work safely together.

It is planned that once KITS have achieved the Beacon award for the Hammersmith SER, that our other two sub-contractors will follow suit in achieving the award for a chosen site or teams working out on the Lu infrastructure

Driving Safely

Try the Middle Ground – Safe Driving Advice from the Institute of Advanced Motorists (IAM)

When you are driving along on the motorway do you ever end up debating with yourself whether it is best to stay in the middle lane, when the inside lane is busy, or whether you should keep pulling in and out of lane one. The following guidance from the IAM may be helpful if you are.

Hogging the middle lane on a motorway isn't a criminal offence in its own right, but it can be used as supporting evidence for convictions such as careless driving or driving without consideration. Many drivers think that being a middle lane 'hogger' is not pulling into lane one every time there is a tiny gap available. However, if lane one is full of HGV's doing 56mph then pulling into lane one is not good driving practice.

Advanced driving practice says that you should not pull into another lane unless the minimum gap ahead is at least the full stopping distance at 70 mph of 96m. So in

the described scenario staying in lane 2 is the sensible option. Moving into lane one at every opportunity would magnify the problems and dangers of driving for you and everyone around you.

Many lorries are now limited to 56mph, but the calibration of the limiters will be slightly different – hence the frustratingly slow overtaking of lorries on motorways. If you come across this situation and you cannot overtake in lane 3, do not tailgate the lorry – this could be the offence of careless driving. It also limits your options for escape if something should go wrong in front of you. Instead hold back, you won't be going any slower, but you will be in a much safer position.

Driving in the middle lane can be seen as a common sense decision. If you are in the middle lane doing a similar speed to the cars in front and behind you, then you are not 'hogging' the middle lane. But if lane one is empty or has a safe distance to pull into then you should do so. Aim to strike the right balance between hogging the centre lane and using it sensibly.

Managing Risk Well (from the HSE.GOV website)

Successful organisations understand that sensible and proportionate risk management is integral to delivering their business. This approach supports growth, enables innovation and protects an organisation's most vital asset, its people. Positive outcomes can include reduced sickness absence, lower costs and a good reputation. Promoting this compelling business case should help even more businesses to make the most of the many benefits a good health and safety culture can bring.

Sharing examples of practice, supported by targeted, relevant advice and information will allow the system to set a common understanding of what proportionate health and safety looks like. Health and safety professionals have an important role to play. Helping businesses of all sizes get it right in an efficient and effective way will build trust and improve standards

Case study: Learning occupational health by experiencing risks (LOCHER)

This new approach is engaging the next generation of young people in health and safety. It was developed by

students at colleges in partnership with leading health and safety industry specialists and supporters, including Safety Groups UK.

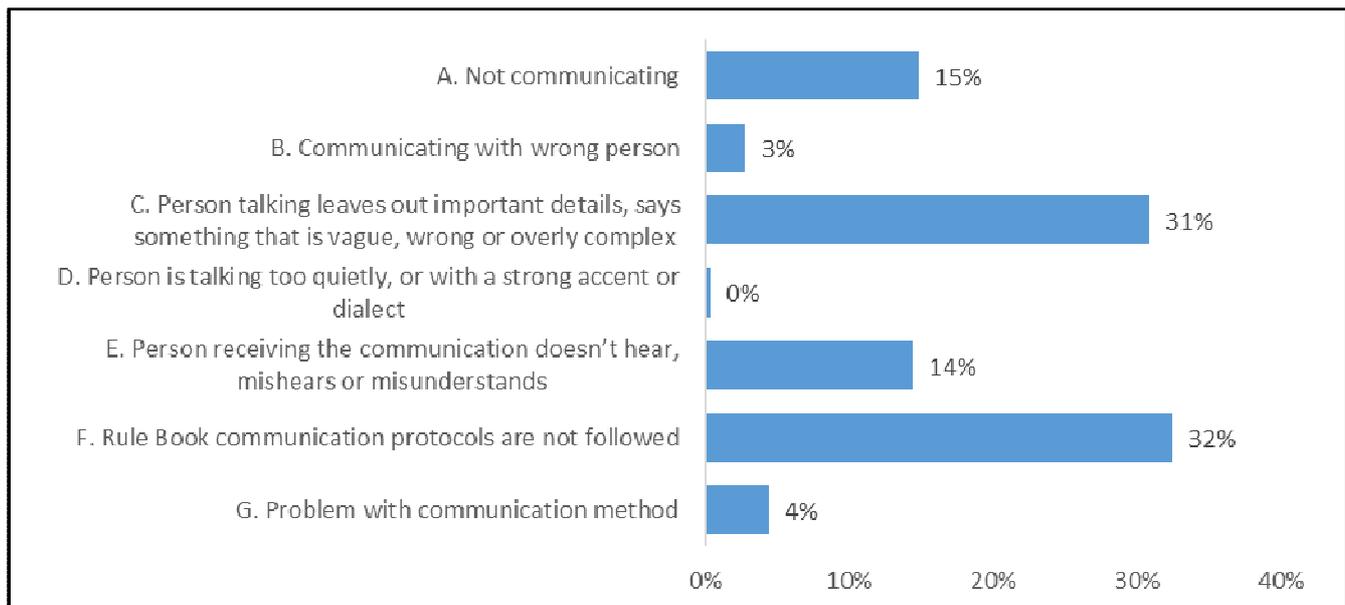
Apprentices learn about occupational health risks, helping embed an understanding of key risks and ways of committing them to their long-term memory. They were given control over how they learned and recorded their discoveries. The students designed posters and created documentary films using their mobile phones to demonstrate what they had learned about occupational health risks. They shared their discoveries via social media with other students at colleges around the world.

