

# WELCOME

TRACK WORKER STRUCK BY A PASSENGER TRAIN: SHARED LEARNING

## LAVERTON INCIDENT SAFE SYSTEMS OF WORK

TOOLBOX 6



MetroSafe



## OBJECTIVE

Welcome the group and clarify the goal of the session.

## WELCOME

Today's session is the sixth of ten Toolbox Talks.

In this session we will focus on the systems, processes and policies that keep us safe. We will discuss these systems in relation to the Laverton Incident.

Housekeeping rules – phones off, duration of session (approximately 25 minutes).

## WHY WE ARE HERE

This is the sixth of ten Toolbox Talks created to share learnings from the Laverton Incident.

Previous sessions:

1. The overview of the Laverton Incident
2. Planning Worksite Protection
3. Pre-Work Briefs
4. TFPC and WGS Accountabilities
5. Track Access Desk Role.

This session looks at the systems MTM has in place to minimise and manage risk and provides clear information on your responsibility and obligation to follow and comply with these systems.

# OUR SAFETY PLEDGE

## LAVERTON INCIDENT: SAFE SYSTEMS OF WORK

# OUR SAFETY PLEDGE

I WILL ALWAYS COMPLY WITH  
THE APPROPRIATE POLICIES,  
PROCEDURES AND REQUIREMENTS  
SET OUT IN THE SAFETY  
MANAGEMENT SYSTEM (SMS)

ZERO HARM

## OBJECTIVE

Clarify and emphasize our safety pledge and ensure participant understanding.

## READ

**I will always comply with the appropriate policies, procedures and requirements set out in the Safety Management System (SMS).**

## DISCUSS

Explain that to know about a system is not akin to following a system; a system can only be as safe as the people following the system.

What is the Safety Management System?

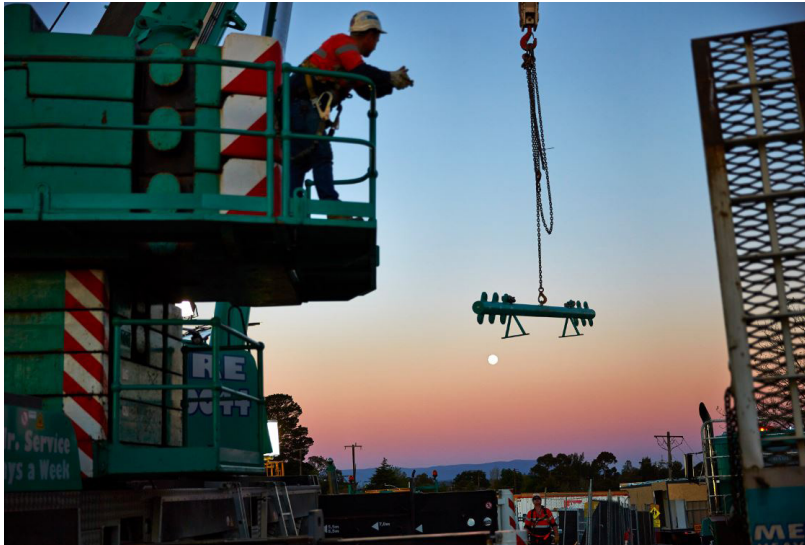
Defined next...

## INTRODUCTION

A Safe System of Work is the processes and procedures used to eliminate or minimise risks within the workplace. Metro Trains Melbourne's (MTM's) Safety Management System contains the company's safety vision, safety governance, key safety components and the management process.

This booklet provides clear information about the importance of Safe Systems of Work within the workplace.

This is the sixth of ten toolbox talks created to share learnings with industry.



## OBJECTIVE

Set the tone and introduce the concept of a Safe System of Work.

## READ AND CLARIFY

**A Safe System of Work is the processes and procedures used to eliminate or minimise risks within the workplace. Metro Trains Melbourne's (MTM's) Safety Management System contains the company's safety vision, safety governance, key safety components and the management process.**

Pose questions to the group:

- Is it possible to eliminate risk?
- What risks do we eliminate and how do we eliminate them?
- What risks remain?

