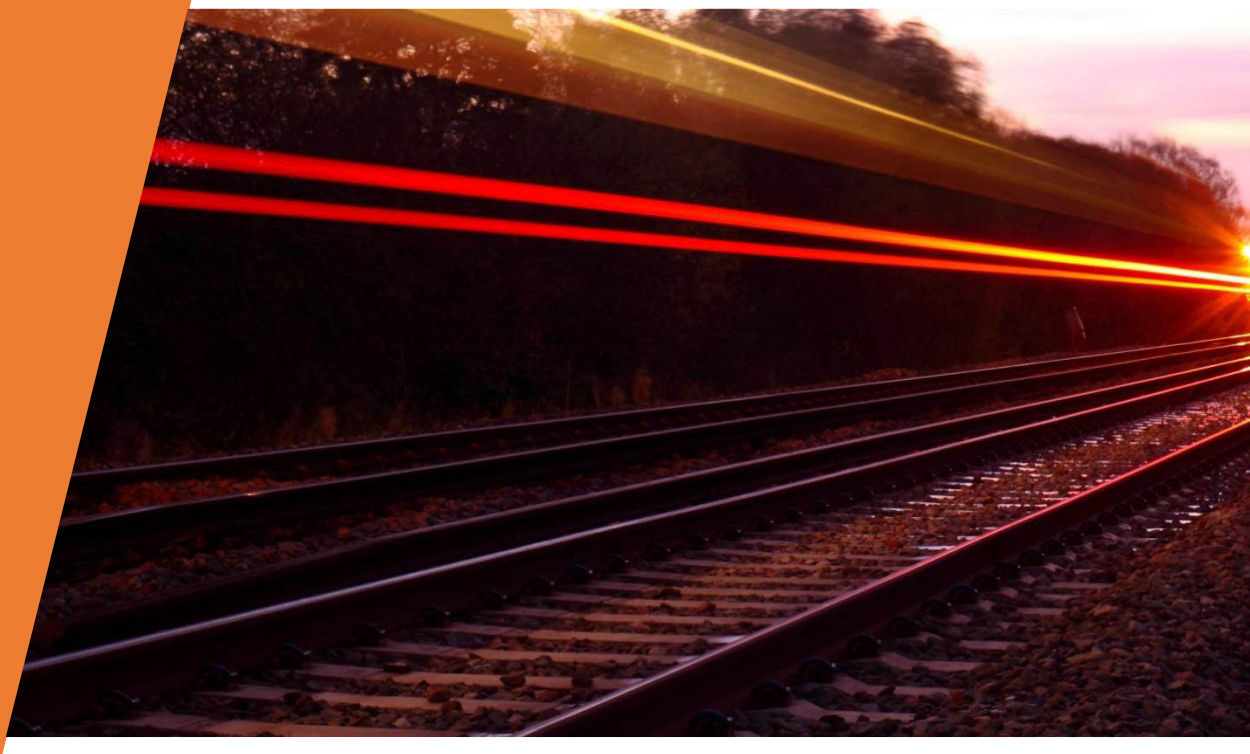
FASTLINE Training Services



Safe Work Leader

Revision Handbook

Version 1.0

Purpose

The purpose of this handbook is to offer guidance for candidates that are due to attend a Safe Work Leader course or refresher test. The information is aimed at all levels of Safe Work leader, information contained in this Handbook include extracts from various sources of information that will benefit anyone performing the duties of a Safe Work Leader or attending a training event.

Competence

The Safe Work Leader 1 course enables current Sentinel Tack Safety card holders, endorsed with COSS to perform Safe Work Leader duties on Network Rail Managed Infrastructure Projects. The duties of SWL 1 include, involvement at the planning stage of a task, implementing a safe system of work for one work group and managing hazards and risks on-site.

The Safe Work Leader 1 Refresher Test enables current Sentinel Tack Safety card holders, endorsed with COSS to continue performing Safe Work Leader duties on Network Rail Managed Infrastructure Projects. The duties of SWL 1 include, involvement at the planning stage of a task, implementing a safe system of work for one work group and managing hazards and risks on-site.

The Safe Work Leader 2 course enables current Sentinel Track Safety card holders, endorsed with COSS and ES to perform Safe Work Leader duties on Network Rail Managed Infrastructure Projects. The duties of SWL 2 include, involvement at the planning stage de-conflicting Safe Work Packs and managing hazards and risks within a worksite in a possession. The SWL 2 competence supersedes SWL 1 enabling you to perform both duties on different shifts if necessary.

The Safe Work Leader 2 Refresher Test enables current Sentinel Track Safety card holders, endorsed with COSS and ES to continue performing Safe Work Leader duties on Network Rail Managed Infrastructure Projects. The duties of SWL 2 include, involvement at the planning stage de-conflicting Safe Work Packs and managing hazards and risks within a worksite in a possession.

The Safe Work Manager Refresher Test enables current Sentinel Track Safety card holders endorsed with Personal Track Safety to continue performing Safe Work Manager duties on Network Rail Managed Infrastructure Projects. The duties of a SWM include, involvement at the planning stage de-conflicting Safe Work Packs for complex environments and managing hazards and risks within a worksite in a possession.

If you wish to book a training course at our centre in Rainham, Essex, Rm138EU, contact us:

Call: 0208 596 5121

Email: enquiries@fastlinetraining.co.uk

Book Online: http://www.fastlinetraining.co.uk/courses/courses/safe-work-leader-1/

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Delegate Handout

Core 019 standard overview

Responsible Manager

Planner

Person in charge

The Responsible Manager identifies work to be undertaken, appoints the Planner and the person in charge, giving them suitable resources to produce the SWP.

