ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE

PROGRESS REPORT TO THE EUROPEAN COMMISSION

Deliverable 15

Lead author: UIC

Contributors: Consortium partners :

CFL CARGO (RU)

IRISH RAIL (IM & RU)

INFRABEL (IM)

SNCF Réseau (IM)

EPSF – FR. (NSA)

ACF – LU. (NSA)

TRENITALIA France (RU)

DB CARGO France (RU)

LISEA (IM)

ÖBB (IM)

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Main author(s)	Virginie Papillault UIC Frédéric Hénon
Contributor(s) to main deliverable production	Consortium Partners CFL CARGO (RU) IRISH RAIL (IM & RU) INFRABEL (IM) SNCF Réseau (IM) EPSF – FR. (NSA) ACF – LU. (NSA) TRENITALIA France (RU) DB CARGO France (RU) LISEA (IM) ÖBB (IM)

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ABOUT TWINNING II

Twinning II is the acronym for the programme support action: ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE.

TWINNING II aims at the improvement of the safety culture in the European rail sector.

This project provides a method for identifying strengths and areas for improvement of safety culture, so that each RU/IM in the sector is assisted in the enhancement of its safety culture;

The TWINNING II project delivers methods, recommendations and suggestions for improvement in areas where performance falls short of European and aligned international practice;

TWINNING II concentrates on practical experience with other specialists in safety culture, and between the members of the consortium.

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TABLE OF CONTENTS

ABOUT TWINNING II 3
Executive summary 5
1. TWINNING II General Approach 6
2. Progress report to the European Commission 7

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Executive summary

The TWINNING II project aims at developing the safety awareness, safety culture and safety commitment within organisations, with special focus on training activities, identification of safety hazards and issues, and management of blocking points for the development of a safety culture.

In this project, the partners in the consortium will first identify and then exchange on generalised technical failures, flawed instructions, and behavioural inconsistencies related to operational activities that may be critical for safety.

Partners will also share strategies and techniques for effective reporting of events, for analysis of incident and accident data, and for reporting events and identifying their benefits.

Positive results or third-party practices in different organisations and national frameworks approved during this project and adapted to the resources and management specific to safety needs, can be transposed in EU railway regulatory framework.

In general, participants in the consortium share knowledge about safety systems, processes, tools, and behaviour.

Potentially, particular focus will be performed on seamless cross-border safety and integration of safety processes used in the border Member States onto train running cross-border situations and linked safety-relevant operation.

Another important lever of this project is to encourage and support the exchange of expertise between the consortium members, and beyond, when possible, to increase the level of safety awareness and commitment within hosting and visiting organisations.

Based on the “peer review” exercises carried out, a methodology for safety “peer review” in the rail sector will be developed. This will include useful guidelines on “peer review” techniques, improvement strategies and tools, as well as documentation of and reference to useful knowledge for a better understanding of the rail sector and its safety challenges.

This deliverable 1 will present the detailed action plan of the project. The action is divided into four activities:
- Preparation and data gathering
- Data analysis and evaluation
- Identifying good culture practices and development of guidelines
- Dissemination and project management

This deliverable 2 gives an overview of how the different actions fit together and complement each other throughout the project. It is also an essential tool for project management.

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1. TWINNING II General Approach

The approach chosen in this project highlights the different types of partners present in the consortium: Railway Undertaking (RU), Infrastructure Manager (IM) and National Safety Authority (NSA). To facilitate exchanges and communication between these different types of actors within the railway eco-system, workshops are organised between participants from each type of organisation. To ensure that the exchanges take place in a secure environment, these workshops and any type of exchange are strictly confidential.

The approach of this project also emphasises cooperation and exchange of experience by implementing 2 or 3 peer reviews in different countries. For this project to run efficiently, training is given to provide a common base of knowledge, a common vocabulary, and a common method to all stakeholders.

This project, whose approach is to get as close as possible to the real practices to get a clear view of each organisation's safety culture, will conduct interviews with managers and staff in the form of open discussions to establish a relationship of trust and cooperation. In parallel, direct observations of operational and work activities will be carried out to capture behaviours in real-life situations that are often not identified by field actors nor managers.

For the data analysis and evaluation phase, this project will take inspiration from the SCART guidelines, adapted to the European Railway Safety Culture Model from ERA.

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2. Progress report to the European Commission

Work Breakdown Structure		Status at mid project midterm
A1	**Preparation and Data Gathering**	
T1.1	**Preparation and agreement of advanced info/training package**	Completed
T1.1.1	Kick-off workshop: definition of scope of reviews, question sets	Completed: kick-off meeting held on 11 March 2022
T1.1.2	Production of detailed action plan as route map for the twinning	Completed: detailed action plan has been sent on 13 May 2022
T1.1.3	ERA Safety Leadership Training at UIC Headquarter: - 11, 12 July 2022: dedicated to the consortium members. Will focus on safety leadership and safety culture assessment process. - 13 July 2022: dedicated to team leaders. Will cover the advanced safety culture assessment process	Completed: ERA Safety Leadership Training was held on 11, 12 and 13 July 2022
T1.1.4	Selection of Team leaders to cooperate with UIC on the: documentation package (T1.2.1), documentation analysis report (T1.2.2), summary of findings report (T1.3.1), report of observations (T2.2.3), technical notes (T.1.4.4), report on good practices (T.3.1.3)	Completed: the selection of Team leaders was done at the face-to-face meeting in Paris on 17th August 2022
T1.2	**Gap analysis – RU and IM**	On going: started at the face-to-face meeting in Paris on 17th August 2022
T1.2.1	Documentation package: reviewing of relevant documents for safety culture	On-going: some safety culture documents started to be selected at the face-to-face meeting in Paris on 17th August 2022
T1.2.2	Documentation analysis report	Pending (was made after September 2022)
T1.3	**Interviews with managers and staff – RU and IM**	Pending as the first Peer Review started from 20 to 25 November 2022 at ÖBB due to operation and day-to-day constraints from members of the consortium