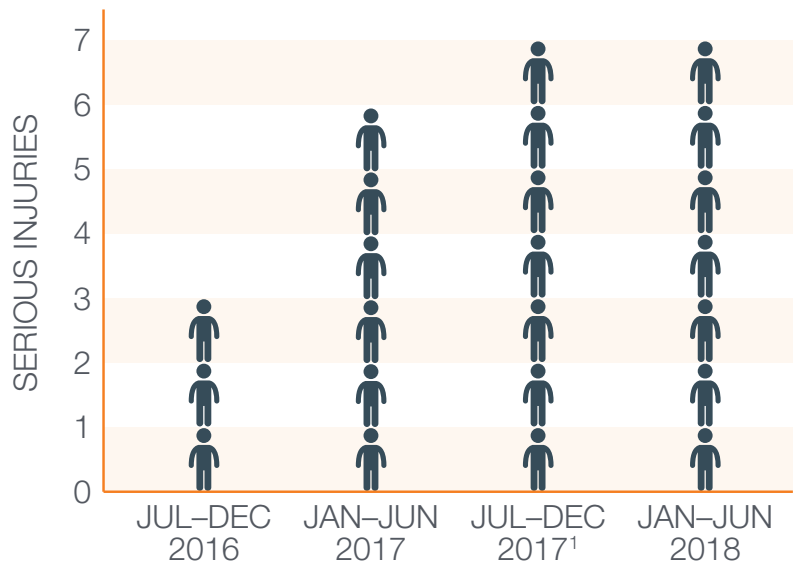
Draw conclusions from the discussion:

MTM seeks to eliminate risk but where this is not possible or practical, risk is minimised. This means that much of the time, track workers work 'alongside' an element of risk.

The Safety Management System exists due to this element of risk and the need to protect the safety of all people in the MTM workplace.

RELATED  
STATISTICS

Between July 2016 and June 2018, the Office of the National Rail Safety Regulator (ONRSR) reported 23 Worker related serious injuries.



(1) QLD data is from 1 July 2017 onwards

SOURCE: OFFICE OF THE NATIONAL RAIL SAFETY REGULATOR (2018), NATIONAL SAFETY DATA, [HTTPS://WWW.ONRSR.COM.AU/PUBLICATIONS/NATIONAL-SAFETY-DATA/KEY-OCCURRENCES](https://www.onrsr.com.au/publications/national-safety-data/key-occurrences)

OBJECTIVE

Communicate truths about serious injuries in the rail industry and relate facts to MTM's goal of Zero Harm.

READ

Between July 2016 and June 2018, the Office of the National Rail Safety Regulator (ONRSR) reported 23 worker related serious injuries.

DISCUSS

Serious injuries can and do happen. Laverton is evidence of this.

MTM's goal is Zero Harm. To reach this goal we need to ask:

- Can our systems be better?
- Can our people work more safely?

# LAVERTON INCIDENT SUMMARY

## TRACK WORKER STRUCK BY A PASSENGER TRAIN



On the morning of Friday 2 October 2015, a workgroup was assembling track-side in Laverton, Victoria. They planned to undertake dog spike removal works in preparation for re-sleepering, a section of track on the Altona Loop Line.

At around 0910, the supervisor for the works commenced marking the track to identify the dog spikes to be removed. He was working at a track crossover about 400 meters on the Melbourne side of Laverton Railway Station. A lookout had been placed for his protection.

At about 0916, a Metro Trains Melbourne suburban commuter train arrived at Laverton station, bound for Flinders Street Station in central Melbourne. After its scheduled stop, the train departed Laverton station and approached the worksite. The lookout observed the train, warned workers of its approach and signalled to the driver that the track was clear. However, as the train took the crossover, the supervisor was foul of the track, and was struck by the train that was travelling at about 59 km/h. The supervisor suffered serious injuries.

## OBJECTIVE

Review details of the Laverton incident and reinforce the need for commitment to Safe Systems of Work.

## READ

Read the summary of the Laverton Incident.

## DISCUSS

The Laverton Incident has taught us that:

- systems can be improved
- systems are limited and can fail in the face of poor judgement.



## LAVERTON INCIDENT: SAFE SYSTEMS OF WORK

1

All Rail Safety Workers (RSWs) must ensure their fitness for work. They must not commence work in an unfit state or under the influence of drugs or alcohol.

