Your guide to

# Talking Safety

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# Welcome

There can be no doubt about the importance of safety in our business.

It is explicit in our values and our role to run a safe, reliable and efficient railway.

But safety needs to be more than a conviction. **It must be embedded deep in our culture.**

Our job as leaders is to drive both the commitment to safety and the behaviours that make it a reality. I want us all to show that safety is at the forefront of everything we do, a normal part of every activity. That's why regular safety conversations, with colleagues all around the business, are critical.

I'm not asking you to tick boxes. These conversations are about building our culture together, not checking up on people. Use our three Safe Service actions to help you. Start with a **warm welcome,** so our teams feel acknowledged and appreciated. Then, **listen to understand,** so we know better what we need to do as leaders. And, third, show we are all responsible and accountable, by **owning it and making things happen.**

In short, it's about creating **an environment where achieving Everyone Home Safe Every Day, while delivering great customer service becomes a source of real pride for all of us.**

This guide will help you to get out into the business and have these positive, constructive safety conversations, anytime, anywhere.

Please, read and use this guide, go out and 'talk safety' as often as you can. Record your visit on IRIS and share the learning. Every safety conversation you have will make a difference.

**Thank you**.

# Introduction

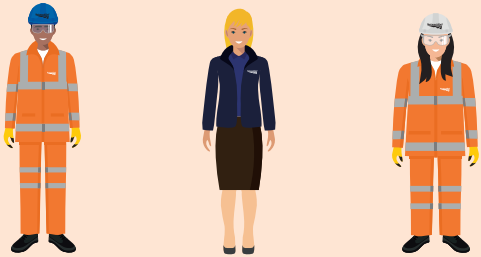
**Safety conversations need to be normal in every part of our business.**

With every safety conversation you have, you'll be role modelling safety and promoting safe behaviours.

We need colleagues to understand that talking about safety is something we actively want them to do – whether you're there or not!

**The single most important thing you can do in a safety conversation is to give people the space and time to tell you how it really is.**

**But safety conversations are about more than pure safety, they're about service and leadership too.**



When you ‘talk safety’ with your colleagues you will be able to look and listen, to learn what’s really happening out there and to take the pulse of the team and the organisation.

You will get to understand the impact that leadership decisions can have on safety and service.

You can motivate and empower people, encouraging and enabling them to talk honestly and frankly about safety and the service we provide to our customers.

You will be demonstrating care for them as people, with families and livelihoods.

You can discover who’s doing the right things and make sure they are recognised.

And when you find something that needs changing, you can take steps to make it better.


**This is not about being (or pretending to be) a safety expert. You don’t need to be one.**

It's about your approach … as a **human being,** with genuine interest and concern for the people you're talking to, and for the colleagues, passengers and customers they are there to protect.

And it's making sure your conversation **adds value.** Sometimes it's as simple as just listening. Above all, it's doing something that makes a difference for the people who talk to you and trust you. **Something that may just be the difference that saves someone's life.**

These conversations are also a vital opportunity to show what our Safe Service actions look like in practice. (See **During the visit** section for more information.)

Be prepared to develop and improve your skills as you go. It takes time and you may make the odd mistake, but that's an important part of learning.

**Use this guide to help you to fully prepare for all your safety visits and conversations. It covers what to do and how to do it, so you can 'talk safety' and be the safety leader we need you to be.**

# Get ready

# Your journey to get ready

# Think ahead

**Decide why, where and when you want to visit**

- Check the **Locations** and **Situations** sections in this guide to get an idea of what you might expect to see.
- Know what you want to get out of the visit, for example, is it to educate yourself or to motivate the team?
- Don't always choose the obvious locations, find some places that don't have many visitors. And pick a time when the team may not get visitors, like the night shift.
- Remember, you don't have to go on track. For example, depot mess rooms are a great place to have a safety conversation. If you arrive just before shift change you may be able to talk to two teams.
- Make sure you can meet a variety of people, especially those who not every visitor would necessarily talk to, such as the section planner.
- Think about going with the trade union safety rep or HSE advisor, if you want some support.

If you are new to all this, it's a great idea to take the Safety Conversations course. Contact your route training support manager (RTSM) for more information.

And if you're not sure about any of the terms used in this guide check out the jargon buster at safety.networkrail.co.uk

# Plan your visit

- If you are going on or near the railway line you will need a **Track Visitor Permit (TVP)** if you don't already hold Personal Track Safety (PTS) certification. TVPs are created by authorised administrators only, via Sentinel.

