

Home Safe Plan

Periodic Review

Period 7, 2016/17

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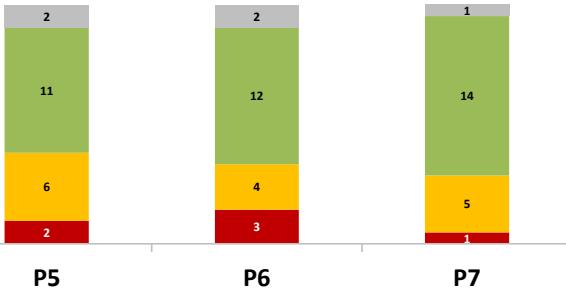
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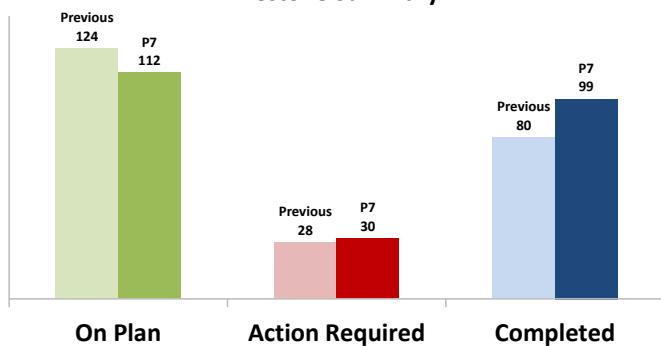
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EXECUTIVE SUMMARY

Project Status Summary



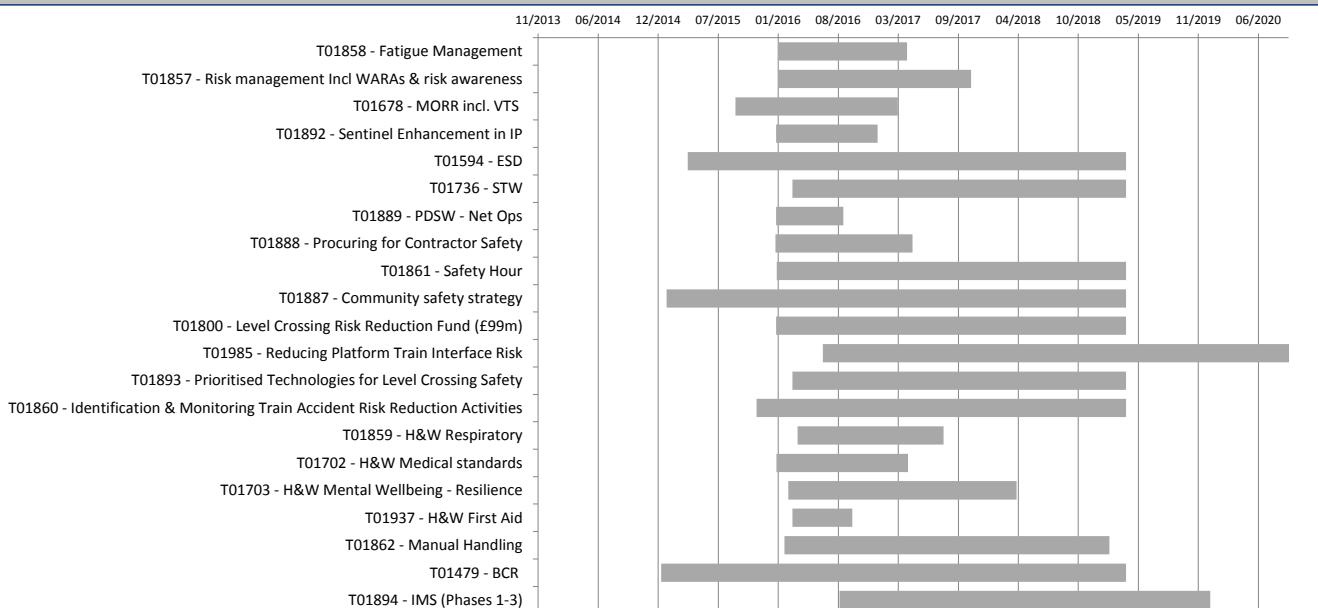
Milestone Summary



RAG Status Changes (P7)

T01678 Management of Occupational Road Risk	→	
T01889 Delivery of standard 019 supporting Planning & Delivering Safe Work	→	
T01702 Health & Wellbeing Medical Standards	→	
T01893 Prioritised Technologies for Level Crossing Safety	→	
T01861 Safety Hour	→	

Home Safe Plan - Project Duration



HOME SAFE PLAN PROJECT LOOKAHEAD

T-Code	Project	Head of	Lead	Business Champion	Baseline	Current RAG
T01858	Fatigue Risk Management	Rupert Lown	Stephanie Brizs	Justin Monk	31-Mar-17	
T01857	Risk Management Inc. WARAs & Risk Awareness	Rupert Lown	Rob Wainwright	Caroline Meek	31-Oct-17	
T01678	Management of Occupational Road Risk	Rupert Lown	David Burgess	Gemma Lavery	30-Jan-17	
T01892	Sentinel Enhancement in IP	Rupert Lown	Andrew Bilous Sharna Murray	Chris Carey	31-Aug-16	
T01594	Electrical Safety Delivery	Rupert Lown	Justin Davis	Darren Cobb Steven Webber	31-Mar-19	
T01736	Safer Trackside Working	Rupert Lown	Mark Prescott	Jim Adshead	31-Mar-19	
T01889	PDSW Planning and Delivering Safe Work - 019 Standard update	Rupert Lown	Katie Frost	Louise Cox	31-Aug-16	
T01888	Procuring for Contractor Safety	Rupert Lown	Eoin O'Neil	Ian Bradler	30-Dec-16	
T01861	Safety Hour	Lynn Chamberlain-Clark	Lynn Chamberlain-Clark	Louise Cox Paul Clarke	31-Mar-19	
T01887	Community Safety Strategy	Allan Spence	Mick Hamill	Louise Carvey	31-Mar-19	
T01800	LX Risk Reduction (£99m)	Allan Spence	Mark Brunnen David Smith	Richard Tew	31-Mar-19	
T01985	Reducing Platform Train Interface Risk	Allan Spence	Mick Hamill	Louise Carvey	30-Mar-24	
T01893	Prioritised Technologies for Level Crossing Safety	Allan Spence	Mark Brunnen	Simon Constable	31-Mar-19	
T01860	Identification & Monitoring Train Accident Risk Reduction Activities	Allan Spence	Rob Wainwright	Paul Clarke	31-Mar-19	
T01859	Health & Wellbeing Respiratory	Lorna Liggett	Kris Jeffrey	Bill Cooke	31-Jul-17	
T01702	Health & Wellbeing Medical Standards	Lorna Liggett	Jane Manders	Sarah Mitchell	03-Apr-17	
T01703	Mental Wellbeing Resilience	Lorna Liggett	Brenda Desbonne-Smith	Stewart White Emrys Warriner	31-Mar-17	
T01937	Health & Wellbeing First Aid	Lorna Liggett	Kate Coyle	Sarah Mitchell	30-Sep-16	
T01862	Manual Handling	Mike Carey	Elizabeth de Mello	Priti Patel	03-Feb-18	
T01479	Business Critical Rules	Jason Jordan	Rob Dunkley	Paul Clarke	31-Mar-19	
T01894	Integrated Management System	Lisbeth Fromling	Stuart Buckley	Darren Cobb	31-Mar-17	

CAPEX PROJECTS - VARIANCES, FORECAST SPEND LOOKAHEAD AND ACCRUALS

Period Variance - Period 7 - Period spend variance to previous period forecast

Project Number	Project Name	SPM	PM	Variance (£k)	Comment
143984	Safer Trackside Worker	Lisbeth Fromling	Mark Prescott	(108.5)	The negative variance is because we have addressed previous overstated CoWD by reducing it and forecasting in future periods.

Outturn Variance 16/17 - Outturn variance to previous period = CoWD + Forecast within Financial Year

Project Number	Project Name	SPM	PM	Variance (£k)	Comment
143984	Safer Trackside Worker	Lisbeth Fromling	Mark Prescott	(342.5)	This variance is partly due to previous overstated CoWD which has been decreased and reforecasted (£55K). An additional Pre-OIEU Supplier workshop has now been scheduled for Nov2 resulting in some delay in developing the contract for SCWS(S) which has caused a financial adjustment into next year (£200K). In addition further detailed interrogation of forecast has resulted into some work being pushed in to Yr 4- details on when this work would be done was previously unknown. This has increased the confidence in the project YTD position.

Forecast Spend Lookahead - Period 8 (2016/17)

Project Number	Project Name	SPM	PM	Forecast (£k)	RAG	Comment
143984	Safer Trackside Worker	Lisbeth Fromling	Mark Prescott	133.6		The forecasting for this period and remaining of the year has improved due to addressing overstated CoWD and the ongoing period review of the forecast is 100k lower than previously reported for this period. Forecasting may be subject to change and variance depending on the outcome of discussion with Digital Railway regarding SCWS (T) and procurement issues as stated previously. The forecasting for this period and remaining of the year has improved due to addressing overstated CoWD and the ongoing period review of the forecast is 100k lower than previously reported for this period. Forecasting may be subject to change and variance depending on the outcome of discussion with Digital Railway regarding SCWS (T) and procurement issues as stated previously.

Forecast Spend Lookahead - Period 9 (2016/17)

Project Number	Project Name	SPM	PM	Forecast (£k)	RAG	Comment
143984	Safer Trackside Worker	Lisbeth Fromling	Mark Prescott	175.2		The forecasting for this period and remaining of the year has improved due to addressing overstated CoWD and the ongoing period review of the forecast is 47k lower than previously reported for this period. Forecasting may be subject to change and variance depending on the outcome of discussion with Digital Railway regarding SCWS (T) and procurement issues as stated previously.

Accruals - Period 7 (2016/17)

Project Number	Project Name	SPM	PM	Accrual @ 15-08-16		Justification
				£k	% of CoWD	

PROJECT SUMMARIES (1)

Project	SPM	Status Update	Status	Outlook
T01858 Fatigue Risk Management	Rupert Lown	<p>Status remains RED: Following meeting with Route representatives an action plan was fleshed out. To verify the plan the Route reps need to gather further data and refine their actions. this should be completed within 6 weeks after which we should be in a position to re-baseline the project through change control P9.</p> <p>Fatigue training: following meetings with supplier Slamps a plan is in place to deliver the fatigue training modules subject to commercials. Availability of stock imagery and prior plannings should safeguard the training milestone. Outlook is RED as safety benefits and project timescales are at risk due to the delay created as a result of the Route activity. By period 9 the project will be re baselined and outlook should become green</p>		
T01857 Risk Management Inc. WARAs & Risk Awareness	Rupert Lown	<p>Status is AMBER following a deep-dive review the WARA project. WARA Business leads have been confirmed by the majority of the business however still awaiting a lead to be identified by Anglia Route. Following various discussions in the centre and at Integration Group a new plan has been submitted to change panel, we need to keep the HoRSEs fully engaged to drive this work. Two WARAs have been completed by the centre this period with both awaiting publication onto the Connect WARA site. 13 WARAs have been submitted and await review in P8. Risk Based commentary Pilot is continuing in Anglia. The new plan has the overall project completing to time albeit with changes and delays in various milestones as well as the addition of the Risk Based commentary milestones and has gone to change panel for approval.</p>		
T01678 Management of Occupational Road Risk	Rupert Lown	<p>Status is GREEN following concluding TU consultation on 7th Oct 16. All 3 unions agreed that we had provided sufficient assurances around the VTS data principles. STE have instructed Route Services Commercial team to appoint VTS supplier and commence standstill period (10 days). Pending no challenge received from unsuccessful tenders we will award the Contract and commence mobilisation with the trial in Wessex Route. Change control approved P7 to re-baseline milestones following delay TU consultation and contract appointment. Project now delivering to revised plan and milestone dates.</p> <p>Outlook is GREEN as we do not anticipate any commercial challenges following VTS supplier appointment. Kick off meeting to be scheduled for November to review & agreed fitment plan. Workshops planned with HRSS re: detailed design of VTS data management short /long term.</p>		
T01892 Sentinel Enhancement to IP	Rupert Lown	<p>Status and Outlook are GREEN. Technology released into the industry (including the apps and database). Data has shown that the Sentinel system works effectively. Training materials and support mechanism are available and in place to align with the new release. Our focus for the next 2 periods is to focus our support towards those areas of the industry that are not yet using the system or are struggling to deploy. we are developing a dashboard to support the business in understanding the usages of the system further, to be available in P8.</p>		
T01594 Electrical Safety Delivery (Not managed by STE H&S. Monitoring only)	Rupert Lown	<p>Status is green: ESD Programme is on target to deliver authorised works. The programme has 7 different workstreams changing process, competence framework development, technology deployment, research and development and design/engineering standards refresh. Outlook is green - The Programme has successfully passed the MSP4NR Stage Gate 3 Review, subject to Investment Paper approval (Authority Paper 3) on 30 Sep. This approach has been endorsed by Central Assurance. ESD is on target to progress to Stage 4 by 30 Sep 2016. Key milestones on target for completion.</p>		
T01736 Safer Trackside Working	Rupert Lown	<p>Programme status and outlook remains RAG Green.</p> <p>Positive progress across the workstreams has continued this period. This has included preparation for trial of tactical systems and procurement of the strategic Signal Controlled Warning System. Work on integrity of COWD/forecasting and accruals has continued this period delivering improved confidence in Programme financial position and readiness for RF8.</p>		
T01889 PDSW Planning and Delivering Safe Work - 019 Standard update	Rupert Lown	<p>Status and outlook is GREEN: Standard is on target to be loaded onto the Standards site by the 9 Dec. The update of the 019 Standard has been completed by technical authors. Endorsement by the working group was achieved on 17 Oct and the Standard was issued out for stakeholder consultation on 18 Oct. Briefing session is being held with Route leads on 20-21 Oct</p>		
T01888 Procuring for Contractor Safety	Rupert Lown	<p>Status is GREEN The balanced scorecard went live P1 following formal communication to suppliers. To assist with understanding usage of the scorecard and dashboard, a short animation film has been produced and uploaded onto Safety Central and a link has been sent to all PCL's. Scenario testing to understand how the score would have influenced the outcome from a number of PQQ's and ITT's from across IP is now complete, and the results reviewed with the PPM subgroup. A presentation was given to the RCSF, receiving positive feedback on the three proposed leading indicators, a number of actions from the presentation will be taken forward. Endorsement on the proposed indicators was also sought from the ISLG, and feedback received from the members will be discussed with the ISLG chair prior to the next meeting. The Commercial and Development Director has stipulated the introduction of the scorecard into the procurement process will commence from CP6, and a re-engagement exercise with the PPM team to review how IP can standardise safety evaluation was undertaken. Outlook is GREEN</p>		
T01861 Safety Hour	Lynn Chamberlain-Clark	<p>Status is AMBER due to milestone being missed in P7. Change control to be submitted in P8 to rebaseline milestone to FEBRUARY 17. Attended Safety Hour sessions across routes to observe quality & content of sessions this will be evaluated to further improve content of future sessions and upskilling of facilitators.</p> <p>Outlook is GREEN pending change panel approval for milestone Safety Central content management plan being approved to deliver Feb 17. CHSQO to approve plan</p>		

PROJECT SUMMARIES (2)



Project	SPM	Status Update	Status	Outlook
T01887 Community Safety Strategy	Allan Spence	Status and Outlook are GREEN with clarification of the milestones going to change panel in period 8. The changes following project review include additional milestones for level crossing campaigns (shown in this report as they give the clearer indication of progress) and reshaping of the 'stations' trespass campaign. Highlights this period included a review visit to a "Tackling Track Safety" campaign delivery in Manchester and launch of the "Everyone across safely" campaign that targets people with hearing or sight impairment, or mobility restrictions.		
T01800 LX Risk Reduction (£99m)	Allan Spence	Status and Outlook are AMBER due to four Routes predicted risk reduction shortfall. Road bridge opened at Ufton LC (WES) during P07 - significant given the history of fatalities at the crossing. Legal closure will follow later this year. Total FWI benefit realised by the programme to date remains at 0.4257. The forecasted CP5 risk reduction decreased by 0.1940 FWI to 2.4690 in period, following the de-scope of eight closure schemes across four Routes. The schemes were removed for a number of reasons including: disproportionately high costs, costly public objection and delivery dates delayed beyond the control period. LNE, Wales and LNW are now 16%, 24% and 32% behind their respective Route FWI commitments. Western are 4% behind their target. All other Routes are on track to meet or exceed their CP5 risk reduction commitments. Routes have been asked to focus on contingency plans to ensure that they close the variance from their committed risk reduction.		
T01985 Reducing Platform Train Interface Risk	Allan Spence	Status and Outlook are GREEN with clarification of the milestones going to the change panel visit in period 8. Two separate presentation have been completed on the use of the tool with Northen and Virgin at Manchester and Liverpool Lime Street . PTI was also featured prominently within the RSSB operational risk webinar in a session led by the Head of Corporate Passenger and Public Safety. We expect the one milestone at risk to be abandoned and replaced once RSSB finalise how they will progress the research need previously part of T1080.		
T01893 Prioritised Technologies for Level Crossing Safety	Allan Spence	Status and outlook are AMBER taking account of all components of this programme. EBI Gate 200: 4 of 8 Route-led EBI Gate sites have been re-commissioned in P07; the remaining 4 will follow in P08. Re-authority for the 13 sites IP delivered will be sought at LPP in P08. This follows the completion of a comprehensive review of project costs during P07, with re-scheduled completion dates but reduced CAPEX burden. SAWD: BAU management processes endorsed by necessary parties. All outstanding product documentation to be finalised next period. Meerkat: Product spec progressing as planned. To be signed off during P08. RLSE & MSVs: Continuing difficulty identifying an asset owner and owner for BAU management activities. The project will prepare a summary paper for escalation.		
T01860 – Identification and Monitoring Train Accident Risk Reduction (Not managed by STE H&S. Monitoring only.)	Allan Spence	Status and outlook are both GREEN as the Train Accident Risk Reduction activity is currently ahead of scorecard target and getting better. The first milestone (MS3915) relating to deployment of the Asset Data Quality Management System was delivered on time and the milestone surrounding the benchmarking of all Communication Review Groups to identify and share good practice has been delivered early. The Eddy current and PLPR measures are currently at risk because of the industrial action by Colas drivers. Chapel Level Crossing in Western has slipped with a forecasted completion in CP6		
T01859 Health & Wellbeing Respiratory	Lorna Liggett	Status and Outlook are GREEN as all milestone have been achieved to date. Raising awareness of the dangers associated with silica dust continues. The NTTL engagement presentation has been shared along with signing in sheet. Stoptober connect article successfully published. Engineering engaged with to identify gaps and determine ways of working collaboratively. Work continues with Route Service sC&P to agree face fit provision and exposure monitoring framework.		
T01702 Health & Wellbeing Medical Standards	Lorna Liggett	Status and Outlook is GREEN. The medical standard has been updated following a gap analysis and literature review. NR stakeholders have formally commented on the updated draft standard.		
T01703 Mental Wellbeing Resilience	Lorna Liggett	Status and Outlook are Green. Online Wellbeing Launched – 10% uptake to date – weekly reports – these are sent out weekly. OWA report design underway – report style will be updated to have more visual content and comparative data against previous years. World Mental Health day and Yam Jam was successful and the site continues to be used for mental health conversations. Following YamJam, met with Mental Health pilot group to discuss moving MH Champs forward.		
T01937 Health & Wellbeing First Aid	Lorna Liggett	This project is now on hold for two periods due to reduced capacity in the team. An alternative contractor resource is being sought to continue with the deliverables.		

