



TWINNING PROGRAMME

*'Enhancing the cooperation between Railway
Infrastructure Managers for better safety*

Safety Culture Twinning Programme

Tuesday 12th December 2017

Birmingham, United Kingdom



Story of the Twinning Programme

For some time, a sub-group working on behalf of PRIME had been focussing on how safety culture could be developed for the European rail industry. Throughout this work, the European Union Agency for Railways (ERA) had been very supportive, attending the session themselves and providing input and feeding back to the European Commission. Following a meeting in 2016 in Valenciennes, at which representation from the commission was present, they recognised that a twinning programme to supplement this activity could be extremely beneficial.

Network Rail was appointed by the European Commission as the co-ordinator of the activity and in spring of 2016 the challenge began of forming a consortium. As a result, 11 other Infrastructure Managers from across the continent came together. These organisations were:

ADIF (Spain), **CFR** (Romania), **HZ** (Croatia), **Infrabel** (Belgium), **Iarnrod Eireann** (Ireland), **Network Rail** (United Kingdom), **ÖBB** (Austria), **PKP PLK** (Poland), **Pro Rail** (Netherlands), **RFI** (Italy), **SNCF Réseau** (France) and **Trafikverket** (Sweden).

The consortium was split into four groups, with the matching process being instructed by a combination of factors but primarily the desired areas of safety culture that each organisation expressed an interest in exploring. In December 2016, the grant agreement was signed by all members and the activity was authorised to start.

At the start of this year, once the groups had been established, teams from the respective organisations got down to the business of making contact with each other and making plans. Remarkably, by February, some visits were already taking place. Throughout the following months, the exchanges continued from one corner of Europe to another, and the consortium came together on a regular basis via teleconferences to report progress.

Finally, in late summer, the last visit was completed.

Our conference today is our opportunity to let you know what we have learned about safety culture. This will not only feature our observations on universal factors that affect the growth of culture, but also information on systems, processes and tools that we have discovered during our visits that we would like to promote throughout the industry as best practice.

We hope that you enjoy the day and we would welcome your feedback.

All the best

The Twinning Consortium

Agenda

10:00 Open and welcome (Lisbeth Fromling, Chief QHSE Officer, Network Rail)

10:15 The value of twinning (Keir Fitch, European Commission)

10:30 Group 1 presentation: Network Rail, CFR, Infrabel and HZ Infrastruktur

10:30 Network Rail findings

10:40 CFR findings

10:50 Infrabel findings

11:00 HZ findings

11:10 Group 1 learning for the industry

11:30 Break

11:50 Group 2 presentation: Prorail, Irish Rail and OBB

11:50 Prorail findings

12:00 Irish Rail findings

12:10 OBB findings

12:20 Group 2 learning for the industry

12:40 Lunch

13:15 Group 3 presentation: Trafikverket, ADIF and PLK

13:15 Trafikverket findings

13:25 ADIF findings

13:35 PLK findings

13:45 Group 3 learning for the industry

14:05 Group 4 presentation: RFI and SNCF Reseau

14:05 RFI findings

14:15 SNCF Reseau findings

14:25 Group 4 learning for the industry

14:35 Learning activity based on safety culture evaluation

14:55 Learning summary and actions

15:15 Review of day and closure (Representatives from E.C.)

Speakers/presenters (alphabetical by organisation)



Aitor Ballesteros, ADIF

Aitor Fajardo Ballesteros has a Master Degree as Civil Engineer and a Master in Construction and Maintenance of railway infrastructure. He has 6 years of experience working in the Maintenance Division in Adif and 6 years of experience working in the Construction of High Speed railway lines in the South of Spain. Since the beginning of 2017, he has been working in the Safety Directorate in Adif as Chief of process analysis.

E-mail: afajardo@adif.es



Radu Urziceanu, CFR

Graduating in 1991 from the Transports College of Bucharest Polytechnic University, Radu specialized in Railway Rolling Stock and MBA in 1995 at the National School of Political and Administrative Studies of Bucharest. His experience has taken him from the operative levels of Romanian Railways, depots and Railway Region (Route) into the CFR headquarters. He is responsible at management level with the international affairs of CFR SA and, currently, in strategy and regulations.

E-mail: Radu.Urziceanu@cfr.ro



Adrian Laslo, CFR

Adrian works at CFR as a Project Manager in all aspects of maintenance, renewal and upgrade of railway infrastructure (permanent way) My motto and interest in safety culture is based on the principle that everyone deserves to get home safe every day.

E-mail: Adrian.Laslo@cfr.ro



Razvan Constantin, CFR

Razvan Constantin is a traffic expert (inspector) in the Safety department at CFR. Over the last 22 years he has occupied various positions in railway traffic operation, including 17 years' experience in accident/incident investigations activities and safety monitoring processes. Since 2009 he has coordinated the design and implementation of the Safety Management System in the company, through the development of specific procedures, staff training and auditing of safety processes (Internal safety auditing).

