

# *Back to Basics*

Network Rail's  
Occupational Health and  
Wellbeing Strategy  
2019 – 2024



everyone fit  
for the future



# Executive summary

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In 2013, Network Rail published a 10-Year Employee Health and Wellbeing Strategy and Vision to support Control Periods (CP) 5 and 6. Over a period of 5 years and on exit of CP5, a significant number of projects have been delivered to support the Occupational Health and Wellbeing vision of 'Everyone Fit for the Future'. As with any strategy and vision, it is necessary to revisit these to verify they remain fit for purpose as priorities and organisational structures change. This new strategy will replace the previous 10-Year strategy published in 2013 and aims to provide clarity, focus and commitments throughout CP6 to support a devolved business and deliver against our commitment of putting passengers first.

During CP5 we have delivered:

- An updated Hand Arm Vibration Management Standard
- A new Respiratory Standard, and project, that has included working with external organisations to progress exposure monitoring
- Phase 1 and 2 of a Mental Health and Resilience Project, which has included completion of a Traumatic Incident Management and Stress Standard
- An updated medical fitness for work criteria that formed part of a new Medical Standard
- An updated First Aid at Work Standard, leading to better risk assessment and informed mitigations
- An updated drugs and alcohol policy, streamlining the random testing process and for cause process

This new 'back to basics' 5-year strategy is returning to a core and fundamental Occupational Health and Wellbeing management programme by focussing on business priorities in a risk based approach. We aim to deliver a measurable, achievable and sustainable strategy that provides the necessary building blocks to begin innovating again in CP7.

Maintaining optimal health and wellbeing of our staff is important for many reasons, as is ensuring that the environment our staff work in remains safe by preventing any occupational health related exposures, injuries or diseases. We want to create a supportive culture thus enabling a happy and healthy workforce. To achieve this, we continue to collaborate with business functions, such as Human Resources, Rewards and Benefits, Diversity and Inclusion, Safety, Suicide Prevention, Finance, Route Services, IP, System Operator and Regions. Having one view, vision and strategy for occupational health is essential to help maintain and operate a 24/7 railway. The health and wellness of our workforce must be considered a cornerstone to our organisation, being part of every-day life both inside and outside of work.

In our current structure, the utilisation of external health service providers is heavily relied upon, with a necessity to ensure the delivery of these services is successful and optimal. This will, in turn, promote the effective management, mitigation, monitoring and diagnosis of occupational health disease, as well as improving safety outcomes.

As Chief Medical Officer, I will continue to drive forward improvements, motivate our employees, route colleagues and business functions to align to this strategy and vision as we strive to achieve a leading railway health programme and a 'Workforce Fit for the Future'.

**Dr Richard Peters**  
Chief Medical Officer

# Introduction

At Network Rail, we own, operate and develop Britain's railway infrastructure; that's 20,000 miles of track, 30,000 bridges, tunnels and viaducts and the thousands of signals, level crossings and stations. We manage 20 of the UK's largest stations while others are managed by the country's train operating companies.

People depend on Britain's railway for their daily commute, to visit friends and loved ones and in line with our putting passengers first approach, optimum performance is vital. Our workforce is essential to the optimum performance of our infrastructure and at Network Rail, we want to make sure Everyone remains 'Fit for the Future' and return 'Home Safe Every Day'.



**everyone  
home safe  
every day**



**everyone fit  
for the future**



Our role is to deliver a safe and reliable railway. We carefully manage and deliver thousands of projects every year that form part of the multi-billion-pound Railway Upgrade Plan, expand the nation's railway network to respond to the tremendous growth and demand the railway has experienced a doubling of passenger journeys over the past 20 years. Whilst we achieve this we also need to see that our workforce, who are an integral to the success of our organisation, remain healthy and are not negatively impacted by work.

Occupational health involves managing the impacts of 'health on work' and 'work on health'. The railway is an industry with inherent hazards and associated risks that all have the potential to impact on health.

#### Our strategic objectives are:

- To enable, empower and encourage a healthy, happy and productive workforce that is sustainable
- To focus on protecting our workforce and reduce the short and long term impact of occupational health hazards
- To form a culture of effective and adequate health and wellbeing management


We want to be seen as a great employer with great teams, consisting of great people who receive great care, in line with our four organisation values of Safe, Care, Teamwork and Empowerment. Values bind us together as an organisation as they remind us of what we collectively believe to be important. Ultimately, we want values to guide how we act and the decisions we make. The Occupational Health and Wellbeing team aim to aid the organisational commitment to each value.

