



Strategic Crime Intelligence, Security and Welfare Services Scope of Services



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Table of Contents

Version Control:.....	2
1 Summary.....	4
2 Outline Scope	5
Lot 1 – Lineside Services:.....	5
Lot 2 – Stations Services:	6
2.1 Specification	6
2.1.1 General	6
2.1.2 Tasking Process.....	7
2.1.3 Lot 1 – Mobile Security Patrols.....	7
2.1.4 Lot 2 –Station Services.....	8
2.1.5 Additional Services	9
2.1.6 Materials.....	9
2.2 Locations.....	10
2.2.1 Lot 1 - Lineside Services.....	10
2.2.2 Lot 2 - Station Services	12
2.3 Deliverables	13
2.3.1 Reporting Requirements	13
2.4 The Team	13
2.4.1 Competencies.....	13
2.4.2 Equipment	14
2.4.3 Fleet	16
3 Social Value and Sustainability	16
4 Applicable Standards	17
5 Contractors Responsibilities	17
6 Network Rail Responsibilities	17
7 Interface with other parties	18
8 KPIS	19
Appendix A - Code of Conduct	20

1 Summary

Network Rail (NR) Southern Region are seeking strategic partner[s] to provide a dedicated and holistic solution that tackles suicide prevention, trespass, anti-social behaviour issues (including graffiti and vandalism), security and other incidents of crime throughout the Southern Region (Kent, Sussex and Wessex routes). It shall include working alongside British Transport Police (BTP) and, where appropriate, Home Office (HO) Police Forces and other industry partners (e.g. Train Operating Companies (TOCs), Freight Operating Companies (FOCs), and The Samaritans in addition to NR's response teams.

The Southern Region serves rail passengers and freight operators from Devon in the West, to Kent in the East. The region covers Dorset, Hampshire, East and West Sussex, Surrey, Kent and South London.



Wessex Route:



212 million passenger journeys across the network and extends from London Waterloo south west to Reading, Exeter St Davids, Portsmouth and Weymouth
 2000 Train Operator and Freight Operator journeys
 1300 miles of track
 4394 signals
 323 level crossings
 1983 bridges
 200+ stations

During the period of 2019/2020 the following incidents occurred on Wessex:

941 delay causing trespass incidents
 114 delay causing vandalism incidents
 38 Fatalities

Sussex Route:

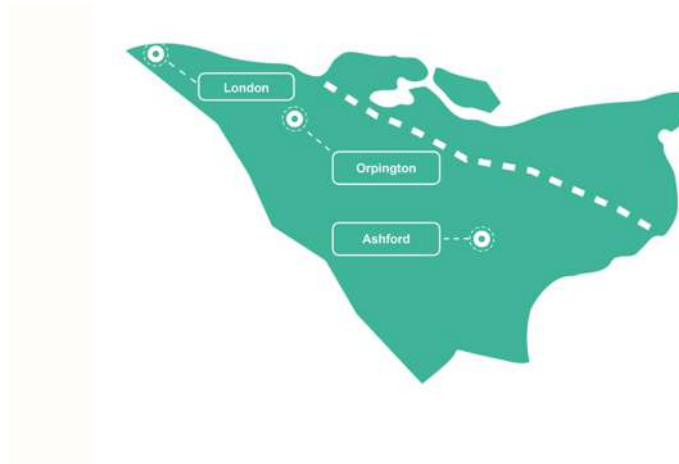


3,800 services each day
184 Stations
542 miles of track
341 level crossings

During the period 2019/2020, the following incidents occurred on Sussex Route:

615 delays causing trespass incidents
71 delays causing vandalism incidents
22 fatalities

Kent Route



2,600 services each day
169 stations
1,354 miles of track
231 level crossings

During the period 2019/2020 the following incidents occurred on Kent Route:

839 delays causing trespass incidents
101 delays causing vandalism incidents
22 fatalities

The service provision will be split into two lots: Lineside Services, which requires mobile teams to patrol the lines of route, and Station Services, which predominantly requires the use of static officers dedicated to protecting the welfare of railway passengers and staff at a number of stations across the region.

2 Outline Scope

The core services shall be delivered as Lineside Services (mobile) and Station Services (static). Different approaches shall be deployed depending on location and route crime intelligence.

Lot 1 – Lineside Services:

Lot 1 encompasses predominantly mobile operatives patrolling a defined geographical area to achieve and provide the following:

- Deter crime, trespass and reduce anti-social behaviour on and around NR infrastructure;
- Identify potentially suicidal persons and make interventions;
- Respond to operational incidents;
- Maintain intelligence reports;



- Assist other parties (TOCs, BTP etc);
- Assist with major incident response;
- Provide support to other stakeholders in joint operations and major incident response;
- Support railway staff in keeping the infrastructure and railway environment safe and secure;
- Temporary repairs to fencing and/or other access points.

Ad-Hoc Services may also be required to deliver additional services. These are detailed in Section 2.2.

The Supplier(s) will be required to possess the relevant equipment required to fulfil the above requirements.

Lot 2 – Stations Services:

Lot 2 encompasses predominantly static and mobile operatives patrolling railway stations to achieve and provide the following:

- Identify potentially suicidal persons and make interventions;
- Assist with disorderly persons on the railway;
- Reduce acts of anti-social behaviour;
- Maintain intelligence reports
- Respond to potential acts of trespass;
- Assist with major incident response;
- Provide support to other stakeholders in joint operations and major incident response;
- Support railway staff in keeping the infrastructure and railway environment safe and secure;
- Potential to deliver an enhanced customer service experience at stations.
- Assist with major incident response;
- Provide support to other stakeholders in joint operations and major incident response;
- Support railway staff in keeping the infrastructure and railway environment safe and secure;
- Potential to deliver an enhanced customer service experience at stations.

Ad-Hoc Services may also be required to deliver additional services. These are detailed in Section 2.2.

The Supplier(s) will be required to possess the relevant equipment required to fulfil the above requirements.

2.1 Specification

2.1.1 General

The Supplier shall provide a 24 hour dedicated proactive and reactive service that tackles suicide prevention, concern for welfare interventions, route crime, anti-social behaviour issues, theft and vandalism and other route crime throughout the Southern Region (Kent, Sussex and Wessex routes) for 365 days a year. The service shall also cover instances including trespass, cable theft, staff protection and crowd control.

Intelligence shall be shared and passed to the intelligence units of the BTP and relevant TOC as well as the Network Rail designated contact. Intelligence considered to be 'Hot' (i.e. possible threat imminent) shall be passed in real time to the BTP and at the end of the shift within the intelligence report.

