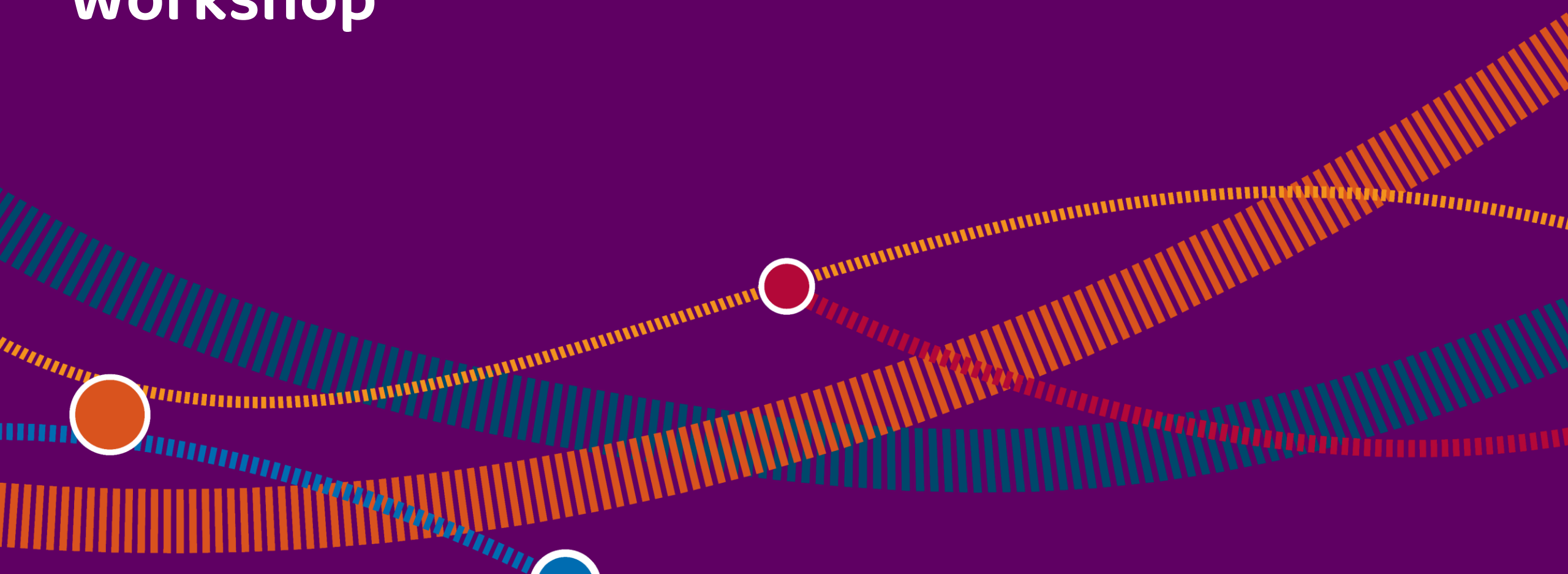
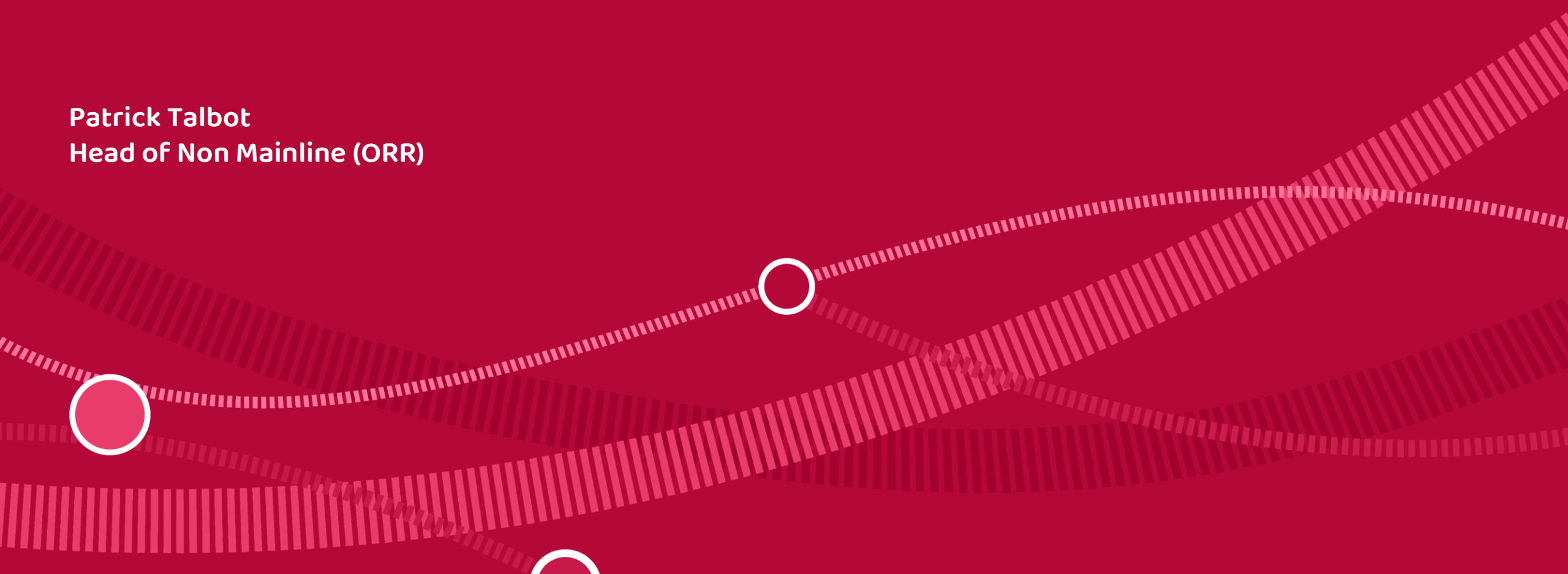


Risk Management Maturity Model (RM3-H) Workshop



Welcome and Introductions

Patrick Talbot
Head of Non Mainline (ORR)



Welcome

- **Practicalities**
 - Toilets
 - Fire Alarm/ Evacuation
 - Mobile Phones
- **ORR Team**
- **Discussions**



Why are we here?

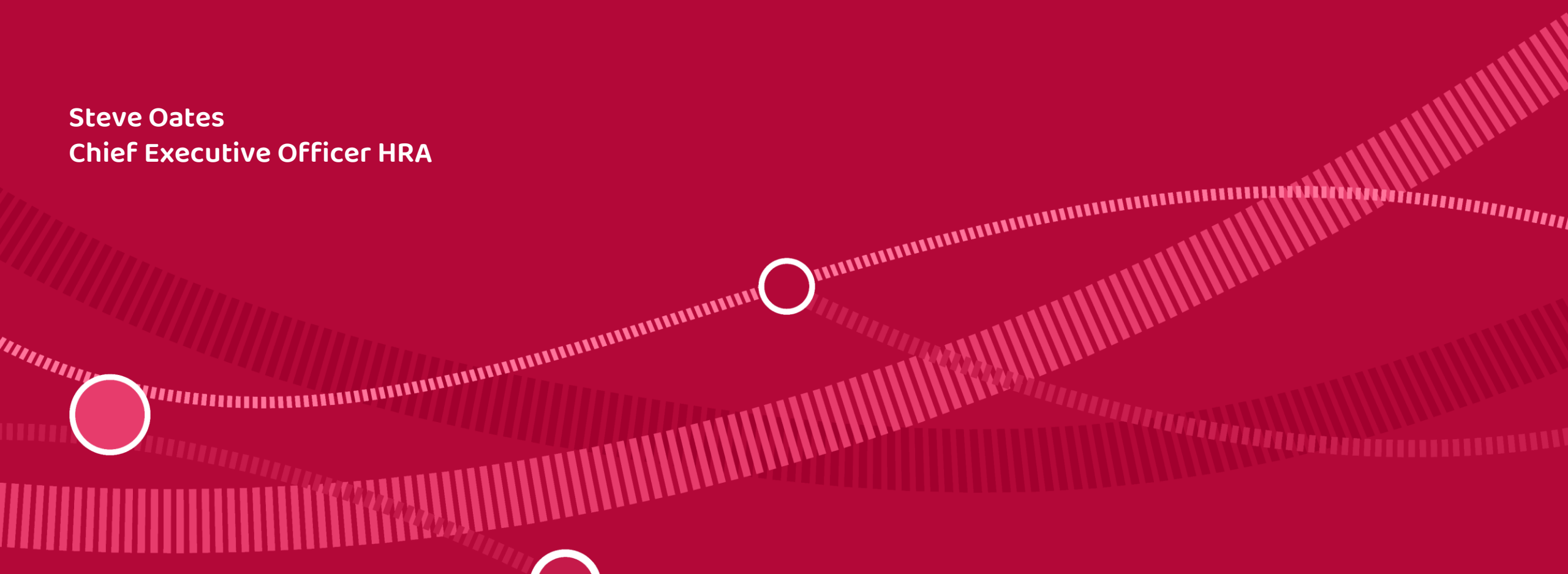
- Leadership is critical to effective risk management
- To achieve excellence in:
 - Organisational Culture
 - Health, Safety and Asset Management
 - Risk Control
- Understand how RM3 can assist organisations to achieve excellence
- Gain practical experience in applying the model and hear from real-life users of RM3

Agenda

Time	Subject	Speaker
1000-1015	Welcome and Introductions	Patrick Talbot (ORR)
1015-1030	RM3 HRA	Steve Oates (HRA)
1030-1100	Operational Update	Simon Barber (ORR)
1100-1115	Break / Networking	
1115-1215	Safety Management Systems (SMS) Board Governance	Mark Griffiths (ORR) Robin Coombes (KESR)
1215-1300	Lunch / Networking	
1300-1340	RM3-H	Mark Griffiths (ORR)
1340-1400	RM3-H Case Study	Nick Griffiths (Ff&WHR)
1400-1500	RM3-H Exercise	Patrick Talbot (ORR) Simon Barber (ORR)
1500-1530	RM3-H Exercise Feedback and Discussion	All
1530-1545	Closing Remarks	Patrick Talbot (ORR)

RM3 and Heritage Railways

Steve Oates
Chief Executive Officer HRA





Heritage Railway Association

RM3 Seminars – December 22 to March 23

Steve Oates, Chief Executive

The Heritage Rail sector ...



- ✓ £600m economic impact - An important component of the tourism industry, generating local, national and international value to the UK visitor economy
- ✓ Protects, conserves and brings to life part of the nation's cultural heritage bringing enjoyment and learning to many
- ✓ Operates passenger trains running through 'green corridors' in largely rural areas, enabling car-free access to the countryside
- ✓ Preserves and operates national icons used to promote the UK
- ✓ Covers substantial asset values
- ✓ Provides significant social, community and wellbeing benefits to employees, volunteers and visitors
- ✓ Creates jobs, apprenticeships and training opportunities, and greatly supports local and regional supply economies

The Heritage Railway Association represents

- 173 working railways
- 9 operational tramways
- 8 cliff railways
- 24 museums and steam centres many of which operate trains on selected days
- 25 commercial partners
- C. 65 societies, funding groups, and locomotive and carriage owning trusts
- 22,000 volunteers
- 4,000 paid employees

Our members own or operate:

- 600 miles of track
- 460 stations
- 800 steam locomotives
- 1,000 diesel locomotives
- 2,000 carriages
- 4,000 wagons

Our impact on the UK economy

- 4,000 employees
- £600m economic value
- 13 million visitors who take 18.6 million passenger journeys covering 130 million passenger miles



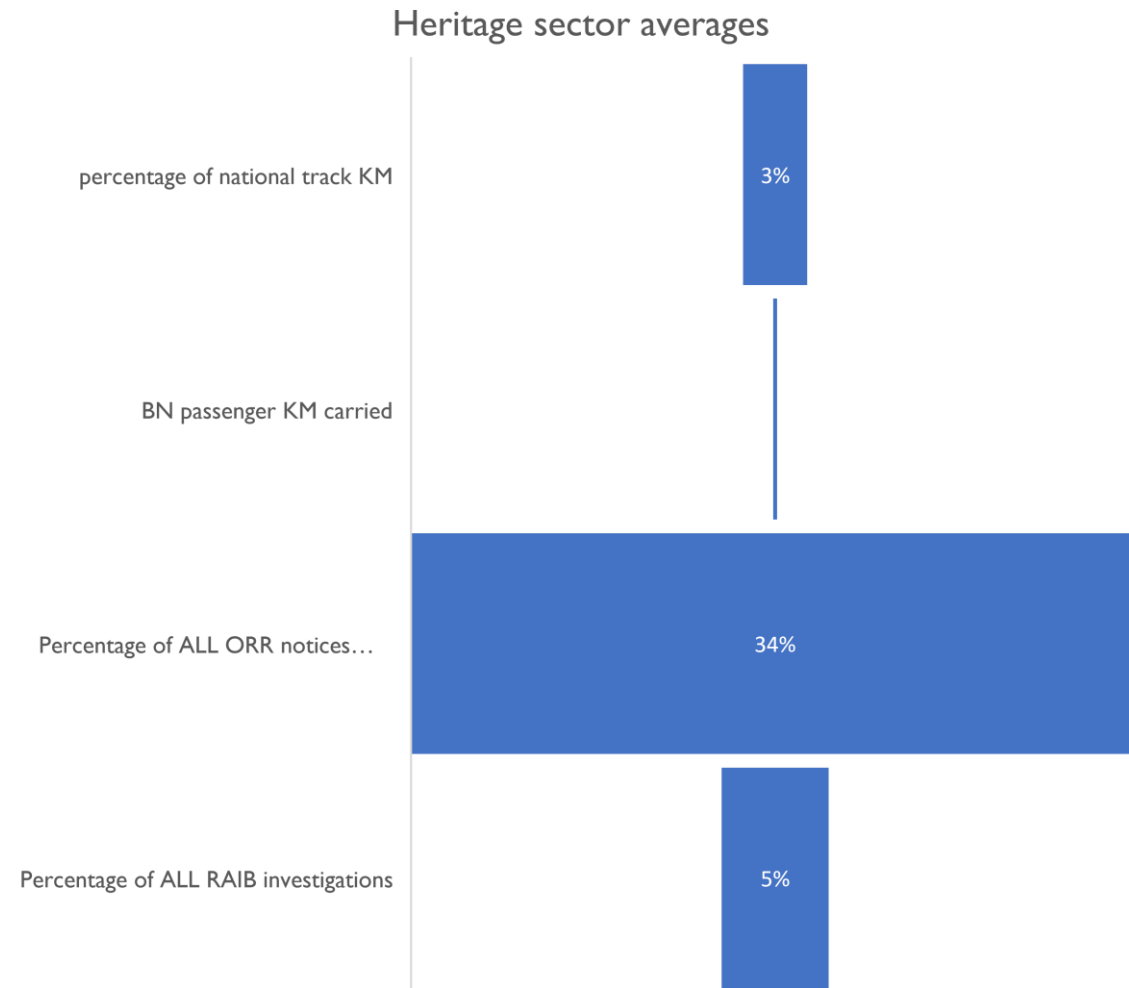
Heritage Rail is important ... but how do we match-up to the bigger picture?

- How many billion passenger kms does the heritage sector run?
- What percentage of the UK track network does the heritage sector operate?
- What percentage of ORR enforcement action does the heritage sector receive on average?
- What percentage of ORR enforcement action has the heritage sector received in 2022?