PROJECT SUMMARIES (3)

Project	SPM	Status Update	Status	Outlook
T01862 Manual Handling	Mike Carey	<p>Status is GREEN. All Routes except Anglia submitted risk assessments as per the requirements (2 risk assessments/DU/Route) by milestone date (5th October). 112 risk assessments were submitted. Anglia did not meet their target as they were unable to assess two items not maintained within the stipulated timeframe. Tracking of progress continues. A successful Bowtie workshop was held to identify risk controls as part of the policy and strategy work stream. This illustrated the breadth of issues that need to be tackled to improve manual handling operations on the front line in NR, from specification of equipment and materials through to management and staff culture. The TU consultation was completed. The future outlook is GREEN given the focus that now exists within the Routes on this project.</p>		
T01479 Business Critical Rules	Jason Jordan	<p>Overall status is AMBER for the programme this is to reflect that final agreements on cost reporting and implementation resources need to be fully agreed. Work has been complete to deliver release 3 of the BCR online system and this went live on the 17th October. Reputational impact has been left as Amber to ensure that the system transition went smoothly and ensure that no major system issues arose which would have an impact on the reputation of the programme. Work is continuing on business change activity however it has been noted that routes are questioning the priority of BCR work against the backdrop of the 5 must wins and programmes which are perceived to be delivering financial benefits. Further discussions are required to understand the impact of the organisational change which has changed the agreement on implementation resource.</p>		
T01894 Integrated Management System	Lisbeth Frømling	<p>Status is GREEN as the project concept stage and the MSP4NR SG1 preparation are progressing well. A framework mock-up is being socialised and further developed & initial system owner consultation is progressing to imminent conclusion. The communications plan milestone has been deferred until after the board are in place and SG1 is passed. This will be in November/P.10. Outlook is GREEN as all future milestones appear to be achievable and the recruitment for full time roles is ongoing.</p>		

PROGRAMME MILESTONES (1)

Ref	Milestones Descriptions	Exec Owner	Milestone Status	<	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	P12	P13	>	Benefit
Business Plan General Milestones																			
LO- MS2162	Industry Health and Safety Strategy Agreed	Graham Hopkins	Delivered Late	P13															
LO- MS2173	Enhancements Improvement Plan - Develop a Strategy and Policy for Safety By Design across Network Rail	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
T01858 Fatigue Risk Management																			
Project	Change Management Panel Approval	Lisbeth Frømling	Delivered On Time	P08															
Project	Project Remit / Deliverables Agreed	Lisbeth Frømling	Delivered On Time	P09															
STED	Standard Steering Group Approval to Update Fatigue Standard	Lisbeth Frømling	Delivered On Time	P08															
STED	Fatigue Risk Management Standard Published	Lisbeth Frømling	Late	P01	✓	✓	✗	✗	✗	✗									
LO-MS2862	Route & IP fatigue management implementation plans complete	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
STED	Development of Fatigue Training complete	Lisbeth Frømling	Late	P09	✓	✓	✓	✓	✓	✓	✓	✓							
Level 0	Delivery of Fatigue Training Completed	Lisbeth Frømling	Late	P09	✓	✓	✓	✓	✓	✓	✓	✓							
Project	Communication Plan for Fatigue Risk Management agreed	Lisbeth Frømling	Delivered Late		✓	✓	P03	✓	P05										
STED L1	Assessment of those Working Greater than 60 hrs Completed and report Published	Rupert Lown	Delivered On Time	P06															
STED L1	60hr report actions completed	Rupert Lown	On Target		✓	✓	✓	✓	✓	✓	✓	✓							P10 17/18
STED L2	Monitoring embedment of Fatigue Risk Management complete	Rupert Lown	On Target		✓	✓	✓	✓	✓	✓	✓	✓							P10 17/18
T01857 Risk Management: Inc WARA and Risk Awareness																			
Project	Change Management Panel Approval	Rupert Lown	Delivered On Time	P11															
Project	Develop Terms of Reference	Rupert Lown	Delivered On Time	P10															
Project	Agree Working Group Members and Reporting	Rupert Lown	Delivered On Time	P10															
Project	Agree Work to be Carried Out in Phases	Rupert Lown	Delivered Early	P01															
Project	Review and Publish WARA Standard NR/SP/OHS/00102	Rupert Lown	Late		✓	✓	✓	✗	✗	✗	P06								P1 FY17/18
Project	Communications Plan to Inform all of Reviewed and Updated WARAs approved	Rupert Lown	Late		✓	✓	✓	✗	P05	✗									
Project	25% of WARAs Completed	Rupert Lown	Delivered On Time	P03															
Project	50% of WARAs Completed	Rupert Lown	Late		✓	✓	✗	✗	✗	✓	P06	✗							P1 FY17/18
Project	75% of WARAs Completed	Rupert Lown	Late		✓	✓	✗	✗	✗	✓	✓	✓							P3 FY17/18
LO-MS2863	100% of WARAs Completed	Rupert Lown	Late		✓	✓	✗	✗	✗	P06	✗								P5 FY17/18
Project	Corporate Audit Findings Action Plan Developed	Rupert Lown	Delivered On Time	P11															
Project	Risk Management Project Completed	Rupert Lown	At Risk		✓	✓	✗	✗	✗	✗									P8 FY17/18

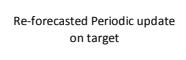
Forecasted Completion Date
 Milestone Completed
 Milestone Slipped / (Period Re-forecasted)
 Milestone Abandoned / (Period Abandoned)
 ✓ Periodic update on target
 ✗ Periodic update behind target
 ✓ Re-forecasted Periodic update on target

MILESTONES COMMENTARY (1)

Ref	Milestones Descriptions	Exec Owner	Commentary
Business Plan General Milestones			
L0- MS2162	Industry Health and Safety Strategy Agreed	Graham Hopkins	Strategy completed. IHSM will launch on 21st April.
L0- MS2173	Enhancements Improvement Plan - Develop strategy and Policy for Safety By Design across Network Rail	Lisbeth Frømling	19/1/2016 - The policy has been through key stakeholder consultation. The SHE Standards Steering Group have approved the policy, briefing note and briefing implementation plan (communications plan) for publication. Policy has been reviewed and accepted by Graham Hopkins (on behalf of the Board Executive Committee), which was a condition placed by the SHE Standards Steering Group. The policy is with the standards management team for publication on 3rd Dec 2016, although a preview copy is likely to be made available in November 2016. Note: The rail industry has committed to one of the PTED components (design for health and safety) as a key enabler (capability) for "leading health and safety in Britain's railway" - the industry health and safety strategy.
T01858 Fatigue Risk Management			
Project	Change Management Panel Approval	Rupert Lown	Complete
Project	Project Remit / Deliverables Agreed	Rupert Lown	Benefits Map to be updated
STED L2	Standard Steering Group Approval to Update Fatigue Standard	Lisbeth Frømling	Complete
STED L1	Fatigue Risk Management Standard Published	Lisbeth Frømling	The milestone was not achieved. Work has commenced on impact assessment. TNC and implementation plan to be created before milestones can be re-baselined.
L0-MS2862	Route & IP fatigue management implementation plans complete	Lisbeth Frømling	This milestone is to be re-baselined in line with milestone above once implementation plan agreed.
STED L2	Development of Fatigue Training complete	Lisbeth Frømling	Training content has been created for the three modules and shared with the Fatigue Steering Group. Meeting with supplier Slamps has been scheduled to begin development of training modules. Creation on track due to lack of imagery available and training module content plans
Level 0	Delivery of Fatigue Training Completed	Lisbeth Frømling	Work has yet to start on this milestone
Project	Communication Plan for Fatigue Risk Management agreed	Rupert Lown	Complete
STED L1	Assessment of those Working Greater than 60 hrs Completed and report Published	Lisbeth Frømling	Complete
STED L1	60hr report actions completed	Lisbeth Frømling	
STED L2	Monitoring embedment of Fatigue Risk Management complete	Lisbeth Frømling	
T01857 Risk Management: Inc WARA and Risk Awareness			
Project	Change Management Panel Approval	Rupert Lown	Complete
Project	Develop Terms of Reference	Rupert Lown	Complete
Project	Agree Working Group Members and Reporting	Rupert Lown	Complete
Project	Agree work to be carried out in phases	Rupert Lown	Complete
Project	Review and publish WARA Standard NR/SP/OHS/00102	Rupert Lown	New plan has gone to change panel following review with forecasted completion date 21/4/2016
Project	Communications plan to Inform all of reviewed and updated WARAs.	Rupert Lown	Draft plan has been submitted for approval but will require further update follow change panel approval
Project	25% of WARAs completed	Rupert Lown	New plan has gone to change panel following review where WARA review completion will be measured differently however estimated forecast for this milestone is Apr 2017
Project	50% of WARAs completed	Rupert Lown	New plan has gone to change panel following review where WARA review completion will be measured differently however estimated forecast for this milestone is Jan 2017
Project	75% of WARAs completed	Rupert Lown	New plan has gone to change panel following review where WARA review completion will be measured differently however estimated forecast for this milestone is Jun 2017
L0-MS2863	100% of WARAs completed	Rupert Lown	New plan has gone to change panel following review where WARA review completion will be measured differently however estimated forecast for this milestone is Aug 2017
Project	Corporate audit findings action plan developed	Rupert Lown	
Project	Risk Management project completed	Rupert Lown	New plan forecasts project to be completed on time

PROGRAMME MILESTONES (2)

Ref	Milestones Descriptions	Exec Owner	Milestone Status	<	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	P12	P13	>	Benefit
T01678 Management of Occupational Road Risk (MORR)																			
Project	Change Management Panel Approval	Rupert Lown	Delivered On Time	P09															
Project	Project Remit / Deliverables Agreed	Rupert Lown	Delivered On Time	P08															
Project	Communications Plan for MORR Agreed	Rupert Lown	Delivered On Time	P02															
STED	Trade union consultations complete	Lisbeth Frømling	Delivered Early	P01															
Project	VTS Data Validation and Exception Reporting Governance Agreed	Rupert Lown	Delivered On Time	P04															
STED	Vehicle Tracking System Tender Evaluation Complete	Lisbeth Frømling	Delivered Early	P06	P07														
Project	Vehicle Tracking System Contract Awarded	Rupert Lown	Late	P06															
MS2101 (NSC)	Vehicle Tracking System Contract Commences	Route Services TBC	Late	P09															
Project	Vehicle Tracking System Fitment Plan agreed	Rupert Lown	Late	P06															
MS2107 (NSC)	First VTS installed and in use on a Network Rail Vehicle	Route Services TBC	Late	P10															
Project	VTS Fitment Plan 50% delivered	Rupert Lown	On Target	P04															
Project	VTS Fitment Plan 90% delivered	Rupert Lown	On Target	P04															
L0-MS2865	Delivery of Hi-Vis Seatbelt Sleeves and Stickers to DU completed	Rupert Lown	Delivered On Time	P04															
STED	MORR policy draft approved	Lisbeth Frømling	On Target	P07															
Project	MORR Policy Approved & Launched	Rupert Lown	On Target	P06															
Project	Monitor embedment of MORR complete	Rupert Lown	On Target	P06															
T01892 Sentinel Enhancement																			
Level 0	Go-Live for Site Access Swipe In and Out	Lisbeth Frømling	Delivered On Time	P07															
Level 1	Business Change - Achieve Compliance	Lisbeth Frømling	Delivered On Time	P01															
Level 1	Business Change - Mandatory Use	Lisbeth Frømling	On Target	P07															
Level 1	Fatigue Risk Data and Management Functionality available	Lisbeth Frømling	Delivered On Time	P07															
Level 1	Live trial of Site Access at Swindon DU starts	Lisbeth Frømling	Delivered On Time	P02															
Project	Communications Plan Approved	Rupert Lown	Delivered On Time	P13															
Project	Change Management Panel Approval	Rupert Lown	Delivered On Time	P11															
Project	Project Remit/Deliverables Agreed	Rupert Lown	Delivered On Time	P11															
Project	Development of Medical and DandA Rules complete	Rupert Lown	Delivered On Time	P01															
Project	Development of Lone Worker Resource complete	Rupert Lown	Delivered On Time	P01															
T01594 Electrical Safety Delivery																			
L0-MS1905	Negative Short Circuit Devices (NSCDs) and Three Position Direct Current (DC) Switch trials Complete.	Chief Engineer	Delivered On Time	P03															
L1-MS3896	ESD Evidence Base – EAWR Blueprint compliance review complete	Chief Engineer	Delivered On Time	P06															
L1-MS3897	Technology Rollout – Bournemouth Mainline GRIP 1-3 Authority	Chief Engineer	Delivered On Time	P06															
L1-MS3898	Technology Rollout – Brighton Mainline GRIP 1-3 Authority	Chief Engineer	Delivered On Time	P06															
L0-MS2861	Technology Development – Automatic Isolation Strategy Complete	Chief Engineer	Delivered Late	P06	P07														
L1-MS3899	CP6 – IIP Submission	Chief Engineer	Delivered On Time	P07															
L0-MS3900	Single Approach to Isolation - Commence OLE Trial	Chief Engineer	Late	P05															
L0-MS3901	Competence – Competence Gap analysis complete	Chief Engineer	Delivered Early	P07															
L0-MS3902	Single Approach to Isolation - Commence CR Trial	Chief Engineer	On Target	P07															
L1-MS3903	Electrical Design – Design Philosophy Module 1 Complete	Chief Engineer	On Target	P07															

 Forecasted Completion Date  Milestone Completed  Milestone Slipped / (Period Re-forecasted)  Milestone Abandoned / (Period Abandoned)  Periodic update on target  Periodic update behind target  Re-forecasted Periodic update on target

MILESTONES COMMENTARY (2)

Ref	Milestones Descriptions	Exec Owner	Commentary
T01678 Management of Occupational Road Risk (MORR)			
Project	Change Management Panel Approval	Rupert Lown	Complete
Project	Project Remit / Deliverables Agreed	Rupert Lown	Complete
Project	Communications Plan for MORR Agreed	Rupert Lown	Complete
STED	Trade Union consultations complete	Lisbeth Fromling	Completed in P7 - following concluding Trades Unions consultation 7/10/16
Project	VTS data validation and exception reporting governance agreed	Rupert Lown	Complete
STED	Vehicle Tracking System tender evaluation complete	Lisbeth Fromling	Complete
Project	VTS contract awarded	Rupert Lown	Milestone on Target - Route Services Directorate instructed to appoint VTS supplier. Commercial standstill period to commence WC 24/11/16. Contract award due WC 11/11/16.
MS2101 (NSC)	Vehicle Tracking System contract commences	Lisbeth Fromling	Milestone Late - Route Services Directorate (RSD) own this Milestone and it hasn't been reforecasted or baselined by RSD. STE forecasted date reported against each period. Commercial Standstill commenced 17/10/16 so contract award is scheduled 31/10/16. Signed contract expected to be returned within 1 week of award & issuing.
Project	Vehicle Tracking System Fitment Plan agreed	Rupert Lown	Milestone on Target - The fitment plan is being delivered by the VTS supplier and cannot be shared until a VTS supplier is onboard and attends Kick off meeting.
MS2107 (NSC)	First VTS installed and in use on a Network Rail vehicle	Lisbeth Fromling	Milestone Late - VTS supplier cannot start fitment until contracts in place. Route Services Directorate (RSD) own this Milestone and it hasn't been reforecasted or baselined by RSD. STE forecasted date reported against each period.
Project	VTS Fitment Plan 50% delivered	Rupert Lown	Milestone on Target
Project	VTS Fitment Plan 90% delivered	Rupert Lown	Milestone on Target
L0-MS2865	Delivery of Hi-Vis Seatbelt Sleeves and Stickers	Rupert Lown	Complete
Project	MORR policy draft approved	Rupert Lown	Milestone on Target
STED	MORR Policy Approved & Published	Lisbeth Fromling	Milestone on Target
Project	Monitor embedment of MORR complete	Rupert Lown	Milestone on Target
T01892 Sentinel Enhancement			
Level 0	Go-Live for site access swipe in and out	Lisbeth Frømling	Complete
Level 1	Business Change - Achieve Compliance	Lisbeth Frømling	~
Level 1	Business Change - Mandatory Use	Lisbeth Frømling	~
Level 1	Fatigue risk data and management functionality available	Lisbeth Frømling	~
Level 1	Live trial of site access at Swindon DU starts	Lisbeth Frømling	Complete
Project	Communications plan approved	Rupert Lown	
Project	Project remit/deliverables agreed	Rupert Lown	Complete
Project	Development of medical and DandA rules complete	Rupert Lown	Complete
Project	Development of lone worker resource complete	Rupert Lown	Complete
T01594 Electrical Safety Delivery			
L0-MS1905	Negative Short Circuit Devices (NSCDs) and Three Position Direct Current (DC) Switch trials Complete.	Chief Engineer	Complete
L0-MS3896	Electrical Safety Delivery Programme - ESD Evidence Base – EAWR Blueprint compliance review complete	Chief Engineer	Complete
L0-MS3897	Electrical Safety Delivery Programme - Technology Rollout – Bournemouth Mainline GRIP 1-3 Authority	Chief Engineer	Complete
L0-MS3898	Electrical Safety Delivery Programme - Technology Rollout – Brighton Mainline GRIP 1-3 Authority	Chief Engineer	Complete
L0-MS2861	Produce and agree the strategy for Automatic Isolations	Chief Engineer	Complete
L0-MS3899	Electrical Safety Delivery Programme - CP6 – IIP Submission	Chief Engineer	Complete
L0-MS3900	Electrical Safety Delivery Programme - Single Approach to Isolation - Commence OLE Trial	Chief Engineer	The trial date has changed from 30th November to 11th January 2017 due to Great Western infrastructure readiness. The SAI project plan has been re-baselined to align.]
L0-MS3901	Electrical Safety Delivery Programme - Competence – Competence Gap analysis complete	Chief Engineer	Complete
L0-MS3902	Electrical Safety Delivery Programme - Single Approach to Isolation - Commence CR Trial	Chief Engineer	Development of Bluebook for SAI, TFS trial continues. Engineering resources are engaged and working groups have commenced.
L0-MS3903	Electrical Safety Delivery Programme - Electrical Design – Design Philosophy Module 1 Complete	Chief Engineer	Workstream on hold due to re-prioritisation of work across critical resource, however Design Philosophy work continues to progress to schedule.

PROGRAMME MILESTONES (3)

Ref	Milestones Descriptions	Exec Owner	Milestone Status	<	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	P12	P13	>	Benefit
T01736 Safer Trackside Working																			
L0-MS2860	Develop Trackworker Safe Access Strategy for ExComm approval		Delivered Early		✓	████	□												
L1- MS1909	Deliver tactical solution for Signal Controlled Warning System. Live trial location installed for Product Acceptance & system ready for deployment	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓					P04 17/18	
L1- MS1910	Complete the development of a risk-based decision tool for safe system of work selection	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓					P01 17/18	
L1-MS2857	Remote Disconnect Device Ready for Deployment	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓					P01 17/18	
L1-MS2858	Route optioneering of STW solutions complete	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓						
L1-MS2859	Deployment of New SSOW Hierarchy Through E-Permit System	Lisbeth Frømling	Abandoned											P01					
Level 1	Strategic SCWS and Traffic Management Protection adopted into Digital Railway Phase 2	Rupert Lown	Delivered On Time																
Level 1	Trust Passport Process Agreed with National Safety Council	Rupert Lown	Delivered On Time																
Project	Change Management Panel Approval	Rupert Lown	Delivered Early																
Project	Project Remit / Deliverables Agreed	Rupert Lown	Delivered Early																
Project	Communications Strategy Agreed	Rupert Lown	On Target																
Project	Traffic Management Protection Solution - requirements accepted into Traffic Management build specification	Rupert Lown	Delivered On Time																
Project	Draft Trackworker Safe Access Strategy presented to National SHE Review	Rupert Lown	Delivered On Time																
Project	Development of STW Optioneering Tool for assessment of Route needs	Rupert Lown	Delivered On Time																
T01889 PDSW Planning and Delivering Safe Work - 019 Standard update																			
Project	Technical Author complete Standard update	Rupert Lown	Delivered On Time											P07					
Project	Standard Working Group agree content	Rupert Lown	Delivered On Time											P07					
Project	Standards Manager completes review and edit	Rupert Lown	On Target											✓					
Project	Issue draft Standard to Stakeholders	Rupert Lown	On Target											✓					
Project	Complete Stakeholder consultation 1	Rupert Lown	On Target											✓					
Project	Review comments and update Standard 1 (Hot House)	Rupert Lown	On Target											✓					
Project	Complete Stakeholder consultation 2	Rupert Lown	On Target											✓					
Project	Review comments and update Standard 2 (Hot House)	Rupert Lown	On Target											✓					
Project	Stakeholder consensus achieved	Rupert Lown	On Target											✓					
Project	Final editing complete by Standards Manager	Rupert Lown	On Target											✓					
Project	Standard loaded on to Standards site	Rupert Lown	On Target											✓					
T01888 Procuring for Contractor Safety																			
Project	Change Management Panel Approval	Rupert Lown	Delivered On Time											P07					
Project	Project Remit / Deliverables Agreed	Rupert Lown	Delivered On Time											P07					
Project	Review Procuring for Safety survey results	Rupert Lown	Delivered Early																
Project	Develop Draft survey action plan	Rupert Lown	Delivered Early																
Project	Communication plan for Standard Safety Evaluation signed off	Rupert Lown	Delivered On Time											✓					
Project	Issue draft action plan to Working Group	Rupert Lown	Delivered Early											████					
Project	Balanced Scorecard Go-Live	Rupert Lown	Delivered Early											████					
Project	Opportunities to use scorecard agreed with Legal/Procurement	Rupert Lown	Delivered On Time											████					
Project	Hold 3rd Working Group Workshop	Rupert Lown	Delivered On Time											████					
Project	Update on Procuring for Safety to Commercial Directors forum	Rupert Lown	Delivered Early											████					
Project	Implementation completed on standardised safety evaluation	Rupert Lown	At Risk											✓	✗	✗	✗	✗	
Project	Balanced scorecard V2 with leading indicators introduced	Rupert Lown	On Target											✓	✓	✓	✓	✓	
Project	Project Close	Rupert Lown	On Target											✓	✓	✓	✓	✓	
T01861 Safety Hour																			
L0- MS2175	Safety Hour Enabling Project - Upskilling of Safety Hour Facilitator Plan Complete.	Lisbeth Frømling	Delivered On Time																
Project	Change Management Panel Approval	Rupert Lown	Delivered On Time																
Project	Project Remit / Deliverables Agreed	Rupert Lown	Delivered On Time																
Project	Plan Upskilling Programme Rollout Completed	Rupert Lown	On Target											✓	✓	✓	✓	✓	
Project	Upskill Facilitators Across the Business Completed	Rupert Lown	On Target											✓	✓	✓	✓	✓	
Project	Communication Plan for safety Hour Approved	Rupert Lown	On Target											✓	✓	✓	✓	✓	
Project	Develop Plan for Hard to Reach Audiences Completed	Rupert Lown	On Target											✓	✓	✓	✓	✓	
Project	Delivery of Plan Rollout Completed	Rupert Lown	Delivered Early											████					
Project	Safety Central Content Management Plan Agreed	Rupert Lown	Late											✓	✓	✓	✓	✓	P07
Project	Review of Materials and Impact on Project Delivery	Rupert Lown	On Target											✓	✓	✓	✓	✓	P01 18/19
Project	Safety Hour Project Completed	Rupert Lown	On Target											✓	✓	✓	✓	✓	P01 19/20
 Forecasted Completion Date Milestone Completed Milestone Slipped / (Period Re-forecasted) Milestone Abandoned / (Period Abandoned) ✓ Periodic update on target ✗ Periodic update behind target ✓ Re-forecasted Periodic update on target																			

MILESTONES COMMENTARY (3)



