

Be safe

*Your guide to safety and
our Lifesaving Rules*




everyone
home safe
every day

Safety

Our Vision

Everyone Home Safe Every Day

Our Belief

Outstanding safety performance and outstanding business performance go hand in hand

Our Personal Commitments

Safety is a core value and key to our success. Whether you are an employee, contractor or subcontractor, by delivering on our commitments we will achieve outstanding performance. This is how we will deliver a better railway for a better Britain.

- Safe behaviour is a requirement of working for Network Rail
- We will always comply with our Lifesaving Rules
- We will plan work to ensure it can be done safely
- Our work environments will be tidy – and we will leave them tidy when we've finished
- We will ensure people have the skills and equipment required to work safely
- We will stop work if it cannot be done safely
- We will personally intervene if we feel a situation or behaviour might be unsafe
- We will use Close Calls to report unsafe behaviours and conditions
- We will use our Fair Culture principles to investigate incidents and learn lessons to prevent them occurring again
- We will relentlessly strive to find new ways to keep ourselves, colleagues, passengers and the public safe
- We will design, construct, inspect, operate and maintain the railway to keep everyone safe
- Safety leadership is key to how we assess our people's performance and readiness for progression

Our Lifesaving Rules

Safe behaviour is a requirement of working for Network Rail. These Rules are in place to keep us safe and must never be broken. We will all personally intervene if we feel a situation or behaviour might be unsafe.

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.

Working with electricity



Always test before applying earths or straps.



Never assume equipment is isolated – always test before touch.

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 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.

**We will always comply with our Lifesaving Rules.
If in doubt, ask.**

For more information about our Lifesaving Rules, go to safety.networkrail.co.uk/LSR


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Safety: we are all responsible

As we strive to be one of the most admired companies in Britain, we must always remember that the safety of colleagues, passengers and members of the public is critical to our success. *Everyone home safe every day* is both our vision and fundamental to our business performance.

We aim to eliminate all fatalities and major injuries. Complying with our **Lifesaving Rules** every day will help us reach this goal. Whether we work on the track, in an office or on a construction site, we must always comply with the Lifesaving Rules. They're simple, they're comprehensive and they're not optional. You'll find them on the previous page of this guide. Please take time to read them.

The Lifesaving Rules are supported by our **Fair Culture** principles. These allow us to identify why rules may have been breached and make sure the consequences of any breach are fair and proportionate. The Fair Culture principles also help us understand where there may be underlying problems in our business which, if we solve, will make working safer for all of us.





If we see someone breaching a Lifesaving Rule, or feel a situation or behaviour might be unsafe, it's our responsibility to personally intervene. If we don't, a colleague may be hurt. Action is essential to creating a safer work environment.

Even if we're unable to intervene in a situation at the time, we have an obligation to report our concerns. By doing so, we help to prevent future injuries. The **Close Calls** system is there to help you. There are more details on how to use the system on pages 8 & 9. It's important to remember when you report a Close Call that the company will fully support you.

Safe behaviour is a requirement of working for and with Network Rail. The information in this booklet will help all of us to look after ourselves and our colleagues and work safely every day.

A handwritten signature in black ink, appearing to read "Mark Carne".

Mark Carne
Chief Executive





Everyone home safe every day

Safety is at the heart of everything we do.

Our Lifesaving Rules cover the main causes of fatalities and life-changing injuries. If the rules had been in place and followed over the last 10 years, we believe that up to 20 lives may have been saved.

If you're ever asked to break or ignore any of the rules, you should say no. We must always challenge unsafe situations and behaviours – and be prepared to be challenged by others. Our Worksafe procedure empowers everyone to challenge where work or behaviour is believed to be unsafe.

Unsafe working also impacts performance, both personally and for the whole of Network Rail. Outstanding safety performance means getting it right first time, fewer stoppages and delays, better operational performance, and better productivity. It benefits you, your work colleagues and Network Rail.

Learning from our mistakes today and continually improving the way we work will help us to deliver safety and performance in the future.





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👉 *That last call I took – it was about a line blockage and I struggled to understand him. I really had to help him make himself clear about what he was asking for – and repeat back the critical details* 👉

👉 *Maybe we should Close Call it to raise the issue – there must be other signallers having the same problems?* 👉

👉 *That's a good idea – it could help to make sure our communications training is emphasised* 👉



What do the Rules mean to me?