The approach works because learning is enhanced and retained for longer if it happens in a fun way. This involves a variety of different learning experiences, such as listening, reading, audio-visual, demonstrations, discussion groups and practice by doing. The intention is that the students will take the good practices they have learned into workplaces when they go into industry.

Communication Breakdown?

During rail industry Accident & Incident investigations, communication issues always seem to be either in the causal chain or implicated post-incident. As part of research project T1078 (*Developing a safety critical communications package*), RSSB had a look at 95 reports which included communication issues from 2012 to 2015 to try to work out why.

The team identified 541 communication-related factors, which highlighted that when communications is an issue, it's often not just *one* failure, but a sequence that contributes to an incident. The chart shows 266 verbal comms incident



factors identified as causal or contributory.

A key learning point is that the Top 3 issues, accounting for 78% of the causal/contributory factors identified, relate to the 'sender' of the information, whose key failure types are:

- Not using the communication protocols (32%)
- Leaving out important details, says something that is vague, wrong or overly complex (31%)
- Not starting a communication at all (15%).

A lack of 'repeat back' was the biggest protocol failure, though the failure to confirm location or challenge sloppy messages also occurred with some frequency.

The analysis highlighted the importance of having training material that can be adaptable to different job roles (e.g. signaller vs driver) and for different industry areas (e.g. Network Rail, Passenger, Freight and Contractors). It's also important to recognise that communication failures are frequently underpinned by broader system factors, like fatigue, workload, being provided with inaccurate information and communication equipment issues.

- Do you challenge poor communication?
- Are you satisfied that your communications protocols are fit for purpose?
- Do you offer your staff courses on them?

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What We Do in HSE

The provision of project HSE support and advice from initial bid stage to the design phase, through to implementation, delivery support and project completion.

The provision of professional HSE advice, support and guidance on Governance, Compliance and Leadership, within each functional area across GTS

GTS UK HSE Vision Statement is –

Enabling safe working practices to make Britain's Journeys 'Harm Free' - Safe Journeys start here..

Our 2017 Mission –

1. *To enable safe working practices for the whole project lifecycle to achieve a goal of 'Harm Free' across GTS and its stakeholders.*
2. *To achieve and maintain a proactive safety maturity level..... "As a person I am taking safety seriously so none of us get hurt"*
3. *Keeping safety our top priority with a focus on wellbeing and the avoidance of complacency.*



Sarah Tack
Head of HSE

The Importance of Reporting Accidents, Incidents & Hazards

Most of you will be aware of the GTS Thales Helpline (also referred to as '1314') used to report Accidents, Incidents and Hazards. It is really important that ALL Accidents, Incidents and Hazards are reported promptly through this helpline to enable us to capture accurate details and carry out the necessary investigations/follow up actions to prevent recurrence.

You can report an Accident, Incident or Hazard in one of the following ways:

- Phone Number: [01904 385338](tel:01904385338) Option 1 (or [1314](tel:1314) from an internal phone at Quadrant House, Option 1)
- Email: gtshsqe.helpline@uk.thalesgroup.com
- Text Line: [07771 613498](tel:07771613498)
- The Thales HSE Hazard Reporting App, available at the Android Play Store  under the name: **Thales HSE**. A 'How-to-Guide' is available on the GTS HSE Web Page to guide you through setup
- Or use a comment card

You will be given a unique reference number and the HSE team will then investigate where necessary.

How was it for you?

We are always looking at ways to improve YOUR Newsline and if you have any suggestions for articles for future issues or any comments on the current content of Newsline, please send your comments to Ben Carter. e-mail benedict.carter@uk.thalesgroup.com.

The GTS HSE Statistics Newsletter will be published at the beginning of the month depicting the previous months data this is to ensure the accuracy of content.