E-mail: razvan.constantin@cfr.ro

Marin Vladut, CFR

As principal trainer within the Signalling function of CFR, Marin is interested in ways to improve safety culture, especially aspects of increasing the quality of the staff training process. He is also interested in safety conversations, about how they are organized, monitored and measured.

E-mail: marin.vladut@cfr.ro



Keir Fitch, European Commission

Mr Fitch is the former Deputy Head of Cabinet of Siim Kallas, Vice-President and Commissioner for Transport where Mr. Fitch is responsible for land transport, security and state aids, inter alia. He was also the coordinator of the White Paper of the Future of Transport. Mr Fitch studied mathematics and law at Cambridge, was a lawyer at Herbert Smith and then moved on to the UK civil service in 1993. He joined the European Commission's Legal Service in 1999. Before joining the cabinet of Mr. Kallas in 2004, he was a Member of Cabinet of Vice-President Kinnock, responsible for Administration.

Keir is Head of Unit Rail Safety & Interoperability in DG MOVE in the European Commission.

E-mail: Keir.Fitch@ec.europa.eu

Goran Nujic, HZ Infrastruktura

Goran is the Head of Safety at HZ, where he has been working since 1987, with the last 10 years spent in the safety department.

E-mail: Goran.Nujic@hzinfra.hr



Tomislav Petanovic, HZ Infrastruktura

Tomislav is the Manager of the Regulations Department at HZ. He has 12 years' experience in different areas of the safety management system, and for last 3 years has been dealing with safety regulations.

E-mail: Tomislav.Petanovic@hzinfra.hr

Josipa Jagatic Celinscak , HZ Infrastruktura

Josipa is the Manager of the Professional Education and Safety Culture at HZ, where she has worked for 15 years, the last 10 of which has been spent in the Safety department.

E-mail: Josipa.JagaticCelinscak@hzinfra.hr



Helga Colpaert , Infrabel

As Coordinator of the Infrabel safety culture programme, Helga has 25 years of professional experience which enables her to offer expertise and skills in several specific areas which range from safety culture and safety awareness, strategic management and policy support, quality and performance measurement, process improvement and project approach to corporate social responsibility.

E-mail: helga.colpaert@Infrabel.be

Yvan Smets , Infrabel

During the early beginnings of his career as engineer in the automotive business (Volvo and Ford), Yvan learned that the personal skills of workers are one of the most important elements in creating a quality product or service. Later on in his career at the Belgian railways he worked in the field of maintenance and construction of infrastructure, freight, safety investigations and the management of signallers and train drivers. Here again, he experienced that the personal skills (knowledge, ability and attitude) have a massive influence on the safety of railway service. During the last 2 years he has been working in the design and implementation of the new Integrated Management System of Infrabel. In their new SMS, the processes covering knowledge and competence management, in combination with the inclusion of human factors in the improved model of investigations and monitoring, provide the basis for the new approach to Safety Culture at Infrabel.

E-mail: yvan.smets.850@infrabel.be

INFRABEL
Right On Track



 **Iarnród Éireann**
Irish Rail



Neil Blakeley , Iarnrod Eireann (Irish Rail)

As Rule Book Executive for Iarnród Éireann, Neil is responsible for the ongoing revision and development of the Iarnród Éireann Rule Book and associated documents. As an author of safety rules he has a keen interest in understanding why on occasion people fail to apply rules. What factors motivate or influence a person's decision? The study of an organisation's safety culture may assist in delivering the answers.

E-mail: Neil.Blakeley@irishrail.ie

Kay Doyle, Iarnrod Eireann (Irish Rail)

Kay is currently Strategic Safety Manager in Iarnród Éireann with responsibility for development and implementation of strategies which deliver a safe rail network. The culture of an organisation is an important element in developing and achieving successful strategies in the improvement of safety.

E-mail: Catherine.Doyle@irishrail.ie





Lisbeth Fromling, Network Rail

Lisbeth Fromling is a M.Sc. Engineering, Civil and Structural Engineer from the Technical University of Denmark (DTU)

She has a long carrier within Quality Health Safety and Environment and has held leadership roles in these areas in Safety Critical Companies for more than 20 years. She has been in global roles within the Oil industry as well as the manufacturing industry for 8 years before joining Network Rail as the Chief Quality, Health Safety and Environment Officer.

E-mail: Lisbeth.fromling@networkrail.co.uk

Lynn Chamberlain-Clark, Network Rail

Lynn has been the lead on a company-wide transformational safety culture change programme in Network Rail since 2012. She has worked on culture change within a variety of sectors including government, private and public sector and profit and not for profit organisations both nationally and internationally.

E-mail: Lynn.chamberlain-clark@networkrail.co.uk



Allan Spence, Network Rail

Allan is Head of Corporate Passenger and Public Safety at Network Rail. During his career, he has three decades of experience in encouraging safe and healthy work activities. He believes progress to make railways more safe – protecting passengers, workers and the public who live, travel or play nearby – depends on the prevailing safety culture. Honest reporting, learning from all events and changing behaviour all depend on that culture. So much more than a slogan, the way we do things round here can save, or cost, lives; it's our choice.