Our Lifesaving Rules allow us to:

- Challenge unsafe behaviour or requests
- Help others to follow the Lifesaving Rules
- Share safety concerns and lessons learnt.

Doing all of these things means we identify risk earlier, deal with it sooner and create a safer, more effective work place.

Each of us is responsible for following the rules and accountable for the consequences if we don't.

While we always aim to plan safe work and make sure people have the right skills and equipment to get it done correctly first time, we must personally intervene and challenge if we think a situation or behaviour is unsafe.

Our Worksafe procedure allows you to stop work if you feel it is unsafe, and report the issue to the responsible manager or person in charge for investigation, review and action. The Worksafe procedure flowchart, inserted in a pocket at the back of this book, gives further information on the formal process.



“ So how do you think we could do this job more safely? ”

“ Well, if we used technology better, it would save us going on the track to start with ”

“ Planning and delivering safe work will help with that. ”



Reporting Close Calls

You should make a Close Call whenever you see or experience unsafe work or behaviour, even if no one was hurt and nothing was damaged. It's only by reporting Close Calls that we can learn and improve.

What is a Close Call?

A Close Call could be anything from an unfastened seat belt to a badly insulated power tool; from a loose carpet tile to not wearing the right PPE or footwear. Close Calls don't just happen on track or on site, they can be in the office or while driving.

What should I do?

- First, you should take action to remove or reduce the hazard and/or risk and make the situation safe
- Even if you've dealt with the situation, you should report the Close Call

- The responsible manager will follow up the Close Call and use the system to report back on the action they have taken.

Report unsafe acts as well as unsafe conditions

The growing numbers of Close Calls we receive are mostly about unsafe conditions. But unsafe working conditions are often the result of unsafe behaviours or acts.

For instance, if a site is left untidy, did we plan in enough time to clear it on completion of the works? We need to report unsafe decisions and acts, not just unsafe working conditions.

It's up to each one of us to use the system, as we continue to improve it.



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We will use Close Calls to report unsafe behaviours and conditions



Download

The Close Call App from the Network Rail App Catalogue



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‘ We keep on having to remove this stuff so we don’t trip over it! ’

‘ Yeah – I need to speak to the person who leaves it there. They obviously don’t realise the impact it has ’

‘ I’ll report it as a Close Call ’



When there's a safety incident

Most rule breaks and safety incidents are honest mistakes. You'll see from the Establishing a cause flowchart and Consequences matrix that the vast majority result in training and coaching support.

There will be times when people choose not to comply with our rules, potentially placing others at risk. This is when the consequences could be more serious.

It's important that we investigate and learn from every safety incident, including Lifesaving Rule breaches. It's also important that people are treated fairly and supported so we can establish the causes and prevent similar incidents from happening again.

Our Fair Culture principles

Our Fair Culture principles and the Fair Culture tools we use during a safety investigation were developed in collaboration with our Trade Union partners and contractor colleagues.

The principles are in place to make sure we understand the behaviours that underpin compliance with the Lifesaving Rules.

They were specifically developed to:

- Support open and honest safety discussions
- Encourage and support reporting
- Make sure processes and consequences are applied consistently to Rule breaches
- Be certain that Rule breaches are investigated fairly and transparently, with TU involvement.

Investigating a safety incident

Our Fair Culture flowchart process is in place to make sure that everyone is treated fairly and consistently following a safety incident. Line managers, investigators and independent panels will use it to review all alleged Lifesaving Rule breaches and safety incidents.





“ It was just one thing after another on the night and it all went horribly wrong. I should have stopped the job and I thought I was in for the sack. But they wanted to understand how it had happened ”



We're all safety leaders

Strong leadership and the belief that outstanding safety and business performance go hand in hand are at the heart of our vision *Everyone home safe every day*.

What does this mean?

Sometimes, making it real can be a challenge, especially when our safety standards seem to compete with the need to get the job done on time and on budget.

We need to remember, when it comes to safety, that we are all leaders. We all need to believe and demonstrate through our actions that safety and performance go hand in hand. Only then will it become a reality for everyone.

How can I make this happen?