The brutal truth ... 10 year average

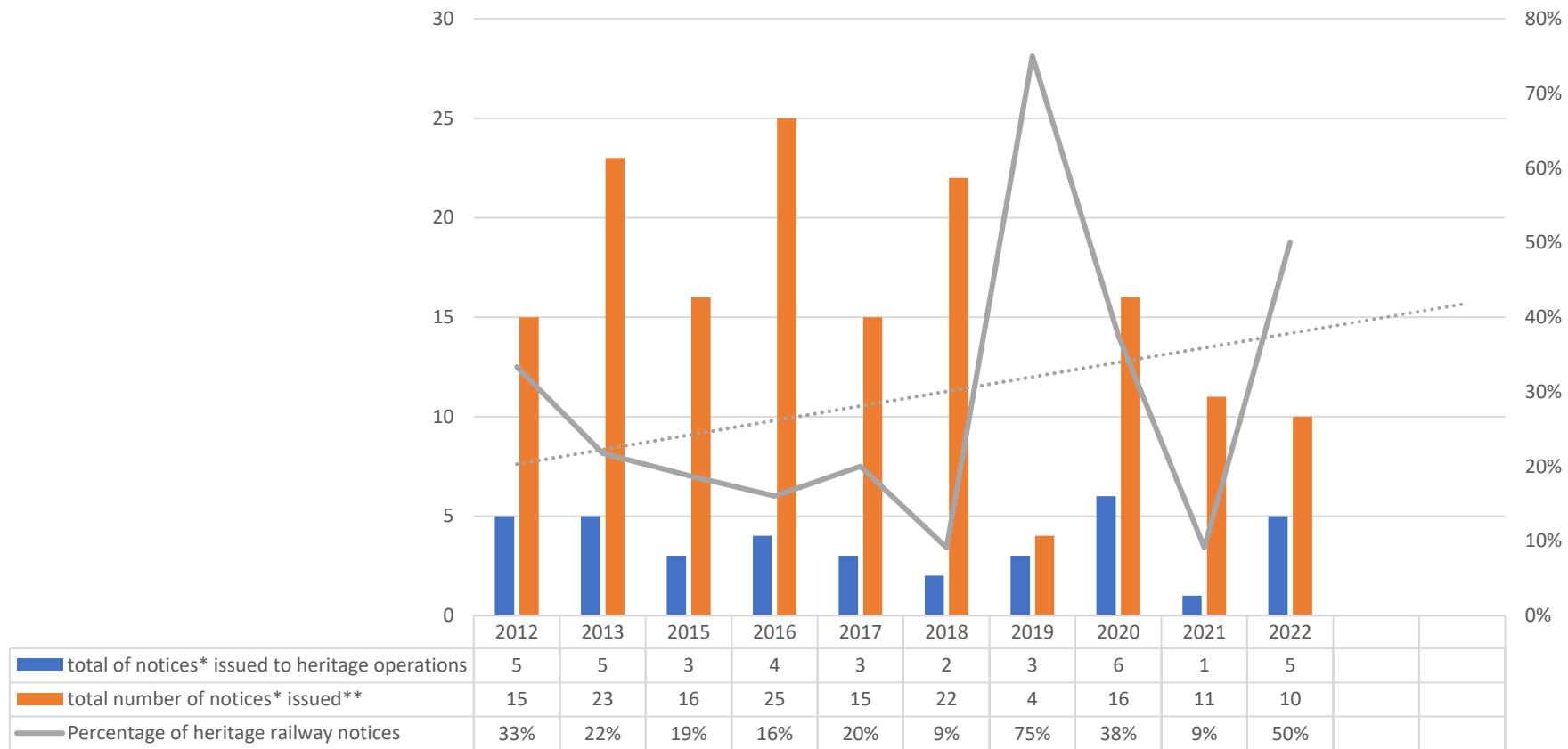
- 3% of all UK national track km
- 0.002bn passenger km carried versus 49.8bn on the national network
- 34% of ALL ORR enforcement action during last 10 years
- 5% of all RAIB reports



Breaking this down (10 year average 2012-2022)

All ORR action

Notices issued by ORR 2012 - 2022

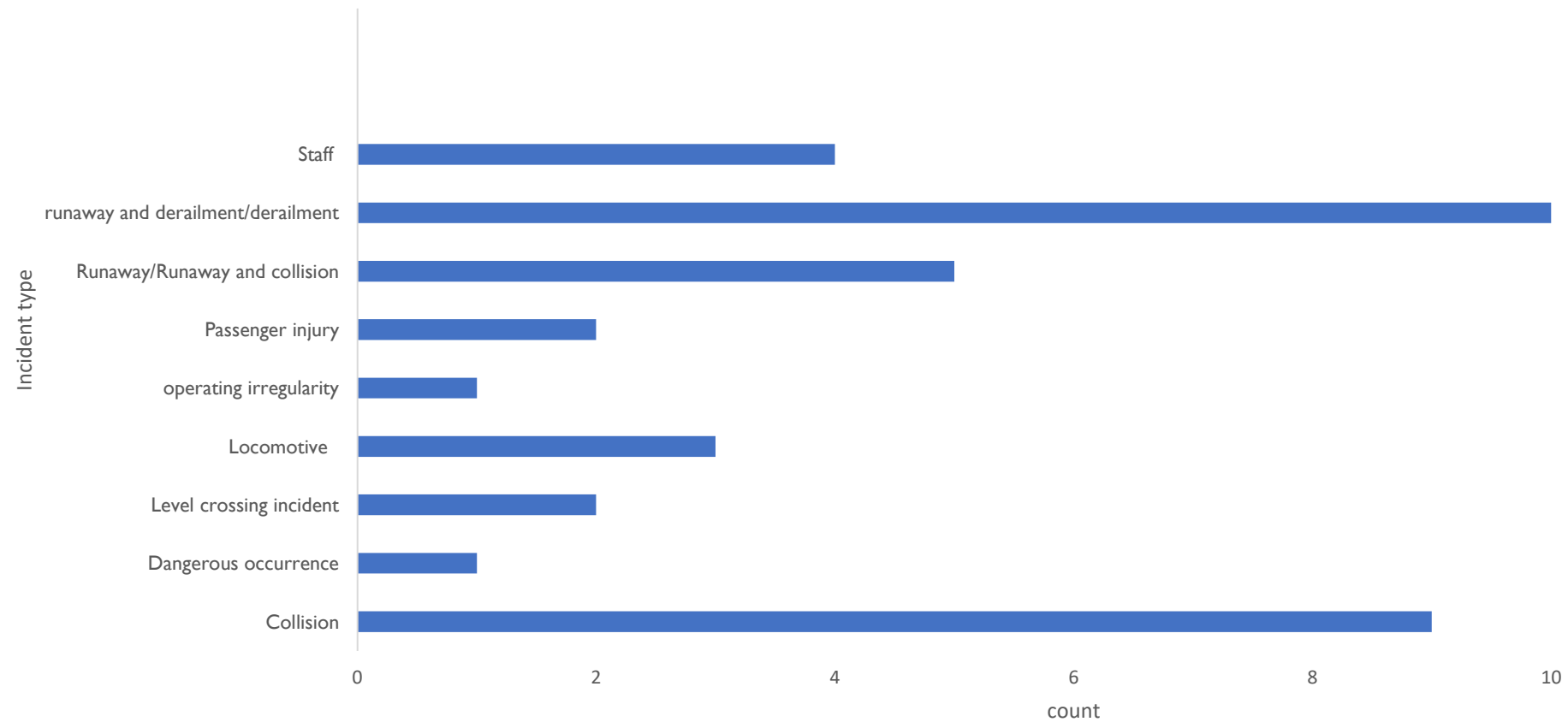


■ total of notices* issued to heritage operations
 ■ total number of notices* issued**
— Percentage of heritage railway notices
 ⋯ Linear (Percentage of heritage railway notices)

Breaking this down (2005 – 2022)

RAIB report details

Count of RAIB report types on heritage railways 2005 - 2022



Some questions ...

- Why are these factors so prevalent?
- Do our systems, processes and competence management systems recognise the fallibility of people?
- Are our medical standards adequate?
- Are our assessments adequate?
- How many railways assess cognitive performance as it declines with age and therefore increases operational risk?
- Who thinks their railway needs to improve safety?
- Who believes their railway knows what its top 10 operational risk areas are?
- Is the management of every heritage railway fit for purpose?
- Who thinks their railway has people who don't know they hold a 'go to jail' card?

What is the sector doing?

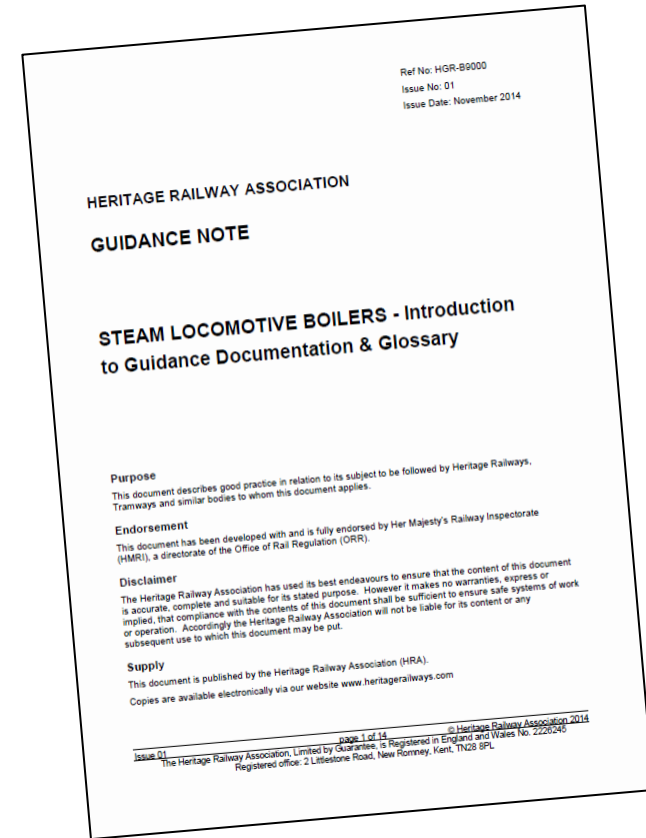
- Recognition within the HRA that this cannot continue
- Recognition within the ORR that this cannot continue
- Reinvigoration of the HRA Operating & Safety group
- Formalisation of informal networks
- Information and training
- Developing standards and guidance



Developing and maintaining guidance ...

Recent revised and new guidance documents include:

- Workshop Health & Safety Guidance
- Work at Height
- Level Crossing Sighting Distances
- Planning & Permitted Development
- Daily Fitness to Run Examinations
- Safety Management Systems
- PTS
- Special Events
- Grievance & Disciplinary Procedure
- Risk Assessment
- Road Vehicle Incursions
- Volunteers – How to Avoid Them Inadvertently Becoming Employees or Workers
- Working with Young Volunteers
- Third party compliance with HRA members' SMS and insurance requirements



Developing and maintaining standards ...

Including:

- Reviewing and updating RSP5
- Maintenance of RSP7
- Boiler Code of Practice
- Carriages
- Infrastructure

Heritage Rail Safety & Standards Board

- Planned and scoped
- Liaison with ORR
- Submission to government



Challenges ahead for heritage railways ...

in a post-Brexit, post COP26/27 and post-Covid world

- **Safety Performance** – Running a safe railway in a heritage environment
- **Maturity of the Heritage Railway sector** – Heritage railways reputation can be damaged by incidents on other railways
- **Business Model** – The fare box and secondary spend is not enough to provide cash for sustaining the railway and investing in improvements – must be supplemented by Giving and other commercial opportunities
- **Commercial development** – Exploiting the heritage brand! Marrying commercial realities of running a business with a hobby/passion for the volunteers
- **Fuels** – Coal, diesel, biofuels and sustaining our ability to run trains
- **Environmental** – Not just CO2 ... It's more about pollutants
- **Strategic planning** – Offering more than 'just a train ride' ... and the importance of having multiple organisations under the umbrella having a shared future and vision
- **Skills** – Heritage skills for the future and their preservation
- **Governance** – Protecting our heritage while preparing our railways for the future. Boards have to provide a mix of skills with a strong Senior Management Team
- **People** – Encouraging diversity, promoting wellbeing and developing young people

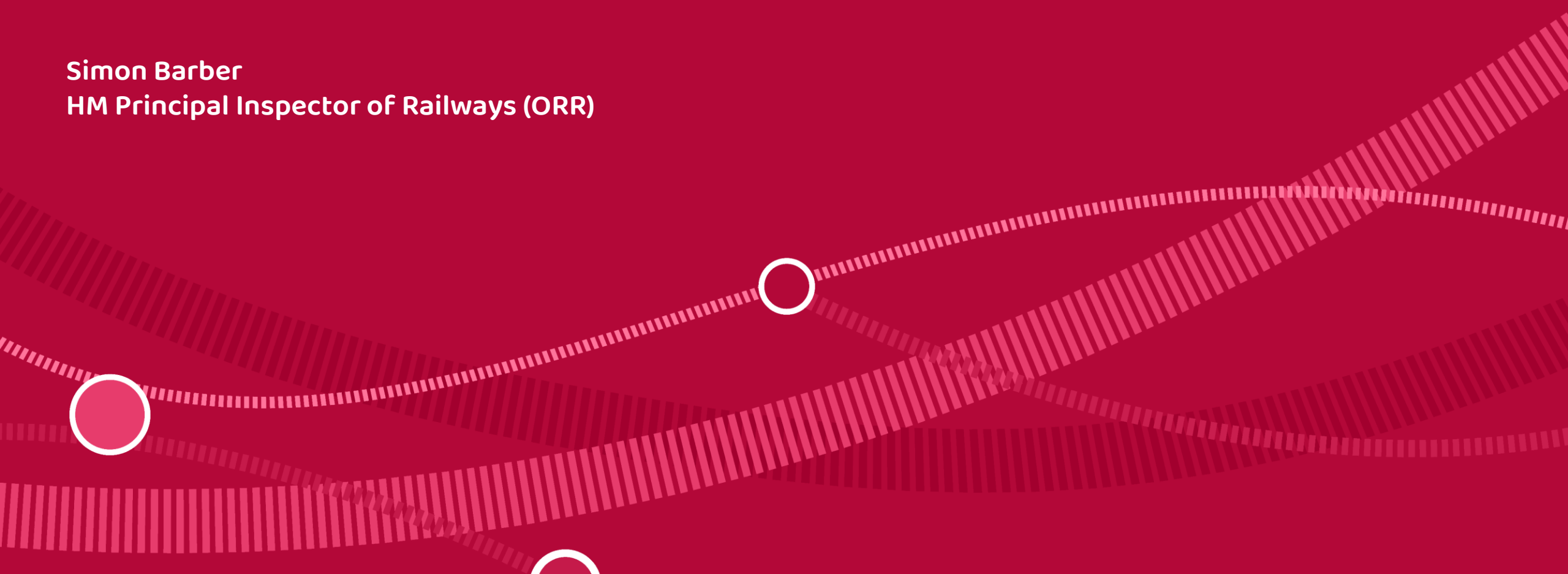


Heritage Railway Association

Steve Oates. Chief Executive

Operational Update

Simon Barber
HM Principal Inspector of Railways (ORR)



Overview

- **My First Impressions of Safety in the Heritage Sector**
- **Observations**
- **Key areas of Focus for ORR**
- **ORR Assessment of Heritage Railways using RM3**

My First Impressions of Safety in the Heritage Sector

- **Passionate People – Both a blessing and a curse...**
- **Often Innovators – often positive but occasionally negative safety implications.**
- **Reliance on skills/knowledge of volunteers – some railways may have a blindspot topic.**
- **Opportunities for better sharing of information and learning e.g. incidents, internal RM3 assessments.**
- **There's not always an easy answer!**



Observations

- Vehicle Runaways – 7 reportable events this year – 1 led to enforcement action. Weaknesses in application of brake by driver and competence management are the most common factors.
- Work at Height – 3 falls from height since July 2022 resulting in a volunteer/worker requiring hospital treatment.
- Management of Civil Engineering Assets – A lot of ageing assets – do railways have the competency and processes in place to manage this risk?