**For more information about the TVP process and any restrictions that might apply to your visit, go to the Sentinel website, railsentinel.co.uk or call the Sentinel Helpdesk on 0330 726 2222.**

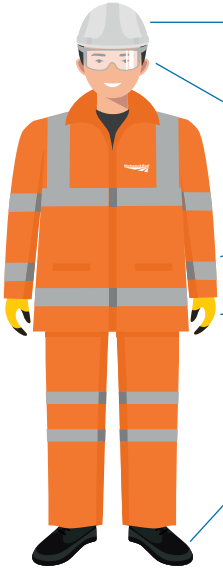
- Arrange a suitable time with the relevant person. Be conscious of peak hours so you get the most from peoples' time, but also allow enough time to do what you need to do.
- Find out the rules of the environment and what you should expect to receive as a briefing beforehand, to keep you safe and reduce the risks you could bring to others.

# Sort your Personal Protective Equipment (PPE)

- Check if you need any items in addition to the mandatory PPE shown below. You may need a dust mask at some sites, for example.
- All PPE must be the correct size and properly fitted. There are fitting stations in most offices. (Loose or tightly fitting clothes and footwear could impede movement, cause trips or fail to provide the necessary protection.)
- PPE has a limited lifespan. Check items are in good condition and have not exceeded their use-by date.
- You can borrow PPE from many offices, including the post room at QMK, but check fit and condition.
- If you need to order anything, search for the PPE catalogue on SharePoint: networkrail.sharepoint.com/sites/myconnect/routeservices/Pages/PPE.aspx

**Well-worn kit (provided it is clean and functioning) can send a reassuring message to site colleagues.**

## Mandatory Personal Protective Equipment



**Safety helmet**
Blue for new PTS holders or TVP holders. White for all others. Only wear approved warm headwear. No hoodies or other hats are to be worn underneath a helmet.

**Light eye protection**
Safety glasses must be worn.

**Orange high visibility clothing**
Jackets and trousers. No shorts or sleeveless tops.

**Gloves**
Cut-5 gloves should be worn. (Summer and winter gloves are available in men's and women's sizes).

**Safety boots**
Lace up, steel toe cap and mid-sole protection.

**See the PTS handbook for full details. If you have any questions, please talk to your workplace HSE advisor.**

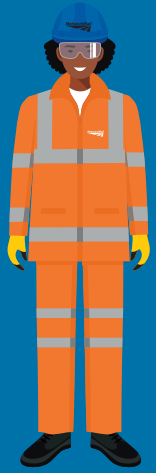
# Plan your approach

A ‘safety leader’ does not have to be an expert to have a good safety conversation. And it’s not about ‘checking up on people’.

Setting the tone, asking good questions and listening are the keys to ‘talking safety’.

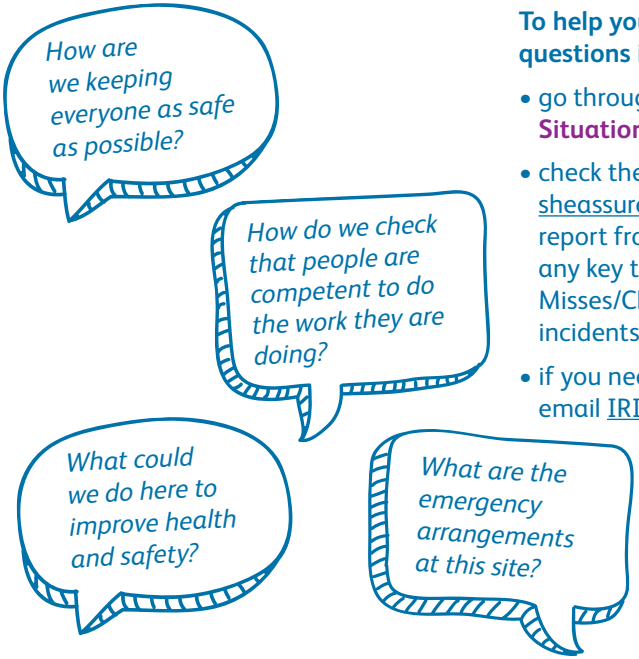
The best way to approach your visit is as a fellow human being, talking to others as you would like to be spoken to.

For much more about how to set the tone and have great conversations, see the **During the visit** section.



# Plan your questions

Your questions don't need to be technical. In fact, obvious or 'naive' questions are sometimes the best ones to ask. Be conversational, be curious, be human, be authentic. Use open questions that can't be answered with a simple 'yes' or 'no', like these ...




**To help you think about your questions in advance:**

- go through the **Locations** and **Situations** sections in this guide
- check the main IRIS system on sheassure.net/networkrail/ to get the report from the last visit and to find any key themes from recent Near Misses/Close Calls or other safety incidents at this location
- if you need help to log-in, please email IRIS@networkrail.co.uk.