- We can start with the basics. Our work environment should be tidy and we should leave a site tidy when work is finished
- We can innovate and use technology to improve the way we plan, undertake and complete our work
- We must always comply with the Lifesaving Rules
- We can play our part in continuous improvement by taking personal responsibility for doing a better job tomorrow than we did today.

These simple steps will help to make outstanding safety and outstanding performance a reality for all of us.



We will relentlessly strive to find new ways to keep ourselves, colleagues, passengers and the public safe



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“ I saw someone slip over just outside the ladies yesterday – I felt really embarrassed for them ”

“ Feeling embarrassed won't stop it happening again. What's the best way to report that? ”



The expectations

You should expect your manager or leader to:

- Help you to be safe, by having open and honest safety conversations
- Set and maintain the minimum standards of safe behaviour
- Respect and support you in reporting concerns and Close Calls
- Investigate incidents with an open mind, looking for all of the causes and not automatically blaming individuals
- Resolve Close Calls and provide feedback and learnings so that we can all continue to improve
- Always apply the principles of Fair Culture.

Your manager should expect you to:

- Take responsibility for working safely and raising concerns immediately
- Stop work if it feels unsafe
- Close Call unsafe acts, as well as unsafe conditions
- Intervene if you see someone about to break the rules or act unsafely
- Take responsibility for being 'fit for work'.



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“ When I get up in the morning, I do think about whether I’m fit for work, fit to drive. Then, when I get here, I plan what I need for the day. So I suppose this ‘working responsibly’ is what I do after all ”

“ I wonder how I can apply the rules to my day to day life ”





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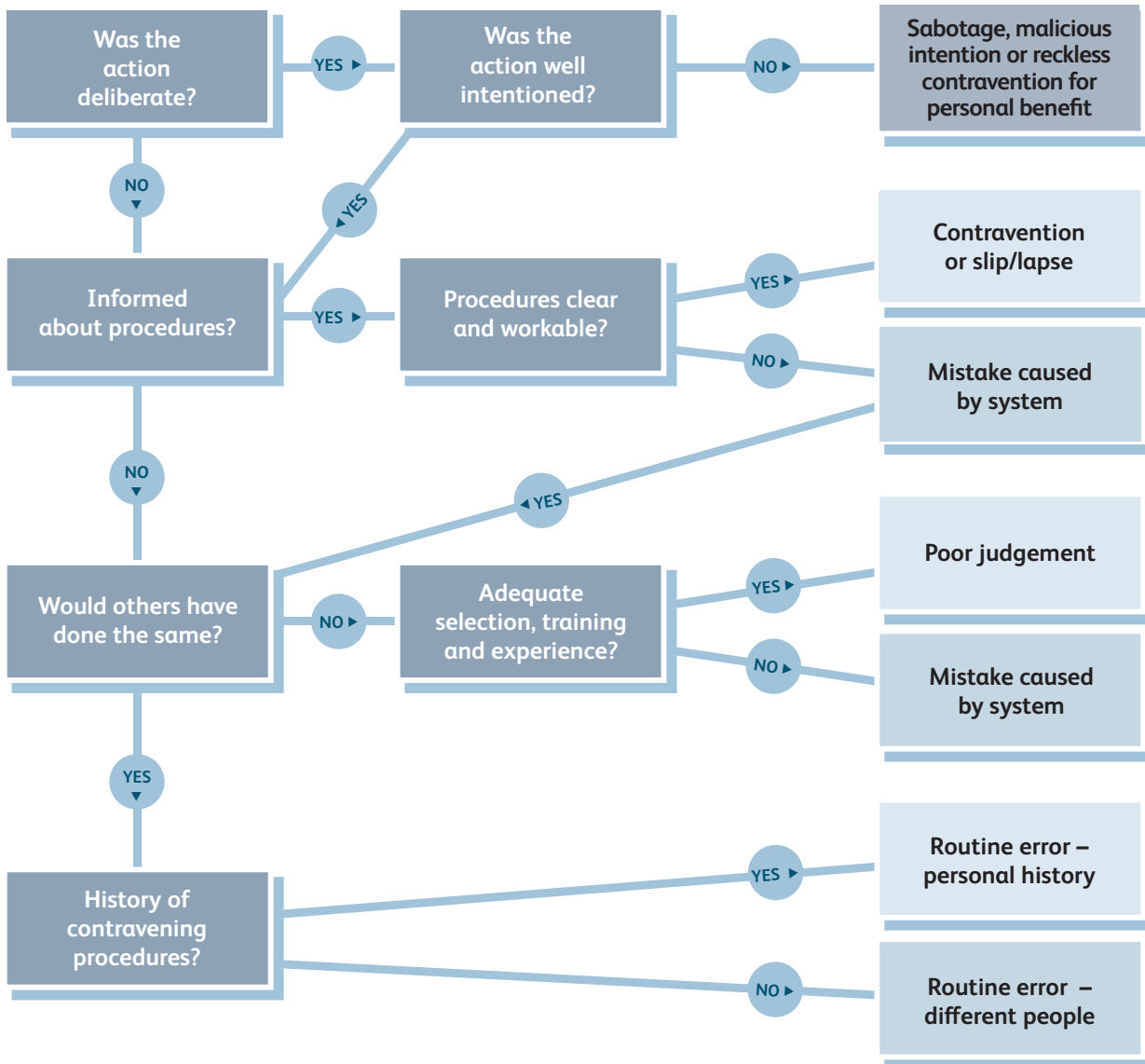
Establishing a cause