Ref	Milestones Descriptions	Exec Owner	Commentary
T01736 Safer Trackside Working			
LO- MS2860	Develop Track worker Safe access strategy for ExComm approval	Lisbeth Frømling	Complete
L1- MS1909	Deliver tactical solution for Signal Controlled Warning System. Live trial location installed for Product Acceptance & system ready for deployment	Lisbeth Frømling	SCWS (T): Programme Interface Tool Human Factors workshop carried out 22nd September.
L1- MS1910	Complete the development of a risk-based decision tool for safe system of work selection	Lisbeth Frømling	Further workshop planned in 13th October to review Safe system of work scores and refine enhancements following independent review
L1-MS2857	Remote Disconnect Device ready for deployment	Lisbeth Frømling	RDD Stockport trial site and design review carried out 4th October.
L1-MS2858	Route optioneering of STW solutions complete	Lisbeth Frømling	LNW initial Optioneering complete. Work with remaining Routes to confirm their tactical deployment requirements and engage with CMOs.
L1-MS2859	Deployment of new S5OW hierarchy through E-Permit system	Lisbeth Frømling	Abandoned
L1	Strategic SCWS and Traffic Management Protection adopted into Digital Railway Phase 2	Rupert Lown	Complete
L1	Trust Passport Process agreed with National Safety Council	Rupert Lown	Complete
Project	Change Management Panel approval	Rupert Lown	Complete
Project	Project Remit / Deliverables agreed	Rupert Lown	Complete
Project	Communications strategy agreed	Rupert Lown	
Project	Traffic Management Protection Solution - requirements accepted into Traffic Management build specification	Rupert Lown	Complete
Project	Draft Trackworker Safe Access Strategy presented to National SHE Review	Rupert Lown	Complete
Project	Development of STW optioneering tool for assessment of Route needs	Rupert Lown	Complete
T01889 PDSW Planning and Delivering Safe Work - 019 Standard update			
Project	Technical Author complete Standard update	Rupert Lown	Complete
Project	Standard Working Group agree content	Rupert Lown	Complete
Project	Standards Manager completes review and edit	Rupert Lown	Green - milestone working to target- due 17 Oct 16
Project	Issue draft Standard to Stakeholders	Rupert Lown	Green - milestone working to target- due 18 Oct 16
Project	Complete Stakeholder consultation 1	Rupert Lown	Green - milestone working to target- due 01 Nov 16
Project	Review comments and update Standard 1 (Hot House)	Rupert Lown	Green - milestone working to target- due 11 Nov 16
Project	Complete Stakeholder consultation 2	Rupert Lown	Green - milestone working to target- due 22 Nov 16
Project	Review comments and update Standard 2 (Hot House)	Rupert Lown	Green - milestone working to target- due 29 Nov 16
Project	Stakeholder consensus achieved	Rupert Lown	Green - milestone working to target- due 02 Dec 16
Project	Final editing complete by Standards Manager	Rupert Lown	Green - milestone working to target- due 08 Dec 16
Project	Standard loaded on to Standards site	Rupert Lown	Green - milestone working to target- due 09 Dec 16
T01888 Procuring for Contractor Safety			
Project	Change Management Panel Approval	Rupert Lown	Complete
Project	Project Remit / Deliverables Agree	Rupert Lown	Complete
	Review Procuring for Safety survey results	Rupert Lown	Complete
Project	Develop draft survey action plan	Rupert Lown	Complete
Project	Communication plan for Standard Safety Evaluation signed off	Rupert Lown	Complete
Project	Issue draft action plan to Working Group	Rupert Lown	Complete
Project	Balanced Scorecard Go-Live	Rupert Lown	Complete
Project	Opportunities to use scorecard agreed with Legal/Procurement	Rupert Lown	Complete
Project	Hold 3rd Working Group Workshop	Rupert Lown	Complete
Project	Update on Procuring for Safety to Commercial Directors forum	Rupert Lown	Complete
Project	Implementation completed on standardised safety evaluation	Rupert Lown	PPM subgroup focus to date has been on testing the scorecard and developing options to include it in the procurement process. This has delayed the start of the standardised safety evaluation workstream. It is not anticipated this will impact the project close date.
Project	Balanced Scorecard V2 with leading indicators introduced	Rupert Lown	
Project	Project Close	Rupert Lown	
T01861 Safety Hour			
LO- MS2175	Safety Hour Enabling Project - Upskilling of Safety Hour Facilitator Plan Complete.	Lisbeth Frømling	Completed
Project	Change Management Panel Approval	Rupert Lown	Completed
Project	Project Remit / Deliverables Agree	Rupert Lown	Completed - agreement with business included in later stages which are on target
Project	Plan Upskilling Programme Rollout Completed	Rupert Lown	Green -plan confirmed at focus group but will be sent to non-attendees due to low attendance
Project	Upskill Facilitators Across the Business Completed	Rupert Lown	Green -plan confirmed at focus group and there will be a pilot in Anglia
Project	Communication Plan for Safety Hour Approved	Rupert Lown	Green - milestone will be achieved: Plan agreed at focus group
Project	Develop Plan for Hard to Reach Audiences Completed	Rupert Lown	Green - milestone working to target- agreed to identify and use local champions at focus group
Project	Delivery of Plan Rollout Completed	Rupert Lown	Green - plan confirmed at focus group. Needs sign-off by PH
Project	Safety Central Content Management Plan Agreed	Rupert Lown	Amber - milestone at risk as plan is draft however change control required to deliver Feb 17 and CHSQO to approve plan
Project	Review of Materials and Impact on Project Delivery	Rupert Lown	Green - milestone working to target- due 30/04/2018
Project	Safety Hour Project Completed	Rupert Lown	Green - milestone working to target: due 01/04/2019

PROGRAMME MILESTONES (4)

Ref	Milestones Descriptions	Exec Owner	Milestone Status	<	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	P12	P13	>	Benefit
T01887 Community Safety																			
LO-MS2852	Community safety strategy - CPS Year 3 community safety (youth) interventions delivered	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓								
LO-MS2853	Community safety strategy - CPS Year 4 community safety (youth) interventions delivered	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
LO-MS2854	Community safety strategy - CPS Year 5 community safety (youth) interventions delivered	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Change Management Panel Approval	Allan Spence	Delivered On Time																
Project	Project Remit / Deliverables Agreed	Allan Spence	Delivered On Time																
Project	PDF Sports Partnership Delivered	Allan Spence	Delivered On Time																
Project	Tools for working with people with Special Educational Needs produced	Allan Spence	Delivered Late		✓	✗	✗	✗	✗	✗	✗	✗							
Project	Tools for Community Safety Managers to work with Young Offenders produced	Allan Spence	Delivered Late		✓	✓	✓	✗	✗	✗	✗	✗							
Project	2016/17 community safety supplier contract award	Allan Spence	Delivered Early		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Community Safety tools available	Allan Spence	Delivered On Time		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Loughborough research report received	Allan Spence	Late		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Trespass from Stations communication campaign	Allan Spence	Abandoned		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Level Crossing Phone Smart Distraction campaign	Allan Spence	Delivered On Time		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Level Crossing Older and Disabled safety campaign	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Level Crossing Intoxication awareness safety campaign	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
T01800 LX Risk Reduction																			
LO-MS2138	Level Crossing Safety Awareness Programme - Commuter Level Crossing Safety Campaign Launched	Lisbeth Frømling	Delivered On Time																
LO-MS1982	Level Crossings - 15% of CP4 exit risk reduction delivered (BOARD)	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
LO-MS2158	Strategy for risk reduction at level crossings presented to and considered by ExCom	Lisbeth Frømling	Delivered Early																
MS1906	Level Crossing Management Platform - Deliver safety improvements to Level Crossing management and associated risk assessment processes	Lisbeth Frømling	Abandoned																
L1-MS1908	Level Crossing Risk Reduction - 10% risk reduction delivered by undertaking Level Crossing closures	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Western - Legal closure of Aristotle Lane (Corporate Scorecard)	Allan Spence	Late		✓	✓	✓	✓	✓	✓	✓	✓							
Project	LNW - Legal Closure of Sweetpool Lane (Corporate Scorecard)	Allan Spence	Late		✓	✓	✓	✓	✓	✓	✓	✓							
Project	LNW - Legal Closure of Lime Kiln (Corporate Scorecard)	Allan Spence	At Risk		✓	✓	✓	✓	✓	✓	✓	✓							
Project	LNE - Legal Closure of Whisby Quarry (Corporate Scorecard)	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	SE - Legal Closure of Park Lane (Corporate Scorecard)	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Wessex - Legal Closure of Chandlers Ford (Corporate Scorecard)	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	SE - Legal Closure of Norwood Cable (Corporate Scorecard)	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Western - Legal closure of Churchdown 10 (Corporate Scorecard)	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Anglia - Legal closure of Black Mill (Corporate Scorecard)	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	SE - Legal Closure of Slack Lane (Corporate Scorecard)	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Communication Plan for Level Crossing Risk Reduction Programme Approved	Allan Spence	Delivered Late		✓	✓	✓	✗	✗	✗	✗	✗							
T01985 Reducing Platform Train Interface Risk																			
Project	Roll out of RSSB T1029 PTI Risk tool at Managed Stations completed.	Allan Spence	Delivered On Time																
Project	PTI assessments of all the Managed Stations completed	Allan Spence	On Target																
Project	Identification and develop options for improving performance and capacity at the PTI completed	Allan Spence	On Target																
Project	Business case for a National safety campaign on passenger movement across the PTI completed	Allan Spence	On Target																
Project	Guidance of what factors are involved in PTI events; leading to a better understanding of what mitigations are needed to prevent events completed	Allan Spence	On Target																
Project	Staff guidance on risks of alcohol and conflict awareness completed and visible at Managed Stations.	Allan Spence	On Target																
Project	Good practise guide completed, identifying key safety messages and guidance on design of way finding signs based on RSSB research.	Allan Spence	On Target																
Project	Identification of managed station platforms with less than optimum step and gap distance, based on the outcome of RSSB T1080 research completed	Allan Spence	At Risk																
Project	Guidance for all managed stations to support station staff to aid Persons with Reduced Mobility completed.	Allan Spence	On Target																
 Forecasted Completion Date	 Milestone Completed	 Milestone Slipped / (Period Re-forecasted)	 Milestone Abandoned / (Period Abandoned)	 Periodic update on target	 Periodic update behind target	 Re-forecasted Periodic update on target													

MILESTONES COMMENTARY (4)

Ref	Milestones Descriptions	Exec Owner	Commentary
T01887 Community Safety			
LO-MS2852	Community safety strategy - CPS Year 3 community safety (youth) interventions delivered	Lisbeth Frømeling	
LO-MS2853	Community safety strategy - CPS Year 4 community safety (youth) interventions delivered	Lisbeth Frømeling	
LO-MS2854	Community safety strategy - CPS Year 5 community safety (youth) interventions delivered	Lisbeth Frømeling	
Project	Change Management Panel Approval	Allan Spence	Complete
Project	Project Remit / Deliverables Agreed	Allan Spence	Complete
Project	PDF Sports Partnership Delivered	Allan Spence	Following meeting with Supplier and CSM, Core work is delivered at the contractual 8 locations
Project	Tools for working with people with Special Educational Needs produced	Allan Spence	Completed and ready for printing, will be used as part of the "EveryOne week" with Diversity and Inclusion
Project	Tools for Community Safety Managers to work with Young Offenders produced	Allan Spence	Complete
Project	2016/17 community safety supplier contract award	Allan Spence	Contract issued and work has started to analyse locations for school visits
Project	Community Safety tools available	Allan Spence	Share point site in place and CSM starting to share good practise will be an ongoing process.
Project	Loughborough research report received	Allan Spence	Principal external client (StreetGames) for research has agreed a revised report delivery date with Loughborough to accommodate data supply delays.
Project	Trespass from Stations communication campaign	Allan Spence	Campaign ready but deferred release due to BTP trespass campaign. This milestone has been recast to be delivered in March 2017. Change control submitted in P7.
Project	Level Crossing Phone Smart Distraction campaign	Allan Spence	Campaign delivered
Project	Level Crossing Older and Disabled safety campaign	Allan Spence	Campaign launched and underway nationally and by Routes
Project	Level Crossing Intoxication awareness safety campaign	Allan Spence	Material being agreed with communication team on target
T01800 LX Risk Reduction (£99m)			
LO- MS2138	Level Crossing Safety Awareness Programme - Commuter Level Crossing Safety Campaign Launched	Lisbeth Frømeling	Complete
LO- MS1982	Level Crossings - 15% of CP4 exit risk reduction delivered (BOARD)	Lisbeth Frømeling	Routes reported a cumulative Year 1 & 2 level crossing risk reduction of 12.4% (1.563 FWI reduction). This milestone is forecast to be achieved in P10, FY17.
LO- MS2158	Strategy for risk reduction at level crossings presented to and considered by ExCom	Lisbeth Frømeling	Complete. Level Crossing Strategy presented to SHE Committee (Feb '16). Strategy endorsed with comments.
L1-MS1906	Level Crossing Management Platform - Deliver safety improvements to Level Crossing management and associated risk assessment processes	Lisbeth Frømeling	Project "paused" as it failed to deliver. Detailed review of deliverables and outstanding requirements concluded. Discussion with Route Services on future options with potential solution linked to ORBIS
L1-MS1908	Level Crossing Risk Reduction - 10% risk reduction delivered by undertaking Level Crossing closures	Lisbeth Frømeling	Forecast to deliver a CPS risk reduction of 2.624 FWI. 10% risk reduction through the LCRRF will be achieved by P07, FY18.
Project	Western - Legal closure of Aristotle Lane (Corporate Scorecard)	Allan Spence	Progressing according to revised plan after Route reported slippage in P3. Bridge snagging issues. Closure date amended from Aug '16 to Oct '16. Milestone completion slipped to P08.
Project	LNW - Legal Closure of Sweetpool Lane (Corporate Scorecard)	Allan Spence	Milestone completion reforecast to P03 FY 17/18 in P4. Progressing to revised plan but change control rejected by Executive. P Hufton also rejected.
Project	LNW - Legal Closure of Lime Kiln (Corporate Scorecard)	Allan Spence	Completion date at risk
Project	LNE - Legal Closure of Whisby Quarry (Corporate Scorecard)	Allan Spence	Delivery on track
Project	SE - Legal Closure of Park Lane (Corporate Scorecard)	Allan Spence	Delivery on track
Project	Wessex - Legal Closure of Chandlers Ford (Corporate Scorecard)	Allan Spence	Delivery on track
Project	SE - Legal Closure of Norwood Cable (Corporate Scorecard)	Allan Spence	Delivery on track
Project	Western - Legal closure of Churchdown 10 (Corporate Scorecard)	Allan Spence	Delivery on track
Project	Anglia - Legal closure of Black Mill (Corporate Scorecard)	Allan Spence	On track - Project Team are forecasting an early completion date of P12, FY17.
Project	SE - Legal Closure of Slack Lane (Corporate Scorecard)	Allan Spence	Delivery on track
Project	Communication Plan for Level Crossing Risk Reduction Programme Approved	Allan Spence	For completion in P07, FY17.
T01985 Reducing Platform Train Interface Risk			
Project	Roll out of RSSB T1029 PTI Risk tool at Managed Stations completed.	Allan Spence	Complete
Project	PTI assessments of all the Managed Stations completed	Allan Spence	National engagement completed with RSSB dates planned in the diary for the coming months to complete the assessment at the managed stations
Project	Identification and develop options for improving performance and capacity at the PTI completed	Allan Spence	
Project	Business case for a National safety campaign on passenger movement across the PTI completed	Allan Spence	
Project	Guidance of what factors are involved in PTI events; leading to a better understanding of what mitigations are needed to prevent events completed	Allan Spence	
Project	Staff guidance on risks of alcohol and conflict awareness completed and visible at Managed Stations.	Allan Spence	
Project	Good practise guide completed, identifying key safety messages and guidance on design of way finding signs based on RSSB research.	Allan Spence	
Project	Identification of managed station platforms with less than optimum step and gap distance, based on the outcome of RSSB T1080 research completed	Allan Spence	Decision 16 Sept to abandon and rescope research which will, once there is clarity, replace this milestone.
Project	Guidance for all managed stations to support station staff to aid Persons with Reduced Mobility completed.	Allan Spence	



PROGRAMME MILESTONES (5)

Ref	Milestones Descriptions	Exec Owner	On Target	<	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	P12	P13	>	Benefit
T01893 Prioritised Technologies for Level Crossing Safety																			
L1	SAWD: contract established with Covtec Ltd.	Allan Spence	Delivered On Time		✓														
L1-MS2856	SAWD: procurement of 69 Covtec systems in line with the routes' requirements	Allan Spence	On Target		✓	✓	✓	✓	✓	✓								□	
L2	EBI Gate 200: Product Acceptance granted for modified SIL 3 design.	Allan Spence	Delivered Late		✓	✓	✓	✓	✓	✓	P05	✓							
L0	EBI Gate 200: 8 level crossings re-commissioned and baseline commissioning plan established for remaining 14 locations.	Allan Spence	Late		✓	✓	✓	✓	✓	✓	P06	✓	✓						
L2	EBI Gate 200: Commissioning complete – all modified installations in operational service.	Allan Spence	Late		✓	✓	✓	✓	✓	✓	P06	✗						Pending CC	
L1	Meerkat warning system: product specification developed and signed off	Allan Spence	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
T01860 Identification and Monitoring Train Accident Risk Reduction Reporting 1 Period in Arrears																			
Project	Tubular Stretcher Bars installation - 1850 points ends installed	DRAMs	On Target		✓	✓	✓	✓	✓	✓								□	
L0-MS3912	Eddy Current Live in RDMS	Tim Flower	At Risk		✓	✓	✓	✓	✓	✓								□	
L0	Eddy Current Process Trial Complete	DRAMs	At Risk		✓	✓	✓	✓	✓	✓								□	
L0-MS3913	PLPR – capability for inspections of full national rollout of PLPR complete	Sarah Capper	On Target		✓	✓	✓	✓	✓	✓								□	
Project	Cumulative Percentage of Planned PLPR Coverage Delivered	Tim Flower	At Risk		✓	✓	✓	✓	✓	✓								□	
L0 - MS4078	Remote Condition Monitoring - 180 pilot sites commissioned and live to control	Simon Abbott	On Target		✓	✓	✓	✓	✓	✓								□	
L0-MS3914	Tool for all mining geometries and risk variables complete	Colin Sims	On Target		✓	✓	✓	✓	✓	✓								□	
Project	Road Vehicle Incursion - 30% reduction in the total Number of bridge and neighbouring sites that score >90	DRAMs	On Target		✓	✓	✓	✓	✓	✓								□	
Project	15% reduction in the total high risk scour sites greater than or equal to 16	DRAMs	On Target		✓	✓	✓	✓	✓	✓								□	
L0-MS3798	CSAMS - National Roll Out Complete	Sylvia Reeves	On Target		✓	✓	✓	✓	✓	✓								□	
L0-MS3915	Asset Data Quality Management System deployed	Davin Crowley-Sweet	Delivered on Time		✓	✓	✓	✓	✓	✓		✓						□	
Project	85% uptake of available Asset Management Training	David Johnson	On Target		✓	✓	✓	✓	✓	✓								□	
L0	Completion of x 7 Level Crossing Milestones	RMDs	At Risk		✓	✓	✓	✓	✓	✓								□	
L0-MS3916	BCR - Professional Head of Drainage Sign off of Control Framework	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓		✓						□	
L0-MS3917	BCR - Professional Head of Geotech (Earthworks) Sign off of Control Framework	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓		✓						□	
L0-MS3918	BCR - Professional Head of Buildings Sign off of Control Framework	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓		✓						□	
L1	Review and benchmark all Communication Review Groups to identify and share good practice	Allan Spence	Delivered Early		✓	✓	✓	✓	✓	✓		✓							
T01859 Health and Wellbeing Respiratory																			
Project	Respiratory Standard Developed	Lorna Liggett	Delivered On Time		✓	✓	✓	✓	✓	✓		✓						□	
Project	Completed Review & Update of NR Exposure	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	□	
Project	Developed & Implemented framework	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	□	
L0-MS2866	Respiratory standard published	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	□	
Project	ORR NRIP 2013/14 Respiratory Recs completed	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	P04 17/18	
T01702 Health and Wellbeing Medical Standards																			
Project	Literature Review Gap Analysis Conducted	Lorna Liggett	Delivered On Time		✓														
Project	List of NR Competencies Identified	Lorna Liggett	Delivered On Time		✓														
Project	Working Group Established	Lorna Liggett	Delivered On Time		✓														
Project	Competence Analysis Completed	Lorna Liggett	Late		✓	✓	✓	✓	✓	✓	P04	✓	✓	✓	✓	✓	✓	□	
Project	Draft Standards Developed	Lorna Liggett	Delivered On Time		✓	✓	✓	✓	✓	✓		✓							
Project	Standard Consulted with Trade Unions	Lorna Liggett	Delivered Late		✓	✓	✓	✓	✓	✓		✓							
Project	Communications Strategy Agreed	Lorna Liggett	Delivered On Time		✓	✓	✓	✓	✓	✓		✓							
Project	Standard Reviewed and Updated	Lorna Liggett	Delivered On Time		✓	✓	✓	✓	✓	✓		✓							
Project	Sentinel Updated to Allow Updated Standard to be Utilised	Lorna Liggett	Delivered On Time		✓	✓	✓	✓	✓	✓		✓							
L1-MS2868	Publication of Medical Standard into Business	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	□	
Project	Line Manager and Employee Guide Published into the Business	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	□	

Forecasted Completion Date Milestone Completed Milestone Slipped / (Period Re-forecasted) Milestone Abandoned / (Period Abandoned) ✓ Periodic update on target ✗ Periodic update behind target ✓ Re-forecasted Periodic update on target

MILESTONES COMMENTARY (5)

Ref	Milestones Descriptions	Exec Owner	Commentary
T01893 Prioritised Technologies for Level Crossing Safety			
L1	SAWD: contract established with Covtec Ltd.	Allan Spence	
L1-MS2856	SAWD: procurement of 69 Covtec systems in line with the routes' requirements	Allan Spence	Authority granted for 10 systems to be installed in Wessex, and 15 installations in Anglia. (NB. Centre is facilitating orders on behalf of routes but the order volumes and authority are for the routes to confirm.)
L2	EBI Gate 200: Product Acceptance granted for modified SIL 3 design.	Allan Spence	
L0	EBI Gate 200: 8 level crossings re-commissioned and baseline commissioning plan established for remaining 14 locations.	Allan Spence	Delays in Product Acceptance have delivered a knock on effect to re-commissioning activities. 4 of 8 sites commissioned during P07 with the remainder to follow in P08.
L2	EBI Gate 200: Commissioning complete – all modified installations in operational service.	Allan Spence	IP Project costs revised down during P07 saving £250k but completion now forecast for Apr. '17. Change Control to be submitted in P08.
L1	Meerkat warning system: product specification developed and signed o	Allan Spence	
T01860 Identification and Monitoring Train Accident Risk Reduction			
Project	Tubular Stretcher Bars installation - 1850 points ends installed	DRAMs	Scotland Route is currently behind plan year-to-date however they are finalising a detailed plan to facilitate recovery by year-end
LO-MS3912	Eddy Current Live in RDMS	Tim Flower	At risk due to Colas drivers' industrial action. Delays to agreed cost and time scales for full RDMS solution will delay the Eddy Current trial in the Routes which has the potential to impact of the delivery of TARR. This will need to be reviewed over the next two periods to confirm the outcome.
L0	Eddy Current Process Trial Complete	DRAMs	Trial completion is at risk due to Colas drivers taking industrial action which has put at threat the required testing runs to complete the trial.
LO-MS3913	PLPR – capability for inspections of full national rollout of PLPR complete	Sarah Capper	
Project	Cumulative Percentage of Planned PLPR Coverage Delivered	Tim Flower	Currently is at risk due to Colas drivers industrial action which is preventing any further go live for PLPR Parallel mileage.
LO - MS4078	Remote Condition Monitoring - 180 pilot sites commissioned and live to control	Simon Abbott	
LO-MS3914	Tool for all mining geometries and risk variables complete	Colin Sims	
Project	Road Vehicle Incursion - 30% reduction in the total Number of bridge and neighbouring sites that score >90	DRAMs	
Project	15% reduction in the total high risk scour sites greater than or equal to 16	DRAMs	LNE&EM, Wales and Western behind plan for reducing number of high risk sites
LO-MS3798	CSAMS - National Roll Out Complete	Sylvia Reeves	
LO-MS3915	Asset Data Quality Management System deployed	Davin Crowley-Sweet	Complete
Project	85% uptake of available Asset Management Training	David Johnson	
L0	Completion of x 7 Level Crossing Milestones	RDMS	At risk as legal closure of Chapel is forecast to close 31/12/2019 by Western route
LO-MS3916	BCR - Professional Head of Drainage Sign off of Control Framework	Jason Jordan	
LO-MS3917	BCR - Professional Head of Geotech (Earthworks) Sign off of Control Framework	Jason Jordan	
LO-MS3918	BCR - Professional Head of Buildings Sign off of Control Framework	Jason Jordan	
L1	Review and benchmark all Communication Review Groups to identify and share good practice	Allan Spence	Delivered early - Lessons to be shared with Routes and NSHERG
T01859 Health and Wellbeing Respiratory			
Project	Respiratory Standard Developed	Lorna Liggett	100% complete
Project	Completed Review & Update of NR Exposure	Lorna Liggett	50% On track
Project	Developed & Implemented framework	Lorna Liggett	20% On track
LO-MS2866	Respiratory standard published	Lorna Liggett	
Project	ORR NRIP 2013/14 Respiratory Recs completed	Lorna Liggett	10% On track
T01702 Health and Wellbeing Medical Standards			
Project	Literature Review Gap Analysis Conducted	Lorna Liggett	Complete
Project	List of NR Competencies Identified	Lorna Liggett	Complete
Project	Working Group Established	Lorna Liggett	Complete
Project	Competence Analysis Completed	Lorna Liggett	Change Controlled in P5, milestone re-baselined
Project	Draft Standards Developed	Lorna Liggett	Complete
Project	Standard Consulted with Trade Unions	Lorna Liggett	Complete
Project	Communications Strategy Agreed	Lorna Liggett	Complete
Project	Standard Reviewed and Updated	Lorna Liggett	Complete
Project	Sentinel Updated to Allow Updated Standard to be Utilised	Lorna Liggett	Complete
L1-MS2868	Publication of Medical Standard into Business	Lorna Liggett	10% on track
Project	Line Manager and Employee Guide Published into the Business	Lorna Liggett	10% on track