Each operative to carry a tracking device with data shared in real time with Network Rail. Historic data to be stored, with the ability to share a minimum of 2 weeks' data with NR upon request.

The Supplier[s] shall to adhere to updated NR Standard NR/L2/OHS/003 at all times.

For all hours of operation, the Supplier shall ensure there is a staffed Control Point/Centre available to manage and deploy staff in real time, as well as to act as a point of contact for Network Rail Control and Route Crime Teams.

2.1.2 Tasking Process

2.1.2.1 *Management of Risk and Demand*

Priorities will be set on a daily and monthly basis by the Route Crime tasking process, which manages short- and medium-term performance issues presenting a risk or increase demand.

In addition to the daily tasking process, the Supplier will be, as and when required, deployed by route control to react to incidents as they occur. This will be tasked through a phone call from Route Control to the Supplier's Control Centre.

A weekly planning call will be hosted by each relevant Route Crime Team. It is expected the Supplier(s) attend these meetings.

2.1.2.2 *Delivery of Performance*

The Supplier is to display ownership, accountability and responsibility for priority locations identified by the Route Crime team from a detailed analysis of a number of data sources.

The long-term focus for the Supplier is to reduce incidents of Route Crime, particularly trespass, vandalism and fatalities, at these locations by delivering a range of preventative, enforcement, reassurance and intelligence gathering activities.

Performance will be monitored on a monthly basis by reviewing progress against Key Performance Indicators (KPIs) and adherence to the terms within the contract.

2.1.2.3 *Additional Responsibilities*

There may be occasions where the Supplier will be required to perform static or mobile patrols as directed by the Route Crime team. Extra patrols may also be required to support Network Rail projects on the route on an Ad-Hoc basis.

2.1.3 Lot 1 – Mobile Security Patrols

The Supplier will be required to provide teams of mobile patrollers to travel a defined geographical area, looking for signs of trespass, theft, suicide or anti-social behaviour. They will be tasked by the Route Crime Team and will be expected to take direction from NR control in relation to incident response and reporting.

Mobile patrols will be expected to:

- Gather crime intelligence to help reduce instances of trespass, theft and vandalism.
- Identify potentially suicidal persons and make interventions - an intervention is when a member of staff makes contact with a vulnerable person in the railway setting and potentially prevents them from carrying out a plan to take their own life.
- Act as a visible deterrent to potential offenders
- Participating in joint operations with TOCs, BTP and HO police forces
- Provide support to railway staff in dealing with hostile situations
- Assist in the event of a major incident in line with the National Emergency Plan and following specific request from the lead Network Rail representative on site and/or the lead BTP Representative.
- Carry out proactive Trespass and Vandalism assessments – A template form will be agreed between NR and the Supplier for the operatives to complete. Once completed this must be reported back to the Route Crime Teams.
- Make competent emergency calls where required
- Administer first aid where required
- Be aware of and adhere to HOT/WHAT Protocols
 - HOT – Hidden, Obviously Suspicious, Typical
 - WHAT – What are they doing, How are they behaving, Alone or acting with others, Threat.
- Responsible for temporary repairs to fencing and/or access points (to be defined on a case by case basis). This should then be reported to route control.

- Assist NR staff in fallen tree clearance. This will involve removing fallen vegetation from trackside areas where safe to do so. This will most often when laid across the railway tracks. The Supplier[s] will be accompanied by Network Rail representatives when conducting this work.
- Assist with traffic control and pedestrian diversion assistance when required at a level crossing incident.
- Provide assistance to BTP, NR and TOC to maintain crowd control at large planned and unplanned events e.g. Brighton Pride, football matches, raves, etc. Contingency planning for such events is generally the responsibility of BTP.
- Ensure that security is maintained in the event of a failure of access control systems
- Provide assistance to BTP or other agencies following an incident by protecting a potential, crime scene, securing potential evidence and providing statements to support any investigations (this may also include attending court as a witness)

The patrol area will include Stations, bridges, level crossings, boundary fences, access points, key locations, depots and warehouses, electrical substations and other infrastructure susceptible to reasonable threat. The primary role of the mobile patrols will be to prevent suicide and gather crime intelligence to help reduce instances of trespass, theft and vandalism.

This service shall be provided 24 hours a day, 365 days a year. The Supplier must ensure there is at least one supervisor available on shift at all times with ability to respond adequately to situations as they arise. Where more than one patrol team is operational during the day, the Supplier is to ensure that changeover times are staggered to ensure that at least one team remains in operation.

2.1.4 Lot 2 –Station Services

The supplier will predominantly be required to provide Welfare Officers as part of Lot 2.

Welfare Officers:

Welfare Officers are individuals trained to intervene with suspected suicidal persons as well as supporting vulnerable passengers and dealing with passengers. They will be deployed as static or mobile officers at high risk locations across the region, these locations are subject to change and will be determined by the Route Crime team at Network Rail. These officers will be primarily tasked with reducing suicide and trespass attempts.

Static Welfare Officers will be expected to:

- Patrolling of the station environs, predominantly platforms, to identify suicidal, distressed or vulnerable passengers and to make an intervention to prevent an act of suicide or harm to the individual or other passengers.
- supporting passengers to behave in a safe and responsible manner and adhere to all necessary safety procedures.
- Undertaking high visibility patrols to deter trespass, anti-social behaviour and other crime.
- The reporting of any station infrastructure defects to the necessary department (e.g. broken gates/fences etc.)
- Spot the signs of an individual who may be contemplating suicide
- Intervene with suicidal persons using skills gained on the 'Managing Suicidal Contacts' training provided in association with the Samaritans (or other provider dependent on NR contract) - an intervention is when a member of staff makes contact with a vulnerable person in the railway setting and potentially prevents them from carrying out a plan to take their own life. Samaritans also consider an intervention to be the use of speaking and listening skills to talk to someone who may be distressed and in need of emotional support
- Assist the station staff in dealing with disorderly passengers
- Be aware and follow HOT/WHAT protocols
 - HOT – Hidden, Obviously Suspicious, Typical
 - WHAT – What are they doing, How are they behaving, Alone or acting with others, Threat.
- Make competent emergency calls where required

- Protection of any crime scenes

Semi-static, mobile capable Welfare officers:

- All of the above, with the ability to be mobile throughout the shift, capable to respond to nearby threats or incidents.
- These officers will be semi-static, operating from a base location, with a response capability.