ORR Focus

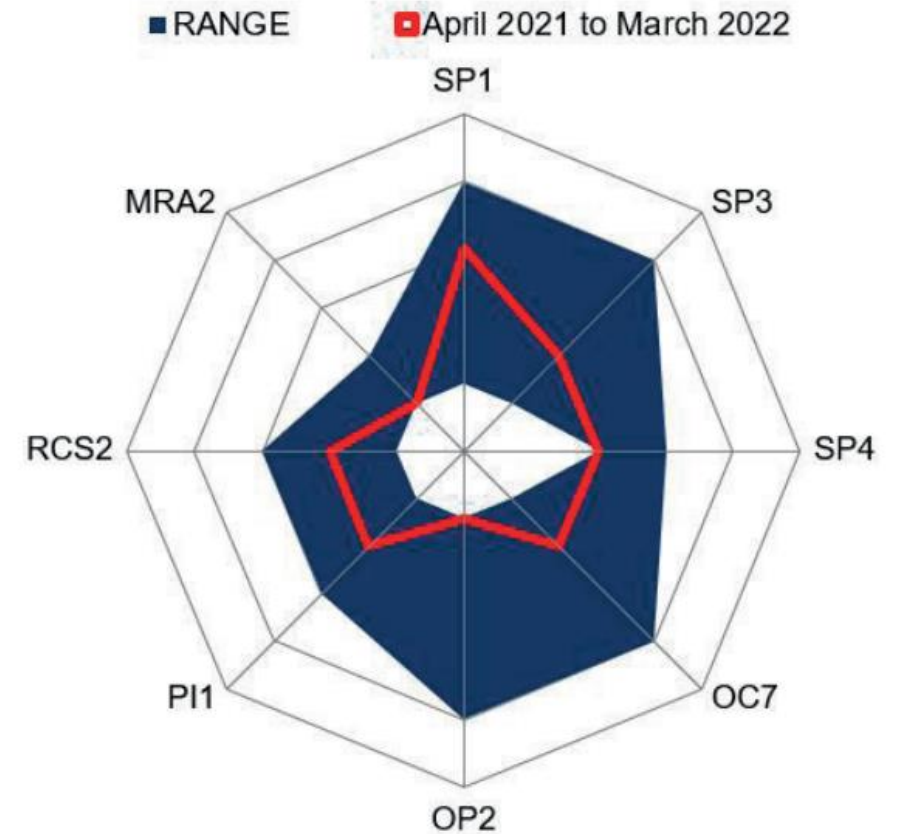
- Investigation of appropriate incidents.
- **General Inspections:**
 - Competence Management
 - Maintenance (P-Way, structures, traction & rolling stock)
 - Level Crossings
 - Workshops
 - Work at Height
- Inspection of the Management of Civil Engineering Asset – inspecting a sample of railways with aim of identifying sector-wide maturity.

ORR Assessment of Heritage Railways using RM3

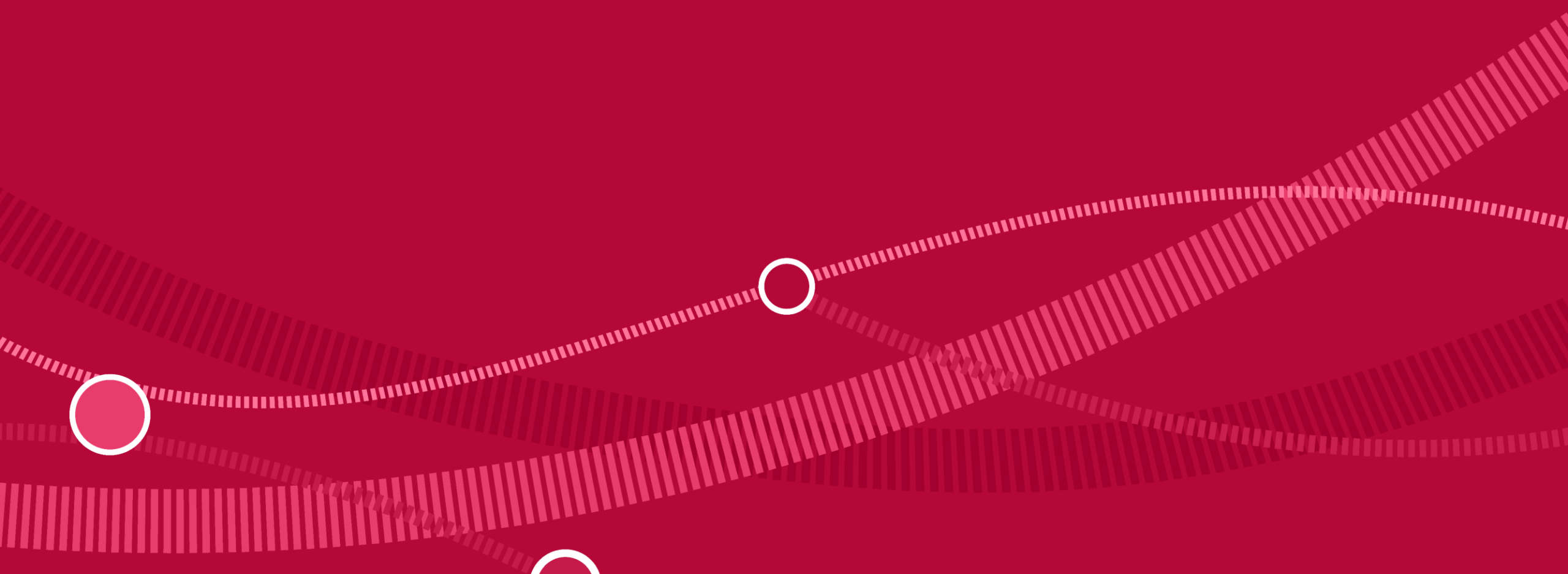
1. **Dutyholder** Inspection Reports include RM3 assessments for relevant criteria:
 - Helps demonstrate strengths and weaknesses of a safety management system and areas for continual improvement.
 - Only assess where there is sufficient evidence to make an assessment.
2. RM3 assessments made each year across the **Heritage Railway Sector** are used to produce an anonymised sector assessment.
 - Helps identify sector-wide issues and enable ORR to plan future work.

Assessment of Heritage Railways using RM3

Code	Description	April 2021 to March 2022 score	Minimum score	Maximum score
SP1	Leadership	3	1	4
SP3	Board governance	2	1	4
SP4	Written safety management system	2	2	3
OC7	Record keeping	2	1	4
OP2	Competence management system	1	1	4
PI1	Risk assessment and management	2	1	3
RCS2	Asset management (including safe design of plant)	2	1	3
MRA2	Audit	1	1	2

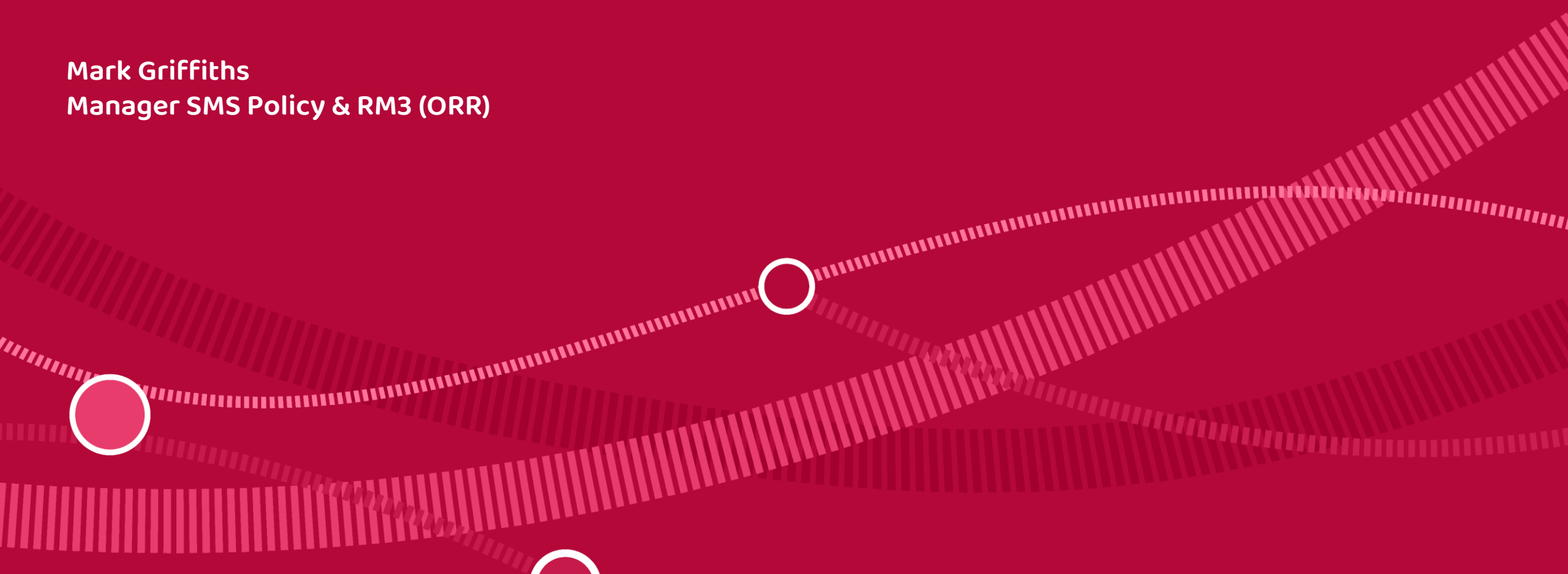


Break



Safety Management Systems

Mark Griffiths
Manager SMS Policy & RM3 (ORR)

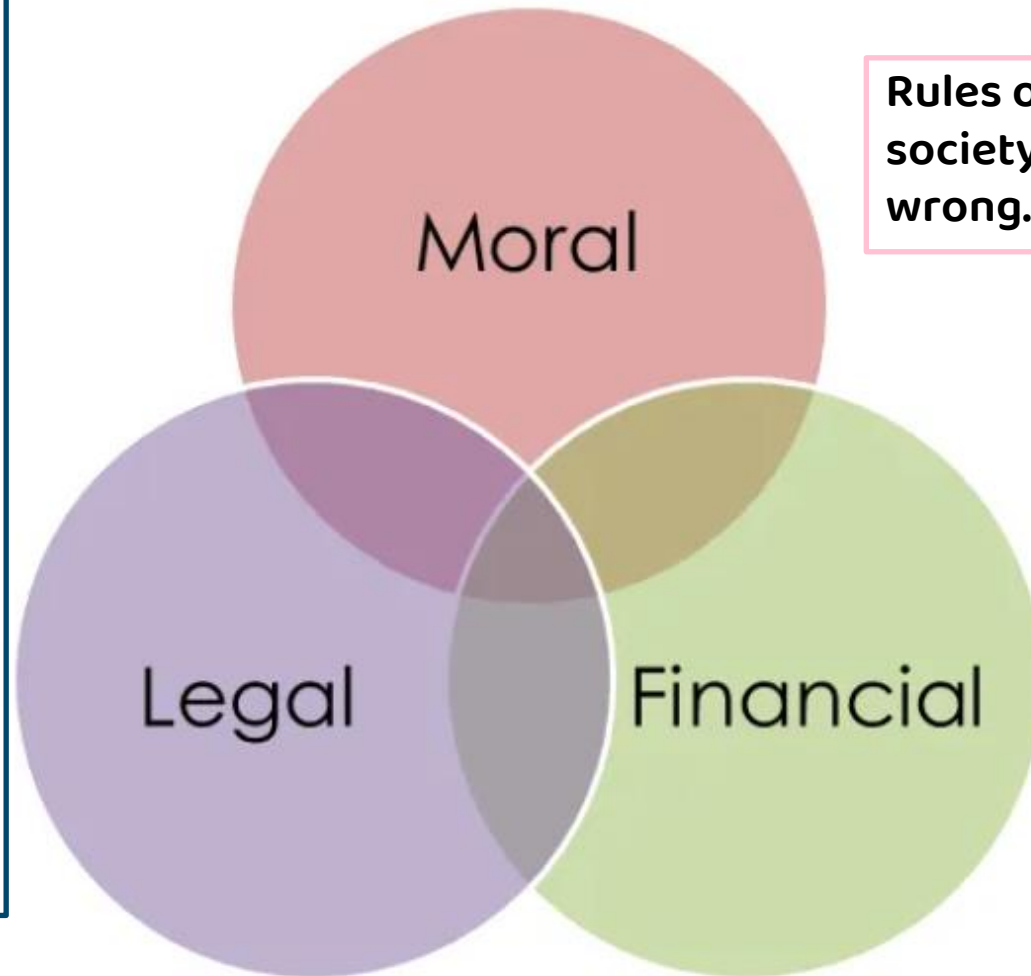


Why Manage Health and Safety?

Criminal law establishes set of rules for acceptable behaviour. Main duties covered by Health and Safety at Work Act 1974 and Health and Safety at Work Regulations 1999.

In addition, Rail industry specific legislation:

- Railway Safety (Misc Provisions) Regulations 1997;
- Railway Safety Regulations 1999;
- Railways and Other Guided Transport Systems (Safety) Regulations 2006.



Rules of behaviour imposed by society regarding what is right or wrong.

Accidents cost money as a consequence of injured people, damaged equipment, machinery and wasted product.

Why Manage Health and Safety?

The Legal requirements on Managing Health and Safety at the Workplace.

Firstly and simply **it's the Law.**

- Health and Safety at Work Act 1974
- Health and Safety at Work Regulations 1999.
- Railway Safety (Misc Provisions) Regulations 1997;
- Railway Safety Regulations 1999;
- Railways and Other Guided Transport Systems (Safety) Regulations 2006.



Health and safety at Work Act 1974

Anyone entering these premises must comply with regulations covered by the above act

Health and Safety at Work etc. Act 1974

CHAPTER 37 ARRANGEMENT OF SECTIONS PART I

- HEALTH, SAFETY AND WELFARE IN CONNECTION WITH WORK, AND CONTROL OF DANGEROUS SUBSTANCES AND CERTAIN EMISSIONS INTO THE ATMOSPHERE
- Preliminary*
1. Preliminary.
 2. General duties of employers to their employees.
 3. General duties of employers and self-employed to persons other than their employees.
 4. General duties of persons concerned with premises to persons other than their employees.
 5. General duty of persons in control of certain premises in relation to harmful emissions into atmosphere.
 6. General duties of manufacturers etc. as regards articles and substances for use at work.
 7. General duties of employees at work.
 8. Duty not to interfere with or misuse things provided pursuant to certain provisions.
 9. Duty not to charge employees for things done or provided pursuant to certain specific requirements.
- The Health and Safety Commission and the Health and Safety Executive*
10. Establishment of the Commission and the Executive.
 11. General functions of the Commission and the Executive.
 12. Control of the Commission by the Secretary of State.
 13. Other powers of the Commission.
 14. Power of the Commission to direct investigations and inquiries.
- Health and safety regulations and approved codes of practice*
15. Health and safety regulations.
 16. Approval of codes of practice by the Commission.
 17. Use of approved codes of practice in criminal proceedings.
- A

Note: This consolidated version of ROGS is produced by ORR as a helpful guide and should not be relied upon. Users should obtain copies of the amendments from The Stationery Office if they want the original text.

