

Rail Delivery Group



National Rail



INDUSTRY HEALTH AND SAFETY MEETING (IHSM)

NOTES/ACTIONS

22 MAY 2018

RSSB, THE HELICON, MOORGATE, LONDON

ATTENDEE LIST

Attendees	Organisation
Graham Hopkins (Chair)	Network Rail
Alex Hynes	ScotRail Alliance
Andrea Jacobs	Arriva Rail North
Andy Cooper	Cross Country Trains
Andy Derbyshire	Bombardier Transportation UK Ltd
Andy Joy	Carillion Rail
Andy Mellors	South Western Railway
Ann Mills	RSSB
Ben Doran	Abellio Scotrail
Charles Horton	GTR
Clive Peddar	c2c
Dave Penney	Chiltern
David Ethell	DB Cargo Rail UK Ltd
David Horne	Virgin Trains East Coast
David Statham	Southeastern
Debbie Francis	Direct Rail Services
Delores Byrne	RSSB Director
Lisbeth Fromling	Network Rail
Gareth Jones	Arriva Trains Wales
Gary Cooper	Rail Delivery Group
Geoff Spencer	RSSB Board
George Bearfield	RSSB
Ian Langton	GB Railfreight
Ian Prosser	Office of Rail and Road
Jake Kelly	East Midlands Trains
Joanne Lewis	HS1
Julian Dunn	Costain
Manuel Cortes	TSSA
Marian Kelly	Transport for London

Mark Carne	Network Rail
Mark Hopwood	Great Western Railway
Mark Langman	Network Rail
Mark Phillips	RSSB
Mark Steward	West Midlands Trains
Matthew Wakefield	Greater Anglia
Mike Gurtenne	Network Rail
Mike Roe	Merseyrail
Neil Akehurst	Siemens Rail Systems
Neil Foster	Porterbrook Leasing Company
Noel Travers	Unipart Rail
Paul Clyndes	RMT
Paul McMahon	Network Rail
Richard McLean	Grand Central
Rob Doyle	Amey
Steve Cocliff	VolkerRail Group Limited
Steve Long	Hitachi Rail Europe
Susie Beevor	Rail Delivery Group
Will Rogers	Arriva Rail London
Notes	
Christine Kinloch	RSSB

NOTES OF MEETING

Item No.	Welcome and Introductions – Standard Item
1	<p>Graham Hopkins (GH), guest Chair of IHSM and Network Rail’s Group Director for Health and Safety, Technology and Engineering, opened the meeting and welcomed all. GH reminded the attendees that the IHSM is the most senior meeting for health, safety and wellbeing in the rail industry and it sets the agenda for the next phase of health and safety across the industry. Discussion is vital to the process and GH encouraged attendees to participate during the meeting.</p> <p>Showcases available for the meeting delegates were: Fatigue; the Rail Industry Suppliers Qualification Scheme (RISQS); Road Driving and the Confidential Incident Reporting and Analysis Service (CIRAS).</p> <p>Additionally, there was an interactive map of RSSB Successes for 2017-18 and iPad stations to view the latest RSSB Trespass Report.</p>

Item No.	Leading Health and Safety on Britain’s Railway (LHSBR) – Standard Item
2	<p>Gary Cooper (GC), RDG, thanked everyone for their attendance. GC gave a presentation to provide context of where the meeting fits within industry architecture, the three-year plan in relation to LHSBR and what the meeting aims to do. GC reiterated that the purpose of the IHSM was for industry leaders to come together and engage in discussions and to hear reports on how the industry is performing in relation to health and safety.</p> <p>At the last IHSM in November 2017, it was discussed how the various bodies fitted together across the industry and considered how to include the Rail Supply Group (RSG), the System Safety Risk Group (SSRG) and Network Rail within the architecture. GC reported that there is Network Rail representation on the Planning and Production Board (PPB) (Graham and an NR RD) and we have asked for RSG representation and wait for a nomination. The IHSM has a relationship with the RSSB facilitated SSRG, which has a role to feed safety data and any good practices or risk management gaps identified to IHSM through dialogue between George Bearfield and Gary in the IHSM planning process.</p> <p>There is a three-year plan to systematically review the 12 risk areas and 9 management capabilities within LHSBR.</p> <p>The IHSM is a national forum for senior leaders to meet and discuss how to improve, and apply continued effort towards, safety, health and wellbeing across the industry. It is an opportunity to share best practices and raise any concerns / issues / risks identified that are considered may warrant industry attention. The target audience of NR, Supply chain and TOC/FOC MDs and other appropriate industry senior personnel from Trades Unions, BTP, ORR are chosen because of their capability to show leadership for health, safety and wellbeing.</p>