**I've got  
the power  
to ACT**



**A**lways safe 

**C**are about people 

**T**eamwork is key 



Preventing, reducing and controlling exposure to occupational hazards and risks is paramount, not just for our staff, but also for the public and those that use and work on our infrastructure. If we can have a ‘workforce fit for the future’, this, in turn, will contribute to a more efficient operation, improved passenger experience, and help to support a continued reduction in safety incidents.

We often focus on the physical aspects of health, however recognise that an active and healthy workforce that report positive wellbeing is vital to maintain a safe, successful and sustainable organisation. Wellbeing can be described as a state of being comfortable, healthy, or happy. If we can provide the correct tools to our managers and staff, whether it be through a strong rewards and benefits platform, access to the necessary health interventions, excellent diversity and inclusion support or having the right policies and procedures to create a cohesive work environment, where being in work becomes an enjoyable experience for all.

Occupational Health and Wellbeing is pivotal to everything we do at Network Rail, often acting as a key contributor for many other strategies, visions and functions.

The Health and Wellbeing Team is within a central function and consists of a Chief Medical Officer, Head of Occupational Health and Wellbeing Strategy, Head of Occupational Health and Wellbeing Services and Senior Occupational Health and Wellbeing Specialists. This team is considered an enabling function linking closely with multiple business areas including our regions who run the railway. The majority of other functions and regions have dedicated Occupational Health and Wellbeing Managers that have dotted reporting lines into the central team to achieve a collective and collaborative approach to the management of Occupational Health and Wellbeing. This team have collectively agreed the production of this new single overarching strategy with clearly defined roles and responsibilities to help deliver against its 5 core areas of focus.

The way in which this strategy is executed will vary across business functions and routes, however we have great pride in the collaborative approach and engagement achieved thus far to enable this overarching health and wellbeing vision being achieved in a structured way.

# *Our Vision*

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It is imperative that the work we do today does not negatively impact on our future lives and as such our vision 'Fit for the Future' reiterates this; we need to now make our vision an everyday reality by embedding this into everything we do.

Achieving our vision requires organisational commitment, only then can the consistent application of the robust management of Occupational Health and Wellbeing be successfully delivered.



# Embrace the Health Commitments

The seven Health Commitments encourage colleagues to **take ownership and care of their own health and the health of others**. They should be considered as **proactive commitments**, rather than rules that must never be broken.



**Always** follow health and safety safe systems of work to prevent harm or long term ill health



**Always** speak with your line manager if you do not feel well enough to perform your role competently and safely



**Always** engage in all statutory health surveillance, medicals and occupational health services provided to support your health and wellbeing



**Always** be approachable, non-judgemental and supportive of your employees and colleagues' health and wellbeing at work



**Always** report the true medical reason for any sick related absence



**Always** consider and act on the impact to health when planning and designing work and or equipment



**Always** seek medical advice and support for any health conditions, medication side effects or symptoms that may be affecting your ability to work or which are causing you concern



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for the future



# Mission Statement

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*A healthy workforce that is 'fit for the future' is vital for a sustainable and evolving organisation. We are committed to preventing, reducing and enhancing the holistic health of our employees through excellence in our Occupational Health and Wellbeing management and service provision.*

*We commit to delivering our strategy and enhance our employees working experience; leading to greater productivity and higher engagement through working in partnership with our people, regulators, unions and external industry partners.*





# Occupational Health and Wellbeing Policy

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Network Rail is committed to delivering a Safe and Reliable railway for our workforce and for our customers, whether that be train operators, passengers or freight users.

Managing and supporting our workforce's immediate and long-term health and wellbeing to maintain a workforce 'fit for the future' is key to achieving our commitment. To aid transparency, understanding and highlight our commitment to occupational health in CP6, a health and wellbeing policy has been created. It forms the backbone of our commitment in three areas which are to Enable, Focus and Form.





**Andrew Haines**  
Chief Executive, Network Rail

Network Rail owns and operates Britain's railway infrastructure, manages rail timetabling and operates around 20 of the largest stations. Our role is to provide a safe, reliable and efficient railway, while growing and upgrading the network to better serve passengers and freight.