STATUTORY INSTRUMENTS

2006 No. 599

HEALTH AND SAFETY

The Railways and Other Guided Transport Systems (Safety) Regulations 2006 (as amended)(a)

SCHEDULE 1 Regulations 5(1)(c), and 6(1)(b)

9th March 2006
17th March 2006

and 34A 10th April 2006
d 34 1st October 2006
26th August 2011
21st May 2013

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of Rail Regulation to Office of Rail and Road); S.I. 2013/650 (as amended, consolidated and brought through text); S.I. 2011/3068, S.I. 2010/439, S.I.

1465698

SCHEDULE 1 Regulations 5(1)(c), and 6(1)(b)

SAFETY MANAGEMENT SYSTEM

(This Schedule substantially reproduces the provisions of Annex III to the Directive)

Requirements on the safety management system

1. The safety management system shall—

- (a) describe the distribution of responsibilities, within the operation, for the safety management system;
- (b) show how control of the safety management system by the management on different levels is secured;
- (c) show how persons carrying out work or voluntary work directly in relation to the operation and their representatives on all levels are involved with the safety management system; and

ment of the safety management system is ensured.

ment system

gement system are—

which has been approved by the chief executive carrying out work or voluntary work directly in

ets for the maintenance and enhancement of is for reaching those targets;

chnical and operational standards or other

irements; and

Rail and Road addressed to the transport operator

liance with the requirements listed in this cycle of any relevant equipment or operation which question.

rying out risk evaluation and implementing risk

ay in which the operation in question is carried

a operation in question,

relation to any infrastructure or the operation

Legal Responsibilities

Management of Health and Safety at Work Regulations 1999 requires employers to put in place arrangements to control health and Safety risks.

- **A Written Health and Safety Policy (5 or more people);**
- **Assessments of risks to employees, contractors, partners and any people affected by your activities;**
- **Arrangements for effective planning, organisational control, monitoring and review of preventative measures and protective measures that come from risk assessments;**
- **Access to competent Health and Safety Advice;**
- **Information and guidance to employees about risks in the work place and how they are protected;**
- **Training and instructions for employees how to deal with the risks;**
- **Ensuring adequate and appropriate supervision in place;**
- **Consulting with employees about risks at the workplace with current preventative and protective measures.**

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- Training and instructions for employees how to deal with the **risks**;
- Ensuring adequate and appropriate supervision in place;
- Consulting with employees about **risks** at the workplace with current preventative and protective measures.

What is risk?

Under the Management of Health and Safety at Work Regulations 1999, the minimum a duty holder must do is:

- Identify what could cause injury or illness in the business (hazards);
- Decide how likely it is that someone could be harmed and how seriously (the risk);
- Take action to eliminate the hazard or if this isn't possible, control the risk.

Risk in simple terms is how likely that someone could be harmed or injured and to what severity due to a hazard.

Risks can be managed by:

1. Identifying hazards
2. Assessing the risk
3. Controlling the risks
4. Recording your findings
5. Reviewing the controls



Safety Management System (SMS)

Organisations have a legal and moral duty to put suitable arrangements in place for managing Health and Safety at the workplace, keeping everyone safe.

A Safety Management System (SMS) provides a systematic approach to managing safely, including the necessary organisational structures, accountabilities, policies and procedures. An SMS provides:

- A systematic way to identify and control risk;
- Assurance that risk controls remain effective;
- Document compliance to regulatory requirements / Law.



The PDCA methodology is integral to the SMS approach. Further information can be found in HSG65

Framework of a Safety Management System

Safety Policy and Objectives

Safety Risk Management

Safety Promotion

Safety Assurance

Framework of a Safety Management System

Safety Policy and Objectives

Management Commitment

Safety Accountability and Responsibilities

Appointment of key safety Personnel

Coordination of Emergency Response Planning

SMS Documentation

Safety Risk Management

Hazard Identification

Safety risk assessment and mitigation

Framework of a Safety Management System

Safety Assurance

Safety Performance monitoring and measurement

The Management of Change

Continuous improvement of the SMS

Safety Promotion

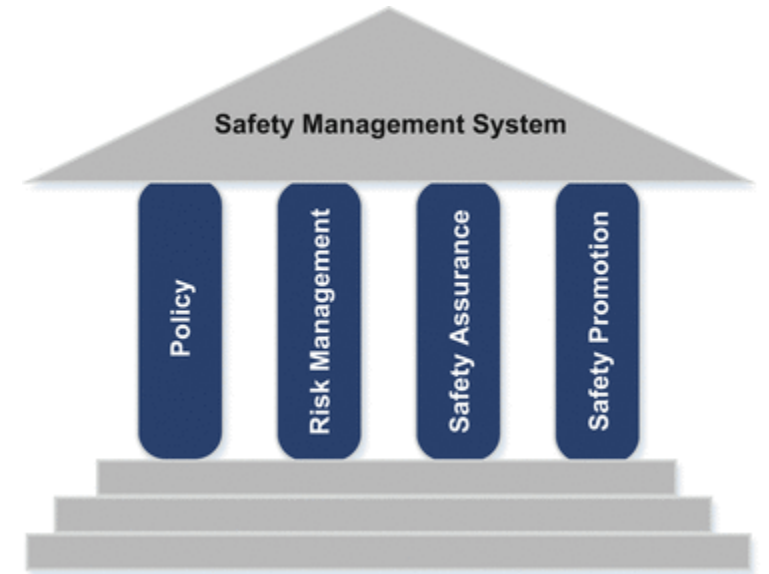
Training and Education

Safety Communication

Safety Management System

A SMS should detail the organisations approach to:

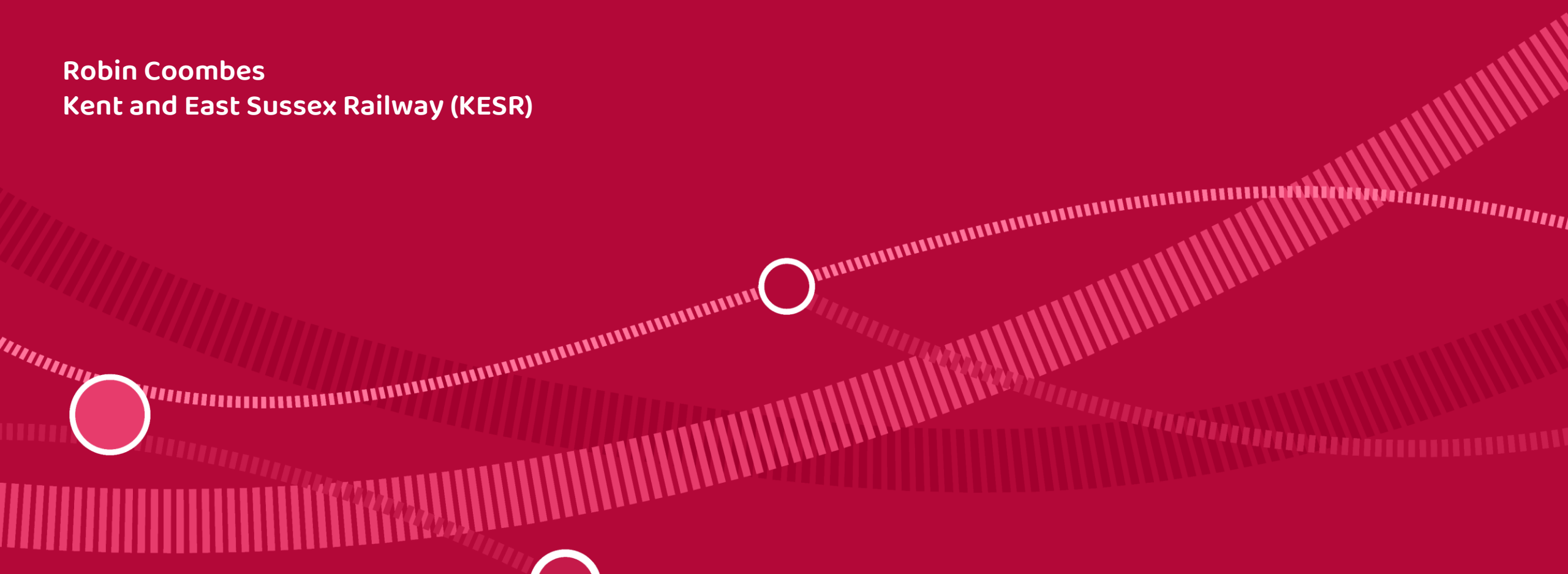
- Senior Management commitment to the management of safety
- Risk Management
- Effective Safety Reporting
- Continuous monitoring (Safety Assurance)
- Investigation of safety occurrences
- Sharing safety lessons learned and best practices
- Integration of safety training for operational personnel
- Effective implementation of Standard Operating Procedures (SOP's)
- Continuous improvement of the overall level of Safety – RM3-H



Board Governance

Robin Coombes

Kent and East Sussex Railway (KESR)





The 12 'Tablets of Governance'

Purpose

The 12 'Tablets of Governance' describe what proportionate governance and leadership look and feel like.

Preparedness

Each Director shows up to meetings totally prepared for their role.

Doing the right thing

Directors individually and collectively will always strive to do the right thing in the right way for the right reasons and at the right time.

Faith

Directors will retain faith that they will prevail in the end regardless of difficulties that at the same time confront the brutal facts of the current reality, whatever that might be.

Alignment

Directors must always have full alignment between the core purpose of the Board should define/refer to here). The Board makes sure that all decisions and railway's activities.

... it is they must excel at – (to be stated); what is it they can do better than others Directors think they are delivering – (to be stated); and how they are delivered.

Bottom line of

... here), the UK Corporate Governance Code; and or other relevant documents in the Regulatory and recognised guidance note on the ... all relevant documents in the Regulatory and recognised guidance note on the ... and board wide.

... and values

... and evaluate

... internal and external

... and standards

They will also recognise other roles need to be fulfilled to make an effective Board: someone who looks to the stars; a stickler for procedure and detail; someone grounded in practicality; the devil's advocate; the sensitive, touchy feely one; someone to give alternative views and a different perspective; the ice cold logical view; and someone to always provide the moral compass.

Planning for the best and worst

The rules / constitution / governance documents / policies and strategies will be regularly reviewed (e.g. annually). Their purpose should include setting targets and objectives for success and intervention, and describe and reference arrangements designed to guide the organisation through any foreseeable conflict, crisis, and disaster. Directors must never forget every organisation is vulnerable, no matter how big or small, strong or weak, and whatever stage of development. Directors must always prepare and plan for their succession.

Leadership and teamwork

Directors will strive to act as a team, respecting and utilising the abilities of others whilst realising they are working towards a common goal. Directors must always prepare and plan for their succession. Directors must be disciplined to follow, as well as to lead, and that they must master themselves before they can master their task.

Governance

RM³ 2019



The Risk Management Maturity Model

Topic set 1

Heritage Railways

Version 1.1 2021



Setting the scene

ORR RM3 2019 HERITAGE TOPIC SET

SP Health and safety policy, leadership and board governance

Purpose:

To make sure that the organisation is effectively governed and led.

HRA DRAFT CODE OF CONDUCT

The Code's purpose is to;

Encourage good governance,

Severn Valley Railway

LinkedIn Post

Looking for someone to do a Governance Review

Kent and East Sussex Railway

Governance Review in January 2023



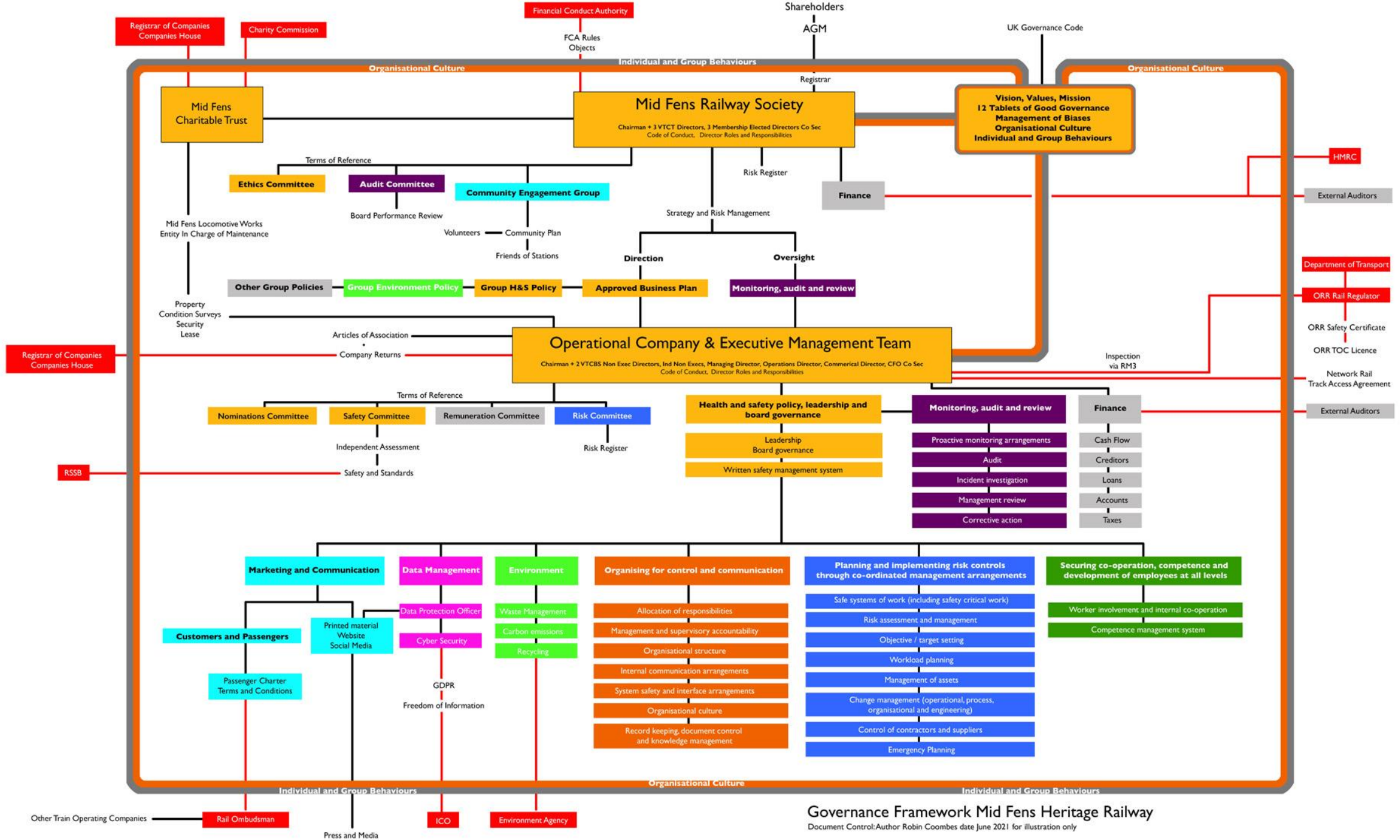
Questions

What is governance?

Why is it important?

What does it mean for us?


What is our takeaway?



Governance Framework Mid Fens Heritage Railway
 Document Control: Author Robin Coombes date June 2021 for illustration only



What is governance?

- 
- Everything you do to lead, manage, administer the railway to keep it safe, legal and sustainable.




Why is it important?