	He flagged that RDG and the RSSB are looking this summer to consider the next review of LHSBR since the 2017 rewrite was pretty superficial, hence 3 years is May 2019.
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Item No.	Safety Performance Update – Standard Item
3	<p>George Bearfield (GB), RSSB, gave the six-monthly presentation to update leaders on industry high-level safety key performance statistics. GB opened by noting that a positive message is where the industry is focusing its efforts, demonstrable improvements are validated in the data.</p> <p>The Precursor Indicator Model (PIM) uses the calculation and estimates of risk in the Safety Risk Model (SRM) to provide the outputs. It is designed to provide a real-time, high-level, metric for train accident risk. Currently, it is at the lowest level recorded.</p> <p>Signals Passed at Danger (SPAD) risk trend is a key industry metric. Although the data shows a slight upward trend in actual numbers of SPADs, the risk profile continues to reduce – supporting a view that we are addressing the right things.</p> <p>Platform Train Interface (PTI) incidents chart showed provisional estimates that are undergoing quality checks prior to the publication of the Annual Safety Performance Report (ASPR), due out at the end of June 2018. A compound measure of major and minor injuries is used. Examination of the detail of events, the use of broader data sets and work undertaken including the use of the PTI assessment tool, reflects a reduction in PTI risk.</p> <p>The reported trespass trend chart showed a higher rate of occurrence of incidents and resulting disturbance from them. The FWI trespass trend chart showed the compound level of harm. GB noted that the data from 2013/14 onwards shows event and harm are tracking, which indicates consistency in reporting levels since that point.</p> <p>Safety Risk Model (SRM) is updated on a two to three-year period basis and has recently been updated to version 8.5. Train accident risk is down by 24%, validating work undertaken on track quality, earthworks and other areas that would negatively affect this risk. Other accidents involving trains remains relatively stable. Level crossing risk has been reduced by 26.8%, clearly showing positive results following work undertaken in this area. Assault and abuse risk has reduced slightly. There has been an increase in reports of lower level assault and abuse incidents, but higher consequence incidents have reduced. Workplace violence is planned to be discussed at the November meeting.</p> <p>The new version of the Safety Management Information System (SMIS) went live in March 2017 but there remain some areas that are being worked on to achieve its full functionality. Priority areas are accident investigation work flows, access to legacy data and assistance with bespoke reporting.</p> <p>The Risk Management Capability Group (RMCG) held its first meeting on 27 April 2018. RMCG will be looking at all risk management capability tools and</p>

provide direct support and access to information for the whole rail industry. RMCG will consider how best to build relevant legislation into guidance and provide training and competence development for how to use the available information. RMCG will develop a future strategy for the Close Call reporting. RMCG is also looking at re-engineering the risk profiling tools and SRM to align to the new data model.

Twelve enhanced practical improvements to the Close Call reporting system have been made to the in partnership with Network Rail. The project has been completed and the enhancements have received good feedback and better data is now retrievable. It was noted that it is in the industry's interests to use the same systems, but a debate needs to take place on how to move forward in an efficient way.

Rail Safety Review is a useful publication that looks at learning from operational experience in the UK and abroad. To receive this publication on monthly basis please email greg.morse@rssb.co.uk.

Risk Management Forum takes place on 7 June 2018 in Manchester and there is a workshop taking place on 6 June 2018 for the mainline sector that will look at learning from the Sandilands tram accident.