2

All RSWs must not commence work until all hazards have been assessed, communicated and understood.

3

RSWs must not commence work unless they are competent in the task and authorised to do so.

4

All RSWs must not enter the rail corridor without proper authority.

5

RSWs must not endanger themselves or others in carrying out duties.

## OBJECTIVE

Introduce the concept of the five key learnings in relation to Safe Systems of Work.

## READ AND CLARIFY

### 1. All Rail Safety Workers (RSWs) must ensure their fitness for work. They must not commence work in an unfit state or under the influence of drugs or alcohol.

Ask the group to consider the time it takes to be free of the effects of drugs and alcohol (i.e. reach a blood alcohol reading of zero after drinking).

Discuss effects of drugs and alcohol on perception, co-ordination, reaction times (delayed response), clarity of thought (decision making/judgement) and the dangers these effects present when working in an environment such as the rail corridor.

Pose questions to the group:

- What other factors can make a person 'unfit' for work?

Discuss fatigue and stress. Fatigue impairs a person in similar ways to drugs and alcohol. Stress can impact memory and judgement.

- Have you ever suspected a team mate of being 'unfit' for work?
- Have you ever felt unfit for work but not known how to say so?
- What if you become unfit for work during a shift? What will you say or do?

Encourage the team to share ideas on how to vocalise concerns about their own and others' fitness for work.

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RSWs must not endanger themselves or others in carrying out duties.

## READ AND CLARIFY

**2. All Rail Safety Workers (RSWs) must not commence work until all hazards have been assessed, communicated and understood.**

Remind the group that all RSWs must attend a Pre-Work Briefing (safety briefing) and sign onto the relevant Pre-Work Brief.

At the safety briefing, they will learn about the hazards that are present and the controls put in place to mitigate these risks.

**3. RSWs must not commence work unless they are competent in the task and authorised to do so.**

Pose questions to the group:

- Have you ever performed a duty you were not qualified or competent to perform? Why? Did you feel pressured or obligated?
- How would you make a supervisor aware of your limitations? What would you say? (e.g. You do not feel confident in hand signals).

Discuss the importance of recognising and voicing your own limitations.

Encourage the group to share ideas on how to voice limitations.

**4. All Rail Safety Workers (RSWs) must not enter the rail corridor without proper authority.**

Remind the group that the Track Access Number (TAN) is visible on the RSWHA form.

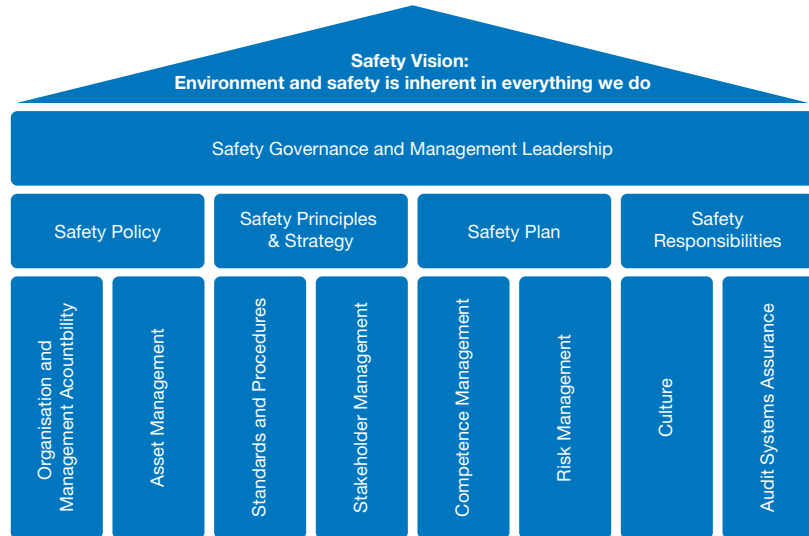
The TAN is evidence that the Track Access Desk (TAD) have granted authority to access the track.

**5. RSWs must not endanger themselves or others in carrying out duties.**

# WHAT IS A SAFETY MANAGEMENT SYSTEM?

A Safety Management System is a systematic approach to managing safety. This includes MTM's organisational structures, accountabilities, policies and procedures.

MTM's SMS Framework contains the safety vision, safety governance, key safety component and the management process in the 8 pillars of Safety Management.