E-mail: Allan.spence@networkrail.co.uk

Jason Jordan, Network Rail

Jason's role within the organisation has changed recently however he still has an accountability for looking at the way Network Rail manage assets and safety risks within the organisation. His role has overseen the creation of over 70 risk bowties and the creation of robust means of control to ensure that as an organisation NR closely manage the risks and threats which will ultimately lead to major safety impacts for both NR staff and passengers. During the creation of this framework safety culture has come to the fore and he has been intrigued to understand how an organisation contributes so much to the safety culture amongst its staff. It has also been very interesting and insightful to see how other countries manage to create this culture with different political, environmental and economical landscapes.

E-mail: Jason.Jordan@networkrail.co.uk



Louise Cox, Network Rail

As a Head of Health and Safety for the London North East and East Midlands route in the U.K., Louise's role encompasses the entire safety remit for a significant part of the British network. Her interest in safety veers firmly into the transformative and she believes safety culture is at the heart of how any organisation must develop.

E-mail: Louise.cox@networkrail.co.uk

Sean Brierley, Network Rail

Sean has worked in the safety function at Network Rail for 12 years, where he has occupied roles across a variety of high-profile projects. This experience has allowed him to sample the various steps of the safety culture ladder. He sees his role in communications as being key to the journey.

E-mail: sean.brierley2@networkrail.co.uk





Ludwig Koschutnig, OBB

Safety and human factors expert at OBB, Ludwig believes Safety culture is an important way to improve safety awareness and is directly linked to improve safety performance. For 20 years he has been interested in human behaviour and always seeks answers to the question: “how and why is it like it is?”

Ludwig says he likes his job because “safety is my life”.

E-mail: Ludwig.Koschutnig@oebb.at



PKP POLSKIE LINIE KOLEJOWE S.A.

Krzysztof Zubilwicz, PLK

Krzysztof works in the Safety Department of PKP PLK as an SMS Monitoring and Development specialist. One of his responsibilities in the organisation is the development of the safety culture programme and activities that are aimed at facilitating cultural change in the company. He is interested in this topic because he believes that safety culture and awareness are one of the key issues contributing to high levels of safety in railway transport.

E-mail: Krzysztof.Zubilewicz@plk-sa.pl



Menno Rook, Pro Rail

Menno is a senior safety advisor at ProRail and works in the corporate safety department. He works on a.o. the safety management system, safety culture and stakeholder management. He is also safety manager for a large ICT project. He believes that a more mature safety culture will not only improve safety performance but will also enhance cooperation and quality within their company thus improving overall performance.

E-mail: menno.rook@prorail.nl

Ellen Klijn, Pro Rail

As an advisor in the ProRail Safety Culture team, Ellen's experience is extensive in the coordination and communication of incident investigations (with internal and external parties), owning the process of the corporate procedure Learning from safety incidents. She has also been account manager in liaising with the NSA regarding safety incidents .

Ellen believes a solid and just safety culture is essential for improving (safety) performance within the sector.

E-mail: Ellen.klijn@prorail.nl



Vito Donato Raimondi, RFI

Vito started as safety expert in Maintenance Department of RFI SpA. He has worked several years in the field of safety management systems. He is now responsible of Unit "Monitoring of change and safety performance" in Railway Safety Network and Quality Department of RFI SpA.

For him, safety culture is important in the organisation because it allows the design and development of an effective and "living" SMS.

E-mail: VD.Raimondi@rfi.it

Salvatore Castello, RFI

At RFI, Salvatore is responsible for the Unit that monitors the Territorial Production Directions in their application of the SMS, specifically in the North-East area of Italy. His unit is also working as interface between RFI and NSA during their audit activities. The work of his Unit is part of a bigger Department (Railway Safety Network and Quality) that defines SMS's rules on national scale. He believes therefore that their work is founded and built on safety culture and its diffusion.

E-mail: s.castello@rfi.it





Jean-Marc Pourchier, SNCF Réseau

Jean Marc started as a permanent way maintenance engineer. He has worked a long time in RAMS and risk analysis at the system level. He is now TSI manager in the SNCF Réseau Europe Department.

E-mail: jean-marc.pourchier@reseau.sncf.fr



Anna-Maria Ostlund, Trafikverket

Anna-Maria has over 20 years of professional Human factors experience from the Swedish Nuclear regulator, the National Transport regulator and Trafikverket, working in the broad field of human and organisational factors.

She is passionate about safety culture and from her previous work sees clearly the need of a more systematic and methodical approach to safety, and the possibilities to learn from other businesses.

E-mail: anna-maria.ostlund@trafikverket.se



Jari Kokko, Trafikverket

Jari is a railway safety rule- and competence developer with more than twenty years of experience in the field of teaching and investigating railway safety. He currently works in the maintenance division at Trafikverket in Sweden.

E-mail: jari.kokko@trafikverket.se

Pelle Thoren, Trafikverket

As a national safety officer at Trafikverket, Pelle believes safety culture is important because it doesn't matter how much safety managing and steering documents we create, if the safety culture is bad it will all be for nothing.

E-mail: pelle.thoren@trafikverket.se