# Final check

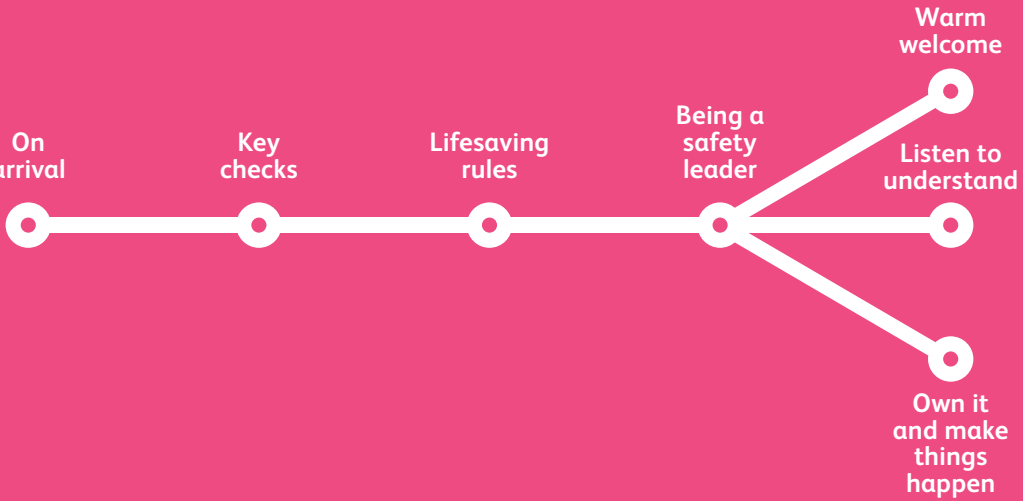
**Make sure you're fully prepared before you head out**

- [ ] Know who and what you are going to see. Make sure you are expected.
- [ ] Know who will be accompanying you.
- [ ] Have you thought through your approach and got some questions ready?
- [ ] Know the rules of the environment (such as no phones in a signalling centre).
- [ ] Know what safety briefing to expect.
- [ ] Know what to do in the event of an emergency.
- [ ] Plan your journey to get there in good time.
- [ ] Check you have the correct PPE and give yourself time to change, so you arrive wearing it (even if the site rules allow access without it).
- [ ] Take your Network Rail identification with you.
- [ ] Take your Track Visitor Permit (TVP) with you, if required.
- [ ] Don't cancel at the last minute.
- [ ] Bring biscuits or cake (this will help to break the ice and always goes down well!).

# Notes

# During the visit

# Your journey during the visit



# On arrival

- Arrive on time (or early if you can) and wearing the correct PPE.
- Fill in the visitor forms.
- Be ready with your TVP for Sentinel checks and swiping in and out.

**Ensure you get your safety briefing before going anywhere!**

- On any visit or tour, there should always be a safety briefing/ induction when you enter a vehicle, building, office, depot or worksite.
- This will tell you what to expect and what to watch out for, such as equipment and exclusion zones.
- Pay special attention to track-side safety briefs.
- If something is not totally clear, ask for it to be repeated or explained.

# Key checks

- Say how much time you have and ask your guide or host to keep you on schedule.
- Ask to see the medical kit and defibrillator.
- Know what you need to do in an emergency. Ask if you are in any doubt.
- Always ask for permission to take any photographs. (Remember the use of phones is restricted in many locations and situations.)
- COVID – please check current guidelines on the Sentinel site.
- Make sure you know and follow the **Lifesaving Rules**.

# Network Rail's Lifesaving Rules

## Working responsibly

Always be sure the required plans and permits are in place, before you start a job or go on or near the line.

Always use equipment that is fit for its intended purpose.

Never undertake any job unless you have been trained and assessed as competent.

Never work or drive while under the influence of drugs or alcohol.

## Driving

Never use a hand-held or hands-free phone, or programme any other mobile device, while driving.

Always obey the speed limit and wear a seat belt.

## Working with electricity

Always test before applying earths or straps.

Never assume equipment is isolated. Always test before touch.

## Working at height

Always use a safety harness when working at height, unless other protection is in place.

## Working with moving equipment

Never enter the agreed exclusion zone, unless directed to by the person in charge.

**For more information about our Lifesaving Rules go to safety.networkrail.co.uk/safety/safety-vision-and-lifesaving-rules**

# Being a safety leader

As well as knowing **what** to do, knowing **how** to do it is even more important. This is not a tick box exercise. It's about connecting with our front-line colleagues so they can help us to improve safety and, therefore, the service we give to our passengers and customers.

Remember, the people best qualified to work out how to do a job safely are probably the ones doing the job.

Your role is not to judge or audit, but to encourage and support colleagues to speak directly and honestly, without fear of repercussions.