## OBJECTIVE

Reinforce the considered nature and weight of the Safety Management System.

## DISCUSS

Explain the framework; there is a clear vision of safety which is supported by eight pillars. One of these pillars is culture.

Pose a question to the group:

- Aside from complying with systems and processes, how can you positively influence the culture?

Reinforce 'speaking up for safety.'



## LAVERTON INCIDENT: SAFE SYSTEMS OF WORK

### WHY IS A SAFETY MANAGEMENT SYSTEM IMPORTANT?

A SMS is a rail transport operator's primary means for identifying hazards, recording the risks to safety it has identified within its operations and detailing how those risks are managed and monitored.

Effective implementation of a SMS can help prevent accidents, injuries and minimise risk.

There are five essential parts to effective rail safety management. These include:

- Identification of all the hazards and risks to safety
- Planning of actions to eliminate or reduce the risks
- Competent people to implement controls and defences
- Regular monitoring of both the risks and effectiveness of the controlling actions
- Identification and management of changes to the operational risk profile

Within its SMS, MTM has safeworking processes and procedures for a range of on-track activities. It is important that RSWs comply with these processes and

procedures to ensure their safety, and the safety of those around them is not compromised.

The investigation into the Laverton incident revealed that on arrival at the worksite, the supervisor went onto the track without first confirming with the TFPC that safe access had been arranged. He was then followed by other workers. Later, the Lookout was posted without receiving a safety briefing.

Prior to going on track, it was necessary to:

- Obtain permission from the TFPC and Track Access.
- Attend a pre-work briefing that would have included information on train running and discussion on, and designation of, a Position of Safety

As a result of these activities not being undertaken, the Supervisor and the Lookout did not receive the benefit of a safety briefing that would have informed them of the outcomes of the worksite hazard assessment, train running, and the designated Position of Safety.

## OBJECTIVE

Ensure that the team understands the importance of compliance with MTM's Safeworking Systems.

## READ AND CLARIFY

Read the safety accountabilities. Give emphasis to following passages...

**The investigation into the Laverton incident revealed that on arrival at the worksite, the supervisor went onto the track without first confirming with the TFPC that safe access had been arranged. He was then followed by other workers. Later, the Lookout was posted without receiving a safety briefing.**

Before going on track, it was necessary to:

- obtain permission from the TFPC and Track Access Desk
- attend a pre-work briefing that would have included information on train running and a discussion on, and designation of, a Position of Safety.

**As a result of these activities not being undertaken, the Supervisor and the Lookout did not receive the benefit of a safety briefing that would have informed them of the outcomes of the worksite hazard assessment, train running, and the designated Position of Safety.**

# WHAT ARE MY SAFETY ACCOUNTABILITIES?

All individuals within MTM have a responsibility to ensure safety.

As an employee, I am accountable for:

- Acting in a safe manner at all times and working within the systems developed for my workplace
- Ensuring that the rail network is not entered unless I am trained and have current accreditation for the task I am about to perform
- Playing a positive role in supporting the organisational safety culture, which involves promoting and demonstrating safe behaviours and practices, identifying continuous improvement opportunities, reporting accidents and near misses and identifying hazards and unsafe acts
- Ensuring the health, safety and welfare of myself and ensuring others are not affected by my safety acts or omissions
- Complying with the requirements of safety policies, procedures and other safety management requirements
- Complying with all reasonable instructions given unless it may adversely affect the health and safety of myself or others
- Taking accountability for implementing systems for the safety of visitors/contractors to ensure I am aware of specific site risks, safety arrangements and emergency procedures
- When working at other than MTM controlled workplaces, ensuring I am aware of the safety policy and safety management system requirements for the place of work for the tasks to be performed. In particular, the emergency arrangements for the site I am working at, remembering that on rail networks, emergency arrangements can change on a day-by-day basis
- Prompting reporting of rail safety and OHS incidents to my supervisor or manager

## OBJECTIVE

Ensure that the team understands their accountabilities and the importance of compliance, at all times, with each accountability.

## READ

Read all accountabilities.

Discuss the issue of compliance.

Explain that, from the Laverton incident, we know that breaches can lead to serious injury.