This service shall be available 24 hours a day, 365 days a year. Usual operation times will be between 6am and 10pm Monday to Saturday. The times are variable throughout the region. Some stations will require a presence between 5am to 2am. Exact times and locations will be shared with the successful supplier and be tasked by Route Crime.

The Supplier must ensure there is mobile supervisor available between 6am and 10pm; the Supervisor must be able to reach sites within 60 mins from a central hub location(s).

2.1.5 Additional Services

The Supplier may be asked to provide the following Ad-Hoc services:

- Provision of additional mobile patrols and static staff to maintain security at major engineering sites and blockades
- Supply of additional mobile patrols and static staff to maintain safety and security and conduct crowd control for planned major events
- Provision of additional staff to assist with security at key locations should there be a rise in the terrorism threat level
- Provision of additional staff to provide assistance should there be a significant rise in rail related crime at a specific location or route wide
- Provide additional staff to maintain safety and security should there be a significant failure of rail infrastructure
- Provision of staff to maintain security at key locations in the event of an access control failure
- Crowd Safety - Crowd Control
This role is to facilitate movement of large crowds during specific events
- Crowd Safety - Safety Officer
This role acts as a source of information in and around the station directing passengers and users to key locations and infrastructure during periods of high footfall
- DU & Operational Sites Patrol Officer
This role is to be called on to patrol our operational sites should a risk assessment highlight the need
- Minor Repairs – to be decided on a case-by-case basis with approval from local NR representative
Minor repairs such as fencing repairs and securing of access gates could be required following incidents of trespass, fly tipping, graffiti and/or vandalism.
- Remedial Works – to address identified security risks – approval must be sought from NR and/or BTP before actioning remedial works, which may include the following:
 - Temporary fence repairs to prevent access being gained to the Railway
 - Traffic and pedestrian diversion assistance
 - Ensuring security is maintained in the event of the failure of access control system

2.1.6 Materials

Where materials are required to complete tasks, the Supplier(s) shall procure these at a reasonable market rate. The Supplier shall be reimbursed at cost price for these items upon submission of the original receipt or invoice.

Where the material cost is expected to exceed £20, the purchase must be agreed with the Employers Representative in advance.

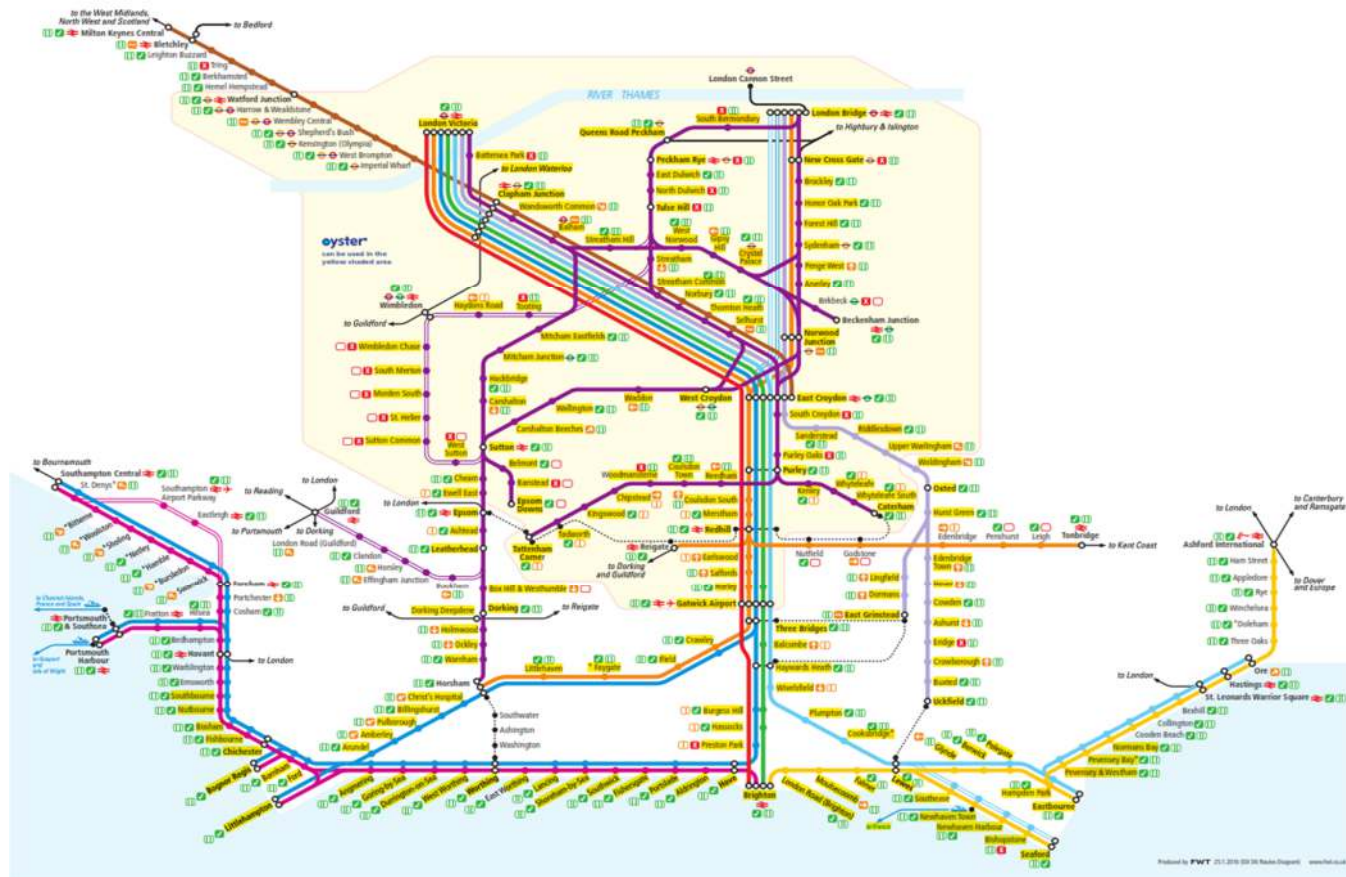
Signage which is required as part of the performance of this contract shall be procured by the Supplier(s). This cost shall be reimbursed by Network Rail at cost. Prior to the purchase and deployment of any signage, the design and deployment locations must first be agreed with the Employers Representative.

2.2 Locations

2.2.1 Lot 1 - Lineside Services

The Supplier will be required to operate lines of route across the entire region. Staff must be flexible to react to incidents. Map sent under separate email; I think this is a good area for the supplier to explain how they plan to manage each route with the resources they provide.