To achieve a railway 'fit for the future' we need a workforce 'fit for the future', so being proactive by managing and supporting everyone's immediate and long-term health and wellbeing risks is essential to achieve this vision.

As Chief Executive, I am committed to:

**ENABLE** through pre-emptive measures a sustainable, healthy, happy and productive workforce

- Provide our people with the skills, competencies and tools to effectively manage health and wellbeing both inside and outside of work
- Implement effective health and wellbeing management guidance, competencies, policies and processes
- Mitigate risks associated with exposure to occupational health hazards
- Effectively prevent and support those with work and non-work-related health conditions

**FOCUS** on protecting our workforce to reduce the impact of occupational health hazards

- Provide effective and relevant professional health and wellbeing support services
- Reduce the effects of exposure to occupational health hazards
- Regularly review our people's perception and understanding of their personal health and wellbeing
- Analyse health trends within the workforce to enable targeted interventions
- Show innovation and best practice in the way we deliver occupational health management and associated risk prevention



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for the future**



**FORM** a culture of effective health and wellbeing management

- Provide advice, support and encouragement to our people enabling them to look after their own health and wellbeing
- Create a caring culture where colleagues support one another
- Adopt a collaborative approach to the management of health between employer and employee
- Drive cross industry collaboration and engagement so that Network Rail is considered a leader in the management of Health and Wellbeing

# Control Period 5 (CP5)

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Within CP5, we successfully delivered several Occupational Health and Wellbeing projects, all of which were fit for the organisational need at the time.

We successfully delivered:

- An updated medical fitness for work criteria that formed part of a new Medical Standard.
- An updated First Aid at Work Standard, leading to better risk assessment and informed mitigations
- A new Respiratory Standard, and project, that has included working with multiple external organisations to progress exposure monitoring
- Phase 1 and 2 of the Mental Wellbeing Project, which has included completion of a Traumatic Incident Management Standard and Stress Standard.
- An updated Drugs and Alcohol Policy streamlining the random testing process and for cause process
- An updated Hand Arm Vibration Management Standard



## Medical Standards

Network Rail employees along with employees of industry partners must be medically fit to undertake their role safely. The Medical Fitness for Work standard set the requirements for assessing an individual's ability to work on, or near, the track and applies to Network Rail employees and contractors. An employee's fitness for work is therefore of significant importance. The Medical Standards project updated the Medical Fitness for Work standard, resulting in an up-to-date management process, incorporating best practice.

Through the delivery of an updated medical fitness requirements, Network Rail aimed to achieve excellence in balancing the requirements for safety on the track with the requirements to support employees with health conditions to remain in their role where possible. This is achieved through taking reasonable steps to protect our employees' health and safety by 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 works.

The key deliverables were:

- An updated Medical Fitness for Work standard
- Implementation of the new standard with our occupational health providers
- An updated process and health risk assessment guidance document for line managers
- Alignment of Sentinel to the new standard requirements

## First Aid

Network Rail has a legal duty to provide adequate and appropriate first aid provision for employees, with consideration also given to contractors, passengers and the public. The First Aid project covered the review of first aid processes and procedures within the business, and the revision of Network Rail's First Aid at Work standard and risk assessment, making it compliant with the Health and Safety at Work Act 1974 etc.

The key deliverables were:

- Revision, publication and implementation of the First Aid at Work standard in order to provide an effective and consistent process to managing first aid in the workplace
- Enhanced content within first aid training courses to include how to use an Automated External Defibrillator (AED), and treatment of catastrophic bleeds
- Improved accessibility of first aid equipment through Network Rail's online catalogue in order to accelerate the procurement process and get suitable and approved kit items to the team who may need them
- Creation of a dedicated first aid page on Safety Central containing support material to understand the changes to the standard, and access to further information on maintaining first aid skills and knowledge
- Promotion of being first aid trained through the sharing of good news stories whereby first aiders have used their training and confidence to help colleagues and members of the public in an emergency

## Respiratory

The Health and Safety Executive (HSE) UK data suggests approximately 800 deaths caused by cancer per year is due to exposure to silica, and 2515 deaths in 2014 were attributable to asbestos. The Control of Substances Hazardous to Health (COSHH) Regulations 2002 and The Control of Asbestos (CAR) Regulations 2012 places a duty of care on employers to protect its employee's health, as far as is reasonably practicable, by the implementation of effective measures to mitigate and reduce exposure to substances hazardous to health. Proactive management of these risks is essential to prevent adverse ill health at a later stage in the life cycle of our employees.