**Your approach will have a big impact. Our Safe Service actions can help …**

| The Safe Service actions define what safe service looks like across our organisation: | | They also provide an essential framework for safety conversations, like this: |
|---|---|---|
|  | **Warm welcome** | Being friendly and making a positive first impression will result in better safety conversations. |
|  | **Listen to understand** | Listening shows that we value others, builds trust and enables honesty, so we will learn more. |
|  | **Own it and make things happen** | Following up and taking action will show that every safety conversation makes a difference. |

# First impressions

- Connect on a personal level from the start. Be you, not your role or title.
- Introduce yourself, by your first name, and say where you work.
- Ask the person's name – thank them for meeting you.
- Offer to make the tea and bring out the biscuits or cake! (Or go to lunch with the crew.)
- Look out for things such as a football team mug, a family photo or a picture of a pet, and use these to make conversation.

# Breaking the ice

- Kick off with a positive message about what is being done well.
- Share something about yourself – maybe where you have worked in the railway industry.
- Invite them to tell you something about themselves.
- Ask them about the job they are doing and how long they have worked there.
- Tell them why this conversation is important for you – and for them. You can share a story that shows why you care about safety. Make it personal and relatable.
- Let them know you are here to learn, because the decisions you make will affect them and you want to get it right.
- Ask people if they have any immediate safety concerns.

# Use active listening

- Ask questions to open your safety conversation.
- Use ‘active’ listening and focus on the speaker.
- Let them finish before you talk.
- Acknowledge what you hear by repeating it back.
- Check you understand. Don’t take answers at face value. Ask more questions to be clear.

**The key is to ask and actively listen (not to show up as an expert in someone else’s domain).**

# Welcome and respect opinions

- Show that you're interested and that you care, but don't try to give advice or solve the problem there and then.
- Respect feelings and reactions – be authentic with your response.
- Allow people to approach you with issues or questions.
- Show respect throughout the conversation and the visit.
- If you're in a location where phones are permitted, don't keep checking your messages or take calls, unless it's absolutely essential.

**It's about being open-minded and not assuming anything, other than the positive intent of others. Just being curious about what someone says could reveal something very important.**

# Pick up on the vibe

- Try to get a sense of what's really going on. What's under the surface? Are people tired, frustrated, or upset? What's bugging them?
- Be conscious of the fear factor, there may be concerns about recriminations.
- Or maybe they don't believe anything will change, whatever you say.
- Take an interest, not just in safety, but in what could make their working lives better. Ask if the welfare facilities work. What are their vehicles like? Is their depot OK? Why is it cold in the office/cabin/box?
- Think a bit deeper. A colleague who tells you about their new baby could be losing sleep. Does their manager know and how is it being addressed? Are there family relationships in the team that could affect the dynamics?

# Look for both the details and the big picture

- Colleagues might tell you all about their problem area. Let them explain the issue from their point of view.
- But be wary of tunnel vision. Assess all the issues, as well as focussing on the immediate area of concern.
- Stand back and take a wide view. You might find something else far more worrying.

# Manage your response to difficult situations

- Never shout at someone or 'dress them down', especially in front of others.
- Take them to one side, in a safe place, so you can talk privately.
- Don't prejudge people. You need to believe that they are there to do a good job. If you listen, you may find another reason for inappropriate behaviour.
- **But always speak up if something concerns you. Never walk away or ignore it.**
- Find a way of asking, challenging and discussing things in a polite, fair and balanced manner. For example, perhaps you feel at risk because you are crossing open lines. Say that you feel unsafe and ask to go to a safe place so you can talk about the situation.

# And last but not least

- Get your hands dirty! Offer to muck in whenever you can. Do something for thirty minutes that helps get the job done easier or quicker (if it's safe to do so). It will build trust and give you a different point of view.
- Ask if they are happy to give you their contact details so you can feedback and thank them later. Remember some may find this threatening or they may not have easy access to a work email.
- Use your common sense. If you see an oily rag that needs putting in the bin don't report it, do it yourself.
- Work with the team and **empower them**.
- Always role model safety in what you say and what you do.