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T1.3.1	Preparation phase to the interviews: implementation of a set of questions to be asked the managers. Identify the numbers of managers to be interviewed.	On-going preparation phase during the face-to-face meeting in Paris on 17th August; in particular work began on all the questions required for the interviews.
T1.3.2	Conducting interviews to collect additional information not covered by documentation, assess plant staff understanding their duties and responsibilities	Pending at time of midterm progress report, as the first Peer Review started from 20 to 25 November 2022 at ÖBB due to operation and day-to-day constraints from members of the consortium
T1.3.3	Summary of findings report	Pending at time of midterm progress as the first Peer Review started from 20 to 25 November 2022 at ÖBB due to operation and day-to-day constraints from members of the consortium
T1.4	**Behaviour observations – RU and IM**	Pending at time of midterm progress as the first Peer Review started from 20 to 25 November 2022 at ÖBB due to operation and day-to-day constraints from members of the consortium
T1.4.1	Read appropriate safety standards, procedures, codes, regulations prior to observing the work activity	On-going from 30 September 2022 as we started the organization/preparation meetings for the first Peer Review at ÖBB
T1.4.2	Preparation phase to the observations: determine the "what to observe", "when to observe" and the "where to conduct" the observations	On-going from 30 September 2022 as we started the organization/preparation meetings for the first Peer Review at ÖBB
T1.4.3	Direct observation of operational and work activities including assessment of operational and safety practices, use of procedures, drawings and instructions, use of quality control measures, and supervision and management control of work	Pending at time of midterm progress as the first Peer Review started from 20 to 25 November 2022 at ÖBB due to operation and day-to-day constraints from members of the consortium
T1.4.4	Report of observations	Pending as the first Peer Review started from 20 to 25 November 2022 at ÖBB due to operation and day-to-day constraints from members of the consortium
A2	**Data Analysis and Evaluation**	
T2.1	**Individual Attribute evaluation**	On-going from 30 September 2022
T2.1.1	Definition of the evaluation scale and criteria, from the SCART guidelines, adapted to the EU safety Culture model	On-going from 30 September as we started the organization/preparation meetings for the first Peer Review at ÖBB
T2.1.2	List of individual-identified issues, suggestions, recommendations, good practices.	On-going from 30 September as we started the organization/preparation meetings for the first Peer Review at ÖBB

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T2.2	**Harmonisation**	Not yet started, in line with the project Gantt Chart
T2.2.1	Harmonisation meeting n°1: NSA as a role of harmonisation commission + Team Leaders + Reviewers	Not yet started, in line with the project Gantt Chart
T2.2.2	Harmonisation meeting n°2: NSA as a role of harmonisation commission + Team Leaders + Reviewers	Not yet started, in line with the project Gantt Chart
T2.2.3	Technical notes	Not yet started, in line with the project Gantt Chart
T2.3	**Team Attribute evaluation**	Not yet started, in line with the project Gantt Chart
T2.3.1	Workshop n°2 will focus on: - Collegial ranking for issues resolved, satisfactory progress rate, insufficient progress rate; - Evaluation Progress Report	Not yet started, in line with the project Gantt Chart
A3	**Identifying good safety culture practices and development of guidelines**	
T3.1	**Identifying good safety culture practices**	Not yet started, in line with the project Gantt Chart
T3.1.1	Look for good safety culture practices and describe them in written form	Not yet started, in line with the project Gantt Chart
T3.1.2	Identify the safety culture practice according to degree of novelty, proven benefit, and replicability	Not yet started, in line with the project Gantt Chart
T3.1.3	Report on good safety culture practices	Not yet started, in line with the project Gantt Chart
T3.2	**Development of guidelines**	Not yet started, in line with the project Gantt Chart
T.3.2.1	Peer review: first session with OBB (Austria)	Not yet started, in line with the project Gantt Chart
T.3.2.2	Peer review: second session with Infrabel (Belgium)	Not yet started, in line with the project Gantt Chart
T.3.2.3	Peer review: third optional session with CFL (Luxembourg)	Not yet started, in line with the project Gantt Chart

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T3.2.4	Workshop n°3 will focus on: - Information sharing instrument (report, IT tool, training) - List of good safety culture practices - REX of the project and peer review achieved - Architecture of "safety culture twinning guidelines in railways"	Not yet started, in line with the project Gantt Chart
T3.2.5	REX report	Not yet started, in line with the project Gantt Chart
T3.2.6	Safety Culture Twinning II Guidelines	Not yet started, in line with the project Gantt Chart
A4	**Dissemination and Project Management**	
T4.1	**Dissemination**	On-going activities
T4.1.1	Creation of a public website for Twinning II project: structure, goals, news, and dissemination material	On-going activities to design the website that was launched beginning of December 2022
T4.1.2	Electronic project brochure (key objectives)	On-going activities to design the electronic brochure that was launched beginning of December 2022 and added on the website
T4.1.3	Social media presence to show the characteristics of the project	On-going: posts made on the kick-off meeting (in March) and on the ERA Safety Leadership Training (in July 2022)
T4.1.4	Final conference in Brussels	Not yet started, in line with the project Gantt Chart
T4.1.5	Dissemination material and website	On going activities on all dissemination material that were available beginning of December 2022 (website and electronic brochure)
T4.2	**Project Management**	On-going all along the project
T4.2.1	Progress report to the European Commission	Not yet started, in line with the project Gantt Chart
T4.2.2	Final report to the European Commission	Not yet started, in line with the project Gantt Chart

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