Sussex

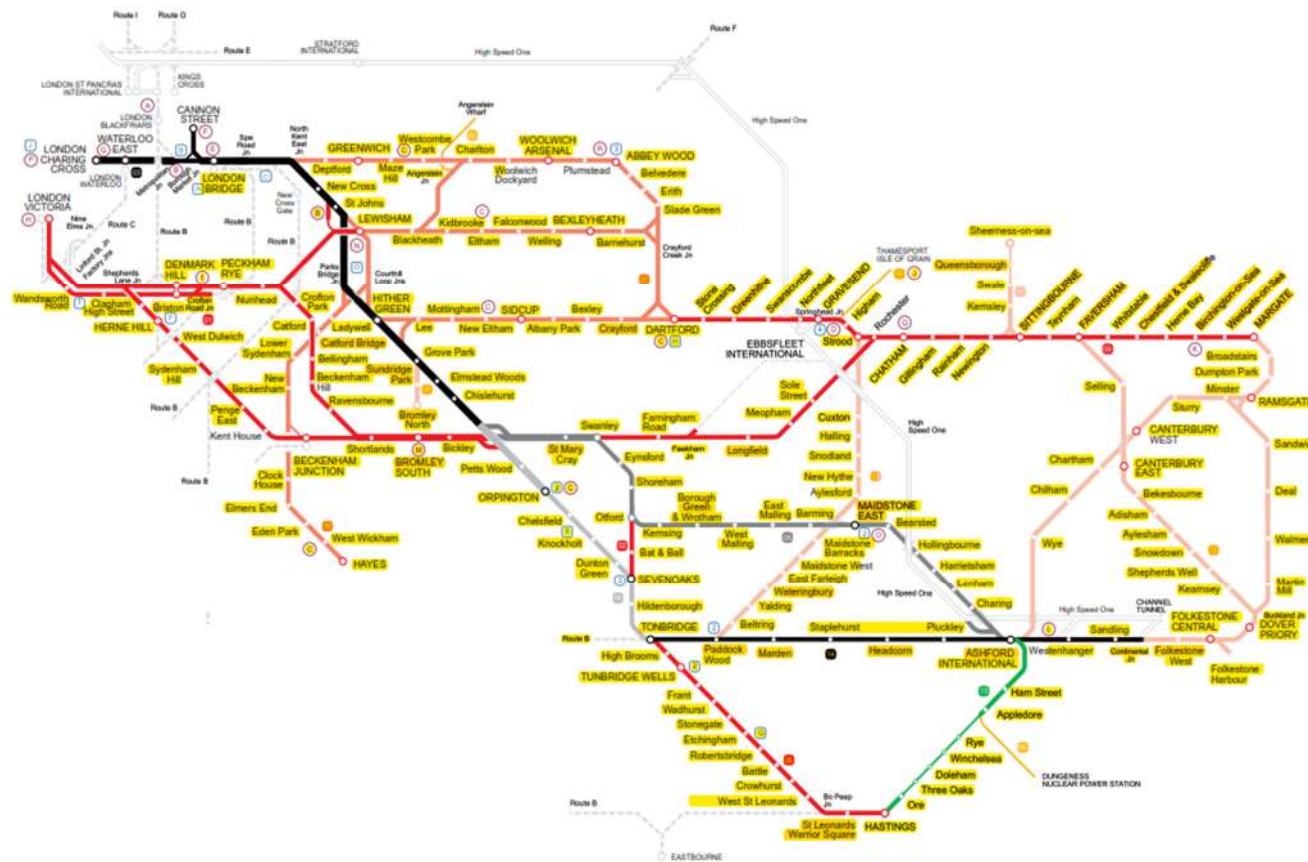


Lot 1 Provision will be tasked by the Route Crime Team and may be deployed to patrol a defined geographical region anywhere within the Route.

The current anticipated requirement is for 2 patrol teams during the day and 3 patrol teams during the night.

The anticipated volume is subject to change based on operational need, identification of hotspots/periods of heightened risk and/or availability of budget. As such, this is not to be seen as a commitment or contractual requirement. All tasking will be set by Route Crime Teams and discussed with the successful supplier on a weekly and periodic basis.

Kent



Lot 1 Provision will be tasked by the Route Crime Team and may be deployed to patrol a defined geographical region anywhere within the Route.

The current anticipated requirement is for 2 patrol teams during the day and 3 patrol teams during the night.

The anticipated volume is subject to change based on operational need, identification of hotspots/periods of heightened risk and/or availability of budget. As such, this is not to be seen as a commitment or contractual requirement. All tasking will be set by Route Crime Teams and discussed with the successful supplier on a weekly and periodic basis.

