



Safety, health and environment committee report

Running a safe railway will always be our priority. We want everyone to feel safe whether they are working on, living near or traveling on the railway.

Tragically, two of our colleagues, Gareth Delbridge and Michael 'Spike' Lewis, died after being struck by a train in South Wales on 3 July 2019. An internal investigation has been completed with actions and recommendations published so that we can prevent this from ever happening again. That same month we also set up the safety task force to deliver a step change improvement in the safety of our track workers.

Since the end of the financial year, we have tragically lost another colleague, when on 8 April 2020 Aden Ashurst, working for AmcoGiffen, was fatally struck by a train in Roade, Northamptonshire. An investigation is under way.

Although we have seen a two per cent improvement in the fatality weighted injury rate (FWI) since the end of 2018/19, we did not hit our year-end target. We have seen a reduction in the number of major workforce injuries in the year, but a similar reduction in the amount of hours worked has dampened the overall impact on the FWI rate.

Towards the end of the year we saw an increasing trend in the number of high potential events in relation to workforce safety and train accident risk. This trend highlights the need for all of us to focus on the things that make the biggest differences.

We have changed our approach to reporting and addressing close calls so that we focus on the more important incidents. As a result, close call raised numbers have reduced by nearly 80,000 year to date, and the close call close out rate has dropped by six per cent.

This year saw a big increase in the frequency of flooding compared to previous years and an increase in the number of signals passed at danger (SPAD), resulting in a rise in the train accident risk as measured by the precursor indicator model.

We take any rise in risk to our passengers very seriously, and we are working hard with the train operating companies to

understand the underlying factors that have led to the rise in SPADs so we can work harder to protect our passengers.

Since April 2019, we have closed 77 level crossings and improved the way we gather risk data at our level crossings so we can make them safer in the future. Despite being ahead of our plans to install safer technology, an increase in the number of trains running on the network and an increase in the number of people using our crossings has led to a slight increase overall in level crossing risk.

Our corporate level crossing safety strategy, Enhancing Level Crossing Safety 2019-2029, was officially launched in December 2019. This is a significant milestone in promoting broader awareness across the company and highlighting the importance of effective collaboration in our management of level crossing safety. We will be launching the strategy externally in early 2020, and will work closely with the whole rail industry, British Transport Police, Government and level crossing users to promote its success.

The number of suicides that took place on the railway rose by 11 from the previous year (283). Trespass fatalities were at a 10-year low of 17. The remit of the Trespass Improvement Programme extends to all trespass, including that which takes place as part of route crime. The programme is seeking to build on the partnerships that have already seen more than five million school children participate in the "learn live" initiative which has coincided with an encouraging reduction in reported child trespass. Our route crime and trespass groups are working closer together and this is identifying many good practice ideas and encouraging the sharing of intelligence both strategic and tactical. Also, communications outreach toolkits are under development for the routes and preparations for the Serious About Safety awareness campaign were launched at the end of the year.

The company set itself a target to train 10 per cent of its line managers in supporting mental health wellbeing by the end of the year: this has been exceeded.

Mike Putnam,

chair, safety, health and environment committee

16 July 2020

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Committee members	Formal appointment to the committee	Number of meetings attended during the year, inc. site visit
Mike Putnam	Feb 2018	6/6
Rob Brighthouse	Jan 2016	6/6
Chris Gibb ¹	Nov 2013	4/4
Peter Hendy	Oct 2015	6/6
David Noyes	Nov 2018	5/6

1. Chris Gibb stepped down from the Committee when he resigned as a director on 30 November 2019.

Committee attendees

The executive directors of the company and the chief health and safety officer normally attend meetings by invitation of the committee. Other members of the Board and other senior executives of the group also attend as and when requested by the committee.

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, chief inspector of railways and director, railway safety at the Office of Road and Rail (ORR), attends committee meetings twice a year to present the regulator's view on Network Rail's safety performance.

Role of the committee

Revised terms of reference for the committee were approved by the Board in October 2019.

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

The committee's activities include:

- Reviewing the Group's safety and health strategies, systems, policies and practices and environmental compliance;
- Considering significant corporate and individual safety, health and environment risks and whether the executive is managing these risks effectively.
- Reviewing the safety, health and environment governance and management structures within the Group;
- Reviewing the scope and results of any:
 - > safety, health and environment audit on the effectiveness of the group's safety, health and environment strategies, systems, policies and practices;
 - > environmental regulatory and legal compliance audit.
- Considering the major findings of internal and external investigations and the executive's response to them.
- Making recommendations to the nomination and remuneration committee relating to the Group's safety and health performance and environmental compliance

during the preceding financial year for the purposes of assisting that committee's decision in the exercise of discretion in relation to the outturn of the performance related pay scheme.

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 committee's terms of reference can be found on our website: www.networkrail.co.uk.

Matters considered by the committee during the year included:

- An ongoing review of safety, health and environment performance for each of the periods which comprise Network Rail's year.
- Scrutiny of safety, health and environment-related incidents including lessons learned from incidents such as those at Margam.
- Monitoring the implementation of the safety task force which was set up to address necessary step-changes in safety culture and behaviours.
- Receiving presentations from duty holders and route managing directors to demonstrate the adequacy and effectiveness of their safety and health systems and environmental systems. The following routes and regions attended the committee:
 - > London North East and East Midlands
 - > Freight and National Passenger Operators
 - > Network Rail High Speed, and
 - > Southern

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- The committee also visited:
 - Victoria station to review the newly opened medical centre, the personal safety environment, and escalator safety;
 - East Croydon station to review trespass and suicide hot spots, and;
 - Three Bridges Delivery Unit to review behavioural safety training and product development for safe and effective working.
- Reviewing the progress of the company's occupational health and wellbeing strategy in supporting mental wellbeing and resilience, providing health services, and the improving data collection and analysis.
- Reviewing our asbestos management plan and our compliance with the control of asbestos regulations (2012), to ensure the risks of exposure to our employees, and users of passenger and freight services are minimised.
- Reviewing environmental matters including the vegetation management plan.
- Reviewing the impact of weather and climate change on the resilience of the group's assets, the performance and safety of the railway, and the changes to the likelihood and severity of weather and climate-related risks.
- Reviewing findings from our corporate-level audits and action plans including the sharing of issues and solutions across the network. Audits conducted during the year included: trespass management, close call system, safe hand-back of the line, asset management of bridges, workforce separation from trains, and suicide prevention.
- Deep dive reviews into, amongst other things:
 - Public safety: level crossing engineering safety improvements including the automatic full barrier crossing locally monitored protection system at Princes Street, Ardrossan; trespass and suicides;
 - Station safety: a review of safety performance at Network Rail's managed stations and measures to mitigate risks;
 - Passenger safety: using the precursor indicator model and reviewing the risks of self-evacuation from trains.
- Discussion of the plan for the eradication of effluent discharge to track which will significantly improve the working environment for our staff.

Particular areas of focus for 2020/21 will include:

- Assurance that safety management procedures continue to be strengthened particularly in relation to ongoing devolution to region and route levels, and other relevant changes across the company.
- Assurance that the safety task force delivers improved safety outcomes for our track workers.
- Developing the committee's approach to ensuring compliance with environmental regulations and legislation across Network Rail.
- Conducting a site visit(s) to substantiate on-the-ground activities with the information received in committee meetings.
- Ongoing improvement of controls to reduce near-misses between trains and track workers.