- It makes the difference between the road to surviving and success or the road to chaos and failure
- To survive organisations need to innovate and adapt. Cost of living is an opportunity. Learning and evolving only comes from good governance



What does it mean for us?

- 
- You can either recognise it, and take its principles on board, or ignore it and fly blind into the next cloud covered mountain



What is our takeaway?

Ask yourselves these simple questions.

- Are we safe, are we legal, are we sustainable, how do we know if we are or we are not, how can we prove it, to ourselves, our staff and volunteers, our public, our members, the authorities?

Getting an idea of what good governance looks and feels like.

As a GM what keeps me awake at night is appearing at an ORR or RAIB investigation



Some still don't get it

- Why is good governance so important now, when most of us have got away with it for so long. OK we have had a few close calls, but we are still here so what's the problem?
- If you try to drown us in paperwork, it just gets too difficult, and volunteers are going to walk away.
- No jumped up, wet behind the ears, jobs worth is going to preach to us about running our railway. We run it on common sense as we always have.
- The railway just gets on with things while the Directors stick their heads in a bucket of sand with their fingers up their proverbial.....
- I did not become a Director just to do all the fluffy paperwork stuff
- So according to your 'head in the clouds' views from big business or the big railway who all get whacking big salaries we are not doing a great job so what's the alternative, it is hard enough to get any director to take on a thankless task with enormous liabilities for no pay and become a scapegoat, who else are you going to get to do the job, there are not many queuing up, except those that want it for the wrong reasons?
- So instead of shining the spotlight on us all the time, why not hold a mirror up to yourselves, are you really holier than thou?
- No railway I know would be stupid enough to adopt your tablets of governance.
- Don't think the HRA is even serious about governance?

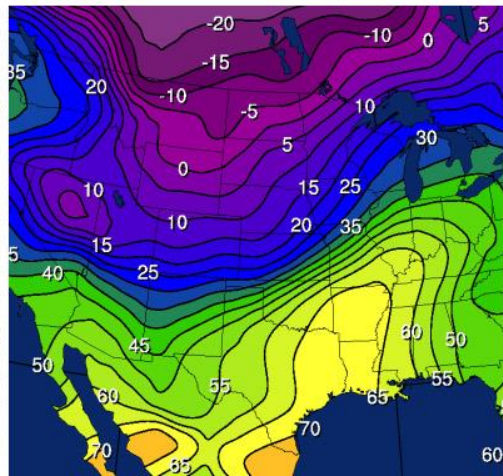
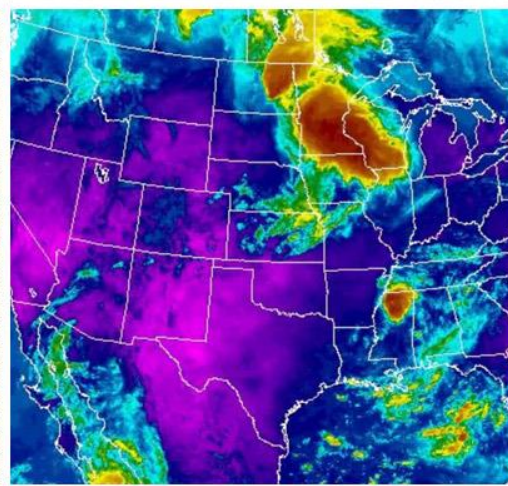
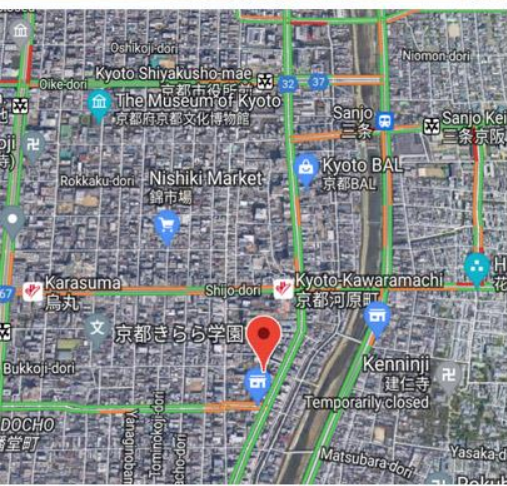
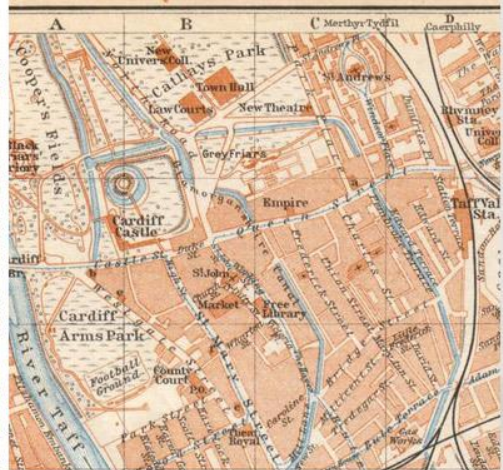
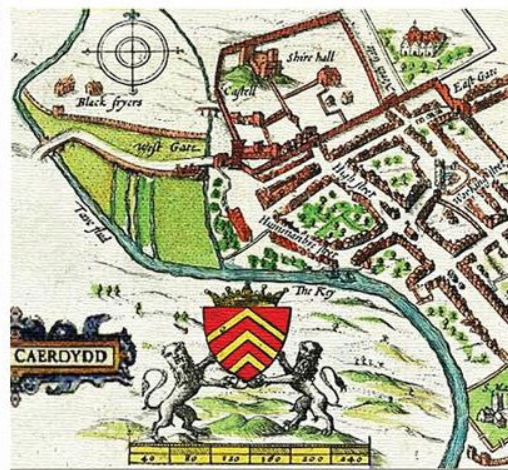
Day-to Day examples

- Trustee is one of nine is upset that Charity Law may be broken if a soft interest free loan is given from the Railway Trust to the operating company.
- A chairman makes homophobic comments and incites violence towards a volunteer, but the railway is dependent on his financial support.
- A safety director with guilty knowledge allows services to continue as stopping services would badly hit revenue and reputation.
- A chairman who tries to bully the company secretary into changing documents and minutes.
- A railway charity that insists that it must sign off the safety case not the operating company
- A railway company that refuses to honour long standing contracts with locomotive owners
- Turning a blind eye to safety practices of a volunteer group restoring wagons on railway property
- Ignoring rumours from several sources of young volunteers being given a hard time by older members
- A clique of directors meeting outside formal board meetings and making decisions
- A railway company that inflated the values of its assets to secure a bank loan
- A railway that has not arranged for regular inspections of its bridges
- A railway that ignored several reports that a foot crossing was dangerous
- A railway where there was no induction for new directors



Governance Structures











The 12 'Tablets of Governance'

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Alignment

Directors must always have full alignment between the core purpose of the Board should define/refer to here). The Board makes sure that all decisions and railway's activities.

Directors must excel at – (to be stated); what is it they can do better than others? Directors think they are delivering – (to be stated); and how they are measured – (to be stated).

Directors must always have full alignment between the core purpose of the Board should define/refer to here), the UK Corporate Governance Code; and or other relevant documents in the Railway's Regulatory and recognised guidance. Directors must ensure that all relevant documents are up to date and board wide.

Directors must ensure that all relevant documents are up to date and board wide.

Directors must ensure that all relevant documents are up to date and board wide.

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Directors must ensure that all relevant documents are up to date and board wide.

They will also recognise other roles need to be fulfilled to make an effective Board: someone who looks to the stars; a stickler for procedure and detail; someone grounded in practicality; the devil's advocate; the sensitive, touchy feely one; someone to give alternative views and a different perspective; the ice cold logical view; and someone to always provide the moral compass.

Planning for the best and worst

The rules / constitution / governance documents / policies and strategies will be regularly reviewed (e.g. annually). Their purpose should include setting targets and objectives for success and intervention, and describe and reference arrangements designed to guide the organisation through any foreseeable conflict, crisis, and disaster. Directors must never forget every organisation is vulnerable, no matter how big or small, strong or weak, and whatever stage of development. Directors must always prepare and plan for their succession.

Leadership and teamwork

Directors will strive to act as a team, respecting and utilising the abilities of others whilst realising they are working towards a common goal. Directors must always prepare and plan for their succession. Directors must be disciplined to follow, as well as to lead. Directors must master themselves before they can master their task.

RM³ 2019
 The Risk Management Maturity Model
 Topic set 1
 Heritage Railways
 Version 1.1 2021




A large, solid orange circle is positioned on the left side of the slide, partially cut off by the edge.

Preparedness

Each Director shows up to meetings totally prepared for their role.

A decorative yellow dashed line is located in the bottom right corner of the slide, consisting of several short, curved segments.

A large, solid orange circle is positioned on the left side of the slide, partially cut off by the edge. It contains the text 'Doing the right thing' in white, bold, sans-serif font.

Doing the right thing

Directors individually and collectively will always strive to do the right thing in the right way for the right reasons and at the right time.



Faith

Directors will retain faith that they will prevail in the end regardless of difficulties and at the same time confront the brutal facts of the current reality, whatever that might be.



Alignment

Directors must always have full alignment between the core purposes and values [which the Board should define/refer to here]. The Board makes sure that these values underpin all its decisions and railway's activities.

What it is they must excel at – [to be stated]; what is it they cannot fail at – [to be stated]; what makes Directors think they are delivering – [to be stated]; and how do they keep delivering – [to be stated].

Bottom line of Governance

Our base line is [Board to state here], the UK Corporate Governance Code , and if a charity the Charity Commission Charity Governance Code ; or and other relevant codes. Further information is also available at the HRA Guidance note on the duties of Board Directors & Chairs .

Directors will comply with all legal, regulatory and recognised good practice requirements. All Directors will have read and understood all relevant documents and update themselves with individual continuous professional development and board wide training.

The four basic tasks of the Board are:

- Establishing and maintaining vision, mission, and values
- Deciding strategy and structure
- Delegating the authority to manage to monitor and evaluate performance
- Communicating with its members and all internal and external stakeholders


Roles and responsibilities

Each Director will have specific roles, responsibilities and standards of ethics and behaviours; and these will be written down and available to all. Directors can never tolerate carelessness, incapacity, and neglect; they are forever accountable for what they do and what they fail to do. Both individually and collectively. Directors will never compromise their responsibilities. They will never take anything for granted. Directors will never be found short in their knowledge and in their skills.

They will also recognise other roles need to be fulfilled to make an effective Board: someone who looks to the stars; a stickler for procedure and detail; someone grounded in practicality; the devil's advocate; the sensitive, touchy feely one; someone to give alternative views and a different perspective; the ice-cold logical view; and someone to always provide the moral compass.

Planning for the best and worst

The rules / constitution / governance documents / policies and strategies will be regularly reviewed (e.g. annually). Their purpose should include setting targets and objectives for success and intervention, and describe and reference arrangements designed to guide the organisation through any foreseeable conflict, crisis, and disaster. Directors must never forget every organisation is vulnerable, no matter how big or small, strong or weak, and whatever stage of development. Directors must always prepare and plan for their succession.



Leadership and teamwork

Directors will strive to act as a team, respecting and utilising the abilities of others whilst realising they are working towards a common goal. Success depends on the efforts of all. Directors must be disciplined to follow, as well as to lead, knowing that they must master themselves before they can master their task.



Making the best decisions

The Board working as one, not individuals, make the best decisions. Directors must have the courage and integrity to challenge how things are done: not settling for the status quo. The Board should confront and overcome complexity, incomplete information, the consequences of being wrong, and the human element. Decisions must be based on truth and reality – what is actually done versus what should be done in accordance with the standard. Where possible, Directors should seek alternative perspectives, question their objectivity, be paranoid to biases, and be open to new information. No decision can be absolutely right or wrong, but it must be the best they can make.

Vigilance

Directors must be always attentive to the dangers and risks to the business, never accepting success as a substitute for the rigour in everything they do. Directors must share information willingly and openly even when it is challenging and discomfoting for them. Directors will continually keep asking why, looking behind the incident reports for underlying factors. Why something happened? Why something didn't happen? And the How it happened. Acknowledge that small errors that aren't caught and corrected can lead to bigger failures.

Communication

Directors must listen closely and carefully when colleagues, staff, members, volunteers, customers and stakeholders talk. What they say and what they don't say. What do Directors need to do, to find out more? Whenever possible record everything in writing to reduce risk of misinterpretation and confusion. It will be the only record on which future actions and learning can be based. Whenever possible double check what Directors think they have communicated has been understood, always use language that is simple, inclusive, and understandable. Be prepared that Directors themselves are the communication problem.

Final Tablet

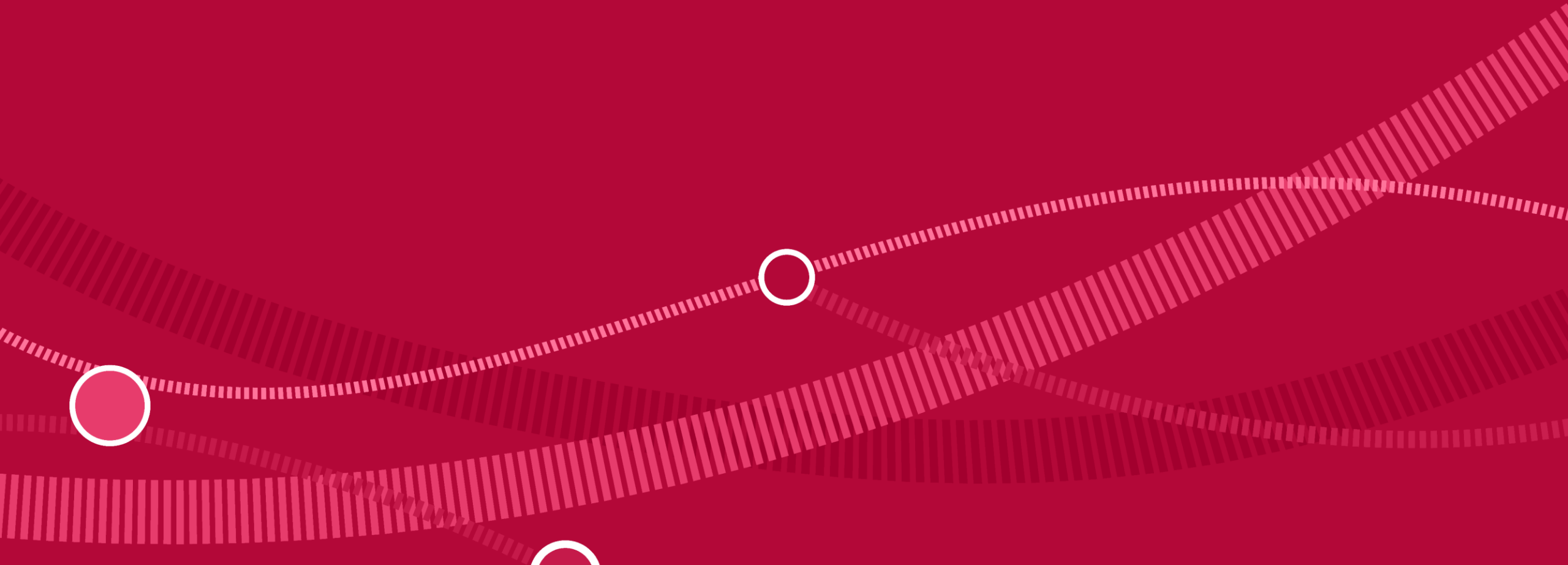
Constantly guard against a Board where good people are leaving, power is concentrated and exercised by the chair; and key appointments go to a select few. Be aware of the risk created by telling rather than consulting; key decisions being made by small select groups; and popular projects winning over essential projects.