Wessex

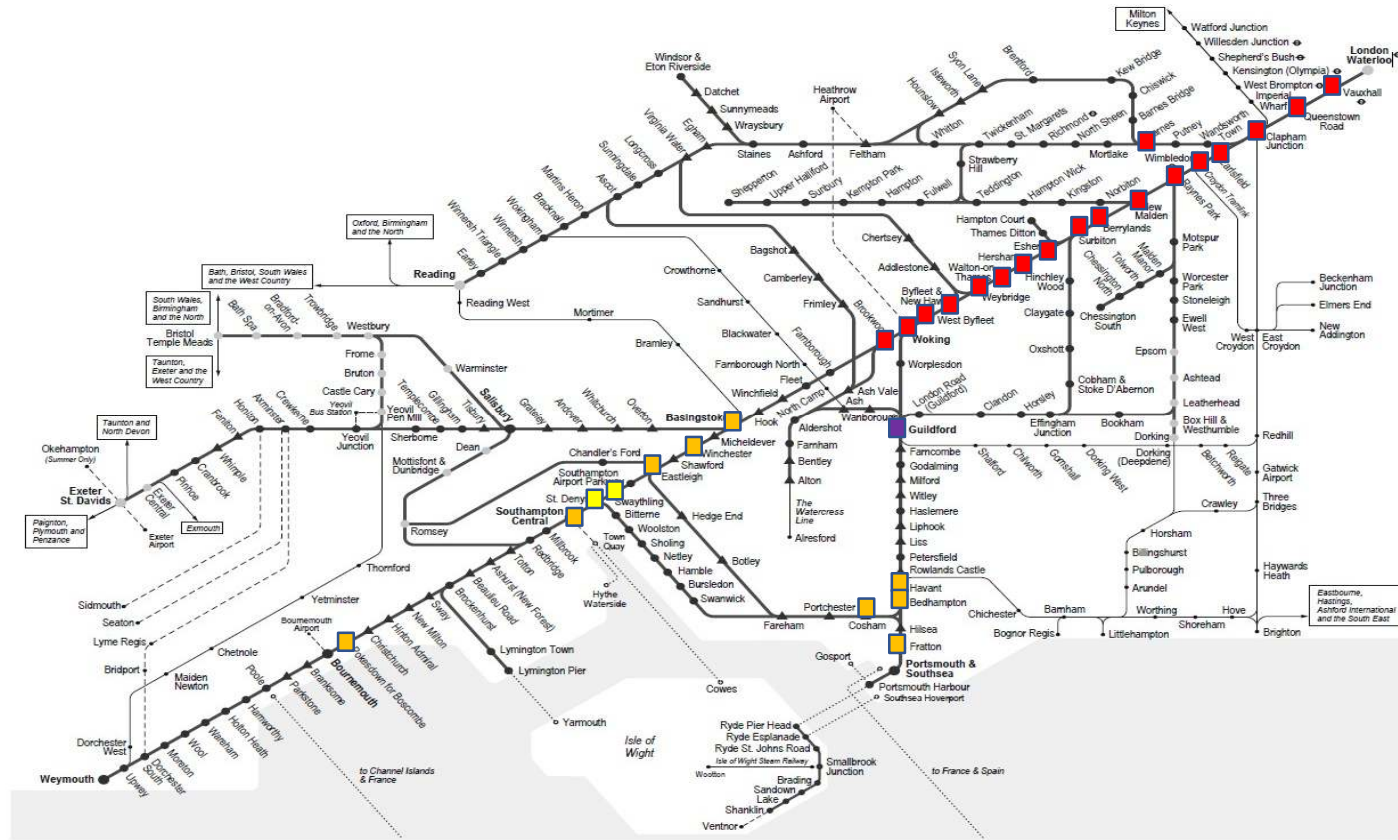
Wessex may require Lineside services on an ad-hoc basis. Any requirement will be tasked by the Route Crime Team as and when required through the issuing of a specific contract order. See below for map of Wessex Route.

2.2.2 Lot 2 - Station Services

The hot spots will be determined by the routes' risk and performance priority matrix and will be subject to change on a periodic basis. Locations will be tasked by the Route Crime team and, where possible, 96 hours' notice will be given prior to location changes.

Wessex

Welfare Officers Coverage Map



Key:

- 18 Stations (inner) covered 0600–2200 Monday to Friday (Static Welfare Officers)
 - Multiple person cover AM at Clapham Junction (3), Wimbledon (2), Surbiton (2) and Woking (2)
 - Multiple person cover PM at Vauxhall (2), Clapham Junction (4), Wimbledon (2), Raynes Park (2), Surbiton (2) and Woking (3)
- Guildford two person cover Monday to Friday 1000-2200 (Static Welfare Officers)
- 9 outer stations covered (Semi-static Welfare Officers)
- Split response cover – times of cover will be based on incident history (Semi-static Welfare Officers)
- Pokesdown AM 2 person cover, PM 3 person cover 0600-0200 7 days a week (not to be moved without RCM/IO authority), Southampton Central 2 person team covered 0600-0200 M-F, Eastleigh single person cover 1200-2200 M-F, Basingstoke 2 person team covered 1100-2200 M-F, Winchester 2 person team covered 1100-2200 M-F, Havant single person cover 1200-2200 M-F, Basingstoke single person cover 1200-2200 M-F, Cosham single person cover 1200-2200 M-F, Fratton single person cover 1200-2200 M-F

We currently anticipate the Lot 2 provision to be reflective of the diagram above. This roughly equates to c.40 welfare officers per shift.

The anticipated volume and locations are subject to change based on operational need, identification of hotspots/periods of heightened risk and/or availability of budget. As such, this is not to be seen as a commitment or contractual requirement. All tasking will be set by Route Crime Teams and discussed with the successful supplier on a weekly and periodic basis.

Kent and Sussex

Kent and Sussex may require Station services on an ad-hoc basis. Any requirement will be tasked by the Route Crime Teams as and when required through the issuing of a specific contract order. See above for maps of Kent and Sussex Routes.

2.3 Deliverables

The deliverables include, but are not limited to:

- Incident response data required for KPIs (to be agreed).
- Regular updates in the form of dashboards and/or reports
- A daily log of activities undertaken within each route.

2.3.1 Reporting Requirements

- Process for immediate notification following an incident, including an initial report followed by detailed reports from the affected site(s).
- Daily Log must be shared with the Route Crime Teams at by a defined time on every day the service is used. The log shall clearly identify the division between any shifts. This log will include:
 - General description of the locations visited and what was done.
 - Identification of all incidents attender during the day attended
 - Photographs where appropriate
 - Observations of the officers
 - Description of actions taken
 - Recommendations to reduce further instances and actions taken
- Periodic dashboard of key data to be submitted to the Route Crime Teams
- Crime Intelligence reports as requested (format to be agreed)
- Operatives to have ability to submit log to Supplier to Route Control.

2.4 The Team

2.4.1 Competencies

Security on stations is governed by the National Rail Security Programme (NRSP) which has its legal governance in the Railway Act 1993 - this places mandatory requirements and standards on station operators and any organisations working on stations in order to provide a safe and secure environment for all customers and employees. The Supplier(s) must adhere to the NRSP at all times. This includes, but is not limited to:

- All staff must be entitled to work in the UK
- All staff must be familiar with the NR Station Security Plan and the NR Station Emergency Plan

Staff assigned to carry out works are required to hold the competencies listed below at a minimum:

Competency	Lineside Services	Station Services
SIA / ACS	Y	
Personal Track Safety Qualification (PTS)	Y	Limited*
Managing Suicidal Contacts training **	Y	Y
First Aid at Work	Y	
Emergency First Aid at Work		Y
Customer Service	Y	Y
ACT (Action Counters Terrorism) Awareness Course***	Y	Y
Chainsaw Operation (one per team)	Y	

It is the responsibility of the Supplier(s) to ensure all staff hold the relevant competencies. The cost for any training, including the time required, shall be included in rates provided.

Supervisors will be required hold all of the relevant competencies for the staff within their lot. Additionally, they will be required to possess a minimum of 2 years' experience in a similar operational environment. Experience to include a minimum of 6 months leadership/supervisory experience in any setting.

Commission specific requirements and competencies beyond those listed above may be included as part of any additional services requested.