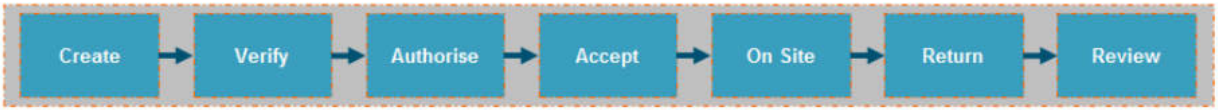
The Planner will create the SWP in conjunction with the person in charge. The person in charge will verify the SWP.

The Planner will review the SWP for amendments for future planning. Where a pack has not been returned, a record must be kept by the Responsible Manager.

The Responsible Manager must authorise the SWP. In doing so they are accepting that all operational, site and task risks have been mitigated.

The Responsible Manager will review the SWP and record the details as per local arrangements.

Delegate Handout –Module 2 - Planning and working in a possession (signing into a worksite)



Responsible Manager

Planner

Person in charge

The Responsible Manager identifies work that needs to be undertaken and appoints the Planner and the person in charge, giving them appropriate resources to produce the SWP including operational, task and site risk controls.

The Planner will create the SWP with appropriate involvement from the PIC to produce a SWP. This may include things such as, welfare arrangement, the amount of people required, tools needed, and the duration of the work.

The Planner shall apply for a worksite under possession using the possession planning system (PPS).

The person in charge will verify the SWP, at least one shift in advance of the work taking place.

The Responsible Manager must authorise the SWP at least one shift in advance of the work taking place. In doing so they are confirming that all operational, site and task risk controls have been appropriately identified and the following has been considered:

- Work content is understood by the person in charge
- Necessary competence within team to undertake task
- Task risk and any specific controls are suitable and sufficient
- The appropriate hierarchy of Safe System of Work has been selected
- Any additional specific controls identified
- The welfare facilities have been identified and are appropriate.

For cyclical and repeated tasks, the Responsible Manager must authorise the initial SWP to be implemented repeatedly for the following periods without further authorisation:

a) Twelve month period when the SWP uses protection (formerly green zone); and
b) Six month period when the SWP uses warning (formerly red zone).

The person in charge will accept the SWP details are still valid and the Responsible Manager has authorised the SWP for use at least one shift in advance of the work taking place.

Person in charge completes a final check of the SWP on site against the site conditions before implementation.

The Person in charge, when also acting as COSS will sign into the ES/SWL2 worksite before they commence any work (or the delegated COSS will sign into the ES/SWL2 worksite). The ES/SWL2 gives permission for the COSS to sign the RT3199.

Person in charge to conduct briefings including task and site risk controls. If acting as COSS they will also brief the operational risk controls. All required paperwork must be completed before work can begin.

The Person in charge, when also acting as COSS, will contact ES/SWL2 when work has been completed to confirm the line is clear and safe before signing out.

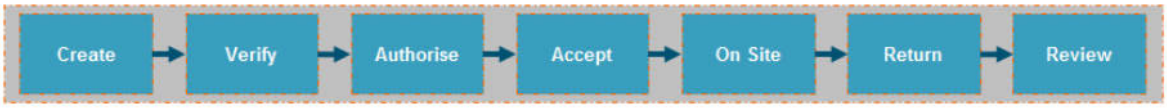
Person in charge will send the used or unused SWP to the Planner. Where a pack has not been returned by the person in charge a record must be kept by the Responsible Manager.

The Planner will review the SWP for amendments to support future planning.

Responsible Managers will review at least 10% of completed and implemented SWP, up to a maximum of 50 packs per period. However, the Responsible Manager must review all SWPs where there has been a change made on site.

Responsible Manager | Planner | Person in charge

Delegate Handout – Module 3 - Planning and working using protection arrangements



Responsible Manager | Planner | Person in charge

The Responsible Manager identifies work that needs to be undertaken and appoints the Planner and the person in charge, giving them suitable resources to produce the SWP including operational, task and site risk controls.

The Planner will create the SWP with appropriate involvement from the PIC to produce a SWP. This may include things such as, welfare arrangement, the amount of people required, tools needed, and the duration of the work.

The Planner will arrange for a line blockage application when required.

The person in charge will verify the SWP, at least one shift in advance of the work taking place.

The Responsible Manager must authorise the SWP at least one shift in advance of the work taking place. In doing so they are confirming that all operational, site and task risk controls have been appropriately identified and the following has been considered:

- Work content is understood by the person in charge
- Necessary competence within team to undertake task
- Task risk and any specific controls are suitable and sufficient
- The appropriate hierarchy of Safe System of Work has been selected
- Any additional specific controls identified
- The welfare facilities have been identified and are appropriate.

For cyclical and repeated tasks, the Responsible Manager must authorise the initial SWP which can then be implemented repeatedly for a twelve month period when the SWP uses protection arrangements (formerly known as green zone) without further authorisation.

The person in charge will accept the SWP details are still valid and the Responsible Manager has authorised the SWP for use at least one shift in advance of the work taking place.

Person in charge completes a final check of the SWP on site against the site conditions before implementation.

Person in charge to conduct briefings including task and site risk controls. If acting as COSS they will also brief the operational risk controls and if required and arrange the planned line blockage(s). All required paperwork must be completed before work can begin.

