



IRSC 2022

INTERNATIONAL RAILWAY
SAFETY COUNCIL

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BETTER TOGETHER: National Safety Authorities Cooperation

Study case based on the inspection realized jointly in december
2020 at Eurotunnel

Eurotunnel CEO's interview: ½ hour



el's U11,
g on the UK
ember 20th
inspectors

INDEX

CHAPTER 1

Context: Eurotunnel, the Brexit and NSA's competence territories

CHAPTER 2

Control process and phases

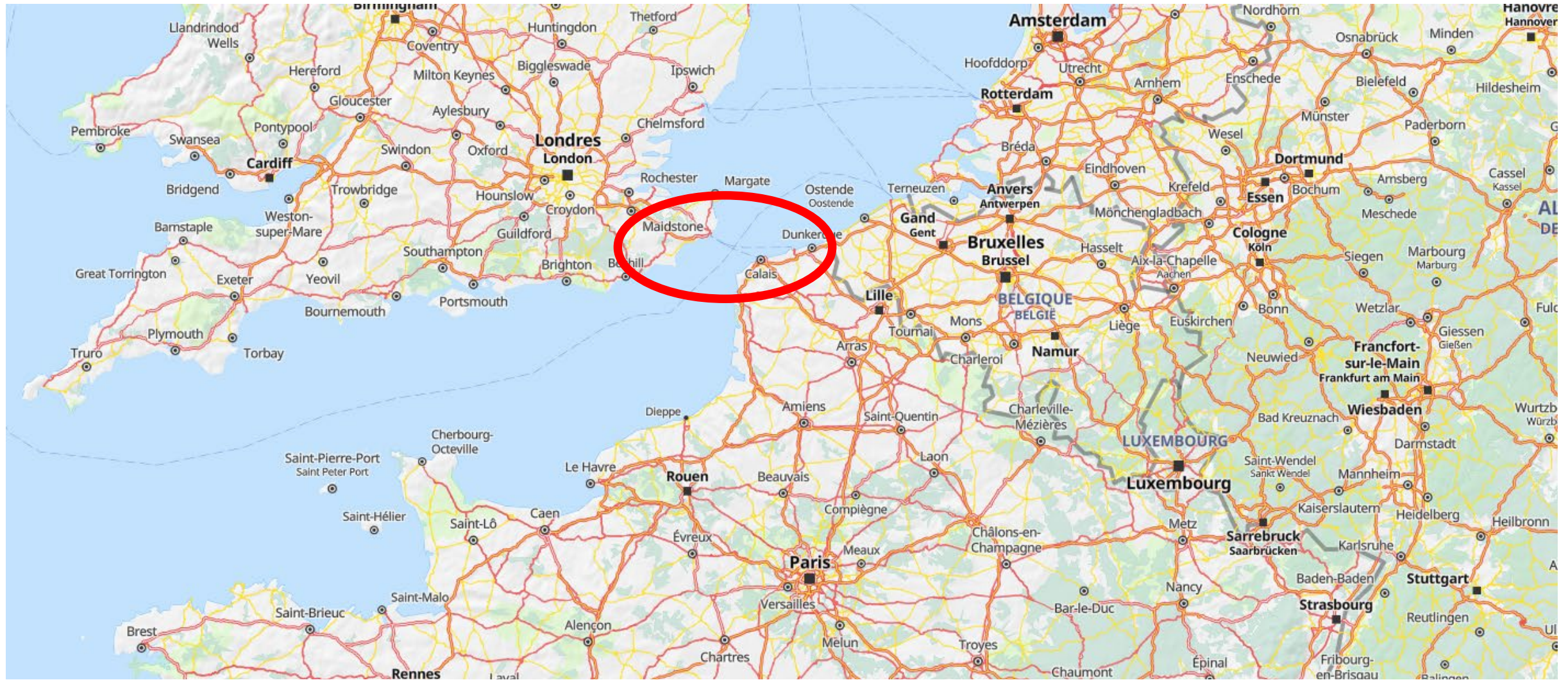
CHAPTER 3

Conclusion

CHAPTER 1

Context: Eurotunnel, the Brexit and NSA's competence territories

Eurotunnel



Eurotunnel



Eurotunnel

290 trains / day



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The Brexit, NSA's competence territories and cooperation

