

## Frequently Asked Questions

This document collates frequently asked questions for the Business Critical Rules Programme. This is a 'live' document so we'll keep it updated as the Programme progresses.

If you have a question about Business Critical Rules which is not answered here, please send it to us at [BCRPMO@networkrail.co.uk](mailto:BCRPMO@networkrail.co.uk)

About Business Critical Rules		
Q1.	<b>What are Business Critical Rules?</b>	The Business Critical Rules framework is an evolution of our current Standards framework. The BCR framework is underpinned by the BowTie methodology of risk management. We have developed Business Critical Rules by looking at the things that can go wrong (top risks). We've examined what the causes and consequences are, and the measures we can put in place to prevent them happening.
Q2.	<b>Where do our Lifesaving Rules fit in?</b>	Our <a href="#">Lifesaving Rules</a> are the first ten Business Critical Rules. They apply to everyone who works for and with Network Rail and must be complied with.
Q3.	<b>What is a Rule?</b>	Something that you must not break or change without specific agreement of the responsible head or asset owner. No rule may change without a risk assessment having taken place.
Q4.	<b>What is a Top Event?</b>	The failure of asset, system or process that can have serious consequences and the potential to cause harm.
Q5.	<b>What does it mean if I'm responsible for a task?</b>	It means that you're the person who is actually doing the work. You can delegate the activity but you are still responsible for it.
Q6.	<b>What does it mean if I'm accountable for a task?</b>	It means you're the person who has to make sure it's done – the buck stops with you!
Q7.	<b>What is a critical limit?</b>	Critical limits are defined tasks or intervention points that cannot be exceeded or changed. Only the relevant responsible head can change a critical limit. An example of a critical limit would be rail gauging.
Q8.	<b>What is a baseline limit?</b>	Baseline limits are defined tasks that cannot be exceeded but can be changed according to local requirements, using the approved control change process. An example of a baseline limits would be inspection frequencies, and fishplate greasing.
Q9.	<b>What is a BowTie?</b>	A BowTie is a diagram which represents how we manage our risks. The top risk event is in the centre. The causes of top risk event (threats) are shown on the left and on the right are the potential consequences. Click on <a href="#">this link</a> to see a video which explains more.

Q10.	<b>What are Controls?</b>	Controls are the tasks, activities and physical barriers that we put in place to prevent the top risk event, and to reduce the severity of the consequences if a top event occurs. A key benefit of Business Critical Rules is the ability to make changes to Controls. This enables those responsible and accountable for managing risks to make decisions appropriate to their area of the business.
Q11.	<b>Are Means of Control controlled documents?</b>	Yes. When changes are made to a Control nationally these will be dealt with under document control change processes. Local document control process will need to be determined within the Routes and Delivery Units for local control changes. We will work with the Route Leads to determine the Route setup for local changes as each asset system is implemented.
Q12.	<b>Can the accountable person also be the responsible person?</b>	Yes.
Q13.	<b>What happens if someone does not comply with a Rule?</b>	Once an area of the business has adopted the Business Critical Rules and meet the Rules or Critical limits, they will be expected to comply with them. If there is a breach it be investigated under the Fair Culture Principles, in the same way that breaches of the Lifesaving Rules are investigated. The focus is to identify what went wrong and to learn from it so it doesn't happen again.
Q14.	<b>How does BCR link to Risk Based Maintenance?</b>	<p>BCR and Risk Based Maintenance (RBM) are complementary.</p> <p>Risk Based Maintenance uses thorough processes for risk assessing assets to determine changes to inspection and maintenance regimes.</p> <p>It is an accepted method of risk assessment for making Control changes within the BCR control framework as part of the local control documentation process for changed and/or new controls. RBM processes will also be used to make changes to National documents.</p> <p>Business Critical Rules provides the processes and documentation to make and record those Control changes and enables risks to be managed locally.</p>
Q15.	<b>How are you managing the ORR's expectation on preventative maintenance?</b>	<p>The Business Critical Rule on preventative maintenance states, 'Always plan to take preventative or remedial action where a defect or detected fault may pose a risk to the future safe operation of trains'. We are committed to managing the assets in a sustainable way and the rule describes our obligation to carry out preventative maintenance that is appropriate to the risk posed by the asset.</p> <p>The ORR supports the Business Critical Rules because they will provide a clear and simple framework which states what we have to do based on risk assessment, rather than on historical custom and practice.</p>
Q16.	<b>Are you consulting with Trade Unions on the Business Critical Rules programme?</b>	We have engaged with the Trade Unions at national level on the Business Critical Rules framework, and we are working collaboratively with TU Safety Reps during our workshops.