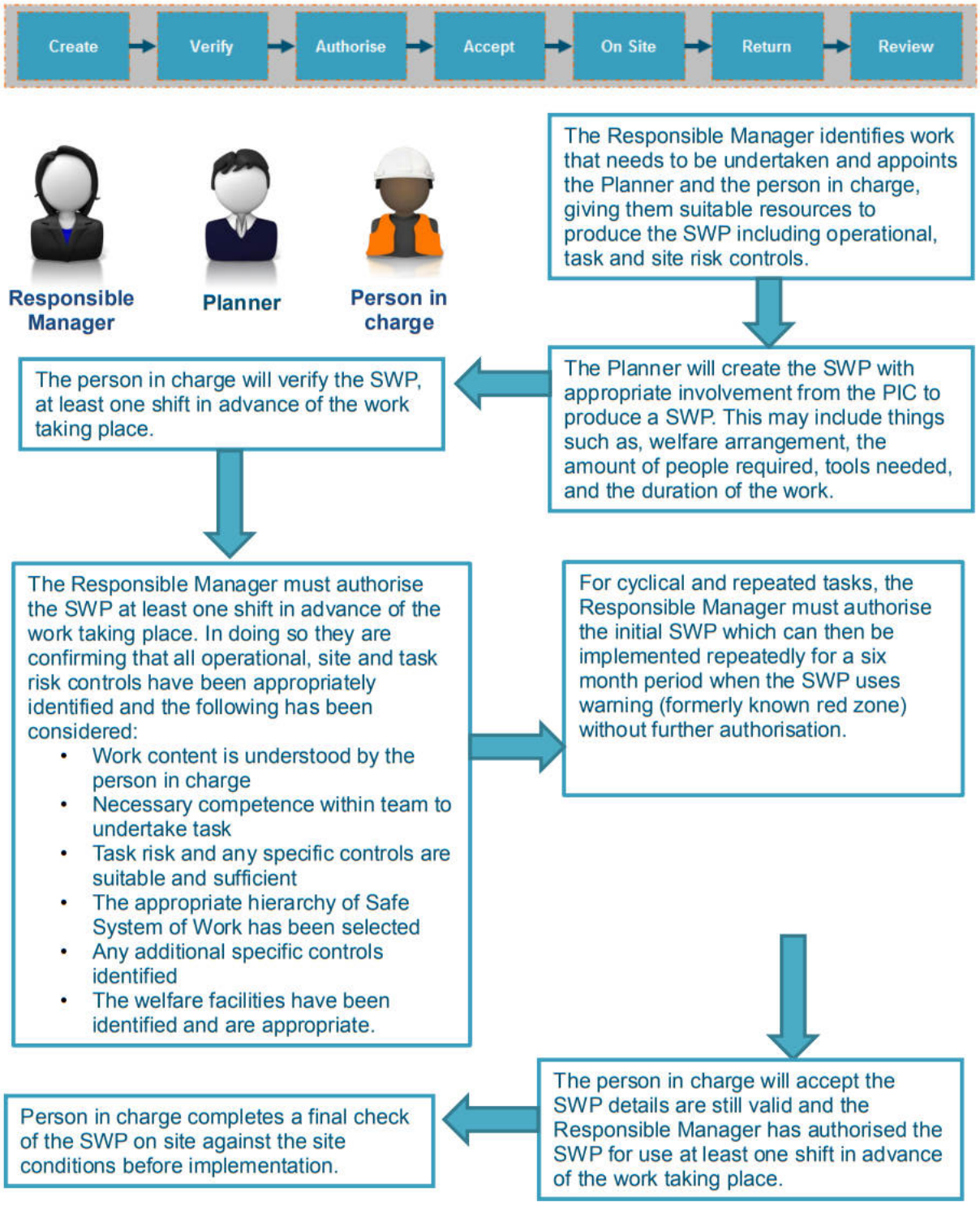
When work is complete, the person in charge shall check the work group is clear of the site and the line has been left in a safe state. They should make sure the line has been handed back to the Signaller where protection has been arranged.

Person in charge will send the used or unused SWP to the Planner. Where a pack has not been returned by the person in charge a record must be kept by the Responsible Manager.

The Planner will review the SWP for amendments to support future planning.

Responsible Managers will review at least 10% of completed and implemented SWP, up to a maximum of 50 packs per period. However, the Responsible Manager must review all SWPs where there has been a change made on site.

Delegate Handout – Module 4 - Planning and working using warning arrangements



Person in charge to conduct briefings including task and site risk controls. If acting as COSS they will also brief the operational risk controls. All required paperwork must be completed before work can begin.

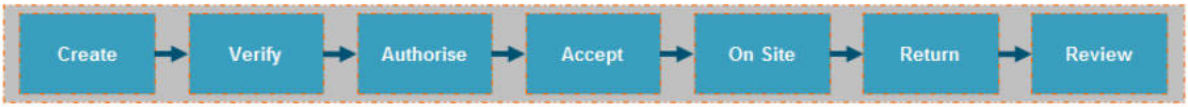
When work is complete, the person in charge shall check the work group is clear of the site and the line has been left in a safe state.

Person in charge will send the used or unused SWP to the Planner (or Responsible Manager where no planner exists). Where a pack has not been returned by the person in charge a record must be kept by the Responsible Manager.

The Planner will review the SWP for amendments to support future planning. If there is not a designated planner, then the Responsible Manager will carry out the review of the pack.

Responsible Managers will review at least 10% of completed and implemented SWP, up to a maximum of 50 packs per period. However, the Responsible Manager must review all SWPs where there has been a change made on site.

Delegate Handout – Module 2 - Planning and working in a possession (leading a worksite)



Responsible Manager | Planner | Person in charge

The Responsible Manager identifies work that needs to be undertaken and appoints the Planner and the person in charge, giving them appropriate resources to produce the SWP including operational, task and site risk controls.

The Planner will create the SWP with appropriate involvement from the PIC to produce a SWP. This may include things such as, welfare arrangement, the amount of people required, tools needed, and the duration of the work.

The Planner shall apply for a worksite under possession using the possession planning system (PPS).

The person in charge will verify the SWP, at least one shift in advance of the work taking place.