Questions or comments were invited from the attendees:

- What areas of safety risk should the industry focus on? GB responded that freight derailments and trespass are key areas. Cyber security is a difficult area to evidence it is safe, but the industry needs to challenge itself and collaborate to make progress and determine how to supply assurance.
- It is a challenge to mitigate or remove, by design, the human factor elements of safety risk.
- Through the RSSB academic partnership with the University of Huddersfield, Big Data and techniques are being researched and the Red Aspect Approach to Signals (RAATS) tool is an output, which is useful for SPAD management. This would need investment to make it a useable tool for industry. Structured analysis of existing data, such as Close Call, provides insights. Big Data and data use will be discussed at RMCG.
- Trespass is rising trend and both a safety and performance issue. The data will be channelled through the Trespass Risk Group (TRG), where the architecture is being developed to answer questions such as whether it is a rising trend or if it has been previously under-reported.
- The issue of trespass is akin to the historic issue of cable theft and the British Transport Police (BTP) is developing an agency approach to this, through prosecution and increased security around hotspots.
- The PIM is a useful model, but the concern is whether it can lead to a heightened sense of comfort. If the data analysis was reconfigured to focus on multi-fatality events would the results and therefore our focus remain the same? GB agreed to take an action to investigate this approach further.

	<ul style="list-style-type: none"> • In 2008/09 there was a noticeable downward trend in risk level in the PIM and has remained stable. But what has industry done to cause that drop? In response it was noted that the introduction of TPWS can be evidenced to prove a reduction in risk. Additionally, specific initiatives, such as those around level crossings, can also evidence a reduction in risk. • It was raised that we have the safest railway in Europe but is that based on the fact that there has not been a multi-fatality incident for a number of years? In response it was noted that the precursor risks are falling. It is considered that the precursors used are correct. Correlations between initiatives and reduction in risk have been evidenced. Current work is being done to determine how to remove the human factor element from each precursor to further reduce risk. Focus should be given to those areas that shown increased risk. The industry cannot be complacent. • The individual Duty Holders need to manage their own precursor risks. • Are there weak spots that can be identified? Poor risk assessments were raised as a weak spot, and these should be focused on by all. 		
Action ref	Action	Who	When
2205/01	George Bearfield (GB) agreed to investigate reconfiguration of the PIM with a focus on multi-fatality event risk.	GB	22 Nov 2018
2205/02	Gary Cooper (GC) to consider where the conversation about poor risk assessments and understanding of risk needs to be had within industry architecture and initiate the discussions.	GC	27 July 2018

Item No.	Working together to tackle trespass
4	<p>Gary Cooper (GC), RDG, gave a high-level overview of the Industry Trespass Improvement Programme. His purpose being to bring everyone to the same state of knowledge and allow challenge either in the meeting today, or to the programme, which he stressed is still being designed. Leaders' business expertise will be needed to create the most impactful strategy and it is understood that localised issues may require differing approaches. GC asked for the attendees to participate with their thoughts and commit their support to tackle this concerning issue.</p> <p>The data validates that this issue needs to be addressed: fatalities are high and often young people, staff experience trauma and customers experience delays. Funding is not an issue; the industry can't afford not to do this. It is a societal problem as well as an industry problem and this should shape how it is approached – following the successful cable theft initiative.</p> <p>In November 2017 it was agreed that a cross-industry programme should be developed with a multi-party approach. The programme was established in January 2018 will seek to learn lessons from the cable theft and suicide prevention programmes.</p>

A survey was issued by the programme to gather information on local initiatives and issues. However, more responses are needed. A copy of this survey is circulated with the meeting notes and please complete it – ignore the date.

Working groups have been set up to coordinate across industry. The Trespass Industry Steering Group is chaired by BTP a conscious decision by the programme. The Programme charts through the RSSB architecture, via the Trespass Risk Group (TRG) and through the RDG architecture to the Planning and Production Board (PPB) - it will be visible here at IHSM.

A 2018 programme has been put together including a public awareness campaign, design for a new website and co-ordination across the industry. Additionally, as a quick win, there is a communications programme agreed prior to the school holidays. The programme will be further developed for 2019 onwards.