*For Lot 2, a small number of staff deployed at certain stations will be required to hold a PTS licence. Specific details will be shared with the successful supplier during mobilisation and within specific Contract Orders. For the purpose of the tender, please assume a requirement for 10% of staff deployed to require the PTS license.

** The Managing Suicidal Contacts training is (Currently provided by the Samaritans); Network Rail shall make this available to the Supplier free of charge. The Supplier shall be provided the appropriate contacts to liaise with the Samaritans and arrange places on the course. This is a full day course provided at various locations. All staff must complete this course within 3 months of commencing work on this contract.

*** Provided by the British Transport Police (BTP) free of charge. These courses must be booked via Network Rail representatives. All staff must complete this course within 12 months of commencing work on this contract. This is a full day course provided at various locations.

2.4.2 Equipment

The Supplier is to provide all required equipment for all staff at all times, unless otherwise stated in the table below.

Equipment	Lineside Services	Station Services
Personal Protective Equipment (PPE)*	Y	Y

Uniform**	Y	Y
Stab vests	Y	
Thermal imaging cameras (One per Team)	Y	
Acorn camera (NR Provided)	Y	
Torches	Y	
Body worn cameras***	Y	Y
Chainsaw (One per team)	Y	
Method of contact****	Y	Y
Device with photograph capability	Y	Y
Real-time tracking device (See section 2.1.1)	Y	Y

*PPE Requirements:

Lot 1

- Black Safety Boots (as NR PPE Standard - NR/L2/OHS/021)
- Stab vest
- Gloves when interacting with aggressive or violent individuals
- Surgical gloves
- Pandemic related PPE in line with Government and NR guidelines when appropriate.
- PPE Standard - When trackside all staff must be dressed in full orange high-visibility clothing with contractor name on the rear of any upper body clothing, railway standard footwear, hard hat and any other mandatory PPE e.g. goggles and gloves (NR/L2/OHS/021)
- If using chainsaws suitable PPE must be worn in line with NR Standard

Lot 2:

- Black Safety Boots (as per NR Station PPE Standard)
- Hi-visibility Tabard (Design to be agreed during mobilisation)
- Surgical gloves
- Pandemic related PPE in line with Government and NR guidelines when appropriate.

**Uniform Requirements:

Lot 1:

- All staff to be dressed the same in dark colours
- To be clearly marked with words security
- Must show both company name and NR logo
- No red clothing.
- All uniform to be clean and well-maintained
- Seasonal requirements to be considered

*please use domestic police uniforms as a reference.

Lot 2:

- All staff to be dressed the same in dark colours
- Must show both company name and NR logo (TOC logo as agreed at mobilisation)
- No red clothing
- All uniform to be clean and well-maintained
- Seasonal requirements to be considered

***All staff must be trained to use body worn cameras and the devices must meet NR specification attached as part of the tender documents ('Draft Body Worn Camera Specification')

****All staff must be contactable for the entirety of the shift. Network Rail shall not specify the means of this contact; however, it must be instant. E.g. through Cellular connection, WhatsApp etc. Phones used for work must be cased in a uniform distinctive colour.

It is the responsibility of the Supplier to ensure all staff are equipped with the relevant PPE, uniform and equipment to complete their role. The cost for these, shall be included in rates provided.

2.4.3 Fleet

The Supplier shall provide and maintain appropriate vehicles to fulfil the requirements of the contract. In addition to this, the Supplier must ensure operatives are able to appropriately socially distance in the vehicles if necessary. The Supplier shall also provide the Route Crime Team with access to vehicle tracking via an appropriate app to enable live time tracking and monitoring.

For Lot 1, it is up to the Supplier to determine their own fleet requirements to meet their methodology and resourcing plan as provided as part of the ITT. The vehicles must have off-road capability.

For Lot 2, it is expected that at a minimum, one vehicle is available for each semi-static team on shift. Plus, any extra vehicles to meet the Supplier's methodology and resourcing plan as provided as part of the ITT.

Vehicles to be suitably identified as railway Security/Welfare in a uniform manner with Supplier and Network Rail Logos clearly visible. Vehicles must be all the same colour.

The Supplier must have achieved or be working towards achieving a minimum of Bronze accreditation from the Fleet Operator Recognition Scheme (FORS).

All vehicles should be maintained in a roadworthy condition.

The cost of providing and maintaining the fleet shall be included in the rates provided. It is not the intention of Network Rail to own the vehicles at any point.

3 Social Value and Sustainability

The Supplier(s) shall endeavour to implement a strong social value and sustainability culture throughout the delivery of this contract. The Supplier should be aware of the policies and initiatives implemented by Network Rail; adhering to these where appropriate.

The Supplier shall ensure it adheres to Network Rail's Code of Conduct for its supply chain. This is provided in Appendix A.

4 Applicable Standards

Network Rail Standards	Document Number
Traumatic Incident Management	NR/L2/OHS/052
Fatigue Management	NR/L2/OHS/003
Coronavirus Covid-19 Safe Working Practices Standard	NR/L3/MTC/CP009
Personal protective equipment and workwear (PPE)	NR/L2/OHS/021
Safety of People Working On or Near the Line	NR/L2/OHS/019

5 Contractors Responsibilities

The Supplier(s) shall be:

- responsible for the recruitment, training and briefing of all staff utilised on the contract. It will be the Supplier's responsibility to maintain the competencies and be able to document evidence of this to NR if requested. The briefings should include a regular safety briefing to all staff.
- responsibility to ensure all staff are fully equipped and in suitable uniform and PPE.
- responsible for disseminating alerts to staff (i.e. imminent threat or risk) immediately. Receipt of alerts must be evidenced and reported.
- responsible for adhering to all relevant NR standards and guidelines.
- responsible for managing the welfare provision of all staff.
- responsible for managing the fatigue of all staff in accordance with the relevant NR Standards.
- required to act as the Data Controller (as per GDPR regulations) for all personal information collected while conducting the duties required under this Framework Agreement. This includes, but not limited to the footage from body worn cameras.
- responsible for ensuring all required reports are delivered to the appropriate Employers Representatives on time and in full.
- responsible for ensuring all staff sickness and absence is appropriately covered to ensure there is a consistent level of performance throughout the Framework Agreement. It is expected any absence is backfilled within 2 hours. As well as immediate notification to Route Crime Teams.
- responsible for ensuring all staff follow the signing-in procedures implemented by all stations in which they operate.
- required to maintain a duty of care following any traumatic incident. All staff must receive support to manage the risk of trauma related ill health in the workplace and reduce the effects of traumatic incidents at work on the mental wellbeing of employees.