The Responsible Manager must authorise the SWP at least one shift in advance of the work taking place. In doing so they are confirming that all operational, site and task risk controls have been appropriately identified and the following has been considered:

- Work content is understood by the person in charge
- Necessary competence within team to undertake task
- Task risk and any specific controls are suitable and sufficient
- The appropriate hierarchy of Safe System of Work has been selected
- Any additional specific controls identified
- The welfare facilities have been identified and are appropriate.

For cyclical and repeated tasks, the Responsible Manager must authorise the initial SWP to be implemented repeatedly for the following periods without further authorisation:

a) Twelve month period when the SWP uses protection (formerly green zone); and
b) Six month period when the SWP uses warning (formerly red zone).

The person in charge will accept the SWP details are still valid and the Responsible Manager has authorised the SWP for use at least one shift in advance of the work taking place.

Person in charge completes a final check of the SWP on site against the site conditions before implementation.

Person In Charge will sign in all COSS's that are undertaking work within the worksite. The Person in Charge may also perform COSS duties if they are the Technical Expert for that work task. The SWL2 must countersign the RT3199 Form stating that they are also undertaking COSS duties.

Person in charge to conduct briefings including task and site risk controls. If acting as COSS they will also brief the operational risk controls. All required paperwork must be completed before work can begin.

Once work is completed the person in Charge must ensure that all COSS's have signed out and confirm that the line is clear and safe. If the SWL2 is also acting as COSS he/she must also countersign the RT3199 form.

Person in charge will send the used or unused SWP to the Planner. Where a pack has not been returned by the person in charge a record must be kept by the Responsible Manager.

The Planner will review the SWP for amendments to support future planning.

Responsible Managers will review at least 10% of completed and implemented SWP, up to a maximum of 50 packs per period. However, the Responsible Manager must review all SWPs where there has been a change made on site.

Responsible Manager | Planner | Person in charge

	Safe Work Pack minimum contents		Comment
Task / Site Risk Controls	a.	❑ SWP Validation Sheet	
	b.	❑ task risk information and controls required	e.g. task risk control sheets, work package plans or task briefing sheets
	c.	❑ site (location) risk information and controls required	e.g. ALO, runaway risk
	d.	❑ Permits, where applicable,	such as lifting plans, electrical, isolation, hot works, confined spaces
	e.	❑ welfare arrangements and their location	
Operational Risk Controls	f.	❑ part completed RT9909 Record of arrangements	
	g.	❑ part completed RT3181 form(s)	where blockage(s) of the line are part of the SSOW
	h.	❑ possession arrangements details, including protection/warning arrangements	
	j.	❑ safe access and egress information including walking to and from site	
	j.	❑ Sectional Appendix extracts	showing the relevant running lines, track layout and work location for the entire mileage for which the work group will be On or Near the Line;
	k.	❑ National Hazard Directory extracts	that are relevant to the work and location (these may be included on the RT9909 form);
	l.	❑ signalling or track diagrams where used;	
	m.	❑ emergency arrangements.	

	Safe System of Work	Type
1	Safeguarded site of work	Protection
2	Fenced site of work	Protection
3	Separated site of work	Protection
4	Warning systems – permanent	Warning
5	Warning systems – Train Operated Warning System (TOWS)	Warning
6	Warning systems – human activated equipment	Warning
7	Warning systems – portable	Warning
8	Lookout warning	Warning

Non-Technical Category	Skills
Situation awareness	Attention to detail Overall awareness Maintain concentration Retain information Anticipation of risk
Conscientiousness	Systematic and thorough approach Checking Positive attitude towards rules and procedures
Communication	Listening Clarity Assertiveness Sharing information
Planning and decision making	Effective decisions Thinking ahead Timely decisions Diagnosing and solving problems
Willingness and ability to learn	Maintain and develop skills and knowledge Recognising knowledge gaps
Relationships with people	Considering others needs Supporting others Treating others with respect Dealing with conflict or aggressive behaviour
Controlled under pressure	Calm under pressure Prioritising activities during pressurised situations
Multi-tasking ability	Prioritising activities Prepared and organised

Safe Work Leader - Be the leader!

What can the SWL do to promote effective team working?

- Be a role model in all you say and do
- Communicate clearly
- Listen
- Offer support and be helpful
- Give and receive constructive feedback
- Be honest
- Show trust and respect

"Together Everyone Achieves More"

- Assertiveness: Expressing your needs, wants, opinions, feelings and beliefs in a direct, honest, appropriate, responsible and adult way
- The aim of assertiveness is to satisfy the needs and wants of both parties involved in the situation.

Saying "No"

- **The affirmative statement:** Using yes to prepare them for what you are going to say, not to indicate that you agree with them
- **The softening statement**: Show you understand and recognise they may have a different perspective
- **Indicate the process:** Explain the process you used to arrive at your position
- **State reasons**: Give the reasons or justification for your position either in a straight forward way or giving a balanced view or pros and cons
- **Disagree:** Do not apologise or use tentative language here
- **Compromise:** Optional but is conditional on getting what you want

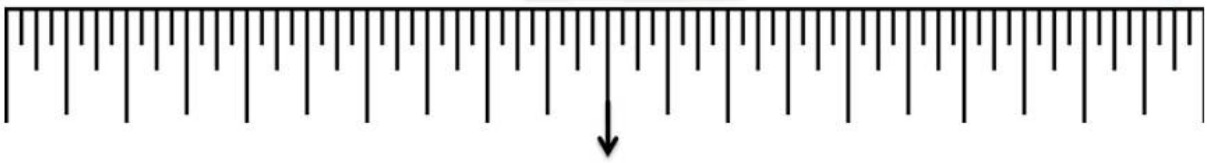
A Group is.....