An update will be given on the Trespass Programme at the next IHSM in November 2018.

Attendees were asked to respond to the table questions and the responses will be fed into the Programme meetings.

Questions and comments were invited from the attendees.

- Ambitious strategic goals should be set such as halving the number of deaths over the next two years.
- How to reach the target audience needs to be a major thrust. GC agreed that this is being considered.
- The underlying causes why people trespass needs to be established. GC responded that work will be done to identify the root causes. It was also noted that Network Rail had developed a bowtie for trespass that helped form the structure of the work breakdown.
- It was suggested that a targeted approach, on a specified part of a route, that refines the approach, would be more practical than attempting a national initiative. It was noted that a pilot approach was already being considered.
- CrossCountry Trains has sponsored a Rail Safety Cub Scout badge as an initiative and this could be rolled out nationally. It was agreed that this success should be built on and noted that there are many initiatives that the programme will consider and try to draw together.
- Is there education undertaken within schools with BTP for example? Historically this took place, but it is currently undertaken inconsistently, which is another consideration for the programme.
- Is there a heat map for incidents, to enable targeted approaches? It was confirmed there is a heat map, but the data requires verification, and this is planned.
- To tackle cable theft smart water was used as a deterrent and there is a similar product for trespass.

	<ul style="list-style-type: none"> • Intelligence led approaches are used in parts of the industry, such as identifying specific schools, but this approach needs to be maintained with each incoming cohort of pupils. • Links should be made with previous similar initiatives such as Suicide Prevention, and staff could be trained to gain ground with trespass initiatives. • Media should be used and YouTube could be used as a forward looking way to deliver the message. • Should contractors or planning schemes, adjacent to the railway, be forced to put in trespass deterrents. • Understanding why people trespass should be made the focus. GC confirmed this is in hand. 		
Action ref	Action	Who	When
2205/03	All are requested to participate in the Trespass Programme survey.	All attendees	30 June 2018

Item No.	Improving freight safety through collaboration
5	<p>Geoff Spence, Chair of the National Freight Safety Group (NFSG), gave a presentation on improving safety in the freight sector through collaboration.</p> <p>The freight community faces competition within the industry and other carriers outside such as road haulage. The market has changed. The biggest challenges faced are speed of change and the flexibility to change.</p> <p>NFSG has been reinvigorated and has its own branding. Safety information, which is to be shared across all the freight companies, is now branded as NFSG information. It reports into the RDG Freight Board and the strategy has been signed off by them. A joint freight scorecard has been developed; it is a huge step forward to share such information in a competitive industry. The ORR has assisted with the collaborative model of assessment for RM³ that has been developed.</p> <p>The Rail Freight Project Charter has been signed by all freight companies and Network Rail, which has been a great achievement. The Charter protects competition but allows for collaborative working. It is maturing but there are some grey areas, which will be agreed and clarified by working together.</p> <p>There are 10 freight risk themes and detailed plans have been developed for the top 5 risk themes. Some of these themes are specific to freight but some are cross-industry issues and NFSG is working with the relevant industry groups to ensure good practice learning.</p> <p>Road risk is a big problem for freight, but there is a much bigger picture and NFSG are gathering information from the relevant industry groups and Network Rail with an aim to reduce the risks across the sector. Common methods of working enhance safety and the aim is to standardise the way of working across all the freight companies. Freight derailment has a detailed work plan, funding from each of the FOCs and is also under governance of the Freight Board.</p>

Any requests for freight representatives for industry groups should go through the Chair of NFSG to allocate the resource from the FOCs.

NFSG is evolving the customers' involvement in their work streams.

There is a structure for freight sector LHSBR collaboration in place; it is quite a complicated. GS noted that as an exercise they had reviewed various risk priorities: the ORR Strategic Risk Chapters; ORR Topic Packs; LHSBR risk priorities and NGSGs. This showed that all need to be more aligned.