6 Network Rail Responsibilities

Network Rail shall be:

- responsible for the tasking of the Supplier as per section 2.2.2 of this document. Tasking shall include short, medium- and long-term tasking and immediate
- responsible for supplying Periodic briefing pack in response to updates in standards and lessons learnt following incident reviews
- responsible for the supply of security locks and keys as required by the Employers Representative.
- responsible for ensuring the Supplier[s] has an appropriate escort to conduct any lineside duties where required by NR Standards (providing the Supplier[s] has requested the support as soon as practicably and



safely possible). The Supplier shall not be held responsible for any delay caused by NR unable to provide the appropriate escort.

7 Interface with other parties

As part of the Supplier[s]’ duties, it will be required that the Supplier[s] interfaces with numerous third-party organisations, these include but are not limited to:

- Train Operating Companies
- British Transport Police
- Emergency Services
- Passengers
- Samaritans
- Other security providers

This list is not an exhaustive and the supplier may be required to interface with other parties if required. NR expects its supply chain to display NR values in all interactions with third parties. Our Values are as follows:

Always safe: Safety is not negotiable. With clear accountabilities, we must challenge ourselves and our colleagues every time we witness unsafe behaviour.
Care about people: Respect, kindness and empathy are all part of treating others the way we wish to be treated. It is simply about asking ourselves 'how can we better care for the passengers that we serve every day?'
Teamwork is key: It's about mutual support, no matter what. We pull together as one rail industry, with the needs of passengers and freight users at the heart of what we do.
Empowered to ACT: We're empowered to do the right thing for those who use the rail network. It is about removing barriers and ensuring that we have what we need to be able to act, when and where it's required.



8 KPIS

[To be confirmed]



Appendix A - Code of Conduct

Code of Conduct



July 2018

Working for you.

Network Rail Statement

“The railway depends on the people who work in it. Ensuring that these people behave in a professional and appropriate way is therefore of critical importance to us and to the customers and communities we serve. We want to work together with those who share our determination to continuously improve in this area. We want to provide clarity on what we expect of our people and the support they can expect from us. This Code of Conduct will help us do that.”

Mark Carne, chief executive, Network Rail

Introduction

Welcome to the Code of Conduct. This document outlines the minimum standards we expect from everyone we work with.

We're embedding the Code of Conduct within all contracts and we expect you to promote this within your own supply chain and beyond.

At Network Rail we're committed to the highest standards of business ethics, appropriate behaviour and safety performance and we expect the same from those we do business with.

We must all work to achieve our vision of 'Everyone Home Safe Every Day' and that will often mean we will have to go beyond this baseline.

Trust is gained by treating each other and the communities we work in with respect and fairness and by behaving in a way that is challenging, collaborative, accountable and customer-driven.

If you have questions about this code or feel we're not living up to our promises, please get in touch:

CodeOfConduct@networkrail.co.uk

We look forward to working with you.

Our Behaviours

Challenging

Always challenge unethical and unsafe behaviour. Use feedback to enhance innovation, safety and performance.

Collaborative

Work together as one team and support each other to do the right thing. Be inclusive and promote diversity.

Accountable

Work diligently, openly and honestly, with a positive attitude and be willing to take responsibility for your own actions.

Customer driven

Put yourself in other people's shoes and respect your customers and everyone you work with.

Our Safety Vision

Outstanding safety performance and business performance go hand in hand.

Whether you're an employee, contractor or subcontractor, safety is core to our culture and success.

Safe behaviours are a requirement of working for Network Rail; this applies to people throughout our supply chain and the companies they work for.

This is how we will deliver a better railway for a better Britain.

Safety

We're committed to getting everyone home safe, every day, putting safety at the core of every decision.

What can you expect from us?

- Facilitate reviews with safety representatives from all elements of the supply chain to discuss safety and related matters
- Where appropriate make sure all relevant workers and suppliers are invited to attend safety briefings

What we expect from you

- Compliance with the Sentinel scheme rules
- Maintain Railway Industry Supplier Qualification Scheme (RISQS) accreditation
- Ensure that worksites are clean and tidy and left in good order
- Demonstrate that workers supplied are competent, fit to work and able to fulfil the task appropriately.

What can we do together?

- Manage safety risk openly and honestly to underpin a safe and high performing culture
- Further promote and utilise a Close Call system
- Support and implement the Network Rail Life Saving Rules, Safety Vision and Fair Culture Consequences Model
- Encourage feedback/conversations on safety and related topics
- Make sure that all feedback is welcomed, openly and honestly
- Work to a Safe System of Work with appropriate controls.

Life Saving Rules

The Life Saving Rules are there to help us get everyone home safe every day. Adherence to the Life Saving Rules is a requirement of working for Network Rail.

What are the Life Saving Rules?

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.

Safety Vision

Our Safety and Performance Vision is at the heart of creating a sustainable, positive culture which will help us deliver a safer, better performing and more efficient railway.

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 that 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 the 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.



Mark Carne
Chief Executive
March 2014



Working in the Community

All parties will represent our industry in a positive manner, any time a member of the public comes into contact with any aspect of our industry: it's an opportunity to form an impression. We all want this to be the right impression.

What can you expect from us?

- Include training as part of the Industry Common Induction
- Provide education on the purpose and benefits of your role in our industry
- Provide education on Network Rail's national Helpline Number (03457 114 141) and Safety Central website safety.networkrail.co.uk.

What we expect from you

- Deliver/attend briefings regarding appropriate interaction with our communities, neighbours and passengers
- Positively engage and interact with our communities, neighbours and passengers
- Be a good neighbour. Treat our communities, neighbours and their property with respect at all times and in particular, please be mindful of the following unacceptable behaviour:
 - Littering
 - Removing items of clothing
 - Urination or defecation in a public place
 - Offensive language or behaviour of any sort
- Pass on your knowledge of the work you're doing and its benefits to our communities, neighbours and passengers. Try to answer their questions – if unsure provide them with our Helpline number 03457 114 141.

What can we do together?

- Lead by example when interacting with our communities, neighbours and passengers
- Hold each other to account when we see inappropriate behaviour or interaction.

Driving & Vehicles

All parties will work together to make sure their entire workforce are safe in relation to driving.

What can you expect from us?

- Advance lead times of at least 48 hours.

What we expect from you

- All new vehicles being fitted with speed limiters of 70mph
- Have a robust and effective driving licence checking process
- Have a robust and effective eyesight checking process
- Have a driving competence management framework, including risk assessment and driver coaching
- Provide and maintain vehicles which are legally roadworthy, safe and which eliminate or reduce manual handling and working at height risks.