PROGRAMME MILESTONES (6)



Ref	Milestones Descriptions	Exec Owner	Milestone Status	<	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	P12	P13	>	Benefit
T01703 Mental Wellbeing Resilience																			
Project	Development and delivery of Traumatic response	Lorna Liggett	Delivered On Time		✓	✓	✓	✓	✓	✓									
Project	Develop and implement a number of Standard occupational reports	Lorna Liggett	Late		✓	✓	✓	✓	✓	✓	✓	✓				P07			
Project	Engage, collaborate and deliver with HR functions, D&I, Employee	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Development of frameworks and guides around Mental Health at work	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Development and delivery of Managing Stress in the Workplace	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
LO-MS2867	Development of Training for MH Champions- Workshops, Coaching, MH First Aid	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Formalise and develop a managing MH Crisis Process for Building Management/security	Lorna Liggett	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
T01937 Health and Wellbeing First Aid																			
Project	First aid requirements identified at planning stage of any track work	Lorna Liggett	On Target																
Project	Identify a person at route level with overall responsibility for first aid	Lorna Liggett	Delivered On Time																
Project	Formulate an emergency extraction procedure for trackside	Lorna Liggett	On Target																
Project	Develop bespoke NR first aid course trackside	Lorna Liggett	Delivered On Time																
Project	Develop prescriptive First Aid risk assessment tool	Lorna Liggett	On Target																
Project	Update First aid standard NR/L2/OHS/00110	Lorna Liggett	On Target																
Project	Develop communication network for first aiders	Lorna Liggett	On Target																
Project	Clarify Remuneration and suitability criteria for first aiders	Lorna Liggett	Delivered On Time																
Project	Ensure accident investigations consider first aid treatment/availability	Lorna Liggett	On Target																
L1-MS2869	PLACEHOLDER - Health & Wellbeing: Data Improvements	Lisbeth Fromling																	
T01862 Manual Handling																			
Project	Agreement of Comms strategy	Mike Carey	Delivered Late		✓	✓	PO3												
Project	Agreement of TU engagement strategy	Mike Carey	Delivered On Time		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Phase 1a: heavy items identified and assessed	Mike Carey	Delivered On Time		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Phase 1b: delivery of local improvements for heavy items	Mike Carey	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
LO-MS2864	Phase 2: development of framework MH policy and strategy	Mike Carey	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Programme re-baselined in preparation for Phases 3 - 5	Mike Carey	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Phase 3a: remaining significant MH tasks identified and assessed	Mike Carey	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Phase 3b: delivery of local improvements for other MH tasks	Mike Carey	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Phase 4: implementation of MH strategy	Mike Carey	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Project Close	Mike Carey	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
 Forecasted Completion Date Milestone Completed Milestone Slipped / (Period Re-forecasted) Milestone Abandoned / (Period Abandoned) ✓ Periodic update on target ✗ Periodic update behind target ✓ Re-forecasted Periodic update on target																			

MILESTONES COMMENTARY (6)



Ref	Milestones Descriptions	Exec Owner	Commentary
T01703 Mental Wellbeing Resilience			
Project	Development and delivery of Traumatic response	Lorna Liggett	100% Achieved
Project	Develop and implement a number of Standard occupational reports	Lorna Liggett	50% on track
Project	Engage, collaborate and deliver with HR functions, D&I, Employee	Lorna Liggett	80% on track
Project	Development of frameworks and guides around Mental Health at work	Lorna Liggett	5% on track
Project	Development and delivery of Managing Stress in the Workplace	Lorna Liggett	100% Achieved
LO-MS2867	Development of Training for MH Champions- Workshops, Coaching, MH First Aid	Lorna Liggett	15% on track
Project	Formalise and develop a managing MH Crisis Process for Building Management/security	Lorna Liggett	5% on track
T01937 Health and Wellbeing First Aid			
Project	First aid requirements identified at planning stage of any track work	Lorna Liggett	ON HOLD
Project	Identify a person at route level with overall responsibility for first aid	Lorna Liggett	Complete
Project	Formulate an emergency extraction procedure for trackside	Lorna Liggett	ON HOLD
Project	Develop bespoke NR first aid course trackside	Lorna Liggett	Complete
Project	Develop prescriptive First Aid risk assessment tool	Lorna Liggett	ON HOLD
Project	Update First aid standard NR/L2/OHS/00110	Lorna Liggett	ON HOLD
Project	Develop communication network for first aiders	Lorna Liggett	Complete
Project	Clarify Remuneration and suitability criteria for first aiders	Lorna Liggett	Complete
Project	Ensure accident investigations consider first aid treatment/availability	Lorna Liggett	Complete
L1-MS2869	PLACEHOLDER - Health & Wellbeing: Data Improvements	Lisbeth Fromling	
T01862 Manual Handling			
Project	Agreement of Comms strategy	Mike Carey	Complete
Project	Agreement of TU engagement strategy	Mike Carey	Complete
Project	Phase 1a: heavy items identified and assessed	Mike Carey	Complete
Project	Phase 1b: delivery of local improvements for heavy items	Mike Carey	Work has started on this milestone. Due to be completed P04 17/18
LO-MS2864	Phase 2: development of framework MH policy and strategy	Mike Carey	Work has started on this milestone. Due to be completed P12 16/17
Project	Programme re-baselined in preparation for Phases 3 - 5	Mike Carey	
Project	Phase 3a: remaining significant MH tasks identified and assessed	Mike Carey	
Project	Phase 3b: delivery of local improvements for other MH tasks	Mike Carey	
Project	Phase 4: implementation of MH strategy	Mike Carey	
Project	Project Close	Mike Carey	

PROGRAMME MILESTONES (7)

Ref	Milestones Descriptions	Exec Owner	Milestone Status	<	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	P12	P13	>	Benefit
T01479 Business Critical Rules																			
LO-MS2174	Business Critical Rules (BCR) - BAU Go Live for Plain Line track in all Routes	Lisbeth Frømling	Delivered Late		✓	✓	✓	PO4											
LO-MS2139	BCR - Commence Roll-Out of Health and Wellness BCR Content	Lisbeth Frømling	Late		✓	✓	✓	✓	✓	✓	PO6		✓						
LO-MS3917	PTARR - Professional Head of Geotech (Earthworks) Sign off of Control Framework (Corporate Scorecard)	Lisbeth Frømling	Late		✓	✓	✓	✓	✓	✓	✓	PO7							
LO-MS3916	PTARR - Professional Head of drainage Sign off of Control Framework (Corporate Scorecard)	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
LO-MS3918	PTARR - Professional Head of Buildings Sign off of Control Framework (Corporate Scorecard)	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
L1-MS2146	BCR - Full Availability of Full BCR Online System Capacity (Enterprise Content Management)	Lisbeth Frømling	Delivered Late		✓	✓	✓	✓	✗	PO6	PO7								
L1-MS2840	Role Based Capability documents/Training available - Structures plus the plan for implementation on Health and Wellbeing workstream	Lisbeth Frømling																<p>This has transferred to Net Ops</p>	
L2-MS3222	BCR - MSP4NR Stage Gate 3 passed (Commence Design Stage) Placeholder	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
L2-MS3223	BCR - MSP4NR Stage Gate 4 passed (Commence Deliver Stage) Placeholder	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
L2-MS3224	BCR - MSP4NR Stage Gate 5 passed (Commence Deliver Stage) Placeholder	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
L2-MS3225	BCR - MSP4NR Stage Gate 6 passed (Commence Deliver Stage) Placeholder	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
STED	Rephased Rail Programme with cost to complete submitted and approved at Exec 24/08/15 (P6)	Lisbeth Frømling	Delivered On Time																
STED	Completion of Product Development for Plant/T&RS Tranche (P10)	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓						17/18	
STED	Completion of Product Development tranche 2 (buildings/structures/geotech) (P12)	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓						17/18	
Project	Completion of Product Development tranche 3 (PLT S&C Off Track) (P10)	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓	✓	✓						17/18	
Project	Completion of Product Development tranche 4 (Level Crossings) (P11)	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓	✓	✓						17/18	
Project	Completion of Product Development tranche 5 (Occ Health and Wellbeing, Safety Strategy) (P3 16/17)	Jason Jordan	On Target		✓	✓	✓	✓	✓	✓	✓	✓						17/18	
T01894 Integrated Management Plan																			
LO-MS2870	Network Rail Integrated Management System - complete the creation of documents/processes to close the gaps with ISO/OHSA standards & establish an Drive structured implementation of first generation Network Rail Integrated Management System	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓						P09 18/19	
LO-MS2871	Map current systems & documents	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓						P10 18/19	
STED	Create the IMS Framework	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓						P02 17/18	
STED	Create document / processes to close GAPS & establish implementation plan	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓						P08 18/19	
Project	IMS Framework Plan Agreed	Lisbeth Frømling	Delivered Early																
Project	IMS Phase 1 Cost Proposal Completed	Lisbeth Frømling	Delivered On Time																
Project	Initial Design Completed	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓						P09 17/18	
Project	Document Review & Mapping Completed	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							
Project	Communications Strategy Approved	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓						P10 18/19	
Project	IMS Phase 1 Completed	Lisbeth Frømling	On Target		✓	✓	✓	✓	✓	✓	✓	✓							



Forecasted Completion Date



Milestone Completed



Milestone Slipped / (Period Re-forecasted)



Milestone Abandoned / (Period Abandoned)



Periodic update on target



Periodic update behind target

Re-forecasted Periodic update on target

MILESTONES COMMENTARY (6)

Ref	Milestones Descriptions	Exec Owner	Commentary
T01479 Business Critical Rules			
LO- MS2174	Business Critical Rules (BCR) - BAU Go Live for Plain Line track in all Routes	Lisbeth Frømling	Milestone Complete
LO- MS2139	BCR - Commence Roll-Out of Health and Wellness BCR Content	Lisbeth Frømling	This milestone has been missed and will be reforecast with business review team at the next RF8 review.
LO- MS3917	PTARR - Professional Head of Geotech (Earthworks) Sign off of Control Framework (Corporate Scorecard)	Lisbeth Frømling	resource has been diverted away from BCR due to commitments of the Watford investigation, and this is likely to continue until the investigation is over. although it should be reasonable to expect this to be complete by end of November
LO- MS3916	PTARR - Professional Head of drainage Sign off of Control Framework (Corporate Scorecard)	Lisbeth Frømling	Progress on target
LO- MS3918	PTARR - Professional Head of Buildings Sign off of Control Framework (Corporate Scorecard)	Lisbeth Frømling	Progress on target
L1- MS2146	BCR - Full Availability of Full BCR Online System Capacity (Enterprise Content Management)	Lisbeth Frømling	Milestone now complete as of 17th October
L1- MS2840	Roll based capability documents/training available - structures plus the plan for implementation on Health & Wellbeing workstream	Lisbeth Frømling	Retest of UAT failures undertaken and closed out, stage gate 3 is planned to enable the production system.
L2-MS3222	BCR - MSP4NR Stage Gate 3 passed (Commence Design Stage) Placeholder	Jason Jordan	The milestone has been reset following on from the PA consulting review and reccomendations. An action plan is in place to obtain business outcomes and stage 3 & 4 compliance by p11
L2-MS3223	BCR - MSP4NR Stage Gate 4 passed (Commence Deliver Stage) Placeholder	Jason Jordan	The milestone has been reset following on from the PA consulting review and reccomendations. An action plan is in place to obtain business outcomes and stage 3 & 4 compliance by p11
L2-MS3224	BCR - MSP4NR Stage Gate 5 passed (Commence Deliver Stage) Placeholder	Jason Jordan	Progress on target
L2-MS3225	BCR - MSP4NR Stage Gate 6 passed (Commence Deliver Stage) Placeholder	Jason Jordan	Progress on target
STED	Rephased BCR Programme with cost to complete submitted and approved at Exec 24/08/15 (P6)	Lisbeth Frømling	Rephased BCR Programme with cost to complete submitted and approved at Exec 24/08/15 (P6) - Complete
STED	Completion of Product Development for Plant/T&RS Tranche (P10)	Lisbeth Frømling	All product development milestones subject to change as a result of planning review with Heads of Engineering.
STED	Completion of Product Development tranche 2 (buildings/structures/geotech) (P12)	Lisbeth Frømling	All product development milestones subject to change as a result of planning review with Heads of Engineering.
Project	Completion of Product Development tranche 3 (PLT S&C Off Track) (P10)	Jason Jordan	All product development milestones subject to change as a result of planning review with Heads of Engineering.
Project	Completion of Product Development tranche 4 (Level Crossings) (P11)	Jason Jordan	All product development milestones subject to change as a result of planning review with Heads of Engineering.
Project	Completion of Product Development tranche 5 (Occ Health and Wellbeing, Safety Strategy) (P3 16/17)	Jason Jordan	All product development milestones subject to change as a result of planning review with Heads of Engineering.
T01894 Integrated Management Plan			
LO-MS2870	Network Rail Integrated Management System - complete the creation of documents/processes to close the gaps with ISO/OHSS standards & establish an Drive structured implementation of first generation Network Rail Integrated Management System	Lisbeth Frømling	
LO-MS2871		Lisbeth Frømling	
STED	Map current systems & documents	Lisbeth Frømling	
STED	Create the IMS Framework	Lisbeth Frømling	
STED	Create document / processes to close GAPS & establish implementation plan	Lisbeth Frømling	
Project	IMS Framework Plan Agreed	Lisbeth Frømling	Complete
Project	IMS Phase 1 Cost Proposal Completed	Lisbeth Frømling	Complete
Project	Initial Design Completed	Lisbeth Frømling	
Project	Document Review & Mapping Completed	Lisbeth Frømling	
Project	Communications Strategy Approved	Lisbeth Frømling	A change control has been agreed to move this to P.10. The communications strategy has been deferred as it will depend on project approach being agreed at MSP4NR stage gate 1. This is to be discussed at the first programme board in November. No impact to critical path or overall programme timescales.
Project	IMS Phase 1 Completed	Lisbeth Frømling	

H&S Comms Tracker

Project	T Code	Head of	Technical Lead	FY 16 / 17																												
				Period 7				Period 8				Period 9				Period 10				Period 11				Period 12				Period 13				
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Fatigue Risk Management	T01858	Rupert Lown	Stephanie Brizs																													
Risk Management (WARAs)	T01857	Rupert Lown	Rob Wainwright																													
Management of Occupational Road Risk (MORR)	T01678	Rupert Lown	David Burgess																													
Sentinel	T01892	Rupert Lown	Andrew Bilous	19/09	26/09	03/10	10/10	17/10	24/10	31/10	07/11	14/11	21/11	28/11	05/12	12/12	19/12	26/12	02/01	09/01	16/01	23/01	30/01	06/02	12/02	20/02	27/02	06/03	13/03	20/03	27/03	
Electrical Safety Delivery (ESD)	T01594	Rupert Lown	Justin Davis																													
Safer Trackside Working (STW)	T01736	Rupert Lown	Mark Prescott																													
Planning & Delivery Safer Working (PDSW)	T01889	Rupert Lown	Katie Frost																													
Procuring for Safety	T01888	Rupert Lown	Eoin O'Neill																													
Safety Hour	T01861	Lynn Chamberlain-Clark	Lynn Chamberlain-Clark																													
Community Safety Strategy	T01887	Allan Spence	Mick Hamill																													
Level Crossing Risk Reduction (E99m)	T01800	Allan Spence	Mark Brunnen																													
Reducing Platform Train Interface Risk	T01985	Allan Spence	Mick Hamill																													
Prioritised Technologies for Level Crossing Safety	T01893	Allan Spence	Mark Brunnen																													
Train Accident Risk Reduction	T01860	Allan Spence	Rob Wainwright																													
Health & Wellbeing Respiratory	T01859	TBC	Kris Jeffrey																													
Health & Wellbeing Medical Standards	T01702	TBC	Jane Manders																													
Health & Wellbeing Resilience	T01703	TBC	Brenda Desbonne-Smith																													
Health & Wellbeing First Aid	T01937	TBC	Kate Coyle																													
Manual Handling Improvement Programme	T01862	Mike Carey	Elizabeth de Mello																													
Business Critical Rules	T01479	Jason Jordan	Rob Dunkley																													
Integrated Management System Phase 1	T01894	Lisbeth Fromling	Stuart Buckley																													
Integrated Management System Phase 2	T01935	Lisbeth Fromling	Stuart Buckley																													
Integrated Management System Phase 3	T01936	Lisbeth Fromling	Stuart Buckley																													

Home Safe Brief
Targeted email/update
Connect
Frontline Focus
Network Magazine
STE newsletter
Network Rail external site
Safety Hour
Yammer
Demographix survey
Stand Down
Face-to-Face briefing
National Campaign
Workshops
Pilot Trials
Comms Plan Review/creation

Connect					
Period	Home Safe project	Approved by	Supporting materials/articles	Release date	RAG
7	Sentinel	Jess/Lisbeth	TBC	September	Yellow
7	Mental Resilience	Brenda/Lisbeth	Online Wellbeing Assessment launch	19-Sep	Green
8	Mental Resilience	Brenda/Lisbeth	World Mental Health Day	10-Oct	Green
8	Safety Hour	Lynn/Lisbeth	Update following Safety Hour survey and focus group	17-Oct	Yellow
Frontline Focus					
Period	Home Safe project	Approved by	Supporting materials/articles	Release date	RAG
7	Sentinel	Jess/Lisbeth	TBC	September	Yellow
7	ESD	TBC/Lisbeth	TBC	September	Yellow
11	BCR	Jason/Lisbeth	TBC	January	Green
1	Fatigue	Steph/Lisbeth	TBC	April	Green

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Mental Wellbeing Resilience	Page 44
Health & Wellbeing First Aid	-
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T01858 – Fatigue Risk Management



Project Overview

- The Fatigue Management Project is now an STE Ways of Working project.
- The project has several key areas of activity:
 - The development/publication of a new Fatigue Standard, with corresponding Training Material
 - Driving the business towards not exceeding a 60 hr working week

Benefit

- Reduce fatigue and fatigue related incidents throughout the organisation as fatigue is known to be a cause of many of our work related injuries, especially with regard to driving.
- To meet the commitment given to the ORR to work toward limiting working hours to 60Hrs per week.

Progress this period



Last period RAG



Planned for next period



► Project overview

- Fatigue Standard is in final draft undergoing final stakeholder review process

► Work undertaken in period

- The Communication plan has been updated to reflect ongoing activity.
- Meeting between STE and Maintenance and Operations held to discuss the development a TNC with the routes where compliance with the 14 hour door to door rule is currently not possible..
- Draft standard has been revised to take account of Network Operations Comments .
- Meeting held also to develop an implementation plan, through which the routes both operations and maintenance will be able to comply with the standard.
- Discussions to enable Routes and Operations to go forward with development of 'Best Case Roster' with small working group supporting identified staff from National Operations Council. This time to include maintenance teams.
- Discussion held with routes and operations regarding the collection of information, determining how the route identify those who are affected by the 14 hour door to door rule,, planned to follow up with further meeting and feed back by mid or early November.

► Work to be undertaken next period

- Meeting to be arranged to develop a TNC with the routes where compliance with the 14 hour door to door rule is currently not possible. Also to develop an implementation plan.
- Revise Project Plan, and attend change control panel to re-baseline project dates once implementation agreed with Network Operations.
- Further Work is being completed to assess the impact of the Fatigue Standard across the routes, this will involve AD's ; Operations Managers and Resourcing Managers
- Meeting to be arranged with AD's; Operations Managers to prepare for work on "Best Case Roster" from work previously undertaken with National Roster Principles and the National Operations council , this time to include route maintenance teams ,not just operations staff.
- Further meeting to progress questions set, for gathering information for clarity regarding the outputs of routes determine how individual are affected by the 14 hour door to door rule.
- Set up and agree date for follow up meeting with routes WC 7th November 2016
- Agree quote from 5lamps re - fatigue training
- Take paper to NSHERG re maximum working hours in a week

► Risk and issues for noting / escalation

- The delay caused by the route impact assessment and implementation plan will result in the need to re-baseline the key project milestones. The Fatigue Standard deadline has passed however it cannot be rebaselined until route implementation plan has been completed.
- The STE Standard Steering Group may not approve publication of the revised Fatigue Risk Management Standard until the route issues are resolved.