# Notes

# Locations

# Locations

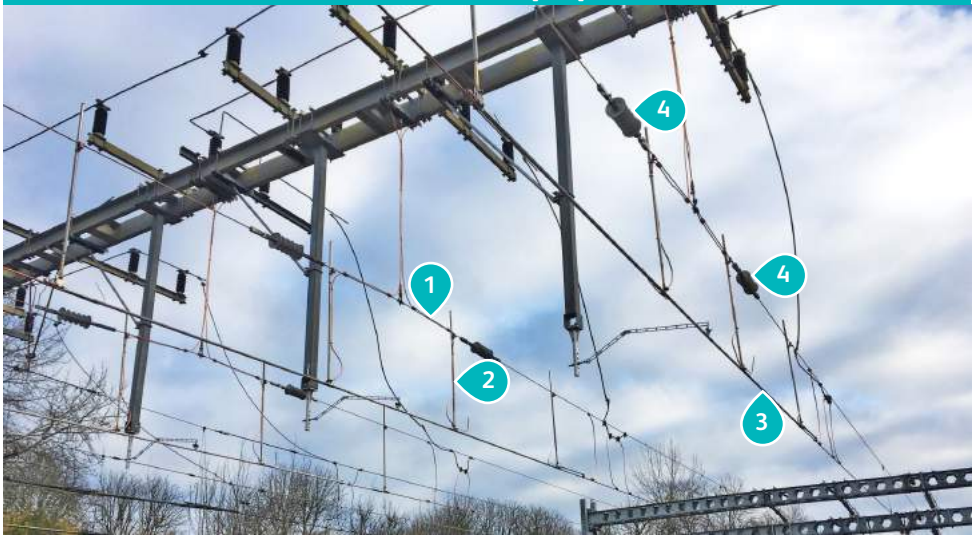

Trackside
Electrical power locations
Signal boxes and control centres
Depots, supply chain and logistics sites
Stations
Offices

# Introduction

Every site you visit across the business will be unique in some way and the following pages will give you examples of what to expect in different environments.

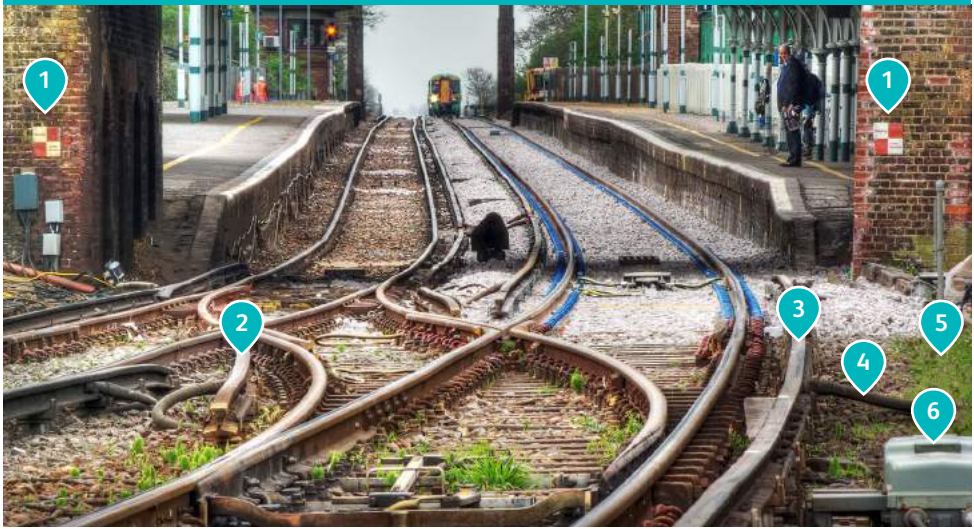
- Go through the locations that apply to your visit.
- Think about what you want to focus on and plan your questions.
- If there is anything that you're not sure about, ask someone before your visit.
- **And remember you can check the jargon buster at safety.networkrail.co.uk for any terms you're not familiar with.**

# Trackside – overhead line equipment (OLE)




1. Catenary wire 2. Dropper 3. Contact wire 4. Insulators

# Trackside – third rail




1. Limited clearance 2. Live floater (750 volts) 3. Third rail (750 volts) 4. High voltage cable
5. Cess 6. Point machine

Trackside locations include overhead line equipment (OLE), third rail, points, level crossings, cuttings, tunnels and bridges.

These are very hazardous environments with trains, electricity and moving equipment. There is the risk of serious injury, death or significant asset damage.

To work safely we plan in advance to remove as much risk as possible. For example, by using maintenance trains to avoid possible train/person contact.

There should also be a Safe Work Pack, a Controller of Site Safety (COSS) and thorough briefings for everyone on site.

## Questions to ask

*Tell me about the safe system of work here and what protects us from trains.*

*Who planned the job today – how do we make sure the planning works for us now?*

*What did you learn from the safety briefing?*

*How was the sighting distance for the lookout calculated?*

*Do you have enough time to do the job safely?*

*When did you last 'Take 5'?*

# Electrical power locations


1. High voltage cables 2. Insulators 3. Switchgear cabinet

Electrical power distribution through feeder and switching stations involves colleagues working with high voltage electricity.

Even when the circuit is isolated, this can be highly dangerous and can result in fatalities or life changing injuries.

Access to these sites is restricted to competent people.

To work safely we always follow the Lifesaving Rules. Never assume an electrical cable is dead, be aware of the possibility of live equipment within the isolation limits.

Housing units should be closed and secured after any work is done.

## Questions to ask

# Signal boxes and control centres

Colchester Power Signal Box (PSB)

Signal boxes and control centres can range from wooden huts to large-scale rail operating centres (ROC) with the latest signalling and control technology. Colleagues manage the movement of trains and access to the track using safety critical communications.

Safe working depends on effective operating systems, ergonomic layouts and equipment, high levels of competence and concentration across the team and ensuring safety critical communications protocols are followed.