Flowchart



Establishing a cause

This chart shows how we assess any breaches of the Rules, establish one of the causes for those breaches and respond fairly.



Now determine the actions required using the consequences matrix.

Consequences matrix



Consequences matrix

The line manager will use this matrix to determine appropriate consequences for breaches based on the investigation findings.

Behaviour	Description	Action relating to individual/s directly involved	Action relating to manager of individual/s
Reckless contravention for personal benefit	The person thought it was better for them personally to risk safety standards and do it that way. They'll derive a personal benefit, e.g. they'll get a longer work break or be able to get away early.	Formal disciplinary procedure to commence.	Coaching conversation on how to manage Rule-breaking. If this type of violation has occurred before, a formal discussion must be held to explain the implications of condoning a violation or not taking action, and to set the required performance standard. As part of such a discussion, the reason for condoning unacceptable behaviour must be investigated, which will determine whether further action is required.
Sabotage or malicious intention	The person committing the violation did not think or care about the consequences. Gross negligence can be considered a part of this type of violation.	Formal disciplinary procedure to commence.	Managers coached to develop skills in objective, non-confrontational challenge. If this type of violation has occurred before, a formal discussion must be held to explain the implications of condoning a violation or not taking action, and to set the required performance standard. As part of such a discussion, the reason for condoning unacceptable behaviour must be investigated, which will determine whether further action is required.
Routine error – different people	Other people would have done or do it the same way. It has become the accepted way of working.	Whole team to benefit from coaching conversation on the importance of meeting the required standard or following the appropriate procedure.	Coaching conversation on how to manage 'Rule-breaking' together with team. If this type of violation has occurred before, a formal discussion must be held to explain the implications of condoning a violation or not taking action, and to set the required performance standard.
Mistake caused by system	The mistake was the result of inadequate information, training or support. Workload and equipment factors may also have contributed to this error.	Possible competence development/coaching conversation.	Coaching conversation on how to manage errors and ensure team is competent. Further investigation of workload and equipment issues.
Contravention	The person committing the violation thought it was better for the company to do it that way or considered the job couldn't be done if the procedures were followed. The violation was committed to improve performance or to please the supervisor.	Coaching conversation and encouragement on the need to speak up when Rules cannot be followed and to stop the job until it can be done safely.	Coaching conversation on how to manage this example of 'Rule-breaking', as well as how to support and encourage employees who speak up.
Routine error – personal history	It's not the first time that this type of error has been made by this person. Other people in similar situations do not make this error.	Assessment of fitness to work (abilities and suitability for this type of job). If appropriate, competence development and coaching. If not, consider assigning alternative, more appropriate type of work.	Coaching on fitness to work.
Poor judgement	The person demonstrates poor risk awareness and/or understanding of the impact their actions have.	Assessment of fitness to work (abilities and suitability for this type of job). If appropriate, competence development and coaching. If not, consider assigning alternative, more appropriate type of work.	Coaching on fitness to work.
Slips and lapses	Actions did not proceed as planned, e.g. something was done the wrong way, done twice or a step was forgotten.	Coaching conversation on how to spot, report and prevent errors.	Coaching conversation on how to manage errors. Identify alternative work methods that make better use of reminders, checklists and other job aids.

