1. Purpose

This paper is the 2011 stewardship report from Operations Focus Group (OFG). It summarises progress with operations safety risk management over the past 12 months and identifies issues and opportunities to be addressed in 2012.

2. Governance

2.1 OFG was established in November 2007 to facilitate the improved understanding and cooperative management of operational safety by safety management system (SMS) holders. The meetings are chaired by Dyan Crowther of Network Rail, facilitated by RSSB and replaced a number of long standing groups and committees. Current membership is listed in Annex A.

2.2 Emerging proposals to establish a new system safety risk group mean that it is likely that OFG and other groups will be replaced. A high level proposal to this effect was put to the last RSSB board meeting and it is to be followed up with another paper to the March board.

2.3 In 2009 OFG established a 5 year Business Plan to help prioritise its activities. Delivery against the plan is monitored in detail every four months and substantial progress has been reported in 2011.

2.4 The types of risk under the scope of OFG arise mainly from passenger behaviour and workforce areas of responsibility and cover more than three quarters of the total risk profile for passengers and workforce, but only 1% of the risk to members of the public. Specifically OFG concentrates on the following risk areas;

- Platform-train interface
- Station safety
- On-train safety
- Train operations including Category A Signals Passed at Danger (SPAD’s)
- Workforce
3. **Headline deliverables during the year**

3.1 OFG has sponsored the following communications products:

- Opsweb is the industry's primary source of information for operational safety used by 9,450 people throughout the world. Recent new developments to the site include:
  - enhanced bi-monthly e-newsletter
  - new resource centres for - RED, Seasonal Railway and Stations Safety

Three RED DVD industry learning and briefing programmes have been produced focusing on the Cat A SPADs, mobile phones, TPWS reset and continue and safety critical communications (See Annex B).

3.2 OFG has completed a review of the long standing Halcrow Operational Safety Support contract and is now working with industry stakeholders to replace this with new arrangements which will reduce costs and improve safety cooperation between industry members (See section 6.2).

3.3 The 2011 National Operations Risk Conference was sponsored by OFG. A number of key themes were discussed (See Annex B).

3.4 OFG has sponsored 12 research projects in 2011 and 5 new projects in progress (See Annex B).

4. **Focus on specific risks**

4.1 The Irregular Working Door Release Special Topic Report has been published and is now available to the Industry.

4.2 The TPWS Strategy Group was set up 2 years ago to develop a long term strategy for TPWS. The group has been working through the action plan and an industry workshop was held in November to ensure industry members are fully aware of the implications and commitments within the strategy.

4.3 OFG sponsored and delivered the Shunter Training Course DVD. This is a modular training product and provides a “one stop shop” resource for all types of shunting activities performed on the modern railway system.

4.4 OFG sponsored a high profile awareness campaign which resulted in the development and distribution of the Mobile Phones Training DVD and briefing material for train drivers.

4.5 The provision and sharing of accurate route information has been a long standing problem and a working group comprising of cross-industry partners was set up to look at providing a solution. Agreement has been agreed on a number of short term improvements and a trial commenced in Wales. The results of this trial will then enable a national roll out.
4.6 OFG has implemented a major project to improve all aspects of station safety in conjunction with SMS holders. A project manager has been seconded to RSSB from East Coast Trains for one year and a project team set up. Various products have already been delivered and a plan put in place to deliver further products and initiatives designed to improve station safety over the next 12 months (See Annex B for more information).

5. Learning

5.1 OFG has sponsored the development of new guidance in respect of the Group Standard (GO-RT3350) which requires details of operational safety incidents to be shared between SMS holders because of the current inconsistent application of this standard.

5.2 Extensive use of the RSSB “Learning from Operational Experience” outputs has been made including sharing / briefing regional OPSRAM groups.

5.3 Category A SPAD investigation timelines and quality of reporting has been reviewed by OFG throughout the year. Some improvements have been made but there is still a long way to go in terms of quality and timeliness. Group standard GO/RT3119 currently stipulates that Formal Investigation reports must be sent to RSSB, but it does require the same for Local Investigation reports. The Standard is currently under review, encompassing this as one of the proposed revisions.

6. OFG priorities for 2012

6.1 Having developed and consulted on proposals for a new approach to co-operative safety groups for the whole rail system, national operators and devolved routes. OFG will now sponsor detailed implementation arrangements. These will include the controlled disbanding of OFG and other groups and associated disposition activities.

6.2 OFG will obtain industry approval and then implement new arrangements to replace the long standing Halcrow contract. This is to be done in two stages:
   - Stage one will replicate existing arrangements for conferences and workshops but at a significantly reduced costs by smart use of “in-house” rail company facilities.
   - Stage two will develop a comprehensive communications framework to take effect in 2013.

6.3 OFG will oversee the delivery of the Station Safety Improvement project to ensure it delivers the planned outputs and then monitors effectiveness.

6.4 OFG will also:
   - oversee a review of early operational experience from implementation of GSM-R:
   - oversee a review of early operational experience from the implementation of ERTMS:
• establish a cross-industry working group to review railway communications.

6.7 OFG will work to implement the following:
• Improved learning from incidents utilising Rail Notices
• SPAD investigations – review of GO/RT3119
• Irregular Working Risk Ranking Tool.