A gathering of individuals with no common objectives, no clear communication and no common values

A Team is.....

Partners who share common values and objectives and want to reach the objective together. The team is usually connected by a leader

How do you communicate with others? Where are you on the scale?



Passive | Assertive | Aggressive

Passive
You lose & they win

- Can't say 'No'
- Are taken advantage of
- Get stepped on a lot
- Talk softly – don't stand up for their rights
- Do anything to avoid conflict
- Get resentful, but don't tell anyone
- Do whatever others ask, even if they don't agree or it's inconvenient

Expressing your needs, wants, opinions, feelings, beliefs in an apologetic, fearful & self-effacing way.
The aim of passivity is to avoid conflict & to please others.

Assertive
You win & they win

- Ask for what they want
- Are active, honest and direct
- Respect the right of others to have a different point of view
- Can say 'Yes' when they mean 'Yes' and 'No' when they mean 'No'.
- Can communicate clearly to others what they are feeling in a calm way.
- Do not let fear of conflict stop them from speaking.
- Feel good about themselves.

Expressing your needs, wants, opinions, feelings & beliefs in a direct, honest, appropriate, responsible & adult way.
The aim of assertiveness is to satisfy the needs & wants of both parties involved in the situation

Aggressive
You win & they lose

- Get their own way, no matter what
- Believe that 'winning' is everything
- Have a 'vice-like' handshake
- Don't care about another person's feelings
- Are loud, bossy and pushy
- React instantly
- Like to get 'even'
- Don't take full responsibility for their actions

Expressing your needs, wants & opinions in such a way that they violate the rights of others
The aim of aggression is to win, if necessary, at the expense of others.

'Saying No'

The affirmative statement: Using **'Yes'** to prepare them for what you are going to say, not to indicate that you agree with them.

The softening statement: Show you understand and recognise they may have a different perspective.

Indicate the process: Explain the process you used to arrive at your position.

State reasons: Give the reasons or justification for your position either in a straight forward way or giving a balanced view or pros and cons.

Disagree: Do not apologise or use tentative language here.

Compromise: Optional but is conditional on getting what you want.

Deliver an effective Site Safety Briefing

What makes a good briefing?

- Must be planned
- Must be professionally delivered
- Must be well received & understood
  - **Remember** – the audience can & will understand the message differently depending on experience or 'jargon' used.

"5 Steps to delivering an effective brief"

1. Plan the brief

- Check the facts, anything changed?
- Determine best place to deliver
- Always make time for the briefing

2. Know the audience

- Do you know them?
- What experience levels are in the group?
- What about the quiet one?

3. Strong delivery style

- Positive body language – stand up straight & face the group
- Tone of voice – don't mumble but don't SHOUT!

4. Use good questions

- They allow you to check understanding
- Ask questions throughout the brief and not just at the end
- Use open questions not closed ones

5. Be a leader

- You are a leader not a crowd pleaser!
- You are not their 'mate' for the duration of the brief.
- "Together everyone achieves more"

Assertive
You win & they win

SWP

- Does your SWP mirror the worksite environment & activity?
- What checks have you carried out to ensure that the resources available to complete the job are suitable?
- What could affect the SWP?
- How can you confirm your protection arrangements are suitable?

Environment

- What have you considered about the immediate weather conditions with regards to your work force?
  - Visibility, Snow, Ice, Sun, Wind, Rain & Lightening.
- Where the weather has changed how will this affect your track access/safe system of work?
  - Access, Egress (Slips, Trips & Falls - clearing of steps, walking routes), Work conditions (lookout, site wardens)
- How will the weather conditions affect the work involved i.e. hot weather working?
  - Buckles, misalignments & sagging wires (OHL)
- How have you set up your refueling point?
  - Fire extinguisher, first aid kit, Spill kit, funnel, Fuel container & distance from naked flame
- Have you briefed the COSHH risk assessment for any chemicals you're using?
  - Exposure time, required PPE & special requirements
- How have you set up your rotation for assigned tasks?
  - Lookout/site warden rotation, HAVS exposure
- If you are working in an SSI, endangered/protected species, area, what considerations have you considered?
  - Protected trees/plants (checked register), Endangered animals/birds/bats
- What must you consider when doing vegetation clearance with regards to Japanese knotweed, Giant hogweed?
  - Exclusion zones,

Access/Worksite

- When & why do you check your workforces sentinel cards?
  - Depot/SAM cabin, identification, competencies
- Where is your area of work?
- Where is your position of safety?
- Who is your dedicated first aider?
- How have you determined that you have adequate lighting for the access/work site?
- How have you checked your work force knowledge of the brief understanding?
  - Ask questions regularly through brief, check competent operators knowledge with task risk control sheet

- What welfare facilities have you put in place?
  - Drinks, toilets, changing area
- What approved PPE checks have you completed on your work force?
  - Full orange, Hardhat, Gloves, Safety boots, Glasses and any specific PPE required for task
- How have you confirmed the PPE requirements for the task/equipment?
  - Task risk control sheets, confirmed with the trained/competent individual operator, Manufacturers' instructions
- What actions have you put in place to reduce noise impact?
  - Exclusion zones for noise, where practical reduce use of equipment, noise notices, acoustic barriers/screens
- What checks must be completed on your hand tools prior to use?
  - Wear & Tear, damaged/faulty equipment/calibrated
- What controls have you put in place to eliminate/reduce slips, trips & falls/manual handling?
  - Remove tripping hazards, clear accesses/walking routes of snow/ice (grit if required), tools equipment clear of walking routes, assess loads/provide instructions (bend knees, don't lift with the back, get help), provide wheelbarrows/lifting aids, enough man power for task
- What controls/instructions have you in place when loading/unloading vehicles?
  - Tail lifts/mess vans used, strapped down, not overloaded, trained tail lift operator,
- What instructions are in place when vehicles are travelling lineside?
  - Hazard lights on, speed, dangers of fouling the track with open doors, vehicle sides etc.