What can we do together?

- Manage fatigue risks arising from the work undertaken or travelling required to/from sites, not just paid time
- Enforce relevant lodging and/or dedicated driver arrangements to reduce fatigue risks
- Make sure there are clear expectations for fatigue risk management, including from travelling
- Work together to achieve at least a bronze, Fleet Operation Recognition Scheme (FORS) award for fleet management.

Health & Wellbeing

All parties will work together to promote and support the health and wellbeing of the entire workforce.

What can you expect from us?

- Encourage those who sign up to the Workplace Responsibility Deals outlined by the Department of Health.

What we expect from you

- Operate effective systems to identify, monitor and manage occupational health hazards including, but not limited to, exposure to hand/arm vibrations, excessive workplace noise, occupational respiratory hazards and workplace stress
- Have a plan to support the general wellbeing of your whole workforce
- Manage the implementation of any reasonable adjustment requirements for disabled staff in a timely and sensitive manner
- Provide support for those workers involved in potentially traumatic incidents within the workplace.

What can we do together?

- Identify health risks and provide suitable training and equipment to manage those risks
- Encourage workers to seek support where their mental health is at risk.

Competency & Training

A safe railway with improving performance requires a competent workforce. All parties will work to minimise skills gaps and thoroughly manage competence.

What can you expect from us?

- Assist in the introduction of new workers to the industry who are developing their competence
- Access to our expertise
- Provide clarity on the Worker Under Mentorship (formally blue-hats) process.

What we expect from you

- Actively manage competence to ensure workers work safely and productively
- Support apprenticeship schemes which offer employment on completion
- Train staff on the Code of Conduct.

What can we do together?

- Make the best use of the Industry Common Induction.

Tools & Equipment

All parties shall make sure that all workers are fully equipped to carry out their roles in a safe, sustainable and effective way. Suitable Personal Protective Equipment (PPE) is essential for most roles.

What can you expect from us?

- Provide clear expectation of minimum specifications to enable everyone to have suitable PPE.

What we expect from you

- Make sure that PPE is suitable for all
- Never charge the workforce for the provision of PPE or tools
- Follow the Sentinel scheme rules in relation to PPE and equipment
- Have appropriate training and guidance relating to the use of PPE, equipment and calibration of tools.

What can we do together?

- Engage the workforce to gain feedback on current provisions and improvements.

Behaviours

All parties will work in a positive and respectful manner, providing support and help when needed, and managing conflict when required.

What can we do together?

- Implement the Network Rail framework of behaviours
- Adhere to the principles of inclusive leadership – open, unbiased approaches to managing and leading others that welcome difference
- Use feedback from managers and co-workers to find ways of enhancing innovation, safety and performance
- Form professional relationships with workers to help with an open and transparent way of working
- Make sure that all contracts are appropriately managed and utilised.

Delivery

All parties will work together to make sure delivery targets are met.

What can you expect from us?

- Take account of the concerns and act fairly to resolve them
- Clearly specify work and performance objectives.

What we expect from you

- Make best use of resources to support a safe delivery to agreed quality, standards and timescales
- Make sure there's consistency of delivery
- Never compromise safety.

What can we do together?

- Work as one team – one workforce
- Have a positive attitude and take responsibility for our actions
- Co-operate to make sure any commercial model for additional works is consistent industry wide.

Ethics

All parties will work in an ethical way to maintain a sustainable workforce.

What can you expect from us?

- Promote ethics, diversity and inclusion as an exemplar organisation
- Policies and guidance to help you make the right ethical decisions
- A zero-tolerance approach towards bribery and modern slavery
- A channel to raise concerns, in confidence, about suspected wrongdoing at Network Rail, or within our supply chain.

What we expect from you

- Comply with all applicable anti-bribery and anti-slavery legislation, including the UK Bribery Act 2010 and Modern Slavery Act 2015
- Comply with our Code of Business Ethics, Code of Conduct and other supporting policies
- Complete the Supply Chain Sustainability School modern slavery training as required by the employer's representative
- Be part of a committed and dependable workforce, which adheres to an agreed code of business ethics
- Make sure that payment arrangements are consistent with the detail and intent of HMRC requirements
- Develop and implement an approach to diversity and inclusion that takes account of current equality legislation

- Promote ethics, equality and fairness in arrangements with your supply chain
- Carry out thorough checks on those you choose to do business with – we include specific prohibitions against the use of forced, compulsory or trafficked labour, and we expect you to hold your own suppliers to these same high standards
- Speak Out if you have reason to suspect ethical misconduct taking place in Network Rail, or acts of modern slavery in any part of our business or supply chain.
(Freephone: **0808 143 0100** or online: www.intouchfeedback.com/networkrail)
- If you suspect ethical wrongdoing within your own organisation, you should seek guidance and follow the appropriate reporting procedures.

What can we do together?

- Share the Code of Conduct across all levels of our organisation
- Follow the fair payment charter and assist in rolling it out industry wide
- Work together to understand financial stability and make sure there's clarity on any potential financial risks in the supply chain
- Make a commitment to preventing all forms of modern slavery in our businesses and supply chains
- Work together to create a culture where everyone feels able to speak out about unethical behaviour.

Data Protection

All parties will work to ensure personal information is processed fairly and lawfully within the principles of the law.

What can you expect from us?

- Promote and demonstrate data protection principles in a positive way across our organisation
- Training, policies, procedures and tools to assist you in making the right privacy decisions
- A robust and fair investigation into any mishandling of personal data.

What we expect from you

- Comply with General Data Protection Regulation and relevant UK Data Protection law
- Handle personal data appropriately and in line with Network Rail's instructions, complying with our relevant policies and procedures and keeping relevant [‘Article 30’ records](#)
- Take the appropriate action to promote and demonstrate a culture to promote and demonstrate data protection principles in a positive way in your organisation and those within your supply chain
- Carry out checks on those you do business with – we expect you to hold your own suppliers to account on the way they respect personal information
- Notify Network Rail immediately in the event of a suspected breach or incident. Please contact data.protection@networkrail.co.uk if you have any concerns
- Put in place, test and document a suitable process to report any potential breaches or incidents to us.

What can we do together?

- Share this Code of Conduct across all levels of our organisation and respect the personal information of others
- Demonstrate compliance with the law and encourage good practice across the industry
- Put in place all measures needed to prevent a breach or incident involving personal information.