Welcome to RIAC 90

12 June 2012

Dilip Sinha
Secretary, RIAC
Strategy for health and safety regulation

John Gillespie
12 June 2012
I will cover…

- Our role and goals
- The legal framework that sets our role
- Our understanding of the risks and how we:
  - prioritise our work on the risks
  - target our resource in relation to each risk
  - build our business plan
  - supervise the industry players through various techniques
- How we are sharpening up to meet new European law.
Our Goal is reduced harm…

Vision: Zero fatalities and ever-decreasing health and safety risk

Excellence

- In asset management and operations
- In health and safety management and culture

Result

- Better management capability
- Reduction in risks
- Reduction in harm
- Reduced likelihood of catastrophic incident
Our core message... we check compliance and push excellence in management...

- Checking legal compliance
  - control of risks
  - every day
  - by businesses.

- Pushing for excellence in management by businesses
  - because excellent management means
    - more likelihood of compliance every day.
    - more likelihood of control of risks every day.
Our law is European and home-grown....

- European Railway Safety Directive 2004/09
- Domestic Health & Safety at Work etc Act 1974
  - ROGS Regulations
    - We grant permission to each business on the basis that they control risks using their management system
      - We re-do this at least every 5 years
      - We check that their system is up to a common European standard
    - We check control of risks by management in each business
      - Constantly
      - Through our plans for inspections and investigations
Why excellence in management?

- ...because managers control risks day in, day out.
- Managers’ performance varies.
  - If they are already high performing (“excellent”), then greater likelihood that their dips in performance will still be above the legal minimum and risks will be adequately controlled.
  - If they are only poorly performing (“ad hoc”), then greater likelihood that their normal performance (and any dips) are below the legal minimum and risks are uncontrolled.
- Management maturity model helps us evaluate the capability of managers to control risks.
The industry has models to understand the risks…

Strengths

“invaluable, richer & more robust picture of railway safety risk than can be obtained from analysis of recent safety performance”

Weaknesses

Somewhat overstate risk (err on side of caution)
Insufficient indication of confidence limits to the risk estimates
Data input quality

They have importance

Not the whole story: you need to consider management capability too

They are an aid to our thinking on risk priorities and strategy
We prioritise risks by using a scorecard.

- Scorecard includes judgments on:
  - How well businesses are managing their risks
  - Our confidence that their performance will be sustained
  - Enforcement history
  - Likely public, political & media concern
  - How we can make a difference.
The outcome of our scorecard is ....

- A comprehensive list
- Divided into: High, Medium, Low priorities.
- That set our work programmes and
- help us judge resource allocation.
- Example:
  - Occupational health: Low in rank, so modest resource, but having big impact.
The risk priorities link to our plans

- **The risk priorities and enablers:**
  - Are analysed and described in the strategic document
  - Match our work programmes

- **Resources:**
  - are allocated to the programmes
  - Guided by the approach set out in the strategic document for each
So….

- For each sector
  - Mainline
  - Transport for London
  - Trams & light railways
  - Heritage

- We know
  - Our risk priorities
  - Our programmes of work
  - Our planned activities in each programme

- Illustrated in next series of slides
Mainline Railway

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Risk Areas & their Work Programmes
- Level crossings
- Interface system safety
- Infrastructure
- Rolling Stock
- Workforce safety
- Workforce occupational health

Example work activities
- Check NR’s LX risk assessment process by inspection audit.
- Check how NR Improves safety during design
- Encourage change of culture from standards & rules to risk based.
- Check change to devolved routes and alliances with a focus on maintenance
- Check by audit inspection that the track inspection regime in Network Rail is working
- Check fatigue management up to our new guidance
- Worker safety on construction sites
- Low adhesion, check completion of industry activities

Enablers & their work programmes
- Competence
- Management
- Change
Transport for London

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Example work activities
- Check management of change: capacity increases
- Platform train interface
- Ageing assets (signals & tunnels)
- Worker safety: assault
- SPADs
- (DLR): Congested stations

Mainline Heritage
- Inspectors
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- Enforcement
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Enablers & their work programmes
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Enablers
- Trams
Trams

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Example work activities
- Safety of new works
- Use of heavy rail technology
- Safety verification

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TfL
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Heritage
- Enablers & their work programmes
- Change
- Competence
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Heritage

Risk Areas & their Work Programmes
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Example work activities
- Improved Corporate Governance
- Volunteer Competence
- Pressure Systems (boilers)
- Management Systems

Enablers & their work programmes
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- Change

Example work activities
- SRC
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Board
How we check safety is being managed properly from top to bottom in rail businesses ........

..because all that we do informs our picture of the capability of managers to control health and safety risks ...

Includes ...

Proactive inspection

Audit inspection of whole management system: people, procedures, outcomes (*More on next slide*)

Inspection of particular issues

Reactive investigation

Complaints

Incidents & accidents
We are sharpening up on strategy and impact…

- Sharpen up on:
  - the match of our work programmes to our strategy.
  - keeping strategy under regular review
  - Identifying potential impact of our activities to reducing the likelihood of multi-fatality events using the industry risk models

- Sharpen our management of safety regulation
  - Use the ERA cross-audit results to help us do this.
  - Inspection quality: performance of least capable Inspectors comes closer to the practice of our best
  - Regulatory decision-making being clearly in line with our policies.
Finally….

- We continuously focus on the main risks in the industry and relate them to our work programme and resources.
- We know our inspection methods, and how we measure progress towards excellence in management by the industry players and
- We are aiming for better management capability, reduction in risks, reduction in harm and reduced likelihood of catastrophic incidents.
Periodic review update to RIAC

Michael Beswick

12 June 2012
Establish Network Rail’s outputs and funding for 2014-19 based on what government wants from the railways and how much money it has got, and the efficient cost of delivery

Improve the incentive framework in the industry to facilitate better outcomes for users and funders
Industry background

- McNulty
- Command paper
- Alliances
- Alignment of incentives
- Rail Delivery Group
Key milestones

- **2011-12**
  - Objectives + framework consultation
  - NR/industry IIP
  - Advice to ministers + framework
  - Govt HLOSs / SoFAs
  - McNulty

- **2012-13**
  - NR SBP
  - Draft determ’n
  - Final determ’n
  - Command paper

- **2013-14**
  - NR Delivery plan
Advice to Ministers

- CP5 expenditure/funding ranges
- Specific advice on safety
  - Level crossings
    - £80m ‘day job’, legal obligation
    - £266m industry plan – not legal obligation
  - Safety targets
How much public funding available for railways
And what government wants that funding to achieve
Separately for Scotland and for England and Wales
Last time included specific safety targets
Follows on from HLOS
What Network Rail should be required to deliver
- Outcomes
- Outputs (e.g. performance)
- Measures
- Enablers
Any specific safety requirements
And beyond

- Strategic business plan
- ORR draft determination
- ORR determination
- Key questions for ORR as safety regulator
  - Can the risks be managed within the overall funding
  - Should there be any specific safety requirements on Network Rail