LEADER FACTSHEET

Hand Arm Vibration Syndrome (HAVS)

What is Hand Arm Vibration Syndrome (HAVS)?

- Caused by repeated use of hand-held vibrating tools
- HAVS affects your hands, wrists and arms
- The effects can be permanent and disabling

What are the symptoms?

- Tingling and numbness in the fingers
- In the cold and wet, tips of fingers going white
- Losing strength in your hands
- Problems picking up small objects

Are your team at risk?

Yes, if they regularly use any of the following:

- Breakers, concrete pokers, sanders, grinders, disc cutters, hammer drills, chainsaws, brush cutters, hedge trimmers or needle guns

If you suspect your employee has HAVS:

- ☑ Contact Occupational Health for advice
- ☑ Reduce/restrict vibration exposure as directed
- ☑ Spend time with the employee outlining any restrictions
- ☑ Ensure that employee complies with subsequent health surveillance
- ☑ Encourage the employee to report any further concerns they may have

RISK FACTORS

The amount of vibration depends on the piece of equipment

Older, unmaintained equipment increases risk

Maximum exposure for one tool does not mean your staff can work on another

Don't rely on anti-vibration gloves – there's no proof they reduce exposure to vibration

Follow guidelines on Safety Central for correct exposure times

Check tools are in good working order and used correctly

Use lower vibration tools where possible

Keep your hands warm and dry, move your fingers during breaks

Cut down or quit smoking

DID YOU KNOW?

- Vibration is measured by 'trigger time'
- Exposure Action Value (EAV) is the level at which measures should be introduced to control risk – 100 points per day
- Exposure Limit Value (ELV) is the level of exposure which should not be exceeded – 400 points per day

For more information visit Occupational Health and Wellbeing on Connect
http://safety.networkrail.co.uk/healthandwellbeing

everyone fit for the future

everyone home safe every day

LEADER FACTSHEET

Noise at Work

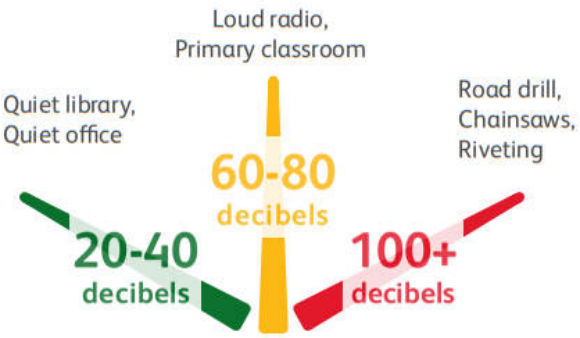
Is your hearing deteroriating?

Are any of these familiar?

- Hearing others is difficult
- Family members complain the TV is too loud
- You have trouble using the phone
- You have difficulty hearing sounds and similar words
- You have a constant noise in your ears

How can excessive noise affect me?

How loud are we?



HSE

Employees shouldn't be exposed to noise levels above 85 decibels for prolonged periods of time without hearing protection being worn

How can I help my staff?

- Ensure adequqate hearing protection is used in the workplace and at home; make sure it's correctly maintained
- Be approachable – so your staff can talk through any problems they may have
- DANGER EXCLUSION ZONE — Limit exposure time and plan exclusion zones
- Use quieter equipment where possible
- Make sure tools are properly maintained, operated and used for the correct task

For more information visit Occupational Health and Wellbeing on Connect
http://safety.networkrail.co.uk/healthandwellbeing

everyone fit for the future

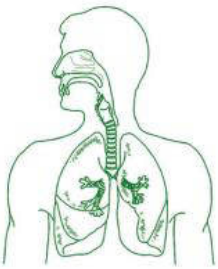
everyone home safe every day

LEADER FACTSHEET

Respiratory Hazards

What are respiratory hazards?

- Dust, fumes or gases that can affect your lungs
- Other substances that can affect nose, throat and liver



DID YOU KNOW?

The following can be a respiratory hazard for your employees:

- Asthma
- Lead
- Silica

All are present in ballast dust!

Substances affecting the respiratory system can cause:

- Asthma
- Silicosis
- Chronic obstructive pulmonary disease (COPD)

What are the signs to look out for?

Persistent or long lasting cough, or coughing up blood

Unexplained weight loss

Unexplained tiredness

Breathlessness, wheezing or tightness in the chest

How do I look after myself and my team?

- Keep exposure to a minimum
- Make sure those exposed wear Respiratory Protective Equipment (RPE) correctly
- Make sure workers are 'up-wind' of dust and fumes
- Ensure no smoking is permitted on site
- Discuss any potential health issues with your workers

For more information visit Occupational Health and Wellbeing on Connect
http://safety.networkrail.co.uk/healthandwellbeing

everyone fit for the future

everyone home safe every day

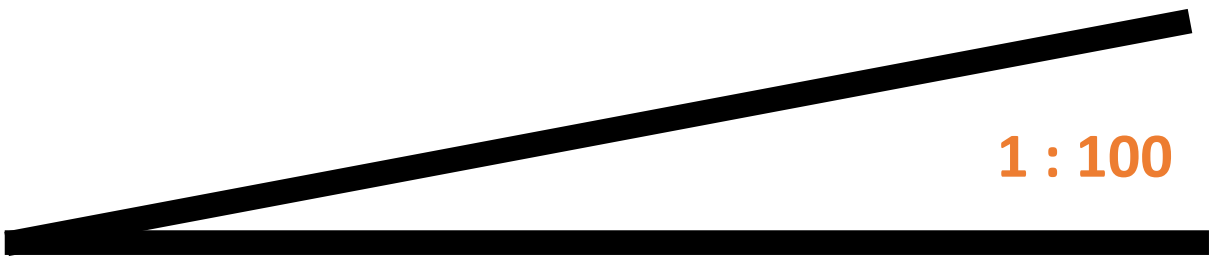
5 Steps to Risk Assessment

1.	Identify the hazards
2.	Decide who might be harmed and how
3.	Evaluate the risks and decide on precautions
4.	Record your findings and implement them
5.	Review your assessment and update if necessary