**Don't touch any equipment. Don't distract the operating staff. Wait until you are told it is OK to talk to them. Always make sure your mobile phone is off.**

## Questions to ask

*What works well here and what doesn't?*

*How do you stay focussed during your shift and what could help you to focus more?*

*What's it like to work alone in a signal box?*

*How does your shift pattern affect you?*

*What are the different challenges for the day versus the night shift?*

*Can you talk me through the safety critical communication you just had?*

*How do you operate the levers safely?*

# Depots, supply chain and logistics sites

Lengths of rail in storage at Eastleigh

Depots and other supply chain and logistics sites (including manufacturing and storage locations) are all complex work sites, usually alongside tracks and often with offices and yards.

These are very high-risk environments due to the use of equipment, machinery, tools and moving vehicles, plus the storage of supplies, like sleepers and ballast, and the presence of hazardous materials, such as chemicals, waste and, in some instances, asbestos.

Safety depends on being aware of and responding to the multiple hazards on site with effective organisation of all activities.

Security on and around the site is especially important, to control access and the movement of people, vehicles and machinery in order to prevent injury, accidents, damage, vandalism and theft.

## Questions to ask

*What are the biggest risks here in this facility?*

*What risk assessments do you do?*

*Can you talk me through the process and explain how you stay safe?*

*What machinery risks are here?*

*How are chemicals (or equipment) managed here?*

*What do you do to prevent equipment and scrap rail becoming a hazard?*

*How is kit moved around?*

# Stations


Waterloo

Stations are often crowded with people, who may also be highly distracted, rushed, tired or under the influence of alcohol.

Regular hazards include accidents at the train/platform interface as passengers get on and off, trips and falls on platforms, stairways and escalators (especially in bad weather conditions) plus injuries from the manual handling of luggage. There may also be critical situations such as a train collision or a terrorist incident.

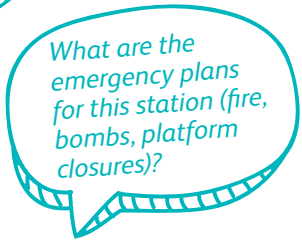
Keeping passengers and colleagues safe depends on predicting and responding to changing conditions, controlling the flow through the stations, being alert to any potential emergency and ensuring all colleagues are trained and competent.

## Questions to ask









# Offices

It's easy to underestimate safety risks in an office environment, as it can feel safe compared to other sites across the railway. However, everyone has a role and impact on safety, wherever they work.

Safety risks could be related to electrical items such as laptops or kitchen appliances, or to cleaning chemicals, manual handling, working at heights, poorly stacked supplies or obstructed walkways. There is also the hidden risk of fatigue and its impact on decision-making and driving, for example.

We keep safe in office environments by making safety a priority. We follow all the necessary policies such as portable applicance testing (PAT), display screen equipment (DES) assessments, using handrails on stairs and cleaning up spillages, for example.

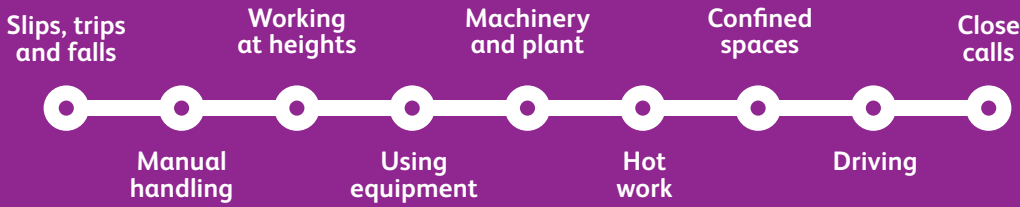
**We should all think about the impact of our actions and decisions on safety across the organisation.**

## Questions to ask

# Notes

# Situations

# Situations


Slips, trips and falls
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Close calls

# Introduction

Whatever location you are visiting, you should be aware of some safety critical situations that you may see and need to talk about.

- Go through the situations and think about which ones are likely to apply.
- Think about what you want to focus on and plan your questions.
- If there is anything that you're not sure about, ask someone before your visit.
- **And remember you can check the jargon buster at safety.networkrail.co.uk for any terms you're not familiar with.**

# Slips, trips and falls

Slips, trips and falls can happen anywhere. It can be easy to see this risk as less significant than the bigger risks that are often present. But a true safety culture means that no risk is too small to care about.

**We need to pay attention to what's around us and challenge each other to always work safely.**

**Keeping work areas tidy and clear of debris, and making Close Calls when necessary, can all reduce the risk. Ensure spillages are cleared up immediately.**

## Questions to ask




# Manual handling

Moving equipment from stores, into and out of vehicles, onto trollies and onto site can involve manual handling. People also regularly lift loads in offices.