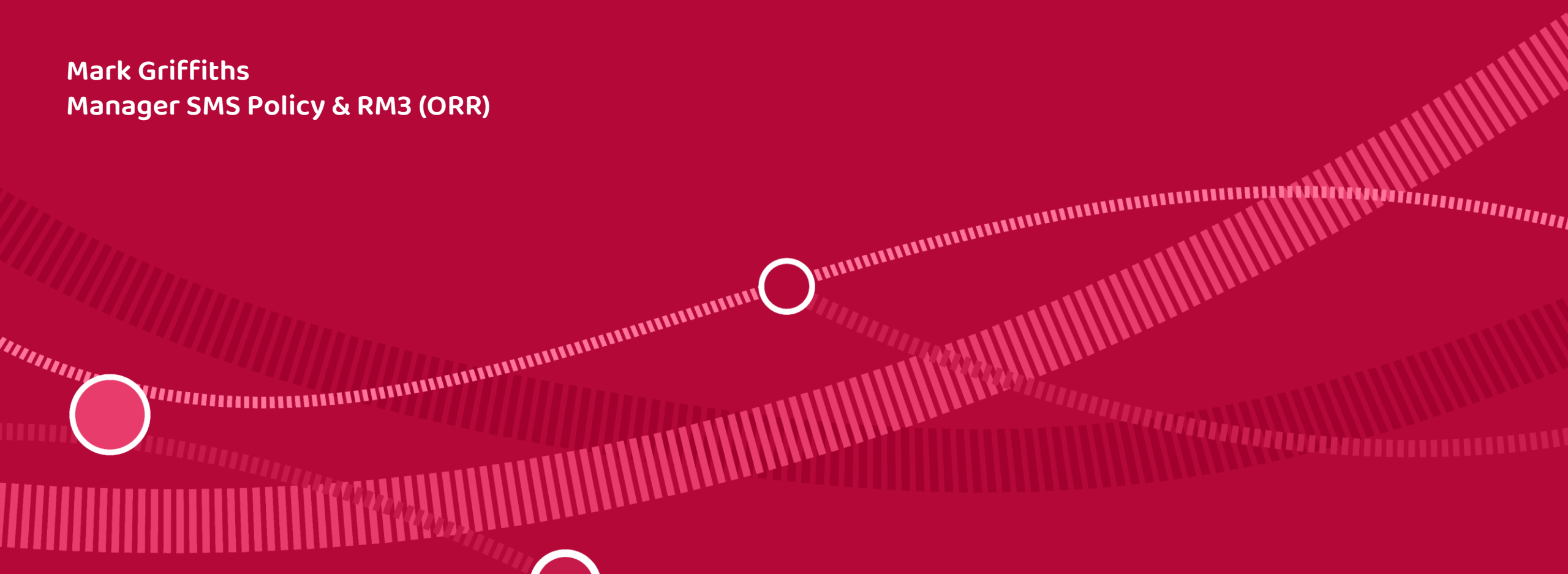
THE FUTURE
IS FEMALE

Lunch



RM3-H

Mark Griffiths
Manager SMS Policy & RM3 (ORR)



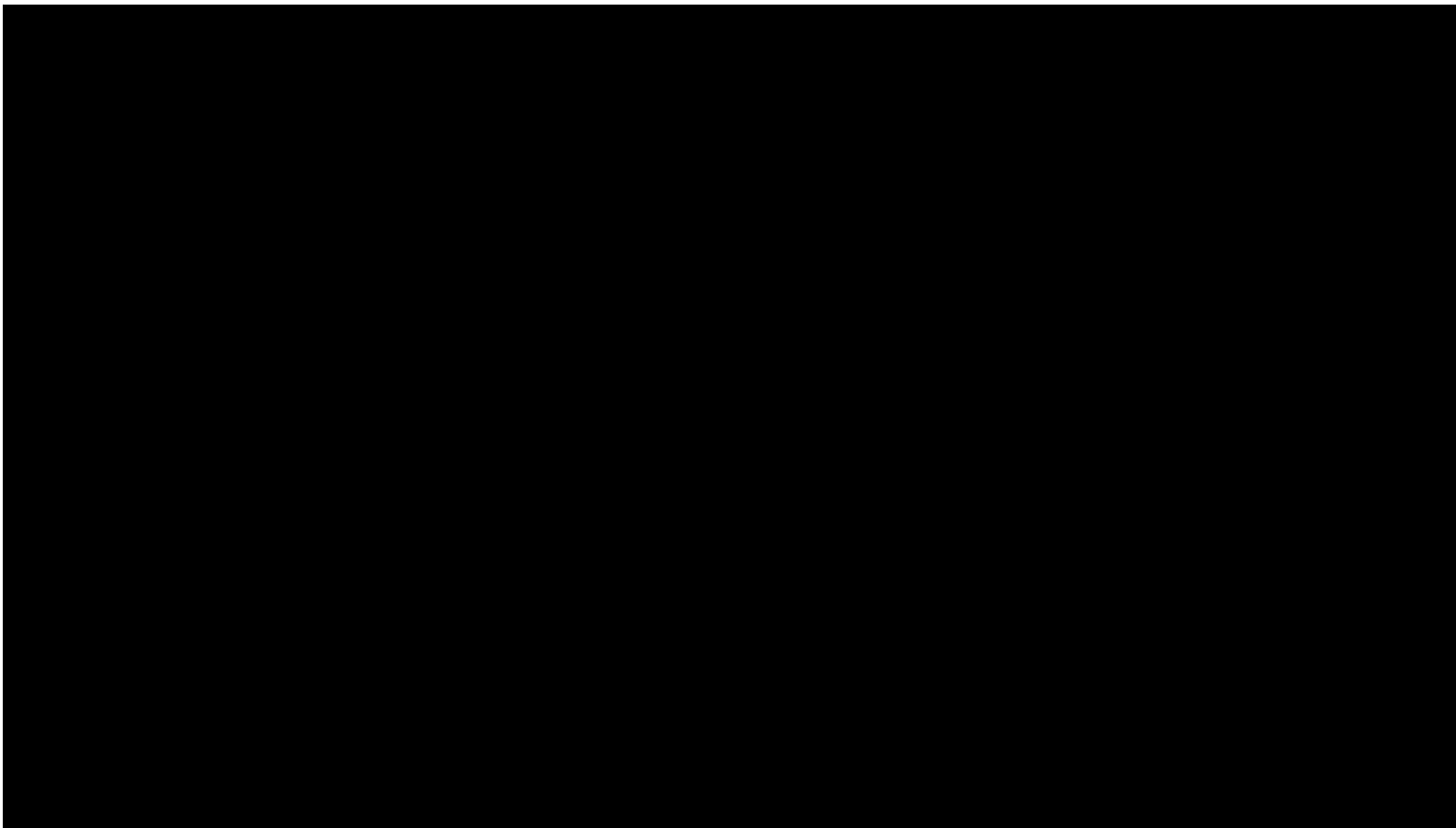
RM3 – ORR Vision

Zero industry-caused fatalities and major injuries to passengers, the public and the workforce

- **To be achieved through the industry achieving excellence in;**
- **Culture;**
- **Health, safety and asset management; and**
- **Risk Control**



RM3 Case Study – Non Railway

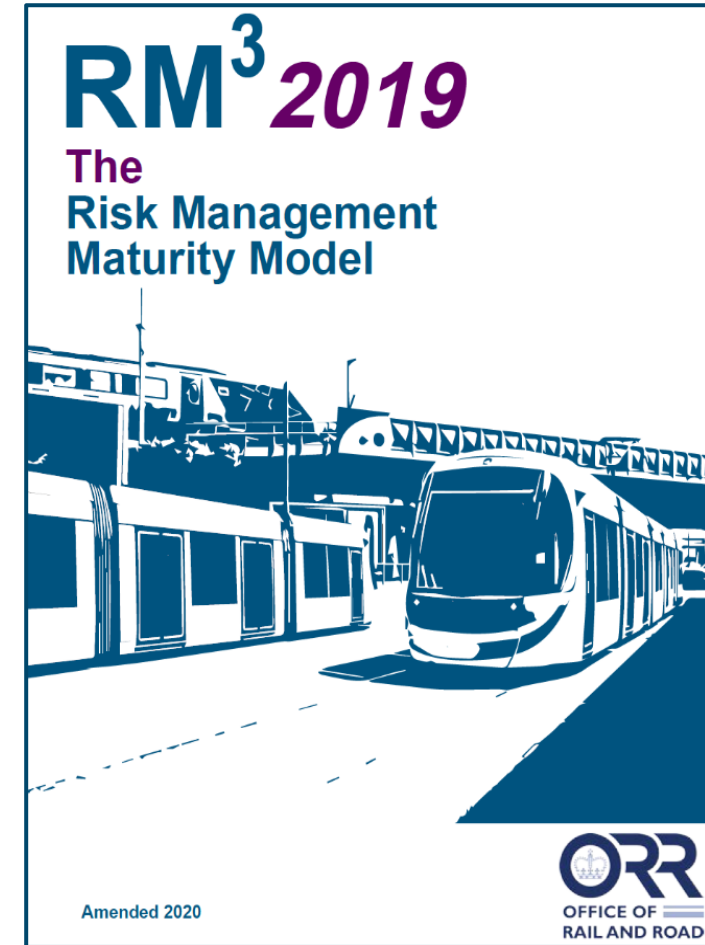


What is RM3

ORR's role is to ensure that the Health & Safety of everyone associated in the rail industry is controlled, encouraging organisations to achieve **excellence** in Health and Safety Management.

What is RM3?

- Not a Safety Management System (SMS) but to form an integral part of your own SMS;
- RM3 provides criteria for measuring management capability against:
 - 5 Maturity levels across
 - 26 Criteria which are essential areas of the SMS
- RM3 is designed to assist you in determining the maturity of your SMS and to aid continuous improvement.



Risk Management Maturity Model – RM3–H

ORR developed Risk Management Maturity Model (RM3-H) in collaboration with the Heritage rail industry – a tool for any organisation to successfully manage a Safety Management System to:

- Manage Health & Safety Risks;
- Help Identify areas improvement;
- Benchmark for year on year review, to evaluate an organisations SMS maturity progress through the 5 maturity levels.

RM³2019



The
Risk Management
Maturity Model

Topic set 1

Heritage Railways

Version 1.1 2021



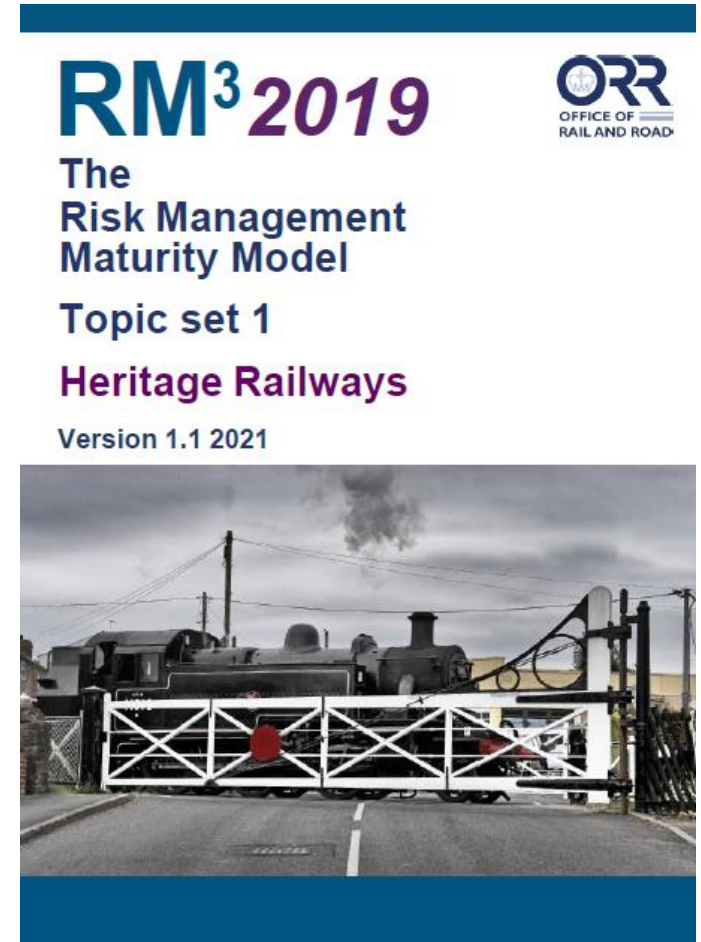
Why we developed the Risk Management Maturity Model (RM3-H)?

RM³ is relevant to the minor and heritage railway sector and is a useful tool to help both ORR and the railways themselves consider safety management system capability, identify areas for development, and provide a benchmark for year-on-year comparisons.

We recognise that smaller organisations or those just starting out on the RM³ journey may find some of the criteria and descriptors inaccessible, or not obviously relevant to them.

To help heritage railways we developed RM3-H, with input from key stakeholders.

RM3-H provides more focused descriptors over a much smaller and more readily applicable set of criteria than the 26 found in the full RM³ 2019.



RM3-H in Regulation

RM3 is not an audit tool, but a model to structure discussions about evidence and where to go next, either internally in organisations or between inspectors and the organisations we regulate.

- We do not do “RM3 Inspections”.
- We systematically collect evidence to inform our view of management maturity
- We use the RM3 model to structure our thinking and conclusions.
- Our conclusions aim to suggest improvement priorities to achieve greater management maturity.



Why Excellence?

Why Excellence?

To ensure high likelihood of sustained compliance.

Safety performance varies on a daily basis.

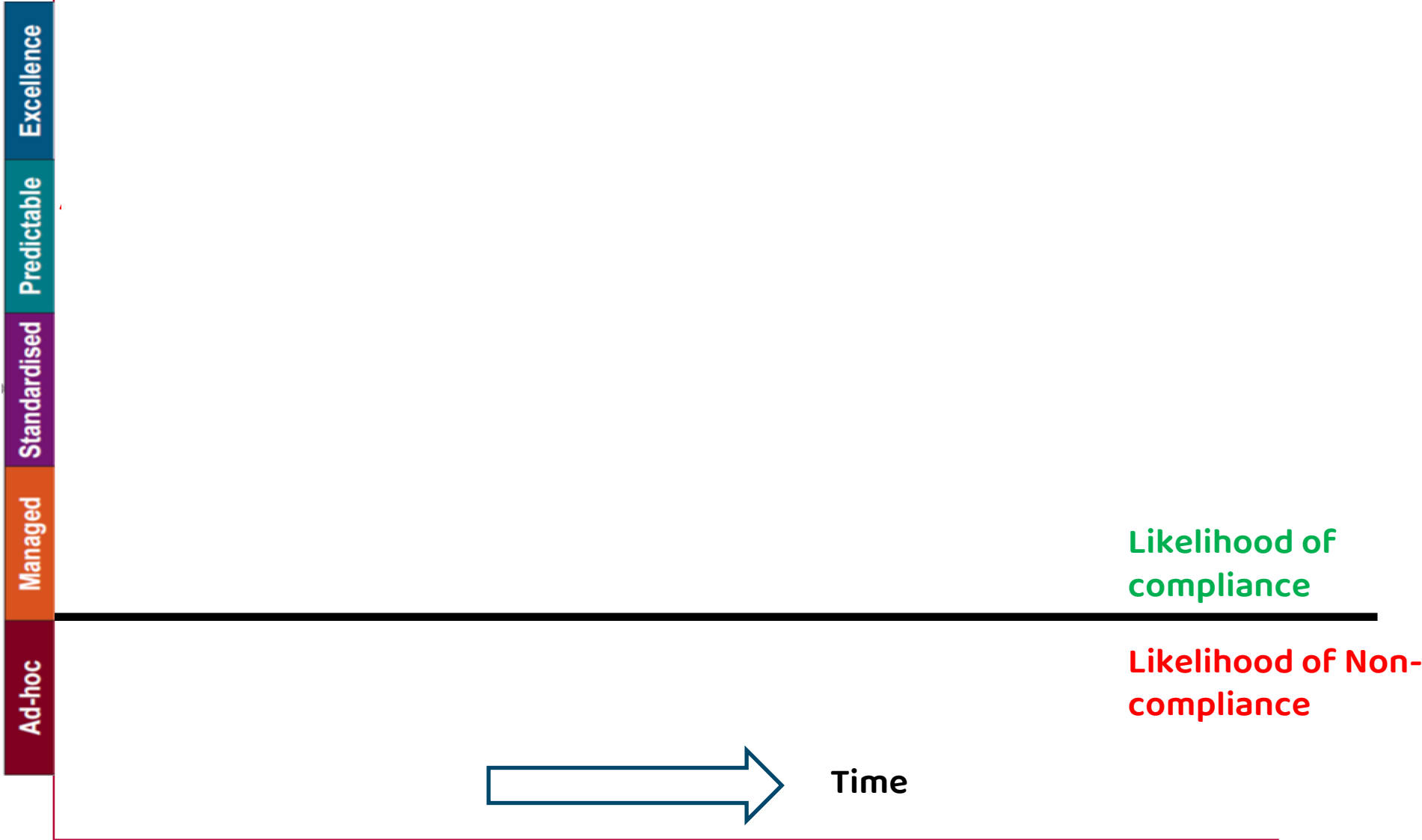
If an organisation is already in excellence, with those dips in performance, greater likelihood that the organisation will remain above the legal minimum compliance and risks will be adequately controlled.

