

SAFETY, HEALTH AND ENVIRONMENT COMMITTEE REPORT

The following report discusses the committee's areas of attention in the past year, alongside its anticipated activities for 2016/17.

Encouragingly the overall safety performance of Network Rail has continued to improve. This is both in respect of steadily reducing the estimated risk of a major train accident (it is nine years since the last passenger or workforce fatality as a result of a train derailment or collision) and also in respect of workforce safety. Commitment and hard work at every level of the organisation has been rewarded with no workforce fatalities on Network Rail managed infrastructure this year, and a 30 percent reduction in RIDDOR Specified Injuries compared to the previous year. The target ten percent improvement in workforce Lost Time Injury Frequency Rate has also been achieved, our best ever performance

Despite the good progress, we can never be complacent, as several high potential incidents highlighted during the year.

One particular concern continues to be level crossings, where risks are being reduced, but slower than we hoped. This can be due to reluctance by local authorities to agree to closures even where the ongoing risks are very clear. Other major concerns are trespass (sometimes with tragic consequences) and suicides. I would like to thank the British Transport Police (BTP) and the Samaritans especially for their continued commitment to improve our close partnerships in these areas.

During the year, the committee met six times, continuing our regular focus on understanding potential causes of major train accidents and workforce injuries, and finding ways to reduce and mitigate them. This included evaluating a wide range of possible initiatives, further improving understanding of risk, and prioritisation of improvements.

This has enabled significant rationalisation of the original plans, which should therefore accelerate the top priority train accident risk reduction activities, and also help to widen and deepen staff commitment to the chosen workforce safety improvements.

We also reviewed the potential safety impact of asset renewals during CP5, and reported to both the board and Office of Rail and Road (ORR) that the proposed reductions from original plans should have only a marginal impact on train accident safety risks.

In June 2015, Graham Hopkins was appointed as a member of the executive committee to lead the safety, technical and



engineering department. This function comprises safety, environment and sustainability together with engineering and asset management, supporting the Routes and Infrastructure Projects. Graham's key focus is structured continuous improvement and the committee has welcomed this approach in striving to achieve a safer and better performing railway.

During the year, committee members visited Bristol Delivery Unit, focusing on the introduction of multi-disciplinary teams to improve asset management. We met operational employees, and were given an insight into how this new way of working could potentially have a positive impact to both workforce safety risk and reduction of point failures.

The committee welcomed Rob Brighthouse and Sir Peter Hendy as members of the committee. Chris Gibb and I look forward to their future contribution.

Malcolm Brinded
Chair, safety, health and environment committee
30 June 2016

Committee members

| Member | Formal appointment to the committee | Number of meetings attended during the year |
|------------------|-------------------------------------|---|
| Malcolm Brinded* | November 2010 | 6/6 |
| Rob Brighthouse | January 2016 | 1/1 |
| Chris Gibb | November 2013 | 6/6 |
| Sir Peter Hendy | October 2015 | 1/3** |

Previous members during the year

| | | |
|---------------------|------------------------|-----|
| Richard Parry-Jones | April 2013 – July 2015 | 1/1 |
|---------------------|------------------------|-----|

* Chair since 2013

** Sir Peter Hendy was unable to attend two meetings due to commitments made prior to his appointment to the Committee. This included the opening of Crossrail and the publication of the Hendy Review coinciding with the dates of the meetings.

CORPORATE GOVERNANCE REPORT CONTINUED

Committee attendees

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

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

Ian Prosser, 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.

Representatives from the BTP attended a meeting in February 2016 to discuss progress of the joint initiatives between Network Rail, BTP and the rail industry to prevent, as far as possible, suicide and trespass on the railway.

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 environmental policies and strategies within the group.

The committee's responsibilities include:

- 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, and their effectiveness
- Considering the major findings of internal and external investigations and management's response.

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

Principal activities during the year

Matters considered by the committee during the year included:

- The programmes in place to reduce workforce safety risk with discussions focused on embedding cultural safety change and safety leadership within the organisation
- Safety, health and environment related incidents within Network Rail and contractor operations, including fatalities at level crossings and an ironman runaway at Gwaun-Cae-Gurwen, the lessons learned from these incidents, and actions being taken to mitigate against a recurrence of similar incidents, the learnings from the Bavarian train collision were also reviewed
- The long-term level crossing strategy and how this will be reflected in the Initial Industry Advice submission to obtain funding for control period 6

- Findings from corporate-level audits and agreed action plans
- The sustainability and social performance strategy and its impact on the group and wider stakeholders.
- Deep dive reviews into, amongst other things:
 - Safety at Network Rail managed stations with particular focus on the approach to crowd management and slips, trips and falls
 - Train accident risk reduction, with key focus on signals passed at danger, infrastructure operations and objects on the line.
 - Improving safety in Infrastructure Projects, via enhanced safety criteria during the procurement process, increased dialogue in industry forums and further utilisation of safety metrics when evaluating supplier performance.
 - Progress of initiatives to improve the safety of structures during CP5, including the creation of a civils strategic asset management system, the bridge strike initiative programme and risk targeted renewal investment.

Planned activities during the coming year

During the coming year, the committee will continue to monitor the progress of the initiatives already underway to improve workforce safety, health and wellbeing, and passenger safety.

Particular areas of focus for 2016/17 will include:

- The electrical safety delivery programme and its leading key performance indicators and milestones
- The progress of the planning and delivering safe work programme
- Enhanced deployment of train protection warning systems to improve safety performance surrounding level crossings
- Assurance that the governance and processes surrounding safety leadership and close call reporting deliver the required outcomes
- The sustainability and social performance strategy and its impact on the group and wider stakeholders.