The Respiratory project was aligned to Network Rail's ambitious 10-year Health and Wellbeing Strategy and focused on two respiratory hazards; namely silica and asbestos. Whilst one objective was to improve our compliance to COSHH and CAR Regulations, we also wanted to proactively improve the general awareness of silica and provide guidance of how to minimise exposure. This enabled a sustainable approach to the management of the long-term health and wellbeing of our employees and achieve our vision of Everyone Home Safe Everyday.

### The key deliverables were:

- A new company standard defining the health surveillance process associated with respiratory hazards specific to silica and asbestos,
- Development and implementation of a Respiratory e-learning
- Development and implementation of Respiratory guidance material
- Enhanced exposure monitoring of identified respiratory hazards
- Collaborative working with Institution of Occupational Safety and Health (IOSH) via pledging our support to the No Time to Lose campaign,
- Closure of recommendations from ORR's 2013/14 inspection report

## Mental Resilience

Research by Public Health England indicates that 1 in 6 people of working age in the UK have a diagnosable mental health condition, while data from mental health charity MIND describes that 1 in 4 people will experience a mental health problem each year. It was evident Network Rail has an upward trend in the presence of mental health cases within its workforce and as such action was taken.

Due to the ongoing nature of the project and in order to successfully deliver the projects milestones, they are phased. Collectively, the project aims to improve the resilience of our workforce thus reducing work and part work related mental health sickness absence and associated costs.

Phase 1 and 2 of the Mental Wellbeing project aimed to reduce the stigma associated with mental health and provide the necessary tools and guidance to both line managers and employees by allowing effective management of mental wellbeing at work. Successful delivery of the project has supported to create a work environment where mental health is not a taboo subject and can be openly discussed with improved support and signposting.

### The key deliverables of Phase 1 were:

- Publication of a reviewed and updated Traumatic Incident Standard and associated management process
- Publication of a reviewed and updated Stress Standard and associated management process

### The key deliverables of Phase 2 were:

- Breaking the stigma through enhanced communications and bespoke campaigns
- Increased awareness through development and provision of bespoke line managers mental health training and awareness
- Piloting of a managed wellbeing ambassadors network to aid peer to peer support

## Drugs and Alcohol

The Transport and Works Act 1992 makes it a criminal offence for workers on the railway to work while intoxicated and a railway employer could be found guilty of an offence if they do not show due diligence in trying to prevent such an offence.

The drug and alcohol project included a review of the method of arranging a random drug and alcohol test as the principle for such testing was not in the spirit of the standard, as it allowed for employees to be potentially advised of their appointment up to 48 hours in advance.

### The key deliverables were:

- Publication of a reviewed and updated Network Rail Drug and Alcohol policy
- Update on for-cause testing, in line with fair culture principles
- An improved operational process developed and embedded for drugs and alcohol random screening

## Hand Arm Vibration Management Standard

The purpose of this project was to review and update guidance and processes of the management of vibration at work including identification of hazard, control measures and health surveillance systems for employees and prospective employees of Network Rail whose health may be at risk due to exposure to hand arm vibration.

The issuing of guidance and implementation of an updated health surveillance process enabled Network Rail to comply with its legal obligations under the Control of Vibration at Work Regulations 2005.

### The key deliverables were:

- Publication of a reviewed and updated Hand Arm Vibration Standard and associated management processes
- Provision of educational materials for employees and line managers
- Improve identification and compliance of those using tools with a vibration risk.

# ‘Back to Basics’ The focus for CP6

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Ensuring a sustainable, achievable and measurable 5-year strategy is paramount to ensure continued progression in raising the visibility of Occupational Health and Wellbeing not only in Network Rail, but industry wide.

The ‘Back to Basics’ strategy focusses on 5 key areas, aligned to our Enterprise Risk Record on Occupational Health and Wellbeing, and has considered the views of our people, managers, senior leaders, and both internal and external stakeholders. We have secured funding to allow us to successfully implement this across all our business areas.