Finances

Budget	Actual	COWD	AFC	Variance +/-
£313,823	£57,741	£ 58,929	£313,823	£0.00

Milestone	% Complete	Baseline End date	Actual/Forecast End date	Variance	2016/17												
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
Change Management Panel Approval	100	11-Dec-15	14-Nov-15	27													
Standard Steering Group approval to update standard	100	30-Sep-15	11-Nov-15	-42													
Assessment of those working over 60hrs complete & report published	100	31-Dec-15	31-Dec-15	0	♦												
Project Remit / Deliverables Agreed	100	31-Dec-15	30-Mar-16	-90													
Communications plan for FM agreed	100	30-Jun-16	30-Jun-16	0				♦									
Fatigue Risk Management Standard Published	70	30-Sep-15	04-Sep-16	-340													
Route & IP FM Implementation Plans complete	0	30-Sep-16	01-Dec-16	-62													
Development of Fatigue Training Complete	30	30-Apr-16	28-Dec-16	-242													
Delivery of Fatigue Training complete	0	31-Dec-17	31-Dec-17	0													
60hrs working report actions complete	0	31-Dec-17	31-Dec-17	0													
Monitor embedment of FRM complete - Project Close	0	31-Dec-17	31-Dec-17	0													

Key

Milestone Complete	♦
On target or early	█
Between 1 and 10 days late	■
Greater than 10 days late	■

T01857 – Risk Management: Inc WARA & Risk Awareness



Project Overview

Review the existing Workforce Activity Risk Assessments and revise to ensure the risk assessment are appropriate to minimise risk of injury to staff for the defined activity. Ensure there is one approved risk assessment for an activity that is used across the business (i.e. one version of the truth) Target high risk work activities as a key priority:

Progress this period



Last period RAG



Project overview

- The project is a collaboration between STE, NSC, Net Ops etc.. to enable staff to access and use core generic risk assessments. Having one risk assessment for an activity allows all hazards to be identified and common mitigations to be consistently applied across the business.
- The project has reviewed and subsequently prioritised 286 WARAs for review:
 - WARAs no longer relevant
 - WARAs for urgent review, review in 6 months, review in 6 to 18 months
- Progress on revised template agreed by working group being used to write some new WARA's
- WARAs to become activity based documents

Work undertaken in period

- WARA lead meeting has taken place, queries were raised by the group over proposed timescales and prioritisation of WARAs
- As requested by the Routes a Watchman WARA has been created, reviewed and is ready to publish
- ROC WARA has been confirmed and sent for publishing onto Connect
- Further submission to change panel has taken place with revised plan
- Prioritisation using incident data has begun as requested by WARA lead group

Benefit

Staff will utilise up to date accurate risk assessments to help prevent injury and ill health. Network Rail is one Company – we will have one risk assessment relevant to the work being undertaken. From this, Task Risk Control Sheets relevant to Net Ops / IP / NSC can be finalised.

Planned for next period

Work to be undertaken next period

- Completion of WARA prioritisation to be completed by 25/10/2016
- Escalate to the Integration Group to finalise the agreement to deliver the WARAs
- Reviews to be undertaken of 13 submitted WARAs
- WARA lead meeting to be convened to move the process forward
- WARA SharePoint site to be created

Risk and issues for noting / escalation

- New lead has not been confirmed from Anglia, Caroline Meek to discuss with HoRSHEs
- Lead meeting was not well attended, this is to be raised at the next Integration Group
- Lead meetings raised queries over the prioritisation, methodical WARA prioritisation has begun using incident data, however this is slowing the process down as it is time consuming
- WARA lead meeting and Integration Group has raised an issue surrounding the conflict in time and resource with the Manual Handling Project, discussion have been held with the project to understand a way forward if clashes do occur, however we do not have an understanding of Route resource requirements moving forward

Finances

Project	Budget	Actual to date	COWD to date	Actual P7	COWD P7	AFC	Variance +/-
	£446,683	£47,241	£47,241	£7,216	£7,216	£446,683	£0

Milestone	% Complete	Baseline End date	Actual/Forecast End date	Variance	2015/16				2016/17									
					P12	P13	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
Change Management Panel Approval	100	20-Jan-16	13-Nov-15	68														
Develop Terms of Reference	100	16-Nov-15	16-Nov-15	0														
Agree Working Group Members & Reporting Mechanism	100	17-Nov-15	17-Nov-15	0														
Agree work to be carried out in phases	100	02-May-16	02-May-16	0														
Review WARA Standard NR/SP/OHS/00102 issue 4	30	31-Oct-16	21-Apr-17	-172														
Communications Plan to inform all of reviewed and updated WARAs	20	31-Jul-16	15-Dec-16	-137														
Top 50 WARA's Completed	33	31-May-16	14-Dec-16	-198														
100% of WARA's Completed	2	31-May-17	16-Aug-17	-77														
Completion of Audit findings Actions	20	31-Oct-17	31-Oct-17	0														
Project Close	2	31-Oct-17	31-Oct-17	0														

Key

Milestone Complete



T01678 – Management of Occupational Road Risk (MORR) Project



Project Overview

Management of Occupational Road Risk (MORR) Project will support the fitment of the Vehicle Tracking Systems (VTS) across Network Rail's Road Fleet. The project will also update the Drivers Handbook to include additional Management of Occupational Road Risk and Vehicle Tracking System guidance. It will also include the re-enforcement of wearing seatbelts.

Progress this period

Last period RAG



Project overview

- Trades Unions consultation concluded on the 7th Oct 16 with all 3 unions agreeing that we had provided sufficient assurances around the VTS data principles.. Following this, STE have instructed Route Services Directorate (RSD) Commercial team to appoint a VTS supplier and pending standstill period (10 days) to enable Contract award and then commence mobilisation.

Work undertaken in period

- Change Control re-baselined milestones approved P7 Change Panel. Plan updated & budget increase approved
- Concluded TU consultation on 7th Oct 16 and Industrial Relations formally wrote to all TUs outlining conclusion.
- STE have instructed RSD Commercial to proceed with the VTS supplier appointment.
- STE & RSD have agreed that the funding of the Oracle enhancements for VTS driver IDs and Line Management Notifications will be company wide. RSD are preparing the Investment Paper to secure c.£350K..
- HR Shared Services updated & engaged for additional VTS data flow / process workshops ready for when VTS supplier is on-board. Agreed that this will be one of the first workshops the VTS supplier must attend so we can define in detail the short term process of manual VTS data mgmt., and long term solution of the Oracle Enhancements
- Agreement for STE to own and update the 'Drivers Handbook' to include the VTS governance and guidance rather than produce a Policy / Standard. Justin Monk has been agreed to deliver updates to Drivers Handbook.
- Gemma Lavery (Business Champion for MORR) is working with all the HoRSHEs to agree best method for allocating a VTS driver ID.
- Change Control submitted to remove MORR Policy from scope and replace with updated Drivers Handbook as per TU request at Consultation. Pending review & approval at H&S Change Mgmt. Panel on 26th Oct.

Benefits

Reduced road accidents, injuries and risks for Network Rail staff with associated business benefits. Cost benefits obtained through reduced Accident / Repair costs, Insurance Claims costs, LTAs. In addition increased productivity through the provision of a managed process for up-skilling all driving staff. Reduced prosecutions and fines for drivers

Planned for next period

Work to be undertaken next period

- Conclude commercial 'Standstill period' & award VTS Contract.
- Hold VTS supplier 'Kick off' meeting & VTS supplier to attend workshop with HRSS & GBS to do 'detailed design' of short term & long term VTS data mgmt. process flows.
- RSD to submit Investment Paper for VTS Oracle enhancements and agree works package for approval at the Operational Portfolio Board in P9.
- Route Services NSC VTS Business Milestones MS2101 & MS2107 to be re-baselined by NSC
- Agreed method to define authorised driver community & allocation of Driver IDs and impact on the VTS training

Risks and issues for noting / escalation

- Commercial challenge received from unsuccessful supplier during standstill period will result in contract delay .
- Oracle funding not agreed so VTS data will not link driver data to an employee ID – RSD submitting Investment paper for £350K to develop Oracle field for Driver ID / Sentinel # being considered as already linked to Oracle employee record.
- Fleet vehicles fail to attend allocated VTS fitment slot causing delay to complete fitment. – Route engagement with RMDs / HoRSHE for ownership in line with and Route Fleet Devolution.

Finances

Project Budget	Actual to Date	COWD to Date	Actual P7	COWD P7	AFC	Variance +/-
£512,241	£195,477	£198,329	£15,988	£18,840	£512,241	£0.00

Milestone	% Complete	Baseline End date	Actual/Forecast End date	Variance	2016/17												>
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
Trade union consultations complete	100%	28-Oct-16	07-Oct-16	21							♦						
Communications plan for MORR agreed	100%	01-Jun-16	20-May-16	12		♦											
VTS Data Validation and Exception Reporting Governance Agreed	100%	30-Apr-16	30-Apr-16	0	♦												
VTS Data use and Consequences Agreed	100%	01-Jul-16	01-Jul-16	0				♦									
MS L2 - Vehicle Tracking System Contract Commences	90%	01-Dec-15	18-Nov-16	-353													
Vehicle Tracking System Fitment Plan agreed	80%	11-Nov-16	11-Nov-16	0													
MS L2 - First VTS installed and in use on a Network Rail Vehicle	0%	31-Mar-16	28-Nov-16	-242													
VTS Fitment Plan 90% delivered	0%	26-Apr-17	26-Apr-17	0													
Delivery of Hi-Vis Seatbelt Sleeves and Stickers to DU completed	100%	30-Jun-16	08-Jul-16	-8				♦									
Drivers Handbook Updated & Republished	25%	10-Feb-17	10-Feb-17	0													
MORR Project complete - Project Close	0%	30-Jun-17	30-Jun-17	0													

Key

Milestone Complete	♦
On target or early	■
Between 1 and 10 days late	■
Greater than 10 days late	■

Project Overview

At present there is no consistent and assured method of measuring fatigue and recording who is doing what, where and when on the rail infrastructure. This places our workforce and customers at risk and creates unnecessary inefficiencies. The Sentinel programme team is developing Sentinel to deliver enhanced functionality to improved mobile app user experience on all devices, delivering enhanced swipe in and swipe out functionality, the ability to record safety events and competence usage.

Progress this period

Last period RAG

Project overview

- Site Access Pilot concluded successfully in the Western Route on 08th September 2016. New technology released across the industry from 04th October 2016 following agreement from Exec Board and IMDMs on soft launch. Technology released as an upgrade to all devices and app catalogues with the decision to download on the individual. Learning is available in many formats, and hosted on the Sentinel website for NR and Industry to pull from. TEAS are working across NR sites for the next 10 weeks to support the rollout and answer queries and talk through the new app. The project team will continue to support and attend meetings as required in preparation of move to BAU.

Work undertaken in period

- Site access released across the Rail Industry as a soft launch on 6th October 2016
- Responding to concerns from industry. On examination most queries were from staff who had not been using the Sentinel system previously. The team has been providing support via:
- Learning materials ranging from e-learning through to crib sheets hosted on website.
- Users have found materials extremely useful
- Further support into Routes via Training team who have visited Training Centres and Providers, WebEx's planned with Principle Contractors CDS and Network Rail staff. (Western Route requested additional calls and these have been provided)
- Helpdesk trained and prepared for launch and queries that they may receive. Helpdesk in regular contact with project team.

Benefits

Sentinel Site Access will improve workforce safety by deterring double shifting and enforcing the 12-hour rest rule. Situational awareness of fatigue risks will be heightened by sharing information between suppliers, sponsors and other rail entities. Efficiencies will be achieved by recording events such as safety briefs & site inductions and making the recording of competence use electronic, eventually removing the requirement for manual logbooks. Finally, site access has the potential to deter and identify ghost working.

Planned for next period

Work to be undertaken next period

- Look at feedback and recommendations to see what process, time, cost is involved in potential amendments
- Training Evaluation and Assurance Specialists to visit NR Route locations
- Data reporting and dashboard to be created for period 8.
- Further work to improve Principal Contractors and Training Centre knowledge.
- Meeting requested with RMT to support release and training

Risk and issues for noting / escalation

- Insufficient resources allocated to Business Change activities** – stakeholders will not use Site Access fully as they don't already use Sentinel.
- Additional Business requirements** – Any outcomes and requirements to those already signed off

Finances

Budget	COWD	Actual	AFC	Variance +/-
£2.812m	£2.650m	£2.641m	£2.650m	£m

Milestone	% Complete	Baseline End date	Actual/Forecast End date	Variance	2015/16						2016/17								
					P12	P13	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
Business Change - Achieve Compliance	100	01-Apr-15	01-Apr-15	0															
Project remit/deliverables agreed	100	01-Apr-15	01-Apr-15	0															
Development of Medical and D&A rules complete	100	01-Apr-15	01-Apr-15	0															
Development of lone worker resource complete	100	01-Apr-15	01-Apr-15	0															
Change Management Panel Approval	100	01-Apr-15	01-Apr-15	0															
Communication Plan approved	100	01-Apr-16	18-Mar-16	-14			♦												
Live Trial of Site Access at Swindon DU starts	100	18-May-16	18-May-16	0				♦											
Go Live for Site Access Swipe In and Out	80	30-Sep-16	04-Oct-16	-4												♦			
Fatigue Risk data and management functionality available	80	30-Sep-16	04-Oct-16	-4															
Business Change - Mandatory Use	80	23-Dec-16	23-Dec-16	0														♦	
Project Close	0	23-Dec-16	23-Dec-16	0															

Key

Milestone Complete	♦
On target or early	■
Between 1 and 10 days late	■
Greater than 10 days late	■

STATUS													STATUS	OUTLOOK	
ESD will increase legislative compliance to EAWR, prevent fatalities and regulatory interventions and improve performance (time to do isolations and resource utilisation). This will be done by educating our workforce, improving business processes and enhancing the infrastructure.													TIME	=	=
ESD Programme is on target to deliver authorised works. The programme has 23 different workstreams changing process, competence framework development, technology deployment, research and development and design/engineering standards refresh.													COST	▼	▼
The Programme has successfully passed the MSP4NR Stage Gate 3 Review, subject to Investment Paper approval (Authority Paper 3) on 27 Oct. This approach has been endorsed by Central Assurance. ESD is on target to progress to Stage 4 by 27 Oct 2016													REMITTED OUTPUT	▼	=
Key milestones on target for completion. Cost Status red due to the oversubscription of the ac and dc fund elements. Investment Papers have been presented and will continue in production through Periods 8/9. Route Sponsorship teams have been asked to complete QSRAs in P08 in order to support prioritisation of schemes (on the basis of deliverability) and a more accurate view of the overspend risk. Additional resource required to support delivery. Contractual frameworks being considered and re-phasing of some workstreams undertaken.													REPUTATIONAL IMPACT	=	=

L0 & L1 MILESTONES		STATUS	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	>	BENEFIT				
31-Aug-15	MS1904 Compliance plan (and roadmap) for EaWR developed and approved by ESDP Board - Delivered Pd 5 15/16	Delivered On Time														Demonstrate route to increased EaWR compliance					
31-Mar-16	MS1905 NSCD and 3-Position Switch trials complete	Delivered On Time	✓ ✓ 													Technology available for deployment					
10-Dec-15	MS2157 Automatic Isolation Remit complete - - Delivered Pd 5 15/16	Delivered On Time														Enables isolation efficiencies					
30-Sep-16	MS2861 - Electrical Safety - produce and agree the strategy for Automatic Isolations	Delivered On Time	✓	✓	✓	✓	✓	✓								Safety					
17-Sep-16	MS3896 - ESD Evidence Base – EAWR Blueprint compliance review complete	Delivered On Time	✓	✗	✓	✓	✓								Safety						
17-Sep-16	MS3897 - Technology Rollout – Bournemouth Mainline GRIP 1-3 Authority	Delivered Early	✓	✓	✓													Safety			
17-Sep-16	MS3898 - Technology Rollout – Brighton Mainline GRIP 1-3 Authority	Delivered Early	✓	✓	✓													Safety			
15-Oct-16	MS3899 - Electrical Safety Delivery Programme CP6 – IIP Submission	Delivered On Time	✓	✗	✓	✓	✓	✓								Safety					
10-Dec-16	MS3900 - Single Approach to Isolation - Commence OLE Trial	On Target	✓	✓	✓	✗	✓	✓								Safety					
07-Jan-17	MS3901 - Competence – Competence Gap analysis complete	Delivered Early	✓	✓	✓	✓	✓	✓								Safety					
04-Feb-17	MS3902 - Single Approach to Isolation - Commence CR Trial	On Target	✓	✓	✓	✓	✓	✓	✓							Safety					
04-Feb-17	MS3903 - Electrical Design – Design Philosophy Module 1 Complete	On Target	✓	✗	✓	✓	✓	✓	✓							Safety					

L2 MILESTONES (STATUS & OUTLOOK)		STATUS	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	>	L0/1 LINK
TBC		On Target	✓	✓	✓	✓	✓	✓	✓							MSP4NR Governance	
TBC		On Target	✓	✓	✓	✓	✓	✓	✓							MSP4NR Governance	
TBC		On Target	✓	✓	✓	✓	✓	✓	✓							MSP4NR Governance	
DATE																ENABLER	
DATE																ENABLER	
DATE																ENABLER	
DATE																ENABLER	
DATE																ENABLER	

Forecasted Completion Date
 Milestone Completed
 Milestone Slipped /
 Milestone Abandoned / [Period Abandoned]
 ✓ Period update on target
 ✗ Period update behind target

PROGRAMME DELIVERY SUMMARY

Progress in the period:

Two level 1 milestone agreed by Programme Board as being complete this period.

Single Approach to Isolation:

Work continues in readiness for the initial trial supporting the conductor rail Single Approach to Isolation milestone. Trial set to commence ahead of schedule in P08.

Programme overview @ P07		P07 Spend compared to previous period forecast		16/17 Outturn compared to previous period forecast	
Programme AFC	£181.200m	Period forecast for P07	£1.616m	16/17 Outturn - Previous Period	£17.230m
AFC of Authorised Stages	£37.299m	Period CoWD for P07	£0.209m	16/17 Outturn - for P07	£20.909m
Current Authority	£37.299m	Period Variance	(£1.407m)	Outturn Variance	£3.679m
CoWD	£29.491m		-87%		21%
Programme Baseline AFC (Proposal Estimate)	£192.464m	PROGRAMME COST STATUS			

FINANCIAL SUMMARY

Period CoWD vs Forecast:

ESD (146466) c£272k below forecast due to investment authority not being approved in the period.

135955, 135995, 135956 - £378k below forecast due to ongoing claim negotiations with HVMS

146817 is the finance fund overlay and has declared -£565k as schemes are authorised. Finance are adjusting the overlay in P08 to reflect current fund position.

151501, 149131P07 over-forecast of c£200k against newly authorised (P07) schemes.

Outturn increase in the period due to authorisation of new schemes.

ISSUES	MITIGATION / SUPPORT REQUIRED	RAG	OWNER	DATE
GWEP EIS delayed from Nov 16 to Feb 17 (originally Sep 16). This delays the trial commencement of the SAI trial and subsequent completion.	for noting only			

RISKS	MITIGATION / SUPPORT REQUIRED	RAG	OWNER	DATE
There is insufficient internal M+E engineering resource to discharge the Programme to current timescales	This risk has been exacerbated by the increase in workload driven by additional standards update work. Technical resource recruitment ongoing and a PIN has been issued to the market for additional third party support.	Red	Kamini Edgley	30-Apr-17
Trade Union National Consultation is not supported in time for GWRM trial of the Single Approach to Isolation and Earthing process.	Single Approach to Isolation met with the TU reps to give a project overview. The Project Team made a request for the TU to nominate union representation to attend working groups related to SAI	Green	Justin Davis	30-Nov-16
Re-Authority for Southern - Current AFC exceeds authority due to contractor claim provision.	Claim now resolved. Project team to determine necessary course of action (re-authority as required).	Yellow	Saleem Mohammed	TBC

BENEFITS SUMMARY

ESD has declared 8 benefits (as below), which are either safety or performance (productivity) related. These were derived from a blend of the ESD Vision and output from ESD Programme workshops involving Route and STE subject matter experts. Together these benefits will enable a further 3 goals of no fatalities, no prosecutions and no improvements related to electrical safety, as well as the ultimate aim of increasing compliance with electricity at work regulations (EaWR).

We have developed a Benefit Profile Approach document which aims to capture any special arrangements which have been agreed with Routes or IP in relation to the requirement for Electrical Safety Delivery (ESD) Programme Benefit Profiles, further to that which has been included in the ESD Benefits Management Strategy.

The concept of the ESD Benefit Profile Approach document has been endorsed at Portfolio Working Group (PWG) and Change Portfolio Group (CPG). It has also been agreed in principle with the Central Business Change and Central Assurance teams, as well as key members of the ESD Programme organisation.

All Routes, IP and ESD have signed-up to and jointly agreed ESD Benefit Profile Approach documents as part of our MSP4NR stage 2 deliverables.

ESD Programme Benefits are:

- 1 Fewer isolation injuries
- 2 Fewer isolation process irregularities overall
- 3 Reduction in frequency of earths or short circuiting straps being applied to live lines during isolations
- 4 Fewer isolation incidents not following Electrical Life Saving Rules
- 5 Fewer residual hazards in isolations
- 6 Reduced average time on isolations (take & hand-back) - OHL + 3rd Rail
- 7 More efficient & effective use of resources needed for safer faster isolations - OHL + 3rd Rail
- 8 Reduce the volume of work undertaken with exposure to electrical hazards / risks - OHL + 3rd Rail

T1736 – Safer Trackside Working Programme



Programme Overview

Safer Trackside Working Programme is a CP5 Research & Development programme developing new high integrity trackworker protection and warning systems to reduce the enterprise risk of workers being struck by train. Funded by an ORR provided ring fenced fund, the programme is developing both tactical and strategic products and solutions together with enabling projects to reduce human error failure modes and improve reliability of protection and warning systems for trackworkers.

Key: Remote Disconnection Device (RDD), Signal Control Warning System (SCWS)

Progress this period

Last period RAG

Project overview

- Programme outlook remains RAG Green.
- Positive progress across the workstreams has continued this period. This has included preparation for trial of tactical systems and procurement of the strategic Signal Controlled Warning System which has now progressed to GRIP3. Work on integrity of COWD/forecasting and accruals has continued this period delivering improved confidence in Programme financial position and readiness for RF8.