Questions and comments were invited from the attendees:

- It was agreed that it is a positive step forward to obtain collaboration.
- The collaboration has demonstrated trust by sharing sensitive information.
- Freight is addressing road risk for the industry which is key as they cover 15 million miles per annum and are looking at common policies to align the industry. Network Rail have also done work on road risk which has shown there are financial savings as well as safety benefits to be had in this area.
- Is there any more that can be done to assist NFSG by keeping them informed of industry safety groups' activities? It was agreed that there is the architecture through LHSBR but there is the possibility to create better communication across all groups.
- There are opportunities for the TOC and FOC sectors to learn from each but the exact forum for this is unclear. It is incumbent on RSSB and RDG to take the challenge of how the safety risk groups and the FOC community can work together.
- An action was taken to review the Cross-Industry Risk and Capability Themes matrix (see slides) for the wider industry.
- The government has set targets to reduce road haulage which will increase rail freight traffic. There are also going to be more passenger trains and potentially mixed trains carrying freight and passengers that will require more collaborative working across the TOC and FOC communities.
- The removal of diesel engines by 2032 in Scotland and 2040 in the remainder of GB will be a common challenge across the industry.

Action ref	Action	Who	When
2205/04	GC, RDG and GB, RSSB, to review the safety risk group architecture to determine how to efficiently work together with the FOC community.	GC / GB / GS	27 July 2018
2205/05	GC offered to review the cross-industry risk and capability themes matrix for the wider industry.	GC	22 Nov 2018

Item No.	The next key steps for continuous improvement
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<p>6</p>	<p>Ian Prosser (IP), HM Chief Inspector of Railways, ORR, gave a presentation looking at the key issues and challenges to focus on going forward.</p> <p>IP set out a vision and goal when he started in the role 10 years ago, with people at the centre. The vision was to have zero industry caused fatalities and ever decreasing risk. This was to be achieved through excellence in health and safety management and risk control. IP explained that excellence meant having trust in the organisation and not over-complex procedures. The RM³ model was developed and has been refined working with members of the industry but it is important to develop it further and put it to use.</p> <p>It is important to understand where the strengths and weaknesses are through conversation and to work together to get continuous improvement.</p> <p>The sector should be proud as the recent safety record is reasonably good, but this should not lead to complacency. The PIM is at its lowest ever level, but vigilance should remain.</p> <p>Greater use of RM³, recognising people performance is critical, using near-miss information, working towards eliminating the low-frequency, high-consequence events will all assist with continuous improvement.</p> <p>The Croydon tram accident was a wake-up call. The ORR are working through the recommendations with the tram sector. They want to set up a tram safety body and develop a risk model for each tramway to use. RAIB wants more controls in place.</p> <p>There is a need to measure the impact of managing change on people and use this to improve safety and health. People are often the last line of defence in our systems. Soft skills in frontline management are going to be greatly needed. Fatigue management, inside and outside work, is critical to peoples' performance; it can improve both efficiency and safety. Cultures and behaviours can still be improved across the sector. Improving the health of the workforce is a critical way improving the culture of an organisation. IP would like to see mental health first aiders deployed in organisations and a culture in which people are prepared to talk openly about mental health. A more diverse workforce also brings benefits.</p> <p>Technology will change the safety performance on the railway. Automatic Train Operation (ATO) will provide a step-change in safety performance on railways. The Japanese railway Shinkansen has never had a passenger fatality for example. Technology developments will increase the safety defences but will move at a rapid pace and changes to working practices will need to be managed in an effective way. Communication is key to ensure the systems are correct and that the human interface is right.</p> <p>There are challenges that will put pressure on the system. There will be increased traffic but there is an aging infrastructure. The bedrock of the infrastructure such as earthworks, drainage and bridges need to be maintained. There are financial strains as the industry depends greatly on public money and it needs to spend the money wisely.</p>
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	<p>It is also important to focus on improving the overall product to the customer, through improvements to health and safety.</p> <p>In conclusion it is important to manage the risk across the complete system, this can be measured by the use of RM³. Improve the risk models and use all the data and make better use of the data available. Focus on the workforce and support them through the challenges and changes the industry faces.</p> <p>Questions and comments were invited from the attendees:</p> <ul style="list-style-type: none"> • Within RM³ there is no explicit role for trades unions within the management of safety. The union safety representatives do not seem to be used as a resource, collaborated with or not involved such as in the planning and delivery of Safe Work. IP responded the unions are referred to in RM³ with regards to staff engagement. IP took an action to raise this issue with those modifying RM³ to determine if there is explicit reference to union health and safety representatives. • IP acknowledged there are examples in the sector that the engagement with the workforce could be managed better. Improving communications with the workforce, to manage change better, with effective workforce engagement is key and change management is a key capability. Conversations are important to continuously improve. People or groups should not wait for an meeting or an invitation to engage. 		
Action ref	Action	Who	When
2205/06	IP to determine if there is explicit reference to health and safety union representatives in the RM ³ modification.	IP	30 June 2018