“The safety of our workforce has rightly been uppermost in our minds for many years and it’s great that we have seen a steady reduction in the risk of our teams having an accident at work. But, this is not the case with health and wellbeing which is just as important but hasn’t historically enjoyed the same attention and support. I am delighted that the situation is changing. If we can improve the health and wellbeing of the Network Rail team then they will live longer and be happier. I think that’s a goal worth fighting for.”

**John Halsall,**

Regional Managing Director and Chair of RSSB’s  
Health and Wellbeing Policy Group



“I am encouraged that through the new Occupational Health and Wellbeing strategy we are demonstrating that we take health and wellbeing seriously at Network Rail. I am proud to be Network Rail’s Executive Sponsor of our Mental Health & Wellbeing programme. It is vitally important that we remove the stigma around mental illness. I’ve had many rich conversations with people across our business and I know how important it is to create the right environment so that everyone feels able to discuss these issues.”

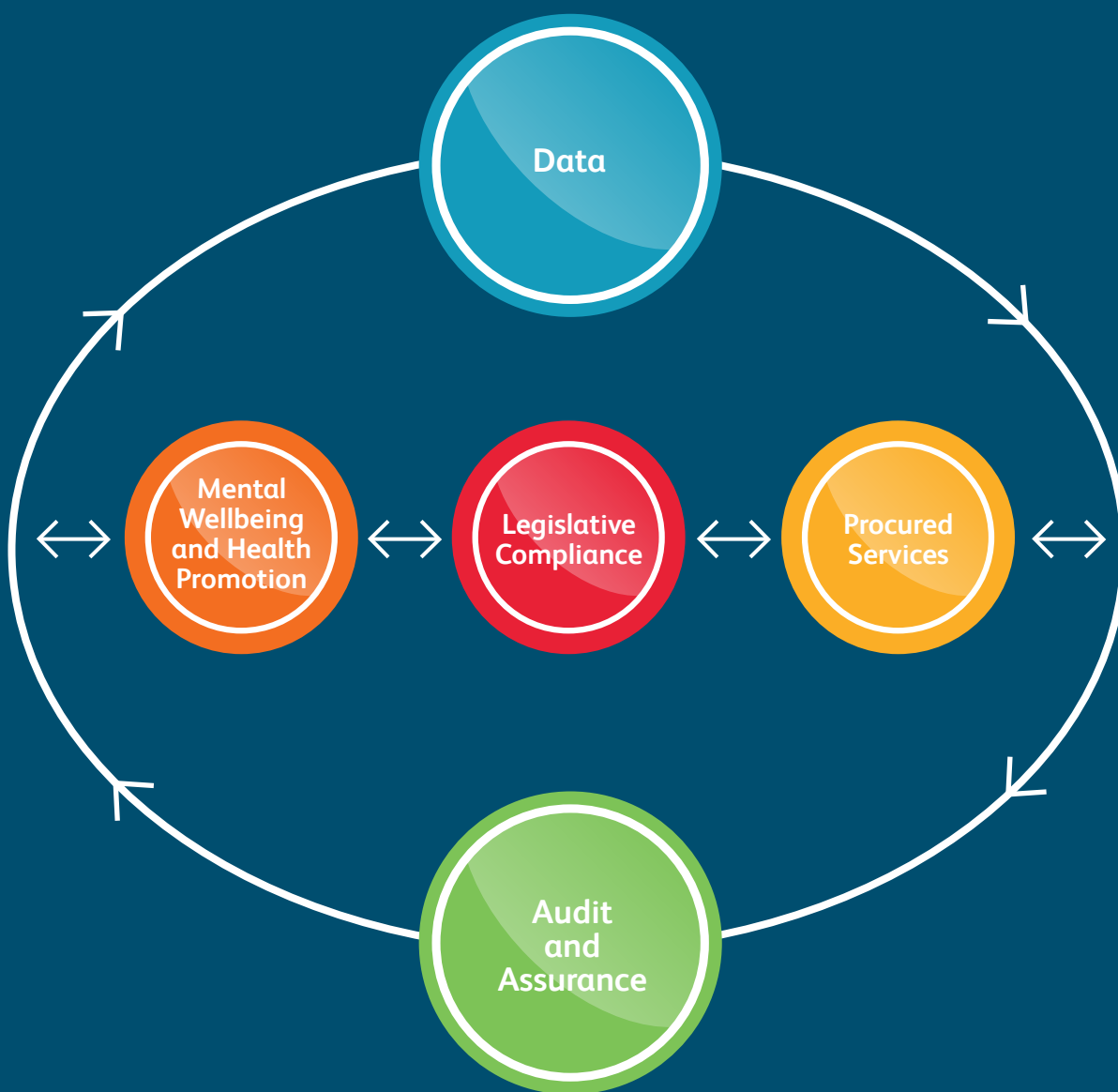
**Susan Cooklin,**

Managing Director Route Services

“Network Rail is looking after us and care about our health. Use the services available to check your health is not negatively impacted.”

