



Safety, health and environment committee report

I am pleased to present the committee’s report on its activities over the past year, alongside its anticipated activities for 2018/19.

Overall there has been continuing improvement in safety performance over the past year; we achieved our corporate safety targets apart from the close call close out rate target. More than ten years have elapsed since the last passenger or workforce fatality as a result of a train derailment or collision, sustaining the UK’s position as one of the safest major rail networks in Europe. Significant progress has been made in implementing the risk reduction work streams, although several milestone targets were not achieved as originally planned. There were a number of derailments in 2017; notably, a freight train north of Ely, the partial derailment outside London Waterloo Station, the partial derailment at Paddington Station and the derailment near Wimbledon. These incidents are a reminder of train accident risk potential and the importance of implementing effective risk-based controls.

In terms of workforce safety (including our contractors), we had applied a 10% reduction to the previous year’s lost time injury frequency target and we have achieved this target. There has been a decrease in the number of near miss events involving the workforce. Sadly, a contractor died in an accident at a station site in Scotland on 5 June 2018. An investigation is underway.

A number of workforce safety improvement initiatives were implemented and progress has been monitored during 2017. The programme to install vehicle monitoring systems to over 7,000 road vehicles has progressed well and this has significantly reduced the number of speeding offences and the related safety risk. The revised company standard in respect of planning and delivering safe work for the workforce working on or near the railway line was rolled out in September 2017 and a robust process is in place to monitor compliance, including reporting to this committee and to the executive committee.

The reporting of close calls continues to highlight where action can be taken to address unsafe conditions or acts and over 259,000 close calls were reported throughout the year. It is recognised that slips, trips and falls remain a significant area to address where the main underlying cause is poor housekeeping at sites.

Fifty-five level crossings have been closed in the last year and a small number have been downgraded in legal status. All ten of the top ten level crossing milestones were closed as planned.

Each train operator has a Signals Passed at Danger (SPAD) mitigation and reduction programme targeted at the underlying causes of the SPADs. The routes review those plans with the operators and monitor trends in SPAD numbers, risk and signals that have been involved in multiple SPADs. These plans and actions have a good record in reducing SPAD numbers in the long term, containing and correcting any adverse trends, and mitigating the risks of collision as a consequence of SPADs.

The committee met four times in 2017/18, including a site visit to the Sudbrook Severn Tunnel pumping station in South Wales in April 2017, meeting frontline staff to gain insight into the current safety and major incident arrangements for the tunnel. The committee discussed the report into the accident in December 1991 and the investigation recommendations.

The committee reviewed its terms of reference to ensure they were fit for purpose, in light of further route devolution. It also reviewed its effectiveness and governance structure and a number of recommendations were agreed and a plan for implementation was developed.

Chris Gibb,
Chair, safety, health and environment committee
27 June 2018

Committee members	Formal appointment to the committee	Number of meetings attended during the year
Chris Gibb	Nov 2013	4/4
Rob Brighthouse	Jan 2016	4/4
Sir Peter Hendy CBE	Oct 2015	4/4
Mike Putnam*	Feb 2018	1/1

*Mike Putman was appointed to the Board on 8 January 2018

Safety, health and environment committee report continued

Committee attendees

The chief executive, the managing director for England and Wales, managing director for Infrastructure Projects, director of Risk and Assurance and the Safety, Technical and Engineering director and some of his direct reports attend meetings by invitation.

Mick Cash, general secretary of the RMT Union is invited to attend committee meetings and participates in discussions. This aids scrutiny and challenge and enhances transparency of the work of the committee.

Ian Prosser CBE, both chief inspector of railways and director, Railway Safety at the ORR, attends committee meetings twice a year to present the regulator's view on Network Rail's safety performance.

Role of the committee

The committee's role is to monitor the integrity of the methods of discharge of the safety, health and environmental responsibilities of Network Rail and to satisfy itself as to the adequacy and effectiveness of the safety, health and environment policies and strategies within the Network Rail group.

The committee's activities include:

- Reviewing the group's safety, health and environment strategies, systems, policies and practices.
- Considering significant corporate and individual safety, health and environment risks and whether management is managing these effectively.
- Reviewing the scope and results of any safety, health and environment audits, on the effectiveness of the group's safety, health and environment strategies, systems, policies and practices.
- Considering the major findings of internal and external investigations and management's response to them.

Following each committee meeting, the chair provides a summary of the committee's activity to the next Board meeting, and makes recommendations as appropriate.

The terms of reference of the committee can be found on our website: networkrail.co.uk.

The committee reviewed its terms of reference to ensure they were fit for purpose, in light of further route devolution, and they were approved by the Board in May 2017. The key changes were to update them and to reflect organisational changes and industry developments. The committee also reviewed its effectiveness and governance structure and a number of recommendations were agreed and a plan for implementation was developed.

Principal activities during 2017/18

Matters considered by the committee during the year included:

- A review of the adequacy of the safety validation of organisational change arrangements.
- The 2017/18 SHE objectives and linkages to CP6 SHE objectives.
- Safety, health and environment-related incidents within Network Rail and contractor operations, including lessons learned from incidents such as the derailments in 2017, the Watford derailment and the Gloucester freight train derailment.
- The delivery of infrastructure projects safely and the impact on that scorecard.
- The progress of the Planning and Delivering Safe Work

(PDSW) programme and steps for embedding the updated company standard into the business.

- Presentations from a number of duty holders and route managing directors to demonstrate and discuss the adequacy and effectiveness of their safety, health and environment systems.
- Discussion of the current safety governance and assurance arrangements for the group in respect of safety leadership and close call reporting and close out and delivery of the required outcomes and improvement plans.
- Findings from corporate-level audits and agreed action plans including the close out of overdue actions.
- Progress of the sustainability and social performance strategy, including the environment and sustainability development plan and weather resilience and climate change adaptation plans and its impact on the group and wider stakeholders.
- Deep dive reviews into, amongst other things:
 - > Workforce safety.
 - > Station safety.
 - > Train accident risk reduction, including reviews of lessons learned from historical and more recent incidents.

Planned activities during 2018/19

The committee will continue to monitor progress on the initiatives already underway to improve workforce safety, health and wellbeing, and passenger safety.

Particular areas of focus for 2018/19 will include:

- The safety management procedures across the company as devolution of responsibilities to the routes matures and develops, including attendance at the committee by the route teams to discuss their safety, health and environment systems.
- Train accident risk reduction through delivery of the risk-based programme of milestones and volumes and a deep dive review.
- Workforce safety performance and progress with key risk reduction work streams. monitored through the Home Safe Plan, the PDSW programme and updating the suite of work activity risk assessments. There will be a deep dive review into workforce safety which will report on, amongst other things, the effectiveness of the vehicle monitoring systems in company road vehicles and the electrical safety delivery programme.
- Station safety performance and future plans to mitigate the risk of increasing passenger numbers and a deep dive review.
- Level crossing risk reduction including further closures, improving risk at passive crossings and further focus on the national level crossing safety campaign.
- Public safety including measures to reduce trespass incidents and suicides, including a deep dive review.
- Ensuring that the company engages with operators, funders, regulators and service specifiers to work towards elimination of all train toilets discharging on the track by 31 December 2019.
- Actions planned to promote and improve the health and wellbeing of employees, including a deep dive review.
- Progress being made towards achieving the objectives of the environment and sustainability strategy, both in the short and longer term and a deep dive review into sustainable development.
- Continual improvement of the effectiveness of the committee and its supporting governance structure by a biennial review of the work of the committee, its membership and its terms of reference.