Work undertaken in period

Signalling Control Warning System/LEWiS (Tactical) - SCWS(T) & Remote Disconnecting Device - (RDD):

- Programme Interface Tool Human Factors workshop successfully completed for SCWS(T) on 22/09/16.
- SCWS (T) York SDG formal arrangement now in place for assistance to develop designs for trial sites.
- Stockport trial site and design review for RDD. Meeting has been held with the signalling RAM team and S&T personnel at Manchester, and SDG Reading. RDD circuits reviewed and agreed. Control Tables and Scheme Plan updated. Documentation, contacts and authorisations required by Route for the trial discussed and agreed. Provisional target date for trial Early 2017

Signalling Control Warning System (Strategic) - SCWS(S) & Traffic Management Protection - (TM):

- SCWS(S):**
 - Ongoing development of tender documentation in order to meet forecast submission of OJEU (Official Journal of the European Union) notice for expressions of interest from suppliers .
 - Met with the 3 Union Safety Representatives, they are taking a SoNO (Statement of No Objection - Trust Passport process stage) back to their senior management for Stage 1 sign off.
 - GRIP Stagegate review held. Project now in GRIP Stage 3 (option selection).
 - Focussed Digital Railway attention to EULYNX (EU standard interlocking protocol) as this is a major STW Programme dependency
 - Liaised with Digital Railway regarding Phase 2 requirements development (TM).

Benefit

Primary Benefits: Enabler to CP5 Target : No major injuries / death; reduce minor injuries

Secondary Benefits:

Improved company reputation/relationship with TU, workforce; improved service to TOC's; increased productivity; increase revenue/income for NR.

Planned for next period

Work to be undertaken next period

- Signalling Control Warning System/LEWiS (Tactical) - SCWS(T) & Remote Disconnecting Device - (RDD):**
 - SCWS (T) Acoustic and Optical Device Hazid Workshop to be carried out on 21st October.
 - SCWS (T) York SDG meeting to gain support for designing services for general rollout of system(CP5&6).
 - Signalling Control Warning System(Strategic) - SCWS(S) & Traffic Management Protection (TM):**
 - Finalise the OJEU tender pack information:
 - To assist we will hold a pre-Tender workshop with prospective suppliers to verbalise the project scope & contracting strategy.
 - Develop GRIP Stage 3 deliverables.
 - Ongoing close liaison with Digital Railway regarding the Phase 2 scope & requirements.

Risk and issues for noting / escalation

- Digital Railway are not internally agreed on their approach to EULYNX - this will affect the Signal Controlled Warning System Strategic design and development timescale & cost. Requirement for escalation meeting agreed.
- Period variation as a result of This variance is partly due to previous overstated COWD which has been decreased and re-forecasted (£55K). An additional Pre-OJEU Supplier workshop has now been scheduled for Nov2 resulting in some delay in developing the contract for SCWS(S) which has caused a financial adjustment into next year (£200k)

Finances	Period COWD £231k	Period Actual £122.5k	Period Variance +/- £108.5k	COWD £2.929m	AFC £10.6m	Budget £10.6m
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Ref	Milestone Descriptions	Milestone Status	P01	P02	P03	P04	P05	P06	P07	P08	P09	P10	P11	P12	P13	>>
L0-MS2860	Develop Trackworker Safe Access Strategy for ExComm approval	Delivered Early	✓													
L1-MS1909	Deliver tactical solution for Signal Controlled Warning System. Live trial location installed for Product Acceptance & system ready for deployment.	On Target	✓	✓	✓	✓	✓	✓	✓	✓						FY 17 P4
L1-MS1910	Complete the development of a risk-based decision tool for safe system of work selection.	On Target	✓	✓	✓	✓	✓	✓	✓	✓						
L1-MS2857	Remote Disconnect Device Ready for Deployment	On Target	✓	✓	✓	✓	✓	✓	✓	✓						FY 17 P1
L1-MS2858	Route optioneering of STW solutions complete	On Target	✓	✓	✓	✓	✓	✓	✓	✓						
L1-MS2859	Deployment of New SSOW Hierarchy Through E-Permit System:-NOW abandoned due to PDSW re-scope	Abandoned	P1													

T01889 – PDSW Planning and Delivering Safe Work - 019 Standard update



Project Overview

Planning and Delivering Safe Work will implement two important elements: 1. Making one person accountable for both operational and task risk when working on NR's infrastructure. 2. Implementation of a simpler permitting arrangement to give simple clear instruction to staff. STE's role in the project is to re-write the standard NR/L2/OSH/019 to bring together the three existing standards that address how staff safely access our infrastructure.

Progress this period

Last period RAG

► Project overview

- Green – One milestone is 3 days late, however, the impact has been mitigated by commencing the review and editing by the standards team as planned and joint working with the technical authors and Standards Manager. There will be no impact on the overall programme provided the consultation documents can be issued as planned on Tuesday 18th October

► Work undertaken in period

- 019 Standard working group meetings held through out period to develop standard
- 019 Standard Working group made up of staff from across Network Rail and the supply Chain inc ISLG and RICA
- Key resources identified for delivery of 019 Standard changes.
- Core STE working group sessions held on 019 Standard re-write at Doncaster and Rugby
- Route champion arrangements agreed with Programme and Routes. Session set up for 20 / 21st October. Planning undertaken for expected level of stakeholder feedback.
- Microsoft plan developed for delivery of the 019 Standard by end Dec 16.
- 019 plan has been distributed and integrated into the overall PDSW plan.

Benefit

The project seeks to resolve two key issues that lead to significant risk on site. i.e. it establishes who has responsibility for controlling health and safety risks on site and enabling our staff to have simple clear instructions so they understand the arrangements to keep them safe whilst undertaking their work. This work will provide greater control and safety on site for NR personnel and it's contractors.

Planned for next period

► Work to be undertaken next period

- Issue draft 019 standard out for stakeholder consultation (18th Oct)
- Hold route familiarisation session with 019 standard Route leads (20th & 21st Oct)
- Hold 'hot house' sessions to review and respond to Route feedback (31st Oct to 11th Nov)
- Hold feedback session with 019 standard Route leads (7th Nov)

► Risk and issues for noting / escalation

- Trade Unions unwilling to engage in consultation at this point. Meeting with RMT held 5/10 with formal response required.
- Risk of not achieving majority vote from working group to proceed to consult.
- Risk of not being able to manage a significant number of stakeholder comments – the hothouse process should manage this but is always subject to numbers of excessive comments
- Large amount of stakeholder engagement required

Finances

Budget	Actual	COWD	AFC	Variance +/-
Pending CPL authorisation				

Milestone	% Complete	Baseline	Actual/Forecast	Variance	2016												
					03-Oct	10-Oct	17-Oct	24-Oct	31-Oct	07-Nov	14-Nov	21-Nov	28-Nov	05-Dec	12-Dec	19-Dec	
Technical Author complete Standard update	100	03-Oct-16	03-Oct-16	0	◆												
Standard Working Group agree content	90	11-Oct-16	14-Oct-16	-3		◆											
Standards Manager completes review & edit	0	17-Oct-16	17-Oct-16	0				◆									
Issue draft standard to Stakeholders	0	18-Oct-16	18-Oct-16	0			◆										
Stakeholder consultation 1	0	01-Nov-16	01-Nov-16	0					◆								
Review comments & update 1 (Hot House)	0	11-Nov-16	11-Nov-16	0						◆							
Stakeholder consultation 2	0	22-Nov-16	22-Nov-16	0							◆						
Review comments & update 2 (Hot House)	0	29-Nov-16	29-Nov-16	0								◆					
Stakeholder consensus achieved	0	02-Dec-16	02-Dec-16	0									◆				
Final Editing by Standards Manager	0	08-Dec-16	08-Dec-16	0										◆			
Standard loaded on Standards Site	0	09-Dec-16	09-Dec-16	0											◆		

Key	Milestone complete	◆
	On target or early	◆
	Between 1 and 10 days late	◆
	Greater than 10 days late	◆

T01888 – Procuring for Safety



Project Overview

The project has created a balanced scorecard which measures IP Suppliers safety performance through a series of leading and lagging indicators and is capable of producing a single supplier safety measure for IP. It is also undertaking a review of safety evaluation tender criteria in pre-contract activities and is aiming to develop tools and training to enable those using the process to deliver a consistent approach across all of IP and its associated supply chain.

Progress this period

Last period RAG

► Project overview

- Support the implementation of the Industry Common Induction
- Report a simple single safety measure for IP suppliers to promote conversations
- Produce a safety balanced score card that allocates a score based on a suite of leading and lagging measures classifying suppliers into three distinct categories
- Improve procurement processes to standardise safety weighting and evaluation across IP and NSC

► Work undertaken in period

- Presented to the RCSF requesting endorsement of the proposed leading indicators, taking away a number of actions.
- Wrote formally to ISLG requesting endorsement of the proposed leading indicators
- Created a slide deck to assist the Head of Procurement (IP) present to the PPM community with a view to establishing a method to introduce the scorecard in the procurement process.
- Attended a National Performance Metrics (NPM) workshop which set out the vision and options to the supply chain of how IP will pilot the NPM, timeline to follow. A cross check of the NPM safety measure with those in the safety scorecard will now be undertaken.
- Agreed communication plan for remaining milestones.

Benefit

The direct benefits of delivering the project are fewer accidents and incidents and more work opportunities for safer suppliers.

The indirect benefits are reputational for the industry through the use of safer suppliers, better planning leading to efficiency gains and improved quality and staff retention and better morale.

Planned for next period

► Work to be undertaken next period

- Meet with ISLG chair ahead of the next ISLG on the 23/11/16 and discuss/action the questions raised by members in response to our letter.
- Meet with Jo Dunn to understand the feedback given from the PPMs and agree who is best placed to develop new processes for improving safety evaluation and introducing the scorecard into the procurement process.
- Cross check NPM with the scorecard to advise if there is any duplication.

► Risk and issues for noting / escalation

- PPM working group focus has been on developing options to use the scorecard which has resulted in a delay to the standardised safety evaluation workstream. It is not anticipated this will impact the project close date.
- IP procurement team have advised the introduction of the scorecard into the procurement process will commence from CP6. The project will support process development until project close.

Finances

Budget	Actual	COWD	AFC	Variance +/-
£241,724	£3,284	£ 3,284	£241,724	£0

08-Feb-16 07-Mar-16 04-Apr-16 02-May-16 30-May-16 27-Jun-16 25-Jul-16 22-Aug-16 19-Sep-16 17-Oct-16 14-Nov-16 12-Dec-16 09-Jan-17 06-Feb-17 06-Mar-17

Milestone	% Complete	Baseline End date	Actual/Forecast End date	Variance	2015/16				2016/17								
					P12	P13	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11
Review Procuring for Safety Survey results	0	26-Feb-16	08-Mar-16	-11		◆											
Develop DRAFT survey action plan	0	11-Mar-16	01-Apr-16	-21		◆											
Issue DRAFT Action Plan to Working Group	0	14-Mar-16	01-Apr-16	-18		◆											
Balanced Scorecard Go-Live	0	04-Apr-16	04-Apr-16	0			◆										
Opportunities to use scorecard agreed with Legal/Procurement	0	04-Apr-16	20-Apr-16	-16			◆										
Hold 3rd Working Group Workshop	0	06-May-16	06-May-16	0				◆									
Communication plan for Standard Safety Evaluation signed off	0	06-May-16	06-May-16	0				◆									
Update on PfS to Commercial Directors forum	0	09-Jun-16	09-Jun-16	0					◆								
Implementation completed on standardised safety evaluation	0	30-Sep-16	31-Mar-17	-182													◆
Balanced scorecard V2 with leading indicators introduced	0	01-Apr-17	01-Apr-17	0													◆
Project Close	0	01-Apr-17	18-Apr-17	-17													

Key

◆	Milestone Complete
●	On target or early
■	Between 1 and 10 days late
■	Greater than 10 days late

T01861 – Safety Hour



Overview

- Review current safety hour process
- Evaluate effectiveness against criteria and benefits
- Up-skill those delivering safety conversations as part of safety hour
- Set up process to share learning materials

Benefits

- To have line management talk about and engage their team around safety.
- To increase Risk Awareness and Safety solution ownership.
- Enabler for staff to challenge around Safety
- Regular communication channel across the business.

Progress this period



Last period RAG



► Project overview

- Development of review process with Routes and PH

► Work undertaken in period

- Observation and feedback of safety hour sessions across routes
- Plan safety hour process and 'How To' guide overview for managers in QMK
- Identified first Safety hour success story
- Plan for safety hour comms across business including next steps
- Plan & Conducted survey of SH in STE

Planned for next period

► Work to be undertaken next period

- Plan for next steps agreed with PH
- Session for managers delivering safety hour sessions at QMK planned for 2017
- Deliver 2 sessions of Safety hour Facilitator training in Western route
- Completed Comms plan to be agreed by LF
- Analyse STE Safety Hour requirements and feedback to GH/ LF

Risk and issues for noting / escalation

- Attendance and stakeholder engagement for briefing

Finances

Budget	P6: Actual	P6 COWD	Actual	COWD	AFC	Variance +/-
£554,872	£7,519	£7, 519	£33, 562	£33, 562	£554,872	£0.00

Milestone	% Complete	Baseline	Actual/Forecast	Variance	2016/17												
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
Upskilling of Safety Hour Facilitator Plan Complete	100	08-Jan-16	08-Jan-16	0													
Change Management Panel Approval	100	11-Dec-15	11-Dec-15	0													
Project Remit / Deliverables Agreed	100	20-Jan-16	31-Dec-15	20													
Plan Upskilling Programme Rollout Completed	80	30-Dec-16	30-Dec-16	0													
Communication Plan for Safety Hour Approved	85	30-Dec-16	30-Dec-16	0													
Upskill facilitators across the business	65	31-Jan-18	31-Jan-18	0													
Develop Plan for Hard to Reach Audiences	45	30-Mar-18	30-Mar-18	0													
Delivery of Plan Rollout Completed	15	04-Jan-17	04-Jan-17	0													
Safety Central Content Management Plan Agreed	20	30-Sep-16	24-Feb-17	-147													
Review of materials & impact on project delivery	0	30-Apr-18	30-Apr-18	0													
Safety Hour Project Completed	0	01-Apr-19	01-Apr-19	0													

Key

◆	Milestone Complete
■	On target or early
■	Between 1 and 10 days late
■	Greater than 10 days late

T01887 – Community Safety



Overview

This project develops and implements campaigns to influence public behaviour. Much is delivered through intermediaries, including external partners and internal customers. Engaging local communities and educating youngsters on the dangers of trespass and the safe use of level crossings is a key component of our risk management.

Progress this period



Last period RAG



► Project overview

- Progress continues on delivery of our main community safety project and the tender process has now completed and a supplier appointed
- Some delays in delivery this period due to training commitments but recoverable within project contingency

► Work undertaken in period

- Plan workshop with CSM and TTS to agree future resources and location hot spots activities
- Work with Tackling Track Safety on dashboard for future clarification and validation of work
- Support Mobility/Sensory Impaired campaign launch for Level Crossings
- Tackling Track Safety event review by Allan Spence and Sandy Belle-Ashe
- Project review of community safety plan
- Recast Project in accordance with HSP governance and submit to change panel.
- Review of Loughborough Research project with principal external research sponsor (StreetGames)

Benefit

Increased awareness of the risks of the railway, improved safety by reducing trespass and vandalism, and improving level crossing behaviour. Improved reputation of Network Rail in the communities targeted. Reduced disruption from reduced trespass, vandalism and fatalities.

Planned for next period

► Work to be undertaken next period

- Plan workshop with CSM and TTS to agree future resources and location hot spots activities
- Meeting with internal media team to agree Comms Strategy for 2016/17
- Conclude change panel

► Risk and issues for noting / escalation

- Potential additional funding scheme, needs confirmation and exploration of best use of funding
- New emerging 'Pokémon' threat identified and will need additional resources
- Principal external sponsor for Loughborough research has agreed revised publication date for report

Finances

Budget	Actual to date	COWD to date	AFC	Variance +/-
£3,994,887	£197,820	£ 132,979	£2,528,867	£ 0

Milestone	% Complete	Baseline End date	Actual/Forecast End date	Variance	2015/16				2016/17									
					P12	P13	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
PDF Sports partnership delivery	100%	30-Aug-16	30-Aug-16	0								♦						
Tools for working with people with Special Educational Needs produced	100%	30-Jul-16	16-Sept-16	-47						♦		♦						
Tools for Community Safety Managers to work with Young Offenders produced	100%	30-Jun-16	30-Sep-16	-92						♦		♦						
2016/17 community safety supplier contract award	100%	31-Dec-17	31-Aug-16	0														
Community Safety tools available	100%	01-Aug-16	01-Aug-16	0														♦
Loughborough research report received	70%	30-Oct-16	31-Dec-16	-62														
Trespass from Stations communication campaign	80%	31-Jul-16	31-Jul-16	0														
Level Crossing Phone Smart Distraction campaign	100%	31-Aug-16	31-Aug-16	0								♦						
Level Crossing Older and Disabled safety campaign	50%	12-Nov-16	12-Nov-16	0														
Level Crossing Intoxication awareness safety campaign	50%	10-Dec-16	10-Dec-16	0														
Level Crossing Towing vehicles safety campaign	30%	31-Mar-17	31-Mar-17	0														

Key	Milestone Complete	♦
	On target or early	��
	Between 1 and 10 days late	橘
	Greater than 10 days late	红

T01800 - Level Crossing Risk Reduction Programme



Project Overview

A £99m ring-fenced fund to maximise risk reduction at level crossings through a national programme of closures and asset improvements. The fund has been devolved to the Routes; each route has committed to achieve a minimum risk reduction (FWI) in return for a headline funding allocation.

Progress this period

Last period RAG

- ▶ **Project overview**
 - Total FWI benefit to date (legal closure) remains at 0.4257. No closures achieved or assets commissioned this period.
 - Road bridge opened at Ufton LC (WES) during P07. This is significant given the history of fatalities at the crossing. Legal closure of the crossing will follow later this year.
 - The forecasted CP5 risk reduction decreased by 0.1940 FWI to 2.4690 in period, following the removal of a further eight closure schemes from the programme, across four routes.
 - Schemes were removed for a number of reasons including: disproportionately high costs, costly public objection and delivery dates delayed beyond the control period.
 - LNE, Wales and LNW are now 16%, 24% and 32% behind their respective Route FWI commitments. Western are 4% behind their target. All other Routes are on track to meet or exceed their CP5 risk reduction commitments.
 - Routes have been asked to focus on contingency plans to ensure that they close the variance to target.

Work undertaken in period

- Central Level Crossings Team attended South East Route Steering Group for deliverability review.
- All Route Sponsors have been re-briefed about considering new technology deployment where closure is no longer viable.
- Comms plan prepared.

Fund Summary

Route	Total LCRRF Allocation (£)	Total FWI Commitment
Anglia	19,917,148	0.46846
LNE	19,795,481	0.50084
LNW	10,304,167	0.41941
Scotland	4,236,864	0.08560
South East	15,424,512	0.55951
Wales	4,771,142	0.11029
Wessex	8,580,718	0.19690
Western	11,885,178	0.25716
Centre*	4,084,790	N/A
TOTAL	99,000,000	2.59817

* Central management support, including Liabilities Management, Programme Controls and Reporting for the duration of the control period.

Benefit

- Regulatory requirement: maximise level crossing risk reduction during CP5.
- NR target: 25% reduction in level crossing system risk during CP5. This equates to a 3.15 reduction in FWI, based on the CP4 outturn of 12.62 FWI.
- Collective Route FWI Commitment (as agreed during devolution of the fund): 2.5981 FWI.

Planned for next period

Work to be undertaken next period:

- Deliverability reviews and participation in route steering groups will continue: reviews scheduled for LNE, Wales and Anglia in period alongside visits to Steering Groups.
- Detailed analysis of periodic reporting undertaken prior to visit to ensure structured agenda, tailored review and to ensure accuracy of reporting going forward. Noted issues to be reported back to centre.
- Best practise examples of documentation and methodology to be collated and shared post review.
- Discussing use of the Comms plan with each Route.

Risk and issues for noting / escalation

- Routes continue to remove schemes from the programme with little evidence of contingency planning in order to bridge the variance to FWI target.
- Route's have highlighted that there is little available funding to progress feasibility for replacement schemes.
- Routes have been asked to consider technology as an alternative mitigation where schemes are removed if they haven't already done so.
- Four Routes behind committed risk reduction.

Finances

Budget	Actual FY17	COWD CP5	AFC	Variance +/-
£4.134m	£0.336m	£2.432m	£4.134m	£0.000m

Milestone

Milestone	GRIP Stage	Baseline	Actual/Forecast	Variance	2016/17											
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
WESTERN - Legal Closure of Aristotle Lane (Corporate Scorecard)	Consents - GRIP 4	31-Aug-16	31-Oct-16	61												
LNW - Legal Closure of Sweetpool Lane (Corporate Scorecard)	Implementation - GRIP 5-6	30-Jun-16	26-May-17	335												
LNW - Legal Closure of Lime Kiln (Corporate Scorecard)	Awaiting Legal Closure	19-Dec-16	19-Dec-16	0												
LNE - Legal Closure of Whisby Quarry (Corporate Scorecard)	Awaiting Legal Closure	28-Feb-17	08-Feb-17	20												
SE - Legal Closure of Park Lane (Corporate Scorecard)	Consultation - GRIP 3	28-Feb-17	28-Feb-17	0												
WESSEX - Legal Closure of Chandlers Ford (Corporate Scorecard)	Implementation - GRIP 5-6	31-Mar-17	31-Mar-17	0												
SE - Legal Closure of Norwood Cable Depot (Corporate Scorecard)	Pre Feasibility - GRIP 1-2	31-Mar-17	31-Mar-17	0												
WESTERN - Legal Closure of Churchdown 10 (Corporate Scorecard)	Consents - GRIP 4	31-Mar-17	31-Mar-17	0												
ANGLIA - Legal Closure Black Mill (Corporate Scorecard)	Consultation - GRIP 3	31-Mar-17	28-Feb-17	31												
SE - Legal Closure of Sack Lane (Corporate Scorecard)	Consultation - GRIP 3	31-Dec-16	31-Dec-16	0												
Project Close		31-Mar-19	31-Mar-19	0												

Key

Milestone Complete	♦
On target or early	■
Between 1 and 10 days late	■
Greater than 10 days late	■

T01985 – Reducing Platform Train Interface (PTI) Risk



Project Overview

Platform-Train Interface (PTI) risk is complex and presents a number of hazards for station users at all stations, not just those Network Rail manages. The risk is influenced by individual staff or passenger behaviour at, or on the approach to, the PTI. This project will optimise current mitigation proposals. Through benchmarking data analysis and use of new technology, it will develop a set of recommendations to reduce the PTI risk for Network Rail and across the industry.