6.8 Annex C provides an overview of the work to be carried out in 2012.

7. Recommendations

The board is asked to NOTE the contents of the report.
Annex A – OFG Memberships

Dyan Crowther, Network Rail (chair)
Nick Edwards, DB Schenker (deputy chair)
John Abbott, RSSB
Paul Sutherland, Network Rail
Paul Rushton, East Midlands Trains
Gary Hobbs, National Express East Anglia
Gilbert Fraser, London Midland
Steve Charlick, London Underground
Kevin Johnson, Freightliner Heavy Haul
Andy Charlick, Hydrex (ISLG member)
John Quarmby, ATOC
Keith Shepherd, ORR
David Bennett, ASLEF
Paul Clyndes, RMT
Simon Vasey, DfT
Steve Roberts, RSSB and chair TOM SC
Michael Woods, Head of Operations and Management Research, RSSB

OFG is facilitated by RSSB
Annex B - What we have done

RED/Opsweb

OFG has sponsored 3 RED DVD programmes this year which have concentrated on the following themes:

- RED 29 – A very simple mistake
- RED 30 – An unexpected halt
- RED 31 – This is an emergency call

The latest programme, RED 31, has been enhanced to achieve more active engagement from the audience and is both the measure of, and the key to, the continuing long term success of RED.

Opsweb and RED are complementary channels of communication so we have initiated a new approach to make fuller use of the two resources. www.opsweb.co.uk

OFG sponsored research published in 2011

- Evaluation of the benefits of yellow lines on non-high-speed platforms
- Alleviating passenger bottlenecks at terminal stations
- Safer surfaces to walk on: an updated guide
- Reducing accidents through inclusive design: steps, stairs and ramps
- Driver selection - development phase
- TPWS audible warnings
- Causes, risk and mitigation of station stopping incidents
- The risks associated with working trains during degraded modes of operation
- Development of a train driver education programme on mobile phone risk
- Evaluating wayfinding systems for blind and partially sighted customers at stations
- Fatigue and shiftwork for freight locomotive drivers and contract track workers
- Eco-driving: understanding the approaches, benefits and risks

National Operations Risk Conference

The 2011 Conference was sponsored by OFG, who also steered the programme for the day. Delegates included Managing Directors, Operations Director and other senior managers from main line train operators, London Underground, Network Rail, Rail Infrastructure Companies, Fleet Maintainers, and representatives from ORR and trade unions. Topics discussed at this event were:

- OFG industry update
- ORR operational risk current and future objectives
- Use of technology – ERTMS
- Managing risk at the platform train interface
- Interactive session – Texas City oil refinery accident
- Working together to manage system safety
National Operations Risk Workshops

Delegates included managers and front line staff from main line train operators, London Underground, Network Rail, Rail Infrastructure Companies, Fleet Maintainers, and representatives from ORR and trade unions. Topics discussed were:

- Sharing good practice in non-technical skills – presentations by RSSB, Northern Rail and First Great Western
- Managing seasonal risk – presentation by RAIB
- Managing key areas of operational risk – responding to emergency situations
- Examples of good practice and initiatives – RSSB delivered an update on the station safety improvement programme, LOROL outlined the challenges they faced in transforming the North London Line and starting services on the new East London Line and DB Schenker gave an insight into the joint work of the Rail Freight Operations Group in the development of existing and future codes of practice.

Station Safety Improvement Plan

OFG recognised the ongoing passenger safety risk posed at stations and established the SSIP to work with SMS holders. This group has representatives from Southeastern, Network Rail, LOROL, DB Schenker, ATOC, ORR and RSSB.

What has been done so far?

- RED 28, Risk at the Platform Train Interface, produced and shared with the industry
- The Platform Train Interface Special Topic Report has been published
- Introduction of RIS-3703 Rail Industry Standard for Passenger Train Dispatch and Platform Safety Measures
- A review of sample SMS holder stations safety improvement initiatives including station safety plans has been carried out
- Awareness raising at industry events/forums and meetings is ongoing
- Various research projects have been completed
- New resource centre on Opsweb set up
Annex C - What we are going to do

Research 2012

OFG will sponsor research in the following areas:

- Improving the methods used to provide access to and from trains for wheelchair users
- Identifying, quantifying and managing the risk of musculo-skeletal injuries and illness among train drivers
- Research into station design and crowd control
- Identification of a robust colour-vision testing protocol for the rail industry
- Use of rock salt for de-icing of platforms and station surfaces

Future approach to proactive system safety co-operation on mainline rail

OFG will set out proposals for the replacement of the existing national and route based co-operative safety groups with a simplified and more proactive approach which will better support legislative compliance, help underpin the concept of partnership and provide a coherent approach for the maintenance and improvement of system safety including providing a positive platform for assurance.

Development of a communications framework across the industry

OFG will provide a new communication strategy to replace Halcrow products and services. This will enable the industry to save money and be provided with better resources with the aim to deliver a more in depth programme that focuses on key groups of people i.e. Infrastructure maintainers, freight, depot/ siding managers etc

Station Safety Improvement Programme next steps

OFG will oversee the next steps for this programme which will include:

- The programme plan for 2012 will be implemented
- A workshop is to be held on 30 January 2012 to share experiences and agree ‘common currency’ improvement opportunities.
- Network Rail has allocated funding for a public station safety campaign and will work with the TOCs to maximise the opportunity presented by this.