Runaway Risk

A site of work shall be deemed at risk from runaways where the:

- Site of work is on a gradient steeper than 1 in 100 or has a gradient steeper than 1 in 100 within 5 miles of the site of work
- Site of work is static
- Working in or adjacent to a possession
- Working is taking place on or near the line



http://www.fastlinetraining.co.uk/downloads/

http://www.fastlinetraining.co.uk/wp-content/uploads/2016/11/20-General-Duties-of-a-Safe-Work-Leader-SWL-working-outside-a-possession.pdf

http://www.fastlinetraining.co.uk/wp-content/uploads/2016/11/21-Safe-Work-Leader-SWL-blocking-the-line-iss.4.pdf

https://safety.networkrail.co.uk/
https://safety.networkrail.co.uk/advanced-search/?fwp_search=019

https://safety.networkrail.co.uk/safety/planning-and-delivering-safe-work/standard-019-briefing-materials/

https://safety.networkrail.co.uk/advanced-search/?fwp_search=communications

019 Revised Standard

Frequently Asked Questions

This document will evolve over time as more questions are submitted and the Standard evolves.

How does the person in charge become involved in planning?

The interaction of the planner and verifier could be done over the phone, by email, or by leaving the paperwork for review in a pigeon hole.

The critical thing is that the person in charge and the planner have exchanged views about what is required to produce the plan. This may include things such as, the amount of people required, tools needed, and the duration of the work.

It is important that the person in charge is able to review and input into the plan before it is authorised.

Who would typically be the Responsible Manager?

In Network Rail Routes this would probably be a section manager, for Principal Contractors or Network Rail Works Delivery it would typically be a project manager. This is because they decide who does what work on a day-to-day basis.

How big an area can be covered by a Safe Work Pack?

As big as the area a person in charge can manage. You must consider the person in charge needs to be on site, and be able to supervise and oversee the work.

Are there any competence requirements attached to the person in charge? Would this get confusing for teams on the ground that already have PICOP and PICOS?

The person in charge is a responsibility, not a competence. The ability for a person to deliver this responsibility will be understood by the Responsible Manager before they nominate the person in charge for the associated work.

The minimum competence requirement for a person in charge is that they hold a valid COSS or SWL competence; or IWA where the person in charge is working alone.

Can the person in charge undertake multiple tasks/roles?

Yes, they can delegate some duties to other competent staff, for example if they can't adequately carry out COSS duties they can delegate COSS duties, which must be arranged and agreed during the planning stage. Remembering that the person in charge retains overall accountability for safety.

What is the difference between cyclical and repeat work?

Cyclical activity is work such as a track inspection that requires the same SWP; an inspection or maintenance task which is performed to a frequency schedule specified in Network Rail standards.

Repeat activity is for one job on multiple days, for example, a track team lifting and packing the same site over a few days. When planning repeat work, it is crucial to take into account any changes that may occur on various days.

If a person in charge delegates COSS responsibilities, who rings the signaller to arrange protection?

Duties remain as per the Rule Book, so it is always the COSS that phones the signaller. If the person in charge is not the COSS, the COSS will also deliver the COSS brief.

Can a person in charge carry out Site Warden or Lookout duties?

No. Even if COSS duties have been delegated, the person in charge must not carry out these duties.

If the Person in Charge is an Engineering Supervisor (ES) can they delegate ES responsibilities?

No, not under any circumstances.

What are "welfare arrangements"?

This basically means toilet and hand washing facilities. It might mean the arrangements include things like returning to the depot to use facilities, and this needs to be included in the Safe Work Pack.

Can the same person plan and verify the same Safe Work Pack?

Yes, if approved by the responsible manager, as long as they hold planner competence, and have been designated as the person in charge.

Under no circumstances can the same person authorise and verify the same Safe Work Pack.

Can the same person verify and authorise the same Safe Work Pack?

No, this is the one stage in the process that **MUST** be done by different people; otherwise it would be the same person checking the paperwork twice.

Does the person in charge need to verify the plan by sitting with the planner?

No, though this would be desired on larger work. The interaction of the planner and verifier could be done over the phone, by email, or by leaving the paperwork for review in a pigeon hole. As long as the person in charge is able to review and input into the plan before it is authorised. This will generally be agreed by the relevant Responsible Manager.

The standard talks about a risk assessment being completed and available for every task where the control measures are identified in the Safe Work Pack – is this Task Risk Control Sheets (TRCSs)?

Yes, for Network Rail Routes TRCS's will form the risk assessments. Other parts of the industry (Network Rail Works Delivery) or Principal Contractors/Contractors may use extracts from their Work Package Plans and Task Briefing Sheets to fulfil their duties for completing and communicating risk assessments.

The Standard references welfare facilities, is anything being done to look at these?

Each Route has a work stream lead reviewing on-site welfare facilities.

How can a Responsible Manager be expected to authorise a Safe Work Pack (including the operational risk element) if they do not also hold a COSS competence?

The person in charge (as the competent person) will verify the operational risk element of the Safe Work Pack on behalf of the Responsible Manager, which would typically be a section manager. Both the Responsible Manager and the person in charge will come to an understanding and agree the best controls for the work.