Item No.	AOB
7	No items were raised.

Item No.	Review of meeting
8	<p>Graham Hopkins (GH), Chair, thanked all for their attendance. Key messages will be issued following the meeting.</p> <p>GH summarised that the overall theme was that the industry must not be complacent about risk. It is crucial that organisations need to work together as a whole system.</p> <p>Collaboration is key to achieve safety improvements. The representatives at the meeting have a role to lead from the top and influence their organisations.</p> <p>Technology will bring about fundamental change to transform us but this level of change will not be possible without our people and we need to take them on the journey with us and learn from them.</p> <p>Lisbeth Fromling will chair the next meeting on 22 November 2018.</p>

Item No.	Next IHSM meeting date and close
9	22 November 2018.

SUMMARY OF ACTIONS FROM PREVIOUS MEETING

Meeting Date	Item no.	Action no.	Action	Who	When
21 November 2017	5	1711/01	Develop ideas for a rail learning legacy repository with simple search functions before the next IHSM. 22/05/18 update: this will be a topic for the next IHSM in November 2018.	GC/GB/ MB	01 May 2018
	5	1711/02	Consider if SHELTS can be more widely used across the industry. 22/05/18 update: this will be a topic for the next IHSM in November 2018.	GC/GB/ MB	31 March 2018
	6	1711/03	All attendees are requested to nominate volunteers to act as industry champions for the health and wellbeing agenda. Please send nominations to health&wellbeing@rssb.co.uk . 22/05/18 update: nominations still required for the following areas – Mental Health (ideally an HR director), Fatigue, MSDs and reporting / monitoring.	All	12 January 2018
	6	1711/04	Gary Cooper (GC), RDG, will raise the request for senior leaders to act as industry champions for the health and wellbeing agenda at the next PPB meeting on Tuesday 28 November 2017. 22/05/18 update: action closed.	GC	28 November 2017
	7	1711/05	Gary Cooper (GC) to address attendance of more industry leaders to IHSM. 22/05/18 update: action closed.	GC	22 May 2018
	8	1711/06	Volunteer for the next Chair of IHSM will be followed up by RDG and RSSB. 22/05/18 update: action closed.	GC/GB	31 January 2018

SUMMARY OF ACTIONS FROM THIS MEETING

Meeting Date	Item no.	Action no.	Action	Who	When
22 May 2018	3	2205/01	George Bearfield (GB) agreed to investigate reconfiguration of the PIM with a focus on multi-fatality event risk.	GB	22 Nov 2018
	3	2205/02	Gary Cooper (GC) to consider where the conversation about poor risk assessments and understanding of risk needs to be had.	GC	27 July 2018
	4	2205/03	All are requested to participate in the Trespass Programme survey.	All	30 June 2018
	5	2205/04	GC, RDG and GB, RSSB, to review the safety risk group architecture to determine how to efficiently work together with the FOC community.	GC / GB	22 Nov 2018
	5	2205/05	GC offered to review the cross-industry risk and capability themes matrix for the wider industry	GC	22 Nov 2018
	6	2205/06	IP to determine if there is explicit reference to health and safety union representatives in the RM3 modification.	IP	22 Nov 2018