**Collin Roberts**

Team Leader, Works Delivery



# Mental wellbeing and health promotion

Based on Network Rail sickness absence data, mental health continues to be the first cause for sickness absence.

External to Network Rail, mental health is recognised as a huge impact to the UK economy. At Network Rail we have on average 40,000 lost absence days per year for mental health conditions with costs arising from absenteeism, presenteeism and staff turnover. Nationally the HSE reports 9.9million working days lost due to work related stress. Chartered Institute Personnel and Development (CIPD) reports that the overall level of mental wellbeing among staff has worsened 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.

Mental Health will remain a key focus for the business as we continue to deliver a mental health project that aims to:

- Destigmatise mental health
- Increase understanding through learning and campaigns
- Reduce Network Rail's mental health absences associated with work

## Commitment

- We will develop and deliver a bespoke mental health line managers training, refresher training and all employee awareness training
- We aim to reduce our work related mental health absences by the end of CP6; based on our CP5 exit data
- We will improve the peer to peer support by creating a robust selection criteria, appropriate training and adequate support
- We will deliver campaigns aligned to mental wellbeing and empower our people to raise awareness and understanding
- We will improve access to support through our procured services and health promotion





# Legislative Compliance

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In line with the Health and Safety at Work Act. 1974 and its umbrella regulations, there are several statutory health surveillance requirements where a risk to health is identified including, but not limited to:

- Hand Arm Vibration Syndrome (HAVS)
- Noise
- Respiratory
- Skin
- Drugs and Alcohol
- Medical fitness

We have to date, implemented various standards and policies to support the management of identified hazards however the compliance to said standards vary dependant on the route and or business functions. This inconsistency allows for poor management of employees leading to, but not limited to, enforcement actions by regulatory bodies and impacts employee wellbeing. We therefore need to learn lessons and rectify areas where this risk is heightened. We will ensure our standards, processes and service delivery is reflective of the legislative requirement, organisational changes and industry best practice.

The organisational visibility of compliance is paramount and as such this will be an area of immediate focus. We will empower our accountable colleagues with the data needed to trend compliance and inform required improvements and or continuation of management based on both data and audit and assurance findings. We will streamline health surveillance processes by validation of risk, so that our employees receive health surveillance that is appropriate to their role by dynamic evidence-based risk assessments. This will, in the long term, impact on the categorisation of health and medical surveillance requirements.

## Commitment

- We will support the validation of risk to occupational hazards such as, but not limited to noise, HAVS, respiratory
- We will develop and deliver a Health Surveillance programme that is fit for purpose, and is affectively monitoring effectively monitor our people's health
- We will ensure the Occupational Health and Wellbeing standards are clear, up-to-date and easy to understand by the business
- We will develop a robust training for all major health hazards encountered by Network Rail staff making this available via accessible platforms
- We will collaborate with regions, functions and industry partners to share best practice in the management of occupational health and wellbeing
- We will ensure risk is kept to as low as is reasonably practicable by ensuring our Drugs and Alcohol and Medical Fitness assessment processes are robust and current.