If an organisation is performing “ad hoc” then the likelihood is with normal performance and any dips in performance will be below legal minimum compliance and risks uncontrolled.

RM3 helps ORR evaluate the capability of the organisation and managers to sustain control of risks and to indicate if there is continuous improvement in the management of safety.



Why Excellence?



The RM3-H Themes & Criteria

Health and safety policy, leadership and board governance	SP1 Leadership SP3 Board governance SP4 Written health and safety management system	SP
Organising for control and communication	OC7 Record keeping, document control and knowledge management	OC
Securing co-operation, competence and development of staff at all levels	OP2 Competence management system	OP
Planning and implementing risk controls through co-ordinated management arrangements	PI1 Risk assessment and management RCS2 Management of assets RCS3 Change management (operational, process, organisational and engineering)	PI & RCS
Monitoring, audit and review	MRA2 Audit MRA3 Incident investigation	MRA

RM3 Maturity Model Levels

ORR encourages all operators to strive for Excellence in Health and Safety Management.

Excellence in Health and Safety Management means:

- Higher likelihood of daily compliance;
- Higher likelihood of daily control of identified risks.

The management of risk controls the harm each day.

- Performance does vary, by having Excellence in Health and Safety Management, and reduction in performance will keep the operator in legal compliance.
- If an operator is ad-hoc maturity, the reduction in performance is likely to be non-compliant with risks uncontrolled.



The 5 maturity levels

Local groups are organised to ensure repeatable performance BUT each work group performs similar tasks differently

Ad hoc and uncoordinated

Proactive/continual improvement

Delivery can be predicted by the management system
Variation and change is controlled

Good practice synthesised into standard processes

Evidence Gathering

Consistency of the evidence

If evidence from a number of sources suggests a similar level of maturity, this would indicate that the findings of the assessment are accurate;

Quantity of the evidence

Whether there is enough evidence to provide an informed opinion on the organisation as a whole. For example, if evidence on document control for a small depot revealed an 'ad-hoc' level of achievement, is that sufficient to form an opinion on the document control system for thirty other, much larger depots?;

Quality of the evidence

Whether the evidence is based on a limited observation from one site or is consistent across a number of sites and;

Currency of the information

When the evidence was initially gathered and whether there are likely to have been any significant changes since then.



Key principles to remember when undertaking an assessment using RM³ are that:

- Both health and safety are most effectively managed when they are integrated with other management activities and managed in the same way.
- Any unsafe act, unsafe condition, near miss or accident is a symptom of a possible failure of a part of the management system.
- SMSs should focus on making sure that the physical, managerial, procedural, behavioural and cultural and elements of the organisation are managed.
- The SMS should take account of, and be shaped by, the culture of the board and the organisation as a whole.
- There is no one right way to achieve excellence in H&S management in an organisation. However, there are some common characteristics that are seen in organisations that manage H&S risks well.

RM3 Maturity Model Criteria

Health and safety policy, leadership and board governance	SP1 Leadership SP3 Board governance SP4 Written health and safety management system	SP
Organising for control and communication	OC7 Record keeping, document control and knowledge management	OC
Securing co-operation, competence and development of staff at all levels	OP2 Competence management system	OP
Planning and implementing risk controls through co-ordinated management arrangements	PI1 Risk assessment and management RCS2 Management of assets RCS3 Change management (operational, process, organisational and engineering)	PI & RCS
Monitoring, audit and review	MRA2 Audit MRA3 Incident investigation	MRA

Excellence	It is characteristic of processes at this level that the focus is on continually improving process performance through both incremental and innovative technological changes / improvements.
Predictable	It is characteristic of processes at this level that, using process metrics, management can effectively control the AS-IS process (An “as is” business process defines the current state of the business process in an organisation). In particular, management can identify ways to adjust and adapt the process to particular projects, without measurable losses of quality or deviations from specifications. Process capability is established from this level.
Standardised	It is a characteristic of processes at this level that there are sets of defined and documented standard processes established and subject to some degree of improvement over time. These standard processes are in place (i.e. they are the AS-IS processes) and used to establish consistency of process performance across the organisation.
Managed	It is characteristic of processes at this level that some processes are repeatable, possibly with consistent results. Process discipline is unlikely to be rigorous, but where it exists it may help to ensure that existing processes are maintained during times of stress.
Ad-hoc	It is characteristic of processes at this level that they are (typically) undocumented and in a state of dynamic change, tending to be driven in an ad-hoc, uncontrolled and reactive manner by users or events. This provides a chaotic or unstable environment for the processes.

Methods of Collecting RM3 Information

Inspection / Audit Findings

- From the outset, inspection plans list the RM3 elements that need to be reported on.
- Inspectors are expected to give their qualitative view of strengths and weaknesses and an assessed level.

Investigation

- These are the conclusions from an investigation based on the evidence viewed and gathered.

RM3 Toolkit

Theme	Criteria	Comments to Support Evidence	Assessed Level (and descriptor)					Assessed
			1	2	3	4	5	Level
Health and Safety policy, leadership and board governance	Leadership - SP1	criterion not assessed						
	Board Governance - SP3	criterion not assessed						
	Written Safety Management Systems - SP4	criterion not assessed						
Organising for control and communication	Record keeping, document control and knowledge management - OC7	criterion not assessed						
Securing cooperation, competence and development of employees at all levels	Competence management system - OP2	criterion not assessed						
Planning and implementing risk controls through coordinated management arrangements	Risk assessment and management - PI1	criterion not assessed						
	Management of Assets - RCS2	criterion not assessed						
	Change management (Operational, processes, organisational and engineering) - RCS3	criterion not assessed						
Monitoring Audit and Review	Audit - MRA2	criterion not assessed						
	Incident investigation - MRA3	criterion not assessed						

ORR Risk Maturity Management Model (RM3-H 2019)

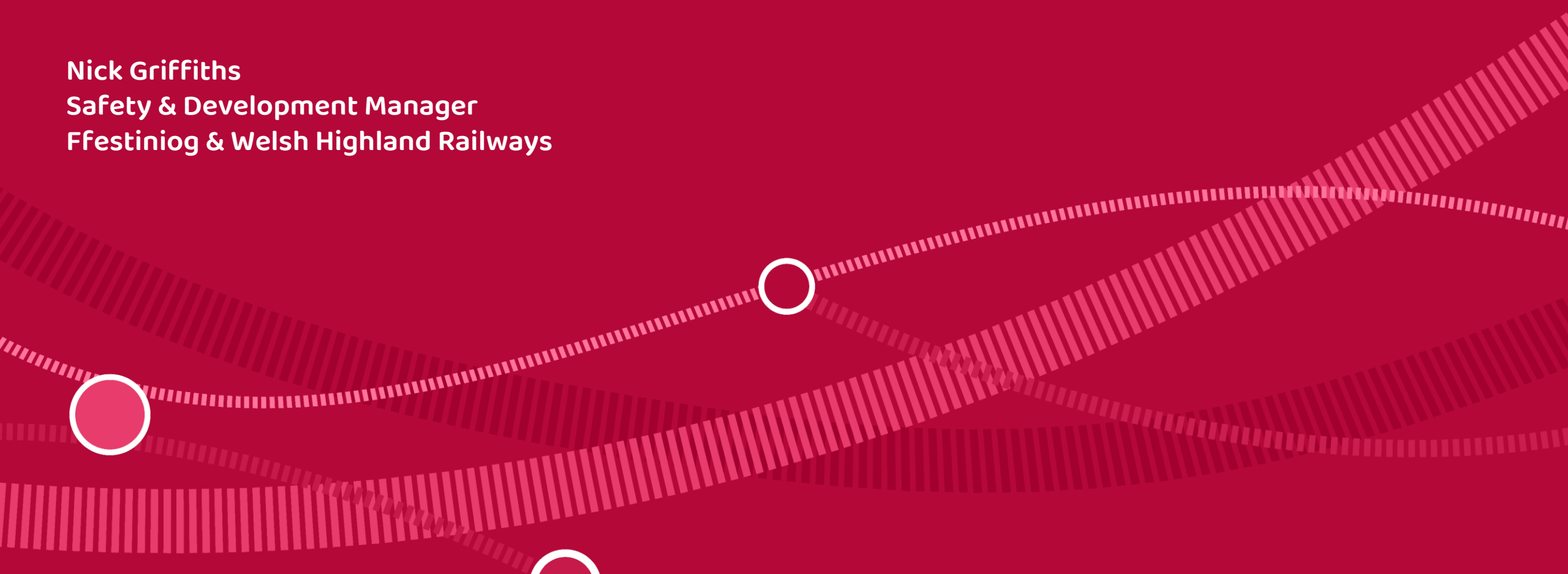


RM3-H Case Study – My Experiences of Using RM3

Nick Griffiths

Safety & Development Manager

Ffestiniog & Welsh Highland Railways



About me

- **Footplate volunteer since 1977**
- **Joined Ff&WHR as volunteer in 2002, passed as fireman in 2003, driver 2007, footplate assessor 2008**
- **Joined Ff&WHR staff as Safety & Development Manager in 2015 after taking early retirement from teaching Design & Technology**
- **NEBOSH Diploma in Occupational Safety & Health**
- **Working through CPD to achieve ACIRO**



RM3 Audits

2018 – external audit of Ff&WHR by retired railway regulator


2019 – ORR inspection of Ff&WHR by Steve Turner

2021 – I carried out audit of another heritage railway


2022 – external audit of Ff&WHR by Safety Director of another heritage railway



The elephant in the room?


RAIB
Rail Accident Investigation Branch

Rail Accident Report



**Runaway locomotive at Beddgelert, North Wales
16 April 2019**


RAIB
Rail Accident Investigation Branch


**Crossing accident at
, Ffestiniog
6 January 2019**

Key messages

is a reminder of why it is important to follow railway rules
ons. Many rules have developed from the experience of
idents. The reason why a rule exists is not always
e been forgotten as time passes, but the importance of
not diminish.

a train running onto a level crossing into the path of a
al; ensuring trains stop at a 'Stop' board placed at a safe
crossing open to road traffic is a sensible and realistic
divertent overruns.

rganisations have measures in place to assure
and instructions are being followed, rather than allowing
actice' to develop.


RAIB
Rail Accident Investigation Branch

**Derailment of a passenger
train near Clogwyn y Gwin
with foot crossing,
Llanfairpwllgwybagg, North Wales
Highland Railway,
June 2018**

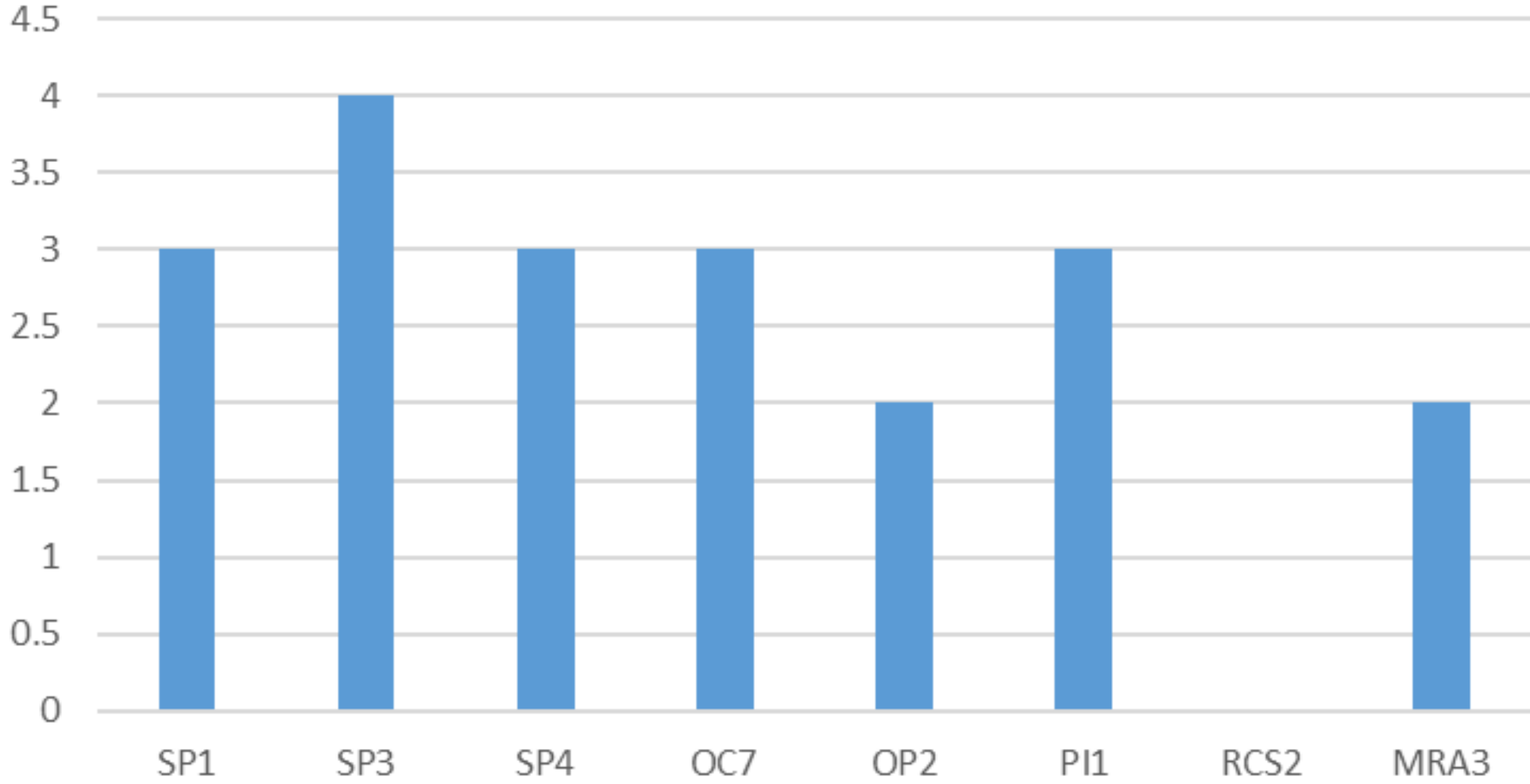
Key Safety Message

ment demonstrates the importance of heritage railways ensuring that
d appropriate inspections and checks are built into the vehicle
ce and overhaul regimes to monitor the integrity of all safety critical
s which could cause derailment in the event of failure, and also to ensure
omponents are reassembled correctly after overhaul. This is of particular
on narrow gauge lines and railways that operate in mountainous areas.