Q17.	<b>How are we making sure that our people have the right skills and competences to work with Business Critical Rules?</b>	Role Based Capability is a way of ensuring that everyone who is accountable or responsible for tasks under BCR framework has the right competences. Role based competences will be assured through the Skills Assessment Scheme.
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## About BCR Online

Q18.	<b>What is BCR Online?</b>	The electronic system which provides easy access to all Business Critical Rules documentation.
Q19.	<b>What levels of access are there for BCR Online?</b>	<p>There are three levels of access:</p> <p>Applicant/Viewer: can view the National and Local documents, and can request a change to a document via the Change Request Form.</p> <p>Approver: receives the change request from the Applicant, for evaluation and will approve or reject the request. If approved, they will also review and publish the final document once the Author has made the changes.</p> <p>Author: receives the approved change request to carry out the change(s) to the relevant document. Once complete, the document(s) will be submitted for approval.</p>
Q20.	<b>What documents are available on BCR Online?</b>	BCR Online stores all new BCR content, such as Bow Ties, and manages the workflow of changes to Controls. It also contains the Business Process BCR000001; the BCR user guide, template and style guide: and the <i>How to draft a Control Document Guide</i> .
Q21.	<b>What are the system requirements for using BCR Online?</b>	<p>Your computer must have been through the Desktop Transformation Programme, and be running Windows 7 and Internet Explorer 11.</p> <p>If you are an Author or Approver on BCR Online, you should have been advised to keep your old laptop, because IE11 is not compatible with Business Objects/Ellipse. We are working on a patch for IE11 so that you will be able to use your new laptop for both systems.</p>
Q22.	<b>How do I get a log in for BCR Online?</b>	We are phasing the rollout of BCR Online as we implement BCRs for assets and non-asset functions, so we will let you know how to access the system when your function goes live.
Q23.	<b>What reports are available from BCR Online to review local change activity centrally?</b>	Reporting will be available to both Routes and central teams. There is a report of all the local change requests (per Route or National) and a separate report which lists all of the documents within the unpublished library so you can see how many local documents there are and at what locations.
Q24.	<b>Can I see other Routes' sites?</b>	All users can view and access all published information on the site regardless of their route. You can view every request register, and log change requests in every route.