- The ONRSR reported 501 track work safeworking rule/procedure breaches in 2017 – 2018 (The Office of the National Safety Regulator, 2018).

This is a nationwide statistic but it does indicate a concerning reality.

Ask the group to consider the accountabilities and their own compliance or non-compliance. Pose the questions:

- Why do breaches happen? Do we become complacent?
- Have you ever felt that because no harm has come, no harm will come?
- Do you ever take the attitude 'she'll be right'?

Emphasize the danger of a false sense of security and its link to complacency.

### GLOSSARY

#### All Right Hand Signal:

The All Right hand signal is one arm held in the horizontal position. By night a white light held steady.

#### Australian Transport Safety Bureau (ATSB):

The **ATSB** is Australia's national transport safety investigator.

#### Danger Zone:

is all space within 3 metres horizontally from the nearest rail and any distance above or below this zone including being on the line, unless a Position of Safety exists or can be created.

#### Flagman/Handsignaller:

is a rail safety worker who displays hand signals to the operators of rail traffic movements. A Handsignaller is also referred to as a Flagman.

#### Metro Trains Melbourne (MTM):

Metro Trains Melbourne, known colloquially as simply Metro, is the franchised operator of the suburban railway network in Melbourne, Australia. Metro Trains Melbourne is a joint venture between MTR Corporation, John Holland Group and UGL Rail.

#### Office of the National Rail Safety Regulator (ONRSR):

An independent body corporate established under the Rail Safety National Law (South Australia) Act 2012. The primary objectives of the ONRSR are to encourage and enforce safe railway operations and to promote and improve national rail safety.

#### Protection Officer (PO):

The qualified worker responsible for rail protection (NSW, SA, QLD, WA).

#### Position of Safety (POS):

is a place where people or equipment cannot be struck by rail traffic.

#### Rail Safety Pre-Work Briefing:

is a formal briefing on the worksite protection arrangements provided by the Track Force Protection Coordinator to all rail safety workers associated with the worksite protection and the Work Group Supervisor.

#### Rail Safety Worksite Hazard Assessment (RSWHA):

is an assessment of the rail safety hazards to determine the method/level of protection requirement for a worksite.

#### Rail Safety Worker (RSW):

Is a person who has carried out, is carrying out or is about to carry out, rail safety work, and includes:

- a) a person who is employed or engaged by a rail operator to carry out rail safety work
- b) a person engaged by a person (other than by a rail operator) to carry out rail safety work
- c) a trainee
- d) a volunteer.

#### Track Force Protection Coordinator (TFPC):

is the person appointed to assess and implement worksite protection arrangements on site.

#### Track Force Protection:

Track force protection is a method of protecting work on track between rail traffic movements.

## FURTHER INFORMATION AND SAFETY PLEDGE



### FURTHER INFORMATION

If you require any further information, please discuss with your supervisor.

#### INFORMATION SOURCES

- MTM Safety Management System Manual
- Office of the National Rail Safety Regulator (2018), *National Safety Data*, <https://www.onrsr.com.au/publications/national-safety-data/key-occurrences>
- Office of the National Rail Safety Regulator (2017), *Safety Management Systems*, <https://www.onrsr.com.au/operators/safety-management-systems>

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### OBJECTIVE

Commitment to the pledge from all participants.

Advise participants that further information about the incident is available.

### READ

Restate the pledge: **I will always comply with the appropriate policies, procedures and requirements set out in the Safety Management System (SMS).**

### DISCUSS

Leader commits to the pledge by providing a summary of the importance of 'Safe Systems of Work'.

Ask each person for an example of what they can do in the workplace that demonstrates their commitment to the pledge and contribution to an environment of Zero Harm.

Highlight where support or further information can be obtained.

### INFORMATION SOURCES

- Australian Transport Safety Bureau (ATSB), Rail Occurrence Investigation, RO-2015-019, Final 24 August 2016
- Office of the National Rail Safety Regulator (2017), 2017 - 2018 Rail Safety Report, [https://www.onrsr.com.au/data/assets/pdf\\_file/0018/22626/17789-ONRSR-Safety-Report-Spreads.pdf](https://www.onrsr.com.au/data/assets/pdf_file/0018/22626/17789-ONRSR-Safety-Report-Spreads.pdf)