Worksafe procedure

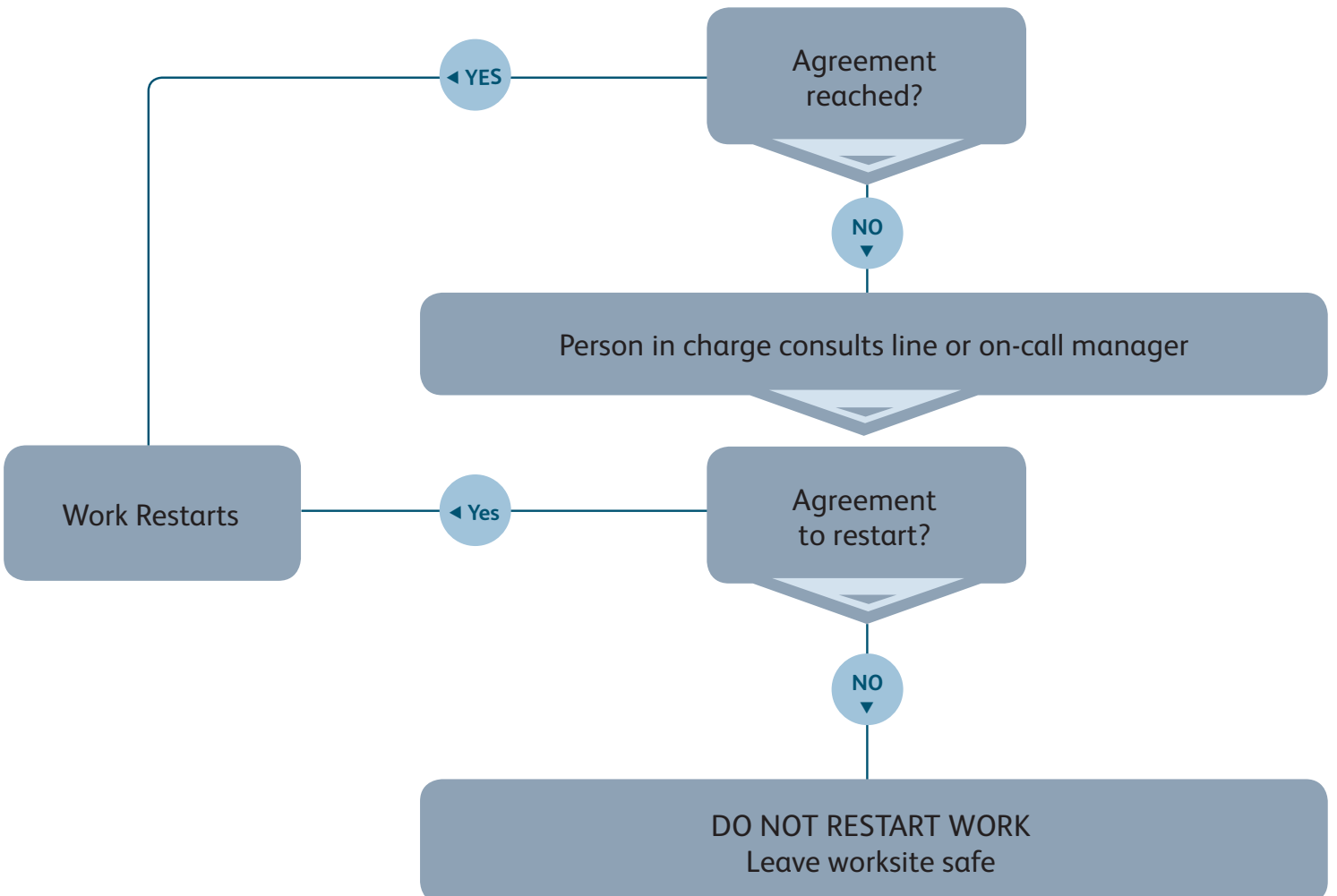


Worksafe procedure

Employee considers safety to be compromised and invokes the Worksafe Procedure

Employee ceases work; moves to a position of safety and reports to person in charge