Serious long-term or life changing injuries can happen if items are dropped, or they can result from the strain of lifting and twisting.

**We plan to avoid manual handling by using lifting equipment, where possible. When manual handling can't be avoided, the lift must be assessed, co-ordinated and trip hazards removed.**

## Questions to ask

# Working at heights

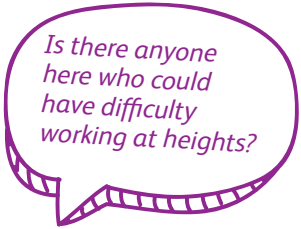
The most obvious risks are falling or slipping. In addition, colleagues can feel dizzy or unwell (through tiredness, lack of food or drink or medical conditions) or they can be struck by falling equipment when working below. Working close to overhead power lines has added risks.

**To work safely, we use scaffolding or a mobile work platform, a safety harness and secure any tools. We create an exclusion zone below and ensure three points of contact when using a ladder.**

## Questions to ask








# Using equipment

The safety of many jobs depends on using the right equipment in the right way.

All the correct tools need to be available for a job, such as lights for working as it gets dark, harnesses for heights, transport to move kit and the appropriate PPE.

**Safe working includes a Task Risk Control Sheet (TRCS) as part of the Safe Work Pack (SWP). Colleagues must know how to use the tools and be competent with them.**

**Training should be up to date for the kit being used and there should be annual Competency Conversations between the colleague and line manager.**

## Questions to ask





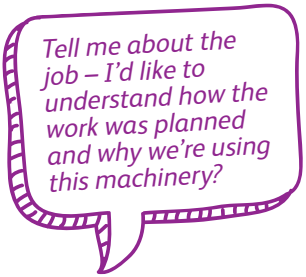

# Machinery and plant

Machines operate in many locations, including trackside and depots, to lift, dig, lay ballast and access overhead lines, for example.

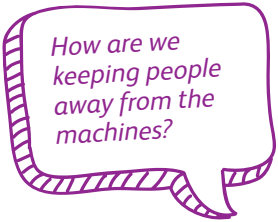
Risks include travelling machinery, moving parts and entering the exclusion zone around the machine. There may be high levels of noise or dust and additional danger from OLE.

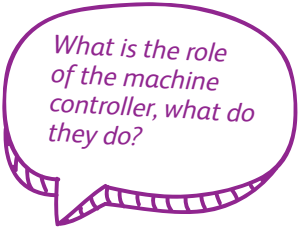
**Safe practice includes trained, competent operators, a Machine Controller (to observe and maintain safety), an exclusion zone around the machinery, effective two-way communication (such as radio) and a thorough brief for everyone working in the area.**

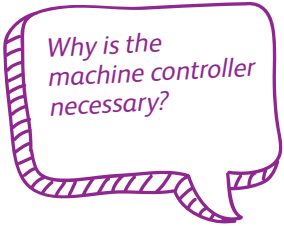
## Questions to ask





# Hot work

Hot work includes arc welding, thermit rail welds and rail grinding. Hazards are associated with the use of chemicals and gases, manual handling, high temperatures and hand arm vibration.

**As with other equipment, safe working involves using the correct tools for the job, by fully trained and competent colleagues.**

**The length of time a tool is used may need to be limited, to reduce the risk of hand arm vibration syndrome (HAVS).**

**There should also be safety procedures for the use of gas and chemicals and additional PPE such as visors and masks.**

## Questions to ask

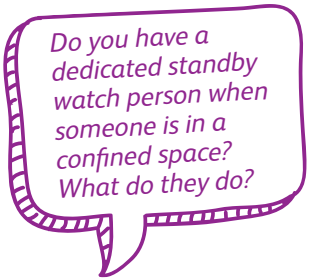
# Confined spaces

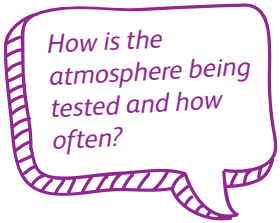
Confined spaces could include pipes, tunnels, pits or storage areas, as well as working under, beside or on top of something.

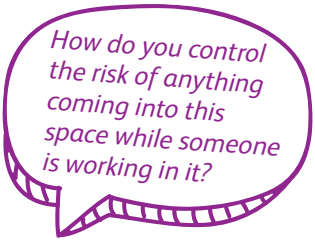
Restricted access and limited workspace could lead to injuries, including from something coming into a space without an accessible refuge area. Other potential risks include a lack of oxygen, the presence of fumes, or liquids or solids flooding the space.