Q25.	<b>What training is available for BCR Online?</b>	We will be giving briefings for people who need to access BCR Online as the assets and functions go live with Business Critical Rules. We will also provide supporting user guides and presentations for each level of BCR Online user.
<b>Using BCR Online</b>		
Q26.	<b>I want to make changes to a Control. How do I edit a document?</b>	You can find help on making control changes and on creating/editing a document in the <a href="#">style guide</a> . You must have Author permissions to edit a document. If you are not an Author please submit a local change request through BCR Online.  Please make sure you speak to your Approver before making a change request, so that they know to expect it.
Q27.	<b>Will I still receive briefings on the document changes?</b>	Yes. National changes will continue to be briefed by the relevant responsible heads' representatives. Local changes will be briefed by your RAM and local engineer.
Q28.	<b>How do I find out the status of my change request?</b>	The Request Register for your Route will list what stage in the process your change request is up to.
Q29.	<b>How do I know what's changed in a document?</b>	The Author will mark revisions with a thick black line to the right of the text.
Q30.	<b>Can I download copies of documents onto my computer?</b>	Yes, anyone can download a PDF copy of BCR documents from BCR Online. However you should be aware that printed copy becomes an 'uncontrolled document' and could quickly be out of date so you must refer to the online version.
Q31.	<b>How do I access BCR Online on my iPad? What functionality is available?</b>	There is a <a href="#">full user guide for iPads</a> on BCR Online. You can access published documents and submit and action change requests.
Q32.	<b>What if I am going to work in an area with poor Wi-Fi/3G connectivity?</b>	Control documents can be downloaded onto laptops or iPads. You should download documents daily so that you know you're viewing the most up to date version.
Q33.	<b>What do I do if I can't access BCR Online?</b>	Log a call with the IT Helpdesk for access/technical support (01270 721600).
Q34.	<b>What happens if an identified Author leaves or changes roles?</b>	You should contact the national admin team to get the system updated ( <a href="mailto:bcronlinesupport@networkrail.co.uk">bcronlinesupport@networkrail.co.uk</a> )
<b>Using Tracker</b>		
Q35.	<b>Will I still use Tracker to log temporary variations?</b>	Where a temporary variation for up to 12 months is required for controls contained within Business Critical Rules for plain line track, you can continue to record these in Tracker. However you must make it clear in the submission that it

		<p>is against BCR controls (such as MoCs). 0</p> <p>All temporary variations for BCR controls lasting more than 12 months will be subject to the BCR local change process, via BCR Online. You should continue to use Tracker for all deviations to any Network Rail Standards and Railway Group Standards that are not contained within Business Critical Rules for plain line track.</p>
Q36.	Will I still need my BCR local change requests to be approved in Tracker?	No. Local change requests will be approved within BCR Online.
Q37.	Will Control and MoC baseline limit local changes be entered on BCR Online, rather than Tracker?	Yes, if they are to be in effect for 12 months or over.
Q38.	Will we still need to submit short term non-compliances into Tracker?	Current processes continue for short term non-compliances. If this includes submitting short term non-compliances in Tracker, you should continue to do so – but you must make it clear in the submission that it is against BCR controls, such as means of controls or BCR reference material.

## Role-based capability

Q39.	How is Role Based Capability different from the system we have now?	Our current Competence Management System (CMS) focuses on the work to be done rather than the people doing the work. Role Based Capability (RBC) focuses on the skills that people who are responsible and accountable for activities need to carry them out. This will give us a much better appreciation of the whole role and allow us to develop holistic role based training programmes rather than focusing on individual tasks.
Q40.	Should a person be fully capable to do a job before they take up a role?	We should have effective succession planning in place for key roles so that individuals can get the training and development they need before they move into a new role. If this is not possible or practical, managers should agree a personal development plan as soon as the individual takes up the position to ensure they receive the appropriate training, recognising that people should only do tasks that they are competent to do.
Q41.	What level of capability is required for a person to perform a role?	<p>The Skills Assessment Scheme will take into account the complexity of the task, the frequency of use and the risks involved in the activity to develop a training and assessment regime that is proportionate to the overall risk being managed.</p> <p>This will result in some high risk activities needing a high level of assurance which would include recertification training. At the other end of the scale, we would enable lower risk activities to be assured through evidence of safe use and a professional discussion with a line manager to confirm ongoing capability. This was introduced with new capability frameworks in April 2015.</p>
Q42.	What is the minimum capability that someone	This will vary depending on the Control in question. All accountabilities and responsibilities will have been mapped against capability frameworks to identify

	<b>would need to be accountable for a Control?</b>	the skills and knowledge needed. This can vary from a basic understanding of the tasks involved to a deep understanding and personal capability to undertake some of the activities.
<b>Q43.</b>	<b>How will we train our people to work with Business Critical Rules?</b>	We are developing a number of training programmes that emphasise developing our risk management and decision making skills. We are also developing new technical training programmes which will be more practical and hands-on.

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