# Procured Services

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External providers currently deliver our occupational health services which include, but are not limited to:

- Display Screen Assessment
- Occupational Health referrals for purposes of health surveillance and / or health assessments
- Drugs and Alcohol testing
- Pharmacy on-call
- Physiotherapy
- Employee Assistance Programme
- Private Medical Insurance
- Health Surveys

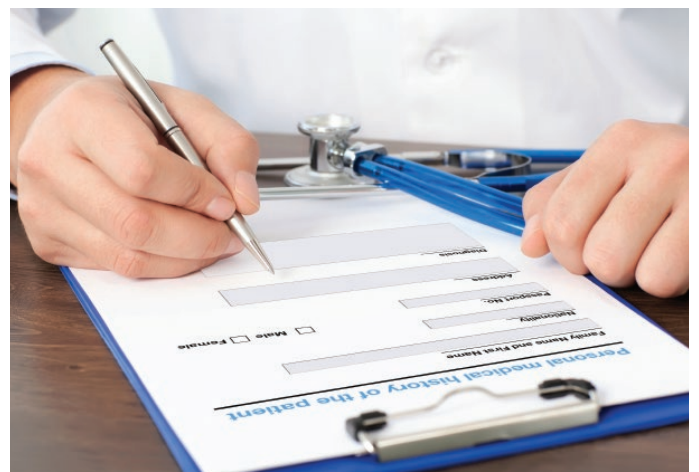
It is essential that contractual agreements are robust and service delivery is collaborative with the regions to deliver an excellent evidence based service, regardless of organisational changes.

To successfully deliver quality services, we will, through the procurement process, appropriately link all providers to optimise all required outsourced health services.

The innovation of our service delivery will see a change in the frequency of medical, moving away from an age related frequency to a more proactive and preventative approach, therefore allowing all employees to have the same opportunity for early intervention.

## Commitment

- We will deliver best in quality services through a robust contracts and procurement process and collaboration with regions and suppliers
- We will innovate as part of our continuous improvement to deliver best practice. This will commence with development of on site clinic provision which aims to allow more informed decision making and proactive engagement and support the reduction in sickness absence
- We will streamline our occupational health provision, thus increasing medical assessments undertaken in a single appointment
- We will support ease of access to services making sure employees are empowered to utilise services via direct contact such as self-referral to physiotherapy services, therefore removing barriers that may prevent usage



# Data

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The collection, collation, processing, analysing and subsequent presentation of data into meaningful Management Information (MI) is of significant benefit to our organisation. Adequate and appropriate data allows us to:

- Validate the impact of objectives
- Evaluate compliance
- Efficiently forecast for emerging occupational health risks
- Support the implementation and design of sustainable health and wellbeing programmes
- Promote transparency
- Support cost effectiveness
- Benchmark ourselves with industry partners

We will record and monitor appropriate data in line with General Data Protection Regulation (GDPR), making use of various platforms, business scorecards and dashboards to produce meaningful management information. To do this we will collate data sources into one central location from all stakeholders and service providers, with an analytical framework.

## Commitment

- We will create a platform for hosting and sharing of Occupational Health and Wellbeing data
- We will collate meaningful Occupational Health and Wellbeing management information, via our providers which, in turn will allow for targeted key performance indicators and inform our Occupational Health and Wellbeing strategy
- We will identify targeted key performance indicators (KPI's) and develop targeted and non-targeted scorecards to aid visibility of Occupational Health and Wellbeing performance



# Audit and Assurance

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We interpret legislative requirement and determine ways in achieving compliance through the publication of Occupational Health and Wellbeing (OH&W) standards and policies.

Whilst this allows for management of occupational health, we do not consistently assure ourselves of compliance to said requirements via a robust audit framework which supports identification of best practice and areas of improvement. Additionally, where commitments have been made within our strategy, there is an inconsistent approach in how we establish and monitor success against our commitments.

To achieve this, we will be required to have a defined audit and assurance framework which is understood and accessible by those who are required to support the implementation with an overall objective of:

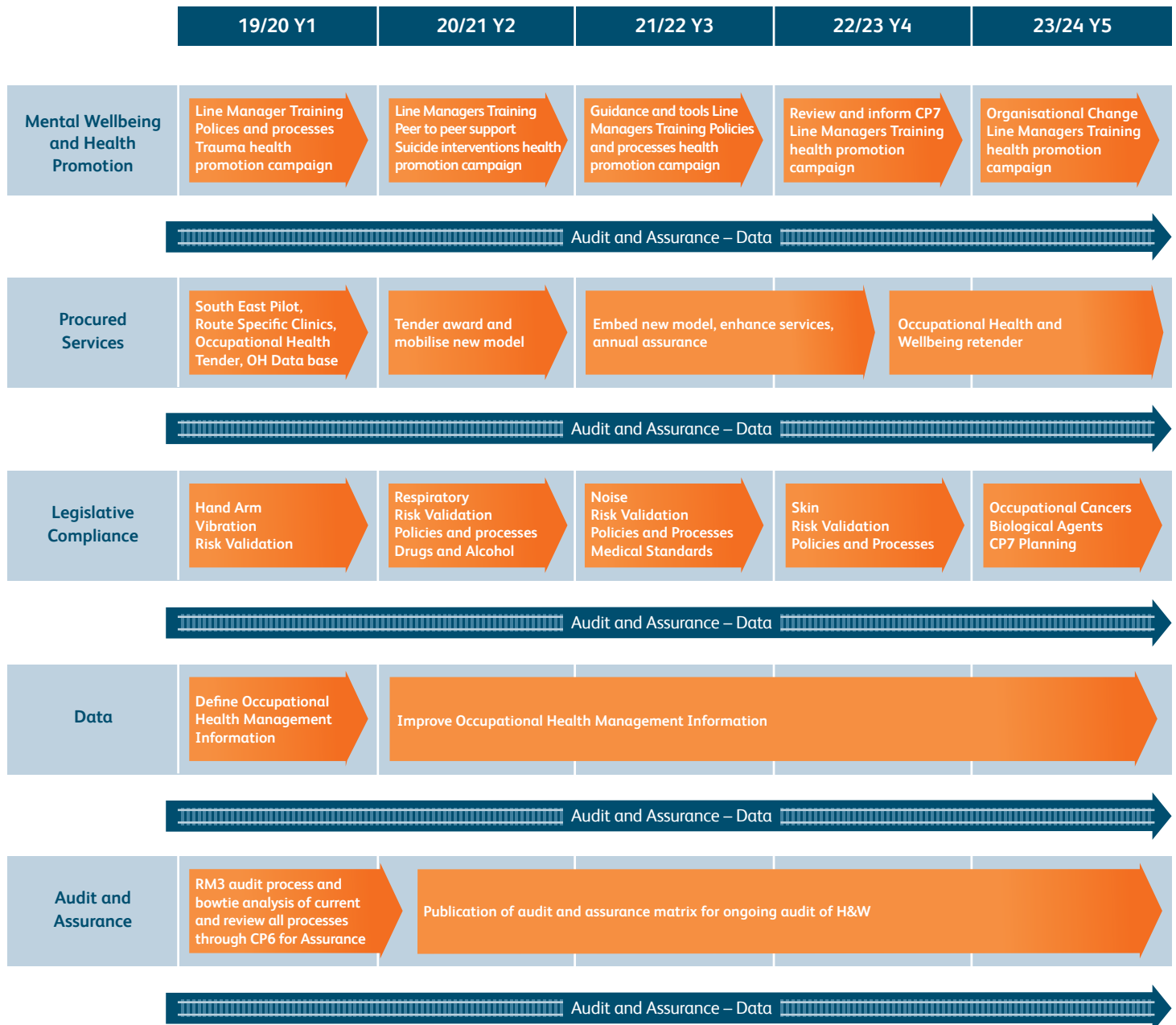
- Monitoring compliance to the OH&W standards for effective application of standards
- Identifying areas for improvement based on heightened visibility of compliance
- Sharing best practice where we have identified this during auditing and assurance
- Use RM3 framework to audit existing services

## Commitment

- We will develop an external audit and assurance framework to verify our third party suppliers are delivering a service to our organisation which is fit for purpose
- We will align the internal audit and assurance framework, monitoring against occupational health management standards and its associated requirements
- We will improve visibility of and trend the organisational performance and provide technical support with the implementation of changes required following gaps identified as a result of an audit



# Health & Wellbeing CP6 Roadmap



Please note: The roadmap may change dependent on the organisational priorities

# In summary:

The strategy has been carefully designed to capture the fundamentals required to successfully manage Occupational Health and Wellbeing which is at the core of everything we do.

To achieve this, we will ensure that the production of data will be consistently reported and collated across all areas of our work. This will include Mental Health, Procured Health Services and legislative compliance workstreams. To aid consistent delivery of our programme and to have continued learning and improvements, audit and assurance will form a large part of our continued work through CP6, enabling our regions and functions to undertake the necessary audits of their work for compliance to our strategy.



Network Rail supports the Time to Change and the No Time to Lose Campaigns.





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If you have any questions at all, please email:  
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