2018 Audit

- 4 days on site in November, prior review of SMS document library
- RM3 scope much wider than Topic set 1
- Spoke to managers and small cross section of staff in S&T, PW and workshops
- Extensive question set – face to face interviews

2018 RM3 results



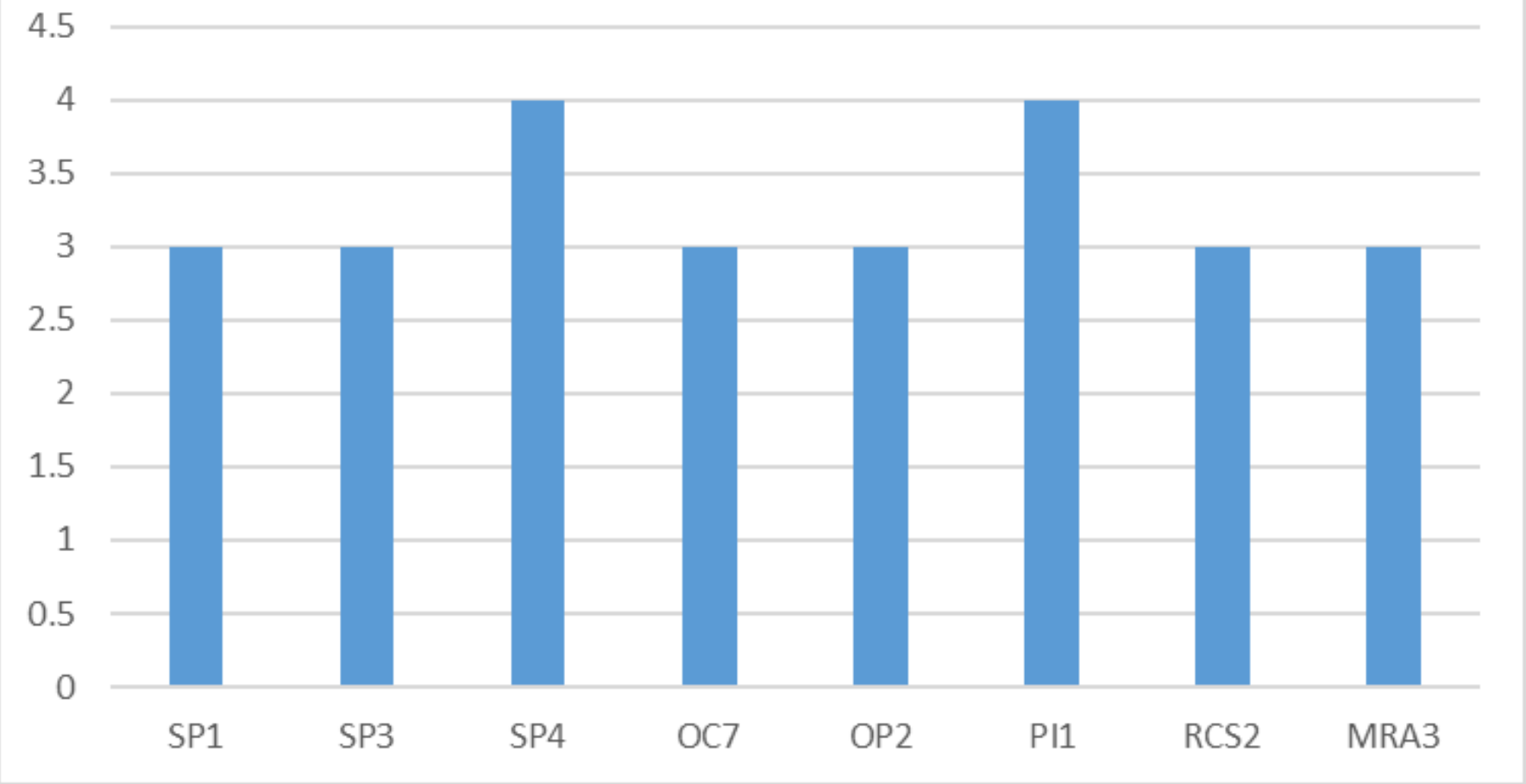
2019 Inspection

- 3 days over 2 weeks in November
- Large quantity of documents provided
- Some conversations with staff, mainly managers
- Follow up comments and suggestions
- No RM3 assessment score

2022 Audit

- 5 day visit in early November
- Prior examination of SMS document library
- Questionnaire circulated to staff and volunteers
- Spoke to Infrastructure, PW, and S&T managers, CME and a small number of volunteers

2022 RM3 questionnaire results





Level Crossing Risk Assessment Matrix – SM FOR 034					
Location (miles/Km)	46.43	Name of crossing	Cwm Cloch Canol	Date of assessment	14/07/2020
Type	Open	Usage	Medium	Crossing Surface	Timber 2ft/tarmac
Surrounding Environment	Narrow	Signage, road markings		Line Speed	10
SM POL 034 when completing					
Left side					
	Risk before mitigation	Control Measures / Notes		Risk after mitigation	
	1	W board at 50m (11s)		1	
	5	W board at 50m (11s)		5	
		Speed hump in lane			
	4s				
Crossing time on foot (s)	3s				
Crossing time in vehicle (s)	8s		Tractor & trailer @ 3m/s		
Right side					
Criteria	Measurements	Risk before mitigation	Control Measures / Notes	Risk after mitigation	
Sighting of UP trains (m)	100m				
Sighting of DOWN trains (m)	50m				
Timing of UP trains (s)	22s	1	W board at 50m (11s)	1	
Timing of DOWN trains (s)	11s	18	W board at 50m (11s)	18	
Approaches to crossing	Tarmac lane				

Ⓛ Research thin
 Conclusions not substantiated
 Must do better!

My audit of another railway

- 4 x 1 day visits over Summer 2021, made difficult by Covid restrictions
- Prior examination of on-line SMS document library
- RM3 Topic set 1 used
- Questionnaires based on Topic set 1 circulated to volunteers, staff and directors
- Meetings with Chairman and management team
- Follow up online presentation to Board

What did I look for?

- **Evidence to demonstrate that this railway :**
 - **Understood its operation**
 - **Understood its assets**
 - **Managed its risks, and**
 - **Was able to demonstrate it.**

- **Compliance with ROGS, HASAWA, MHSWA and other HSE Regulations**

How to go about it?

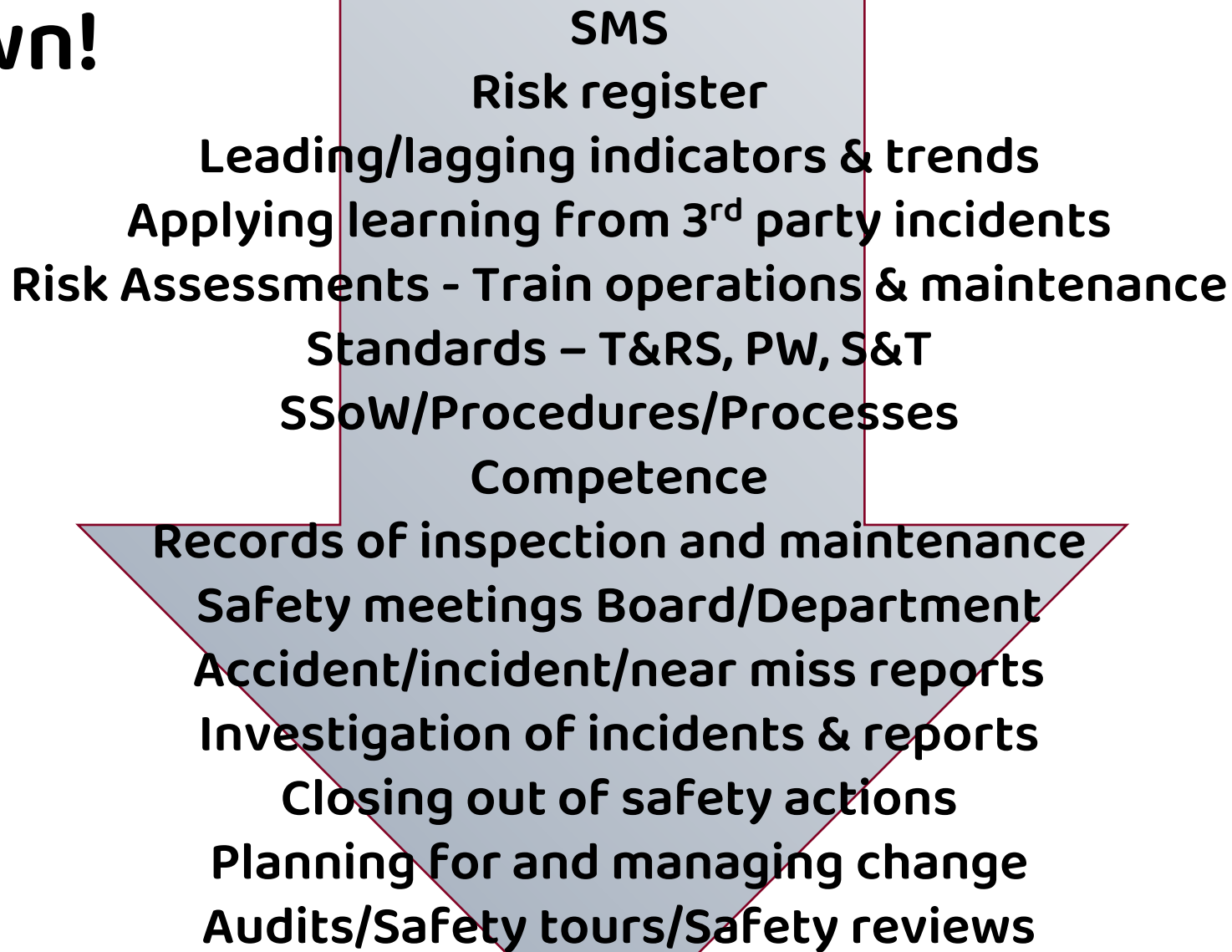
- **Keep an open mind – don't let any prior knowledge lead to assumptions**
- **Start with the SMS – it should cover everything!**
- **Identify areas that require further investigation or clarification**

The tangible – the SMS

- **Is it:**
 - **Available?**
 - **Structured?**
 - **Current?**
 - **Consistent?**
 - **Has it been reviewed?**
 - **Recently?**
 - **Does it reflect day to day reality?**
 - **Does it specify standards?**



Dig down!



The intangible – the Culture

- Understanding of responsibilities
- Attitudes and behaviours
- Engagement and buy-in
- Willingness to develop and improve

- Interviews – need some planning, may meet some resistance
- Conversations – less formal, but you need have a focus
- Questionnaires



Questionnaires

- **Positives**
 - **Easy way to reach large number of staff and volunteers**
- **Negatives**
 - **Concerns about anonymity and possible consequences**
 - **Phrasing of the questions can confuse responses**
 - **Size of response**
 - **Allow axes to be ground – personalities, grudges, criticisms**

Make sense of it

- Judgements and recommendations must be proportionate to size of operation
- Be wary of applying “big railway” thinking to a smaller operator
- Don't make statements that you can't substantiate



Any questions?

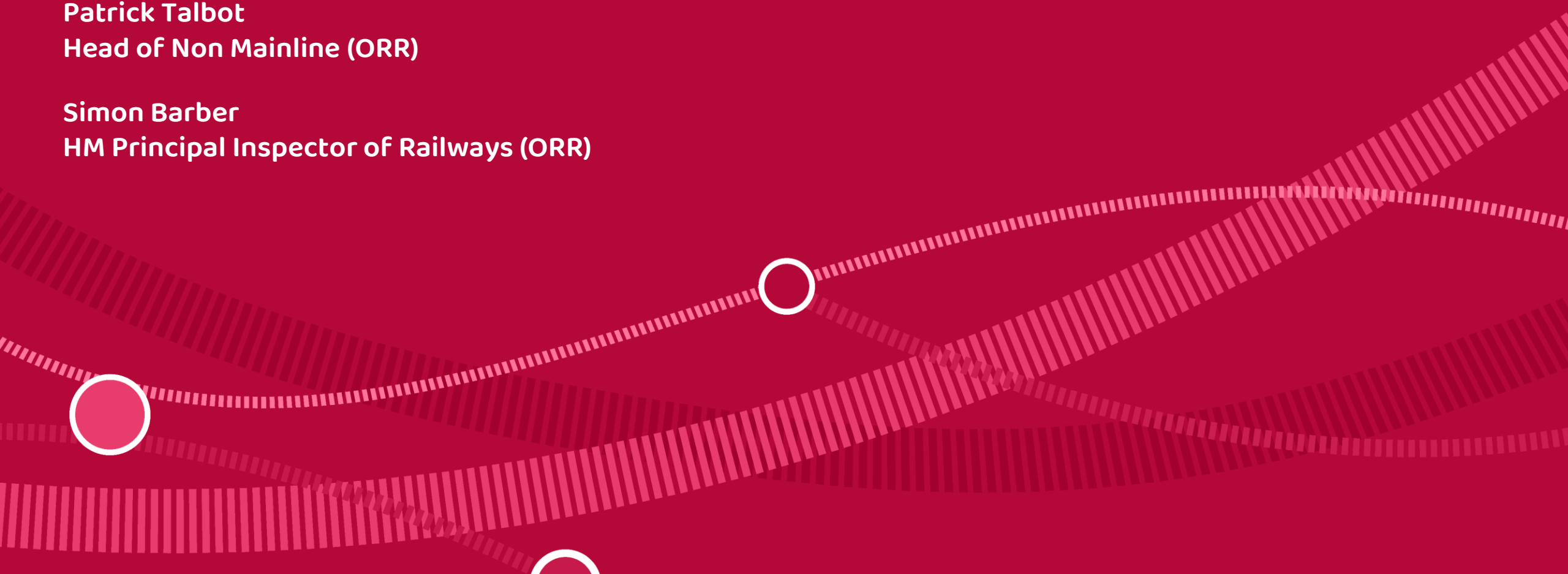
ngriffiths@ffwhr.com



RM3-H Exercise

Patrick Talbot
Head of Non Mainline (ORR)

Simon Barber
HM Principal Inspector of Railways (ORR)



RM3 Exercise

On your tables within the envelopes are the findings from the Canary Light Railway Inspection.

The Canary Light Railway (CLR) is a preserved standard gauge railway operating in the South-East of England. The railway operates heritage steam and diesel services over its six miles of track, and operates three days a week from March to October.

Within your teams, review the findings and assess against the RM3 model.



RM3 Exercise Feedback

From your group's analysis of the findings, feedback and discussion.



Further RM3 Learning Tools

RM3 E-Learning Tool www.orr.gov.uk/rm3



[Introduction to RM3](#)



[What is RM3?](#)



[Using RM3](#)



[RM3 in practice](#)

Any Questions?