Benefit

Increased awareness of the risks of the railway, improved safety by reducing slips / trips / falls and reduction in falls from platforms. Reduced cost of incidents & delays, Improved customer satisfaction, Research options for design of way finding signs, and standardised key messages, thus improving the reputation of Network Rail

Progress this period

Last period RAG

► Project overview

- Progress continues on delivery of our main PTI project and completing assessments at all the managed stations

► Work undertaken in period

- PTI assessments at two Managed Stations
- Meet LNW Route to conduct PTI assessment
- Present PTI tool at ORA Meeting
- Present PTI Tool at Managed Stations Managers meeting
- Project Review in accordance with HSP governance process completed, change paper submitted to panel.

Planned for next period

► Work to be undertaken next period

- PTI assessments started at two LNW stations to be completed
- Complete Edinburgh and Glasgow PTI Assessments
- Analyse data gathered at Edinburgh Waverley following concern raised by ORR on step gap.
- Conclude change panel

► Risk and issues for noting / escalation

- RSSB missed the previous roll out date so not all TOCs are aware of tool. We will continue engagement with TOCs to promote the benefits of using the tool for consistent assessment.

Finances

Budget	Actual	COWD	AFC	Variance +/-
£274,294	£28,380	£ 28,380	£ 104,086	£0.00

Milestone	% Complete	Baseline End date	Actual/Forecast End date	Variance	2016/17												
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
Roll out of RSSB T1029 PTI Risk tool at Managed Stations	100%	01-Oct-16	01-Oct-16	0							♦						
PTI assessments of all the Managed stations completed	15%	31-Mar-17	31-Mar-17	0													
Identification and develop options for improving performance and capacity at the PTI completed	0%	01-Apr-17	01-Apr-17	0													
Business case for a National safety campaign on passenger movement across the PTI completed	0%	01-Jun-17	01-Jun-17	0													
Analysis of PTI assessments completed to identify common factors that affect passenger safety at the PTI completed	0%	01-Jun-17	01-Jun-17	0													
Produce a report identifying what factors are involved in PTI events; leading to a better understanding of what mitigations are needed to prevent events completed	0%	30-Jun-17	30-Jun-17	0													
Identify key safety messages and guidance from RSSB to produce a "Safety Hour" pack for Network completed.	0%	01-Aug-17	01-Aug-17	0													
Identification of managed station platforms with less than optimum step and gap distance, based on the outcome of RSSB T1080 research completed	0%	01-Oct-17	01-Oct-17	0													
Guidance for all managed stations to support station staff to aid Persons with Reduced Mobility completed.	0%	01-Mar-18	01-Mar-18	0													

Key

Milestone Complete	♦
On target or early	��
Between 1 and 10 days late	黃
Greater than 10 days late	紅

T01893 - Prioritised Technologies for Level Crossing Safety



Project Overview

A collection of work streams to enable improvements in level crossing safety through technological innovation. This programme will identify and prioritise level crossing risk management requirements, working to define, specify and co-ordinate targeted technology-led responses from across the business, including the SIL 3 modification of EBI Gate 200 and the specification of Meerkat.

Progress this period



Last period RAG



► Work undertaken in period.

- Meerkat:** The project steering group have agreed final version of remit for signature 21st October 2016. Procurement resource allocation unblocked; new Route Services resource being recruited to manage project tender.
- SAWD:** Covtec SAWD Route Maintenance Instruction signed off. Anglia are installing 15 sites by Jan '17. Wessex will be installing 10 sites in November. Successful negotiation of continued supply after RSD audit. Head of Commercial Process & Governance suggests we put SAWD phase 2 on hold, seek to expand the STA and focus resource on Meerkat. This will require commercial panel endorsement.
- EBI Gate 200:** 4 out of 8 Route led EBI Gate 200 location bought back into operational service. Remaining 4 Route led sites expected over the next week. Re- authority for national project (13 sites) submitted to signatories for consideration at LPP 28th October. All sites due to be commissioned by end of April 2017. CSM Risk Assessment undertaken for submission to NRAP for national project – no response yet received.
- RLSE & MSVs:** Workshop scheduled to map roles & responsibilities for RLSE business management. This will then identify what resource is required to set up BaU management. Senior support expected to identify correct business owner or to make decision to out source. No BaU owner identified for MSVs technology.
- VaMoS:** Lessons Learned completed. Findings shared with EBI Gate Team and will be distributed to Routes in P8.

Benefit

This project is an enabler for future level crossing risk reduction activities. It will deliver new tools for routes to select from when managing risk across the network.

Planned for next period

► Work to be undertaken next period

- VaMoS:** Best practice workshop to template deliverables from the trials.
- Covtec SAWD:** PA to be updated. Safety Judgement Statement to be finalised. Presentation at national RAM meeting.
- EBI Gate 200:** remaining 4 Route-led sites to be commissioned.
- Meerkat:** Spec signed off. Plan in place for procurement. Prepare materials for supplier engagement events.

► Risk and issues for noting / escalation

- ALL:** Route Engineers reluctance to adopt new technology. Unable to find a willing BAU owner for MSV's/ RLSE. Efforts have been made to resolve this at the appropriate boards/ councils but the proposals have been rejected. **Senior support required.**
- Meerkat:** Delay to starting supplier engagement due to lack of procurement resource.
- EBI Gate 200:** Bombardier delay to provide response to technical queries is delaying the update of training material.
- SAWD:** Phase 2 procurement may no longer be required. Needs to be confirmed by Route Services.
- RLSE:** Without BAU Owner. Paper to escalate.

Finances

Budget	Actual FY17	COWD CP5	AFC	Variance +/-
£0.768m	£0.110m	£0.110m	£0.768m	£0.000m

Milestone	Completion %	Baseline	Actual/Forecast	Variance	2016/17												
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
SAWD: contract established with Covtec	100	08/07/2016	04/07/2016	4				♦									
SAWD: procurement of 66 Covtec systems in line with the Routes' requirements	25	Variable by route	Variable by route	N/A												Wes	Anglia
EBI Gate 200: Product Acceptance granted for modified SIL 3 design.	100	16/08/2016	14/09/2016	-29							♦						
EBI Gate 200: 8 level crossings re-commissioned and baseline commissioning plan established for remaining 13 locations.	85	17/09/2016	22/10/2016	-35								♦					
EBI Gate 200: Commissioning complete – all modified installations in operational service.	10	31/12/2016	14/04/2017	-104													♦
Meerkat warning system: product specification developed and signed off by Steering Group	70	31/10/2016	28/10/2016	3									♦				

Key

Milestone Complete	♦
On target or early	■
Between 1 and 10 days late	■
Greater than 10 days late	■

TO1860 – Identification and Monitoring Train Accident Risk Reduction



Project Overview

Network Rail is currently pursuing a safety target of 50% risk reduction in train accident risk by the end of CP5. This managed service has been developed and shaped to understand what Programmes, Projects, Work streams and Business As Usual activities are currently being undertaken across Network Rail that have when implemented will reduce train accident risk and therefore create further Passenger Safety Benefit. The managed service includes the identification and monitoring of these projects throughout their lifecycle up to benefit realisation stage. The activities being tracked will also inform any BAU work that needs to be undertaken for the assets.

Progress this period



Last period RAG



Project overview

- Routes are still required to validate the TARR metrics– Led by BRT
- First milestone for corporate scorecard reporting (MS3915 – Deployment of the Asset Data Management System) has been completed on time
- Route Eddy current testing milestones at risk due to industrial action by the Colas Drivers
- Colas drivers industrial action is affecting the delivery of Eddy current testing and ongoing
- Tubular Stretcher Bars - Scotland Route is currently behind plan year-to-date however they are finalising a detailed plan to facilitate recovery by year-end.
- Drainage – Five Routes are currently behind plan with planned drainage volumes. Confirmation is being sought that the Routes are able to deliver the Route-determined volumes by year end.
- RVI Mitigation –Two Routes are currently behind plan , however nationally the number of sites mitigated is ahead of target.
- Scour – Wales and Western marginally behind plan for reducing number of high risk sites
- Fencing – Five Routes are currently behind target, however nationally the number is ahead of target. Head of lineside is undertaking further investigation to identify the issues for the Routes behind plan
- Vegetation Management – Western currently behind target

Work undertaken in period

- Discussions held with Wessex Route lead on metrics to confirm understanding
- Review into animal incursion and lineside boundary measures completed following ExComm request, report published and sent to Graham Hopkins
- Volume data collection process has been finalised and handed to Risk Analysis and Assurance
- RVI metrics are now live in Net Ops Level 0 Visualisation
- Review and benchmarking of all Communication Review Groups to identify and share good practice has been completed
- Head of drainage has held discussions with the RAMs at Asset Technical Review
- Discussions held RVI and Scour business leads to confirm that any new 're-graded' sites do not form part of the metric and it must only be the site that were originally identified that are measured
- Discussions with Asset RAMs surrounding Backlog KPI have taken place at this time it is felt that

Benefit

This project tracks the significant initiatives working towards reduction of train accident risk and towards meeting the Corporate Target of 50% reduction in train accident risk over CP5.

Planned for next period

Work to be undertaken next period

- Formal communication of the scorecard to the business
- Monitoring of the projects within the plan
- Review of reporting process through Asset Heads to understand where best to gain commentary on metrics
- Discussion with the Head of maintenance to identify correct commentary owners for volumes metrics
- Lessons learned paper from CRG review for NSHERG and Routes to be drafted

Risk and issues for noting / escalation

- Confirmation required (following re-work of Corporate Scorecard and previous work identifying realistic forecast for TARR) on whether Network Rail still has a target to reduce train accident risk by 50% by the end of CP5
- Data held within Home Safe Plan is 1 period in arrears due to current drumbeats not aligning to allow reporting to be completed at the same time as the Exec Report
- A number of Routes are now slipping behind their planned volumes for both drainage and fencing maintenance as measured through Ellipse. Discussions to be held in asset technical reviews to identify and understand issues routes are facing

Finances

Project	Budget	Actual to date	COWD to date	Actual P7	COWD P7	AFC	Variance +/-
	£306,403	£41,721	£41,721	£3,627	£3,627	£306,403	£0

AREA	PERFORMANCE MEASURE	FULL YEAR FORECAST					
		AIP % WEIGHTING	CURRENT PERIOD	PRIOR PERIOD	WORSE THAN TARGET	TARGET	BETTER THAN TARGET
Safety	Train Accident Risk Reduction Measures	5.0%	91%	92%	60%	80%	94.1% 0.6%
Passenger Safety	Train Accident Risk Reduction Measures	5.0%	91%	92%	60%	80%	94.1% 0.6%

T01859 – Respiratory Risk Reduction



Overview

The objective of the project is to implement a risk reduction standard which the business can utilise in order to adequately and effectively manage employees exposure to occupational respiratory hazards.

Progress this period

Last period RAG

Project overview

Raising awareness of the dangers associated with silica dust continues. The NTTL engagement presentation has been shared along with signing in sheet. Stoptober connect article successfully published. Engineering engaged with to identify gaps and determine ways of working collaboratively. Work continues with Route Service sC&P to agree face fit provision and exposure monitoring framework.

Work undertaken in period

- Stoptober article publication
- RPE factsheet publication
- Roll out of respiratory e-learning
- Roll out IOSH 'Let's talk dust' engagement pack
- Engage with business areas for support on asbestos gap closure
- Position paper update
- Complete review and update of draft standard
- Exposure monitoring spreadsheet commenced

Benefit

- Improved employees occupational health associated with Asbestos and Silica
- Defined processes for management of respiratory hazards associated with asbestos and silica
- Enhanced Legal compliance
- Reduction in likelihood of litigation
- Improved reputation

Planned for next period

Work to be undertaken next period

- Agree face fit testing approach with 3M
- Share draft standard with working group and stakeholders
- Share respiratory guidance with identified stakeholders
- Publish respiratory guidance
- Engage with Engineers regarding capturing of occupational health within specification
- Commence health surveillance for employees identified in excess of 15years or more

Risk and issues for noting / escalation

Finances

Budget	Actual	COWD	Act P5	COWD P5	AFC Variance +/-
£ 391,865	£29556	£29556	£3847	£3847	£ 391,865

Milestone	% Complete	Baseline End date	Actual/Forecast End date	Variance	2016/17											
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
Draft respiratory Standard Developed	100%	30-Aug-16	30-Aug-16	0						♦						
Completed Review & Update of NR Exposure	50%	30-Nov-16	30-Nov-16	0												
Developed & Implemented framework	20%	31-Dec-16	31-Dec-16	0												
Respiratory standard published	0%	31-Mar-17	31-Mar-17	0												
ORR NRIP 2013/14 Respiratory Recs completed	0%	28-Apr-17	28-Apr-17	0												
	0%															
	0%															
	0%															
	0%															
	0%															

Key

Milestone Complete	♦
On target or early	■
Between 1 and 10 days late	■
Greater than 10 days late	■

T01702 – Medical standards review



Overview

The core activity of this project is to review and update the current medical fitness for work standards, and embed within the Business Critical Rules (BCR) framework and/or standards framework. By updating the medical fitness requirements, Network Rail will be balancing the requirements for safety on the line with the requirements to support employees with health conditions to remain in their role; raising awareness of health issues and competence of line managers and employees alike, which in turn will allow for an improved focus on the adverse effects of health on work.

Progress this period

Last period RAG



► Project overview

- The medical standard has been updated following a gap analysis and literature review.
- NR stakeholders have formally commented on the updated draft standard.

► Work undertaken in period

- Stakeholders have formally commented on the draft standard, with comments received and responded to.
- The communication plan has been formally endorsed by the Chief Health and Safety Officer.
- Standards briefing note and implementation plan has been approved at the SHE SSG on 27th September.
- Activities agreed with communications manager to support publication and implementation of standard, in December.
- The process for assigning medical levels to competences was sent to Chairs of CDGs and some commented. The tool has been updated following their comments and published on 5th October.
- The letter to the TUs has been agreed with the ER team and the Chief Health and Safety Officer, and has been sent to the TUs.

Benefit

- Protecting the safety of workers and the public, by adopting a risk based approach to health
- Data provided will allow for improved trend analysis., Meets legislative requirements
- Line manager confidence in managing fitness for work and reasonable adjustments
- Better informed of fitness for work

Planned for next period

► Work to be undertaken next period

- Final version of standard to be sent to the standards publication team for publication by 21st October, to ensure publication deadline is met.
- Work to continue on briefing material and guidance documents.

► Risk and issues for noting / escalation

- The TUs have formally been written to. Should the TUs raise any concerns, then a meeting will need to be held in November to close out any issues, so that the standard can still be published in December.
- Change panel request has been submitted to request change of milestone 11, to align with compliance date of standard, rather than its publication date.

Finances

Budget	Actual	COWD	AFC	Variance +/-
£ 232,935	£26 898.00	£ 26 898.00	£ 232,935	£ 0

Milestone	% Complete	Baseline	Actual/Forecast	Variance	2016/17												
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
Change management panel approval	100%	21-Jan-16	21-Jan-16	0													
Project remit / Deliverables agreed	100%	21-Jan-16	21-Jan-16	0													
Literature Review / Gap Analysis Conducted	100%	03-May-16	22-Apr-16	11	♦												
List of NR Competencies Identified	100%	30-Apr-16	22-Apr-16	8	♦												
Working Group Established	100%	30-Jun-16	26-May-16	35		♦											
Develop process for assigning medical levels to competences	100%	30-Sep-16	05-Oct-16	-5									♦				
Draft Standards Developed	100%	30-Jun-16	11-Jul-16	-11									♦				
Standard Consulted with Trade Unions	100%	31-Aug-16	14-Oct-16	-44									♦				
Communications Strategy Agreed	100%	30-Sep-16	21-Sep-16	9									♦				
Standard Reviewed and Updated	100%	30-Sep-16	10-Oct-16	-10									♦				
Sentinel Updated to Allow Updated Standard to be Utilised	40%	03-Mar-17	03-Mar-17	0													
Publication of Medical Standard into Business	10%	31-Dec-16	31-Dec-16	0													
Line Manager and Employee Guide Published into the Business	10%	31-Dec-16	31-Dec-16	0													
Project close	0%	31-Mar-17	31-Mar-17	0													

Key

Milestone Complete	♦
On target or early	■
Between 1 and 10 days late	■
Greater than 10 days late	■

T01703 – Mental Resilience – Phase 1



Overview

Based on Network Rail sickness absence data from 2014-15 mental wellbeing is the top reason for absence, accounting for 24.5% of recorded long term sickness with an average of 60.1 days per absence. Nationally the HSE reports 9.9million working days lost due to work related stress. CIPD reports that the overall level of mental wellbeing among staff has got worse in the last 2 years and 51% of respondents stated that the working days lost to mental health issues had increased over the same period. This points to an inability to tackle root causes of these issues.

Progress this period

Last period RAG

Project overview

- Online Wellbeing Launched – 10% uptake to date – weekly reports – these are sent out weekly
- OWA report design underway – report style will be updated to have more visual content and comparative data against previous years
- World Mental Health day and Yam Jam was successful and the site continues to be used for mental health conversations
- Following YamJam, met with Mental Health pilot group to discuss moving MH Champs forward

Work undertaken in period

- Online Wellbeing Assessment- reporting and scoping
- Progress Mental Health reports – see risks
- Preparation and planning and delivery of World Mental Health Day initiative – including Yam Jam and Validium/OH Assist/Nuffield set up

Benefit

- Improved management capability in managing mental health
- Build awareness and education of wellbeing and enable a more resilient workforce in NR
- Increase the percentage of employees who are not troubled by their work environment
- Reduced cost of absence related to mental wellbeing

Planned for next period

Work to be undertaken next period

- Review Mental Health reports and meet with Business Intelligence to design dashboard
- Send out all OWA reports to business at end of take up period and provide guidance on wellbeing planning
- Review with Steering Group for Mental Health champs – way forward for the group and governance

Risk and issues for noting / escalation

- MH Reports are delayed as person was off sick. – deadline not met. This so far now impacted related milestone
- MH reports to be incorporated onto HR analytics – this will push milestone back to next year as it needs BI development.
- Training required for Stress and mental – add to next year /Procurement reviewing scope for training provision within occ services / work with PD&T tender for development of Mental Health, Wellbeing and Resilience Training- for new year
- Online wellbeing assessment absorbed time – not accounted for in milestones planning and therefore not progressed with MH Crisis work and Champions – need to review targets to achieve milestone into next year.
- BITC have launched the first MH Company survey – need endorsing to take part*

Finances

Budget	Actual	COWD	Act P7	COWD P6	AFC	Variance +/-
£ 125,000	£34,352.50	£ 34,352.50	£580.00	£ 391.50	£ 125,000	£0

Milestone	% Complete	Baseline	Actual/Forecast	Variance	2016/17												
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
Project Start	100	01-Apr-16	01-Apr-16	0													
Development and delivery of TRIM	100	03-Sep-16	03-Sep-16	0							♦						
Develop and implement a number of Standard occupational reports	50	28-Nov-16	19-Dec-16	-21													
Engage, collaborate and deliver with HR functions, D&I, Employee Forums	80	31-Dec-16	31-Dec-16	0													
Development of frameworks and guides around Mental Health at work	5	11-Apr-17	11-Apr-17	0													
Development and delivery of Managing Stress in the Workplace Standard	100	17-May-17	17-May-17	0													
Development of Training for MH Champions- Workshops, Coaching, MH First Aid- MK only	0	11-Jul-17	11-Jul-17	0													
Formalise and develop a managing MH Crisis Process for Building Management/security	15	15-Oct-17	15-Oct-17	0													
Embed a network of mental health and wellbeing champions throughout the organisation	5	07-Jul-18	07-Jul-18	0													
Project Close	0	07-Jul-18	07-Jul-18	0													

Key

Milestone Complete	♦
On target or early	��
Between 1 and 10 days late	橘
Greater than 10 days late	紅

T01862 – Manual Handling Improvement Programme



Project Overview

This project comprises a plan to identify, assess and reduce manual handling risks across Network Rail, combining tactical improvements in CP5 with development of policies, strategies, standards, training and culture change initiatives.

Progress this period

Last period RAG

Project overview

- The Routes and IP submitted 112 risk assessments by the milestone date of 5th October. Only one Route, Anglia, not meet the planned number of assessments for understandable reasons. Phase 1a is now complete.
- The project has started to look towards future phases of work. Consequently, an initial Bowtie of the management of manual handling risks was undertaken. This identified a wide breadth of issues: from procurement of equipment, materials, and vehicles, through to trackside safety culture, all of which impact of the safe management of manual handling risk. This will feed in Phase 2 of the project.
- The TU engagement strategy was finalised and agreed.
- This period saw successful meetings with the ORR and the establishment of a Project Board.
- Increasing work, with the aim of 'safer by design', is being undertaken with the Small Plant and Product Acceptance teams within STE to reduce the risks of maintenance equipment procured.

Work undertaken in period

- A great deal of work was involved in managing the risk assessment submissions to ensure they arrived to time. An initial 'sweep' of submissions has been undertaken prior to final moderation.
- Ergonomics advice aimed at reducing musculoskeletal risk, some of it using the Route risk assessment findings, was given on manually propelled trolleys, rail saw boxes, manual pandrol de-clippers, and the Robel 13:49 grinder.
- The TU engagement plan was formulated, circulated, and agreed.
- A Bowtie session, comprising a wide range of attendees, was held.

Benefit

Bring NR into line with statutory requirements on risk assessment and manual handling related risks. Also contribute to reduction in Lost Time Injuries (LTIs) in pursuit of company risk reduction targets.

Planned for next period

Work to be undertaken next period

- The completed, submitted, risk assessments will be moderated and finalised.
- Design of the project Sharepoint site to be finalised (Yammer in use but not liked by Route reps).
- Fourth Working Group Meeting will take place on 10th November.
- Second Bowtie session to be run and documented.
- Work will continue with Plant on agreeing a way forward on making risk controls available in a streamlined process.
- Work with HSL on implementing risk controls for repetitive manual handling tasks.

Risks and issues for noting / escalation

- Issues remain with product acceptance and procurement that prevent identified risk controls being implemented and could well negatively impact the impact of the Project.
- The start date for the PM has been delayed, negatively impacting the risk assessment moderation process and other project technical work.

