On track….or off the rails?

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On track…or off the rails?

- Why am I here?
- Is the railway on track?
- How do we stop it going off the rails?
Why am I here?

→ We are not so different....
Why am I here?

But in one important aspect we are not....

- 20,000 miles of track (and infrastructure)
- 32,000 bridges and tunnels
- 19 major stations – more than half of all passenger journeys start or finish at one of them
- 2,500 other stations - leased to train operators
- 8,200 commercial properties
Is the railway on track?

**PASSENGER INCOME**

£7.7bn  
3.6%

Total income from passenger fares was £7.7bn – 3.6% higher than in 2011-12. This is largely due to more passenger journeys on the network.

**GOVERNMENT FUNDING**

£4.0bn  
4.2%

Total government funding was £4bn in 2012-13, representing 30.9% of the industry's total income. Government funding decreased 4.2% compared to 2011-12, and 9.1% from 2010-11.
Is the railway on track?
Is the railway on track?

Passenger revenue at 2013-14 prices (£ millions) - 2002-03 to 2013-14 Q3

- Passenger revenue at 2013-14 prices (£m)
Is the railway on track?

**Passenger journeys - 1946 to 2012-13**

Year: 2012-13

Passenger journeys (millions): 1503.4
Is the railway on track?
New investment has quadrupled, and will stay at this level up to 2019.
Is the railway on track?

Cumulative efficiency gains of £9.3 billion since 2004

CP3 OMR efficiency: 27%

CP4 OMR efficiency forecast: 18%

CP5 OMR efficiency PR13 assumption: 19%
Is the railway on track?
Is the railway on track?

Comparison of passenger and workforce fatality rates across the European Union railways, 2007-11
Culpable corporate blindness and complacency going beyond the merely inefficient, sub optimal or even occasionally incompetent but entering the realm of criminal failure.

In short, warnings went unheeded. Data was insufficiently appraised. Critical questions went unasked and unanswered. Remedial action was unsatisfactorily delayed. Narrow thinking and a culpable failure to appreciate the actual high levels of [incidents] meant that a key indicator was missed, overlooked and that serious failure was sustained.
How do we stop it going off the rails?
How do we stop it going off the rails?

- Fully understand the risk and how it is controlled
- Fully understand the latent failures and strengths of organisations
How do we stop it going off the rails?
1. What is the hazard?

2. What happens when the hazard is released?

3. What are the primary threats that may cause loss of control?

4. How can the event develop and what are the potential outcomes?

5. What can be done to prevent the threat and keep control?

6. What can be done to recover from the top event or to reduce its impact?
Ad hoc
Managed
Standardised
Predictable
Excellent

RM³ Main Categories
- Policy
- Organising for Control and Communication
- Securing Cooperation and Competence
- Planning and Implementation
- Monitoring, Audit and Review

Key
- Dutyholder assessment 2010
- Dutyholder Target by end 2012/13

Achievement levels
- Ad hoc
- Managed
- Standardised
- Predictable
- Excellent
- Governance, Policy and Leadership;
- Organising for delivery of control and communication;
- Cooperation, competence and development of employees at all levels;
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• Governance, Policy and Leadership;
• Organising for delivery of control and communication;
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• Planning and implementing risk controls
• Monitoring, review and audit
Policies

- are forward-thinking
- are based on solid evidence of what is achievable.
- promote a consistent approach at all levels.

Leaders at all levels

- set and communicate clear direction
- reinforces a consistent approach
- reinforce the values, ethics and culture needed to meet objectives.

Governance arrangements ensure the organisation remains accountable for the health and safety of its workers and members of the public affected by their work.
1 - Risk assessment is used to drive continual improvement in the risk profile of the organisation.
The approach to risk management is embedded and applied consistently throughout the organisation.
Removing risk at its source is part of a consistent approach and is reflected in the organisation’s policies.

2 - The organisation has clear policies on using risk assessments and what risks will be tolerated.
Risk management is used in a consistent way in different parts of the organisation.
There is effective use of the risk-control hierarchy and removal of risk at source.

3 - Risk assessments are completed, but overall co-ordination is poor.
Control measures within an activity do not always include the measures identified by the risk assessment.
Risk assessment is often only used to demonstrate that the risk controls already in place are adequate.
Risk assessments are used to identify where risk controls are needed, but controls are not adequately put in place by management.
Training has been provided on risk assessment.
There is some evidence of the use of the risk control hierarchy.

4 - Risk assessments are not completed or reviewed for all relevant activities of the business.
Risk assessments are inappropriate for their intended use.
The hierarchy of risk control is poorly used.

5 - Risk assessments are built into other aspects of the business to make sure there is a systematic approach to risk control.
All levels of the workforce, and outside organisations, can contribute to risk assessments.
Risk assessments, including removing risk at its source, are part of the culture of the organisation.
Reviews form part of the risk-assessment process.
Risk-management principles are intelligently applied at all levels.
How do we stop it going off the rails?

Closing thoughts:

• Being the best means knowing why you are where you are
  • Risk language has to be consistent
• Systems deliver predictable change
• Systems thinking needs a systematic approach
  • Expect efficiency and safety benefits
• Delivering meaningful change in approach requires a change in mindset
  • HRO principles are good, but they need to be owned
How do we stop it going off the rails?

What got us here...

...won’t get us there