**Entering and working in confined spaces should be avoided when possible. If not, there should be a clear Safe System of Work in place, with an emergency response plan, before work is started. Anyone working in a confined space needs the right tools, training and PPE.**

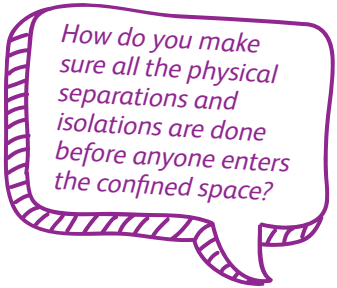
## Questions to ask

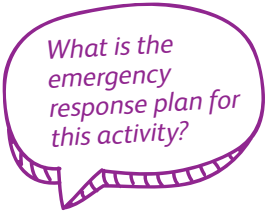







# Driving

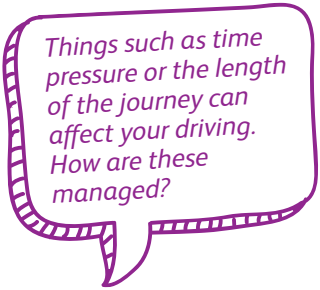

Safety while driving is affected by skill, speed, focus, road and traffic conditions, the actions of other drivers, fatigue, the use of seatbelts, the condition of the vehicle and how items are stored and transported in it.

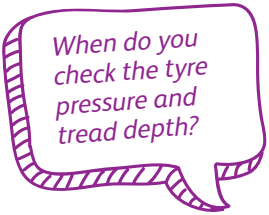
**To reduce the risks, our vans are fitted with a speed warning system with an audible and visual alert. Vehicles must be maintained and loads secured.**

**We need to be realistic about journey times and should share the driving when possible. We never use mobile phones while driving.**

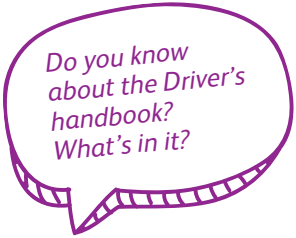
## Questions to ask







# Close calls

Close Calls are anything that could cause harm or damage to a person, the environment, the railway infrastructure, plant, vehicles, tools or equipment.

Close Call Responsible Managers take action and provide feedback to the person who raised the Close Call. Everyone should have an active role in closing out Close Calls, if it's safe and possible to do so.

**They must always be reported so we can identify the early warning signs of potential accidents or incidents.**

## Questions to ask

*How do you think Close Calls can help us to be safer?*

*Can you tell me about a time when you challenged unsafe behaviour?*

*What happened as a result?*

*What do you do to rectify unsafe situations yourselves?*

*How do you take an active role in closing out Close Calls?*

**To report Close Calls**

- **Phone: 01908 723500**
- **Use the Network Rail Close Call mobile app**
- **Email using the form on MyConnect**

# Notes

# Follow up

# Your journey to follow up

# Closing the visit

## With colleagues

- Say thank you to the people you've met.
- Give feedback directly to the colleagues.
- Appreciate and recognise good practice.
- Say what you will do to address their concerns but also talk about what they can do for themselves.
- Check you know how to get in touch with them again.

## With the senior/line manager

- Say what you saw and heard.
- Praise what was good.
- Suggest one thing they can look at improving.
- Find one or two things that you can help them with.
- Only make commitments you can keep.

# Recording your visit

**It's vital we all record our visits on IRIS to make each visit even more effective by:**

- identifying which locations are visited and which are not, so we don't overload certain sites
- reviewing previous safety conversations, especially to see what actions were logged and whether they were followed up
- tracking whether some regions or teams need support to have safety conversations more frequently or effectively.

**In addition, recording each visit adds vital intelligence and evidence to our overall understanding of what's happening across the organisation, so we can:**

- identify the key issues and find common themes that we need to focus on
- ensure action is taken
- show how safety conversations make a difference.

**So, please log your safety conversations on IRIS.** https://sheassure.net/networkrail/. If you need help to log-in, please email IRIS@networkrail.co.uk

# Taking action

- Write to thank the site team that you met. Give praise and recognition whenever you can.
- Don't try to solve problems yourself. Work with the team and empower them. Ask how you can support them to own it and make things happen themselves.
- Only take on something if you can follow through and finish.
- Make repeat visits to build relationships and share improvements. It's better to visit the same sites two or three times than go to as many as possible. It's about depth rather than breadth.
- But don't turn a repeat visit into a 'follow up audit'.

- Follow through on any commitments you made and do it promptly.
- Look to share your learning from every safety conversation and visit, to make business wide improvements.
- Show how the visit or conversation has helped others to learn and improve safety elsewhere.
- Remember, our aim is **Everyone Home Safe Every Day.**

*"Leaders are more powerful role models when they learn, than when they teach."*

Rosabeth Moss Kantor, Harvard Professor

# Notes

**We'd love to hear your safety conversation stories!**

**Post them on Yammer in the All Company and Track Worker Safety Task Force groups.**

**#safety**

**#talksafety**

High-res version available on request if required. Please email internalcommunications@networkrail.co.uk