Employee and Person in charge should review the safety arrangements and try to reach agreement on restart of work based on the review





Work-safe Procedure


This is for anyone to use, it works as follows:

- If you believe the Safety Arrangements to be inadequate:
 - Stop Work and talk to the Team Leader or person in charge; they should:
 - Review the arrangements
 - Change them if necessary and re-brief
- If you are still unhappy **DO NOT RESTART**; escalate to the next level by contacting one of the following:
 - Your Line Manager
 - Your Safety Rep
 - Any member of the management team
 - The DU Safety Advisor
 - Control
- Do not start work until you are satisfied that the safety arrangements are appropriate to the activity





Safety Vision Addendum



This addendum sits alongside our Safety Vision. It sets out the arrangements we have in place to achieve 'Everyone home safe every day'.

Our Safety Vision

Sets out our belief that safety and performance go hand in hand and our personal commitments to getting 'Everyone home safe every day'.

Our Safety Targets

Our safety strategy sets out our safety targets for the end of CP5:

- No serious workforce major injuries or fatalities
- 50% reduction in passenger risk
- Further 25% risk reduction in level crossing risk.

Our Responsibilities

Safe behaviour is a requirement of everyone who works with and for Network Rail.

- We expect every individual to comply with the Lifesaving Rules and emergency procedures, report unsafe acts and conditions and be 'fit for work'
- We expect leaders and managers to role model safety leadership by having open and honest safety conversations, always applying our principles of fair culture and acting supportively in resolving and learning from Close Calls, incidents and accidents.

Measuring Progress

We have robust planning, reporting, analysis and management systems in place to:

- Understand trends in safety-related accidents and incidents
- Continually improve our risk assessment processes, controls, policies and standards
- Investigate and learn from accidents and incidents so they don't happen again
- Share best safety practice across the business and industry for a joined-up approach
- Audit compliance with health and safety processes
- Identify and prepare for risks that might impact on future safety performance
- Meet our legal obligations to deliver a safer railway.

Stakeholder Collaboration

We recognise the value of working closely with our trade union, contractor, wider rail industry and community partners to:

- Protect everyone who works on our infrastructure from physical harm and longer term health risks
- Reduce the risks associated with misuse of our infrastructure as much as we reasonably can
- Protect passengers, public and vulnerable individuals, from harm at stations, level crossings and in transit
- Be considerate of our lineside neighbours when planning and delivering safety and performance improvements.



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Engaging with trade union safety representatives

Network Rail has an agreed procedure with the recognised trades unions that outlines where safety committees are to be formed and the role they are to perform.

Safety representatives do not have any specific legal duties or responsibilities which go beyond those of any other employee. Their role, independent of management, is laid down in the Safety Representatives and Safety Committees Regulations 1977 (aka “The Brown Book”) which gives them the most comprehensive legal rights of any other trade union representative, including the legal right to:

- Be consulted on matters affecting the health, safety or welfare of employees
- Represent employees in discussions with employer (and enforcing authorities) regarding health and safety matters
- Investigate and report potential hazards, accidents and dangerous occurrences in the workplace
- Carry out workplace inspections (and inspect relevant documentation if required)
- Paid time off as is necessary to attend planned and agreed safety meetings and relevant training courses



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A collaborative approach to health, safety & wellbeing

Managers/supervisors should aim to build positive and constructive relationships with recognised safety representatives. Wherever possible, they should work together to identify and solve health and safety problems, acknowledging that both unions and management have a valuable contribution to make.

The circumstances conducive to establishing this collaborative approach are based on:

- Mutual trust and respect for each others position
- Regular safety meetings, that value every contribution
- Emphasis on working together to find solutions and controls
- Carrying out joint workplace inspections where possible.

Remember: safety representatives are “protected from victimisation for any acts or omissions in the execution of their duties”: the law provides safety representatives with rights and not duties.

View the Trades Union Congress (TUC) guidance ‘Safety Representatives and Safety Committees’ (Brown Book) on the TUC website:
www.tuc.org.uk/sites/default/files/BrownBook2015.pdf



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