Do protection support staff need a Safe Work Pack?

Yes. Protection support staff will need a Safe Work Pack for their activity.

How will the designated person in charge be determined when work will involve several functions, such as track work, welding, S&T disconnections / reconnections, RRV movements etc? Will the person in charge be able to delegate certain responsibilities?

There should always be one person in charge of the work. When planning the work functions should agree who that person will be. This is so everyone understands that person is in charge and can make the right decisions to enable the work to be done safely and effectively – this will include the delegation of tasks so that the right competent people undertake the right jobs i.e. S&T staff undertake the disconnections.

What happens when the Responsible Manager is not available to authorise a change in hierarchy?

You should contact the on-call manager.

Can the person in charge lead more than one work group?

Yes, if this is deemed acceptable during the planning process. You must remember and consider the person in charge needs to be on site, and be able to supervise and oversee the work..

Why is the term Safe Work Leader (SWL) used in the Standard?

In Infrastructure Projects (IP) and their associated Principal Contractors will use the SWL to comply with the Standard. For clarity the SWL will be the person in charge in IP.

When does the Safe Work Pack need to be available to the on-site person in charge?

This should be provided **at least one shift** before, other than for incident response.

Does the discussion with the Responsible Manager need to take place on the shift before?

Ideally yes, but the Safe Work Pack could be accepted on the same shift as the work.

Is "Acceptance" the last check of the paperwork?

Yes, this is the final on-site check made by the person in charge that the Safe Work Pack is fit for purpose as planned. This would take into account any unexpected weather conditions and the abilities of the work party to deliver the work as planned.

Why does the change in standard

	Why?	Hmmm... I'm not convinced	What does this mean for me?
Having one person in charge makes you safer	Evidence shows that you're more likely to be hurt when you don't know who's responsible for safety	Today on a worksite there is no one person in charge. There will often be one person in charge of operational safety - such as protection from trains and another in charge of getting the work done	This means you don't have clarity on who is 'the boss' and you may get different instructions on what to do to stay safe
It is important to think about task risk before you start	When you are on or near the line, trains are not the only thing that can hurt you. Depending on the task you're carrying out there are lots of other things that can go wrong	Our records shows that you are more likely to be injured when carrying out a task than being struck by a train. Therefore including the controls to mitigate this risk is crucial and could save your life	The introduction of task risk when planning work means that these risks are identified and controls are in place to make sure you don't get hurt
Having the person in charge involved in planning the task is important	The person in charge understands the real risks that exist on a worksite because they have the experience of being out on track. They can help the planner to build a plan that highights the significant risks of the task and site, and include details on how they can be managed so nobody gets hurt	The person in charge will verify the information prior to the work starting, providing an additonal layer of protection which in turn reduces the risk you are exposed to	By being involved in the planning the person in charge will be familiar with the plan and can be really confident in delivering it
Verification & authorisation reduce risks	Verification of the pack is crucial and makes you safer. Other experienced people are checking the plan to make sure that the plan has identified all the things likely to hurt people	It means we are much more likely to find mistakes before the plan is put to use	Which also means we are less likely to need to change the plan last minute
You will be briefed on all risks involved	The person in charge will now brief colleagues on ALL the risks (not just protection from trains) and how everyone will know how they and their colleagues can avoid the risks and stay safe	They will fully understand all the risks and not just the risks associated with staying safe from trains	They will include a brief on ALL risks and not just site risks
Including a runaway risk makes you safer	The Runaway Risk is poses a real danger to our people	The new Safe Work Pack (SWP) will bring together all aspects of your safety into one place whilst making sure that controls are in place to manage them	We now think about how those working around us could create runaway risk and increase your chances of being hurt

Plan & Deliver
SAFE WORK

Let's get everybody home so

019 make me safer?

OK, now it's falling into place	What can I expect the changes to look like out on the track?
The person in charge's focus is to look after you and your colleagues	When arriving on site, you will receive a safety briefing before the work begins. This will be delivered by the Person in charge who is the person you need to alert if you believe you or others are at risk
The new Safe Work Pack (SWP) will bring together all aspects of your safety into one place whilst making sure that controls are in place to manage them	Whilst out on a work site, it's not just the movement of trains that pose a risk to your safety. The tasks that you will be carrying out will have been considered in the planning process, the potential risks to your safety identified and controls put in place to make sure you can carry out your work safely
Even more importantly, this means that the person in charge can give a really clear brief to colleagues on the risks and how to avoid them	The person who delivered your safety briefing will have been involved in planning the work; they will have verified that they are happy with the work that they are responsible for delivering, the risks involved and the controls in place
Changing the plan last minute can create confusion and reduce the level of protection or warning available, meaning that we make the work site a more dangerous place to be	Verification and Authorisation of the Safe Work Pack is carried out by people with extensive knowledge of the task, the specific work site and it's environment. They will be the person in charge when the work is carried out. Safety is everyone's responsibility, so if you believe there is a potential risk to you or others that has not been identified on the day then alert the person in charge and await further instructions
Leaving you clear on what to do in the event of an accident and free to focus on the work ahead	When receiving your brief, this will now include key site and task risks, in addition to the operational risks you may be used to hearing about. It's important that this is included and the full briefing is delivered as it's there to keep you and your colleagues safe
Understanding if runaway risk exists and putting in place controls means our colleagues are either protected from Runaways or Warned before they reach them. Leaving you clear on the risks involved in doing the work and the mitigation which is in place.	By having the specific risk associated with a runaway considered as part of the plan, you will now be safer as the controls to protect you from any identified runaway risks will have been considered and will be put in place. If you believe you may be at risk then alert the person in charge immediately

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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

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

everyone home safe every day