Finances

Budget	Actual	COWD	AFC	Variance +/-
£ 1270896	£143619	£ 143619	£ 1270896	£ n/a

Milestone	% Complete	Baseline End date	Actual/Forecast End date	Variance	2016/17												
					P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
Agreement of Comms strategy	100%	16-Jun-16	20-Jul-16	-34				♦									
Agreement of TU engagement strategy	100%	06-Oct-16	06-Oct-16	0								♦					
Phase 1a: heavy items identified and assessed	99%	05-Oct-16	05-Oct-16	0								♦					
Phase 1b: delivery of local improvements for heavy items	0%	04-Jul-17	04-Jul-17	0													
Phase 2: development of framework MH policy and strategy	15%	09-Feb-17	09-Feb-17	0													■
Programme re-baselined in preparation for Phases 3 - 5	0%	15-Sep-17	15-Sep-17	0													
Phase 3a: remaining significant MH tasks identified and assessed	0%	03-Feb-18	09-Feb-18	0													
Phase 3b: delivery of local improvements for other MH tasks	0%	24-Aug-18	24-Aug-18	0													
Phase 4: implementation of MH strategy	0%	10-Jan-19	10-Jan-19	0													
Project Close	0%	04-Feb-19	04-Feb-19	0													

Key

Milestone Complete	♦
On target or early	■
Between 1 and 10 days late	■
Greater than 10 days late	■

STATUS													STATUS	OUTLOOK
													TIME	
													COST	
													REMITTED OUTPUT	
													REPUTATIONAL IMPACT	
Overall status is AMBER for the programme this is to reflect that final agreements on cost reporting and implementation resources need to be fully agreed. work has been complete to deliver release 3 of the BCR online system and this went live on the 17th October. Reputational impact has been left as Amber to ensure that the system transition went smoothly and ensure that no major system issues arose which would have an impact on the reputation of the programme. Work is continuing on business change activity however it has been noted that routes are questioning the priority of BCR work against the backdrop of the 5 must wins and programmes which are perceived to be delivering financial benefits. further discussions are required to understand the impact of the organisational change which has changed the agreement on implementation resource.													TIME	
													COST	
													REMITTED OUTPUT	
													REPUTATIONAL IMPACT	

L0 & L1 MILESTONES		STATUS	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	>	BENEFIT
MS2174	Business Critical Rules (BCR) - BAU Go Live for Plain Line track in all Routes	Late	✓	✓	✓	✓	✗										All BCR activity has been completed in Line 1/2/3/4/5/6/7/8/9/10/11/12/13/14/15/16/17/18/19/20/21/22/23/24/25/26/27/28/29/30/31/32/33/34/35/36/37/38/39/40/41/42/43/44/45/46/47/48/49/50/51/52/53/54/55/56/57/58/59/59/60/61/62/63/64/65/66/67/68/69/69/70/71/72/73/74/75/76/77/78/79/79/80/81/82/83/84/85/86/87/88/89/89/90/91/92/93/94/95/96/97/98/99/100/101/102/103/104/105/106/107/108/109/109/110/111/112/113/114/115/116/117/118/119/119/120/121/122/123/124/125/126/127/128/129/129/130/131/132/133/134/135/136/137/138/139/139/140/141/142/143/144/145/146/147/148/149/149/150/151/152/153/154/155/156/157/158/159/159/160/161/162/163/164/165/166/167/168/169/169/170/171/172/173/174/175/176/177/178/178/179/179/180/181/182/183/184/185/186/187/188/188/189/189/190/191/192/193/194/195/196/197/197/198/198/199/199/200/201/202/203/204/205/206/207/208/209/209/210/210/211/212/213/214/215/216/217/217/218/218/219/219/220/221/222/223/224/225/226/227/228/229/229/230/230/231/232/233/234/235/236/237/238/238/239/239/240/241/242/243/244/245/245/246/246/247/247/248/248/249/249/250/250/251/251/252/252/253/253/254/254/255/255/256/256/257/257/258/258/259/259/260/260/261/261/262/262/263/263/264/264/265/265/266/266/267/267/268/268/269/269/270/270/271/271/272/272/273/273/274/274/275/275/276/276/277/277/278/278/279/279/280/280/281/281/282/282/283/283/284/284/285/285/286/286/287/287/288/288/289/289/290/290/291/291/292/292/293/293/294/294/295/295/296/296/297/297/298/298/299/299/200/200/201/201/202/202/203/203/204/204/205/205/206/206/207/207/208/208/209/209/210/210/211/211/212/212/213/213/214/214/215/215/216/216/217/217/218/218/219/219/220/220/221/221/222/222/223/223/224/224/225/225/226/226/227/227/228/228/229/229/230/230/231/231/232/232/233/233/234/234/235/235/236/236/237/237/238/238/239/239/240/240/241/241/242/242/243/243/244/244/245/245/246/246/247/247/248/248/249/249/250/250/251/251/252/252/253/253/254/254/255/255/256/256/257/257/258/258/259/259/260/260/261/261/262/262/263/263/264/264/265/265/266/266/267/267/268/268/269/269/270/270/271/271/272/272/273/273/274/274/275/275/276/276/277/277/278/278/279/279/280/280/281/281/282/282/283/283/284/284/285/285/286/286/287/287/288/288/289/289/290/290/291/291/292/292/293/293/294/294/295/295/296/296/297/297/298/298/299/299/200/200/201/201/202/202/203/203/204/204/205/205/206/206/207/207/208/208/209/209/210/210/211/211/212/212/213/213/214/214/215/215/216/216/217/217/218/218/219/219/220/220/221/221/222/222/223/223/224/224/225/225/226/226/227/227/228/228/229/229/230/230/231/231/232/232/233/233/234/234/235/235/236/236/237/237/238/238/239/239/240/240/241/241/242/242/243/243/244/244/245/245/246/246/247/247/248/248/249/249/250/250/251/251/252/252/253/253/254/254/255/255/256/256/257/257/258/258/259/259/260/260/261/261/262/262/263/263/264/264/265/265/266/266/267/267/268/268/269/269/270/270/271/271/272/272/273/273/274/274/275/275/276/276/277/277/278/278/279/279/280/280/281/281/282/282/283/283/284/284/285/285/286/286/287/287/288/288/289/289/290/290/291/291/292/292/293/293/294/294/295/295/296/296/297/297/298/298/299/299/200/200/201/201/202/202/203/203/204/204/205/205/206/206/207/207/208/208/209/209/210/210/211/211/212/212/213/213/214/214/215/215/216/216/217/217/218/218/219/219/220/220/221/221/222/222/223/223/224/224/225/225/226/226/227/227/228/228/229/229/230/230/231/231/232/232/233/233/234/234/235/235/236/236/237/237/238/238/239/239/240/240/241/241/242/242/243/243/244/244/245/245/246/246/247/247/248/248/249/249/250/250/251/251/252/252/253/253/254/254/255/255/256/256/257/257/258/258/259/259/260/260/261/261/262/262/263/263/264/264/265/265/266/266/267/267/268/268/269/269/270/270/271/271/272/272/273/273/274/274/275/275/276/276/277/277/278/278/279/279/280/280/281/281/282/282/283/283/284/284/285/285/286/286/287/287/288/288/289/289/290/290/291/291/292/292/293/293/294/294/295/295/296/296/297/297/298/298/299/299/200/200/201/201/202/202/203/203/204/204/205/205/206/206/207/207/208/208/209/209/210/210/211/211/212/212/213/213/214/214/215/215/216/216/217/217/218/218/219/219/220/220/221/221/222/222/223/223/224/224/225/225/226/226/227/227/228/228/229/229/230/230/231/231/232/232/233/233/234/234/235/235/236/236/237/237/238/238/239/239/240/240/241/241/242/242/243/243/244/244/245/245/246/246/247/247/248/248/249/249/250/250/251/251/252/252/253/253/254/254/255/255/256/256/257/257/258/258/259/259/260/260/261/261/262/262/263/263/264/264/265/265/266/266/267/267/268/268/269/269/270/270/271/271/272/272/273/273/274/274/275/275/276/276/277/277/278/278/279/279/280/280/281/281/282/282/283/283/284/284/285/285/286/286/287/287/288/288/289/289/290/290/291/291/292/292/293/293/294/294/295/295/296/296/297/297/298/298/299/299/200/200/201/201/202/202/203/203/204/204/205/205/206/206/207/207/208/208/209/209/210/210/211/211/212/212/213/213/214/214/215/215/216/216/217/217/218/218/219/219/220/220/221/221/222/222/223/223/224/224/225/225/226/226/227/227/228/228/229/229/230/230/231/231/232/232/233/233/234/234/235/235/236/236/237/237/238/238/239/239/240/240/241/241/242/242/243/243/244/244/245/245/246/246/247/247/248/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Programme overview @ P7		P7 Spend compared to previous period forecast		16/17 Outturn compared to previous period forecast	
Programme AFC	£28.009m	Period forecast for P7	£0.575m	16/17 Outturn - Previous Period	£9.113m
AFC of Authorised Stages	£28.009m	Period CoWD for P7	£0.135m	16/17 Outturn - for P7	£2.259m
Current Authority	£29.900m	Period Variance	(£0.440m)	Outturn Variance	(£6.854m)
CoWD	£19.540m		-77%		-75%
Programme Baseline AFC (Proposal Estimate)	£34.800m	PROGRAMME COST STATUS			

FINANCIAL SUMMARY

Overall finance status is AMBER, we have worked with STE finance to change the cost forecast and reporting for the programme. We have a new set of cost reporting developed from the submitted CPL forms however this needs further validation before this is reported against. This is expected to be complete by next period n update on the work to date on programme costing is included as an additional tab in the workbook. Programme cost status above shows RED as original forecast and out-turn are no longer valid due to replanning of the programme delivery. Having said this we are still reporting against these until the new forecasts and budgets are signed off.

ISSUES	MITIGATION / SUPPORT REQUIRED	RAG	OWNER	DATE
Organisation changes has brought uncertainty to the team which has had a knock on effect on Moral, efficiency, progress and retention.	<p>Close collaboration between key elements of STE (CHSO, Ceng) has resulted in an agreed business model, scope and schedule. Detail on this is currently being formulated. Roll out and communication of this agreed way forward will be made once Programme Board and Excom approve.</p> <p>Communication of the agreed programme scope and delivery model to the team undertaken and update on the open list process communicated.</p> <p>Posts now advertised on the vacancy board and the recruitment process has begun to ensure that there is no loss of knowledge and competence from the team</p> <p>Finalise the recruitment of the last few posts and agree and communicate ways of working with the team</p>	Green	JJ	closed
Obtaining agreement from all functions on their resource impacts from the agreement to support costs fall where they lie principles.	Full impact analysis of Routes, functions and areas needs to be completed consulted and agreed with all relevant stakeholders which will feed into the investment paper to be presented as part of the MSP4NR stage gate 3 review.	Yellow	JJ	30-Dec

RISKS	MITIGATION / SUPPORT REQUIRED	RAG	OWNER	DATE
Unable to obtain safety validation on the new approach for delivery for BCR	<p>Creation of a preliminary systems definition document, undertake a significance test and invoke the relevant CSM process to identify and close out the hazards from the new approach</p> <p>Meeting to take place with BCR and engineering to fully understand the requirement of safety validation and CSM compliance to the new framework.</p> <p>Work to obtain validation via the NRAP panel in October against the implementation approach</p>	Yellow	JJ	30-Nov
Difficulty in implementing the asset control frameworks to end users and ensuring that the new frameworks are fully adopted	<p>through the product development process work with end users to ensure product development aligns with expectations .</p> <p>Ensure that the implementation teams within Ops and IP are engaged early in the development process and help to identify key and critical users</p> <p>Monitor non compliances and key areas of concern highlighted from the assurance regime and escalate key issues and risks.</p> <p>Promote and monitor ongoing take up of capability and training modules across all asset systems and central functions.</p> <p>Complete post implementation review and respond to any issues identified through lessons learnt.</p>	Yellow	JJ	Ongoing
Unclear organisational governance structures around the changes being brought around by BCR, and programme board direction is compromised.	<p>Identify the key governance groups and ensure that there are clear terms of reference around the changes to the control frameworks. Communication of the governance arrangements to the key stakeholder holder groups.</p> <p>Programme level governance will be looked at in greater detail following on from the PA consulting review of the programme</p>	Yellow	JJ	30-Nov
Difficulty in obtaining sign off on the benefits approach for BCR	<p>Work with the NR business change team in ensuring that the BCR programme can achieve sign off at Gate 1, 2 and 3 of the MSP4NR process which will ensure that the programme has a fully documented business case including benefits articulation.</p> <p>Benefits profiles circulated to PWG members for comment and agreement and to be discussed at the PWG on 10th August.</p> <p>Business change workstream will be targeting benefits validation during the agreed workstream plans.</p>	Yellow	JJ	30-Dec

BENEFITS SUMMARY

Business Critical Rules will allow us to manage key risks in a simpler, safer and more effective way. Implementation drives system wide improvements in system and individual safety, as well as efficiency and performance benefits linked to better management of NR assets and improved training and competence.

Forecast for remainder of CP5

	FY17	FY18	FY19	CP5	
Asset	2.85	5.04	3.43	11.33	
STE	0.87	1.15	0.29	2.31	
Non-STE	1.99	3.82	3.14	8.95	
Agency	0.00	0.07	0.00	0.07	
Overhead	2.03	1.73	1.68	5.44	
STE	1.60	1.68	1.68	4.97	
Non-STE	0.00	0.00	0.00	0.00	
Agency	0.43	0.04	0.00	0.47	
Total	4.88	6.77	5.11	16.77	9.02
STE Funding Available	1.90	3.90	2.60	8.40	
Chief Health & Safety opex	1.40	1.40	0.60	3.40	
AMIF	0.50	2.50	2.00	5.00	
Gap	2.98	2.87	2.51	8.37	

Background

The project has been on going for a number of years and was inherited into STE in the Fy15 re-org from Project spend in FY16 was captured in project 148059 (this was an IUT off charging into an STE cost cen Last year the project was paying for all BCR related costs out of STE opex

At year end it was decided 'costs fall where they lie', and only STE costs would be paid for going forward In addition the MAIF project agreed to fund £5m of the work

I have not seen a paper, and there is some confusion around what has been agreed, Time Kersley (fund The above is the latest forecast from the team.

All asset forecasts have been agreed with the BCR project team and Chief Engineers (who are delivering The EP forecast is unrealistic and needs significant review.

As well as the AMIF funding there is £3.4m funding available in the STE CHS opex cost centre (553250) In total the current plans (excluding EP) slightly exceed the budget, but with efficiencies (and removal c

Next Steps

We do not monitor spend very well.

Set up a project linked to AMIF fund (paper will need to go to AMIF board) as an IUT.

Each period manually recode Chief Engineer T code recoveries into the project.

Unclear how the overhead team are capturing the hours and what the plans are for allocating these to Establish a period review - should review with the engineers at CELT and produce something to send to

Risks

Last year the forecast changed every fortnight - we need to keep talking about these numbers above as Limited funding in opex available in FY19

AMIF confusion - round what can and cannot be allocated to the fund

By Asset

	FY17	FY18	FY19	CP5
Electrical Power	1.64	3.05	3.05	7.75
Track	0.00	0.35	0.00	0.35
Lxing	0.11	0.23	0.06	0.40
Signalling	0.41	0.84	0.32	1.57
Plant	0.25	0.29	0.00	0.54
Building	0.10	0.01	0.00	0.11
Drainage	0.05	0.00	0.00	0.06
Geotech	0.11	0.01	0.00	0.11
Mining	0.01	0.04	0.00	0.05
Structures	0.14	0.15	0.00	0.29
Tunnels	0.02	0.07	0.00	0.10
HQ	2.03	1.73	1.68	5.44
Total	4.88	6.77	5.11	16.77

↳ Corporate Services
(ie route 553270)

↳ PMs (ie-route and PD&T to fund own work)

↳ Project owner) agrees to fund a maximum of £5m with 80% for engineers and 20% for the project overhead

↳ PMs (ie-route and PD&T to fund own work) - with the exception of Electrical Power

↳ Project owner) agrees to fund a maximum of £5m with 80% for engineers and 20% for the project overhead (ie-route and PD&T to fund own work) - with the exception of Electrical Power

↳ AMIF
↳ BCR board (which Adrian attends)

↳ this is the most recent agreed position

Is in STE

STATUS												STATUS	OUTLOOK	
TThe IMS Programme provides a framework for a new Integrated Management System within NR and will include cross business content owned by the businessleaders . The programme is being delivered across 3 phases. (Phase 2 = T01935, Phase 3 = T01936.)Phase 1 scope: Combining the 20+ current systems into one, removing duplications and non-value adding parts. Carry out GAP analysis against relevant standards including ISO 9001, ISO 14001, OHSAS 18001 and ISO 55000 as well as relevant legislation. Map and consolidate the current landscape, identify and close gaps towards ISO55000, ISO 9001, ISO14001 and OHSAS18001 in one logical framework. Available policies, Standards, Process models and Asset management framework will be used in the system as well as relevant BCR documentation.												TIME	=	=
Status is GREEN as the project concept stage and the MSP4NR SG1 preparation are progressing well. A framework mock-up is being socialised and further developed & initial system owner consultation is progressing to imminent conclusion. The communications plan milestone has been deferred until after the board are in place and SG1 is passed. This will be in November/P.10. Outlook is GREEN as all future milestones appear to be achievable and the recruitment for full time roles is ongoing.												COST	=	=
Issues for noting: 1) The current schedule is not resource loaded and recruitment/onboarding of new staff may impact timescales and cost budget for full programme depends on securing significant resource and commitment from across the business. IT budget not secured for CP5.												REMITTED OUTPUT	=	=
2) CP5												REPUTATIONAL IMPACT	=	=

L0 & L1 MILESTONES		STATUS	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	>	BENEFIT
CODE	Map current systems & documents	On Target	✓	✓	✓	✓	✓	✓	✓	✓							ENABLER
CODE	Create the IMS Framework	On Target	✓	✓	✓	✓	✓	✓	✓	✓						P2 17/18	ENABLER
CODE	Carry out gap analysis against ISO 55000, ISO 9001, ISO 14001 & OHSAS 18001	On Target	✓	✓	✓	✓	✓	✓	✓	✓						P13 17/18	ENABLER
CODE	Create document / processes to close GAPS & establish implementation plan	On Target	✓	✓	✓	✓	✓	✓	✓	✓						P8 18/19	ENABLER
CODE	Drive structured implementation of first generation Integrated Management System	On Target	✓	✓	✓	✓	✓	✓	✓	✓						P10 18/19	ENABLER
CODE																	
CODE																	
CODE																	

L2 MILESTONES (STATUS & OUTLOOK)		STATUS	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	>	L0/1 LINK
DATE	IMS Framework Plan Agreed	Delivered Early															ENABLER
DATE	IMS Phase 1 Cost Proposal Completed	Delivered On Time															ENABLER
DATE	Initial Design Completed	On Target	✓	✓	✓	✓	✓	✓	✓	✓							ENABLER
DATE	Document Review & Mapping Completed	On Target	✓	✓	✓	✓	✓	✓	✓	✓						P9 17/18	ENABLER
DATE	Communications Strategy Approved	On Target	✓	✓	✓	✓	✓	✓	✓	✓		P10					ENABLER
DATE	IMS Phase 1 Completed	On Target	✓	✓	✓	✓	✓	✓	✓	✓						P10 18/19	ENABLER
DATE																	
DATE																	

Forecasted Completion Date
 Milestone Completed
 Milestone Slipped /
 Milestone Abandoned / [Period Abandoned]
 ✓ Period update on target
 ✗ Period update behind target

PROGRAMME DELIVERY SUMMARY

Work delivered this period:
--> Continued Stage Gate 1 preparations for MSP4NR.
--> Continued development of the meta-data categories for tagging information within the system - allowing personalised/focussed access to information. For example: role, route/region, discipline/profession, building type (depot, office, site, etc.), asset, grade/band, security clearance/commercial sensitivity, legislation.
--> Continuing to compile details of current systems & system owners/users/content/content types
--> Continuing to professionalise programme management and build deliverables set
--> Commenced liaison with RSD IT on support requirements and with STE Management System specialise on safety validation and CSM application
--> Agreement of initial framework and metadata categories
Work Planned for next Period:
--> Comms plan creation and completion of MSP4NR SG1 deliverables. Deliverables will be reviewed at the first programme board (by mid-November)
--> Drafting of workpackages for RSD IT

Programme overview @ P7		P7 Spend compared to previous period forecast		16/17 Outturn compared to previous period forecast	
Programme AFC	£0.000m	Period forecast for P7	£0.003m	16/17 Outturn - Previous Period	£0.500m
AFC of Authorised Stages	£0.000m	Period CoWD for P7	0.003m	16/17 Outturn - for P7	£0.500m
Current Authority	£0.700m	Period Variance		Outturn Variance	£0.000m
CoWD	£0.033m		0%		0%
Programme Baseline AFC (Proposal Estimate)	£0.000m	PROGRAMME COST STATUS			

FINANCIAL SUMMARY

A CPL form has been created and approved for the first part of Programme Phase 1 - this covers the period to the end of MSP4NR stage gate 1 and 2. Value is: £197.4k

As part of MSP4NR SG2 a detailed estimate is required to confirm the final stage AFC - including resource loading of the approved plan. Current estimate of cost for CP5 is £3m which will cover hours spent across the business and IT costs. In this POP only the direct cost in STE is included.

ISSUES	MITIGATION / SUPPORT REQUIRED	RAG	OWNER	DATE
Team formation taking longer than anticipated. Leading to Milestones L 1 & 2 moving out.	Head of Corporate Quality and IMS Manager deemed high priority for recruitment as part of the open list process. Recruitment is ongoing. RAG still amber as potential for delay still exists until posts offered. CVs are being reviewed at this point.	Yellow	Lisbeth Fromling	31/07/2016

RISKS	MITIGATION / SUPPORT REQUIRED	RAG	OWNER	DATE
Resource Availability & Recruitment to vacant posts	Detailed resource plans being developed following detailed planning conclusion. Remains amber until business determines resource available.	Yellow	Lisbeth Fromling	Ongoing
Business acceptance & support of IMS	Change Consultants engaged to support and champion change & benefits of IMS	Green	Lisbeth Fromling	Ongoing
System Compatability across NR	System Integrator & Stake holders Inc. NR business analyst to work collaboratively to understand current 'As is' process vs proposed IMS solutions options.	Green	Lisbeth Fromling	Ongoing

BENEFITS SUMMARY

One integrated Management System in use by all NR employees to drive accountability and an improved compliance culture.

Reduction in accidents & Improvement notices

Increased efficiency through avoidance of repeated improvement notices reducing duplication & effort.

Easier management & maintenance of 1 IMS instead of 23 Management Systems currently in use across the business.

Creates a structured performance improvement allowing for improved costs & controls to QHSE performance

Improved governance, assurance via user friendly Management System.

Removes uncontrolled process & unaligned procedures, therefore improving clarity & alignment on processes.

Improved business agility & a basis for performance overview to enable benchmarking, transparency & audit trail improvement

Introduces LEAN process