- February, 1st, 2020: UK left the European Union
 - UK quitted EU regulations regarding rail safety
 - New competence territory for French NSA
 - Reshape of competence territory for Inter Governmental Commission (UK NSA on the channel)



NSA's missions

- AUTHORISATION:
- Each NSA delivered an authorisation based on the Eurotunnel Security Management System (SMS)
- EPSF: Compliance with EU and FR Regulations
- IGC: Compliance with UK Regulations
- SUPERVISION:
- The ORR versus the EPSF missions
- Joint inspection decided at Eurotunnel in December 2020 according to leadership and **led by the ORR**



CHAPTER 2

Control process and phases

Before inspecting: Inspection's objectives

- To examine and assess the standard of **leadership** in the upper levels of Eurotunnel management in France and the UK against RM3 criteria for excellence.
- Specifically with a focus on **risk management** including risk assessment and the competence and training of managers in risk assessment and health & safety.

SMS performance assessment

RM3: Risk Management Maturity Model – ORR tool



Figure 3 RM³ maturity levels

Before inspecting: Inspection's specifications sent by the ORR as leader NSA

1. Introduction and background
2. Purpose of inspection
3. Objectives
4. Areas to explore: from high level (CEO) to ground operations
5. Documentation to be provided in advance of the inspection: SMS, examples of risk analysis, KPI, ...
6. Applicable RM3 criteria (listed)
7. Methodology: interviews planning from Board and CEO to ground operators including middle managers. **14 interviews** via Teams and on site on each terminal
10. Inspection Team: 3 ORR inspectors and 2 EPSF inspectors
11. Location: Calais (ET FR) + Folkestone (ET UK) + **unexpected visio Teams due to COVID**
12. Timeframe: Estimated planning with dates

Preparation phase:
Build 14 questionnaires

Before insp

- FR team ap focus on the documents (procedures)
- Risk based question: *What identified risks SMS during*
- *The b resour How c assure risk as proces*

00:05		
<p>(??) Mr XXXXXX, thank you for agreeing to grant us some of your time for this interview.</p> <p>The inspection team is made up of</p> <p>The aim of this inspection is to assess the leadership and safety management tasks within Eurotunnel.</p> <p>As such, we have already met with</p> <p>The three main topics that we wish to discuss with you are:</p> <ul style="list-style-type: none"> - Your current concerns in terms of <u>safety</u>; - The management that you carry <u>out</u>; <p>The impetus that you bring.</p>		
Open questions in chronological order	Points for attention and key themes	Probing questions (?? / ??) <i>in red = common thread questions</i>
<p>1. (??) You have been the head of the group for five months now. Let's start with your concerns in terms of safety, at your level as Chief Executive Officer?</p> <p><u>Broad areas to be explored .</u></p> <p>1. Please tell us about your experience of taking up the new <u>role with</u> Eurotunnel and the Safety responsibilities you understand as coming with</p>	<p>Regular or event-based knowledge General knowledge (trends) or knowledge of the current context.</p> <p>Continuity in the management of safety issues requiring attention</p> <p><u>Taking into account</u> feedback from the field (background noise), safety incidents</p>	<p style="text-align: right;">00:10</p> <p>What stops you from remaining calm?</p> <p>How did the transition within the group go? What points did your predecessor draw your attention to?</p> <ul style="list-style-type: none"> • What are the top 5 safety risks or wider safety issues of which you have been made aware? • Are you satisfied with the controls / actions proposed to address <u>these</u> ?

od used to aknesses valuations.

è of Board's *grip on what g Eurotunnel lld be (in) accidents / costs ?*

Inspecting: Interviews conditions

- COVID: distant and visio interviews as much as possible
- Languages: English and French, depending on interviewee's native language

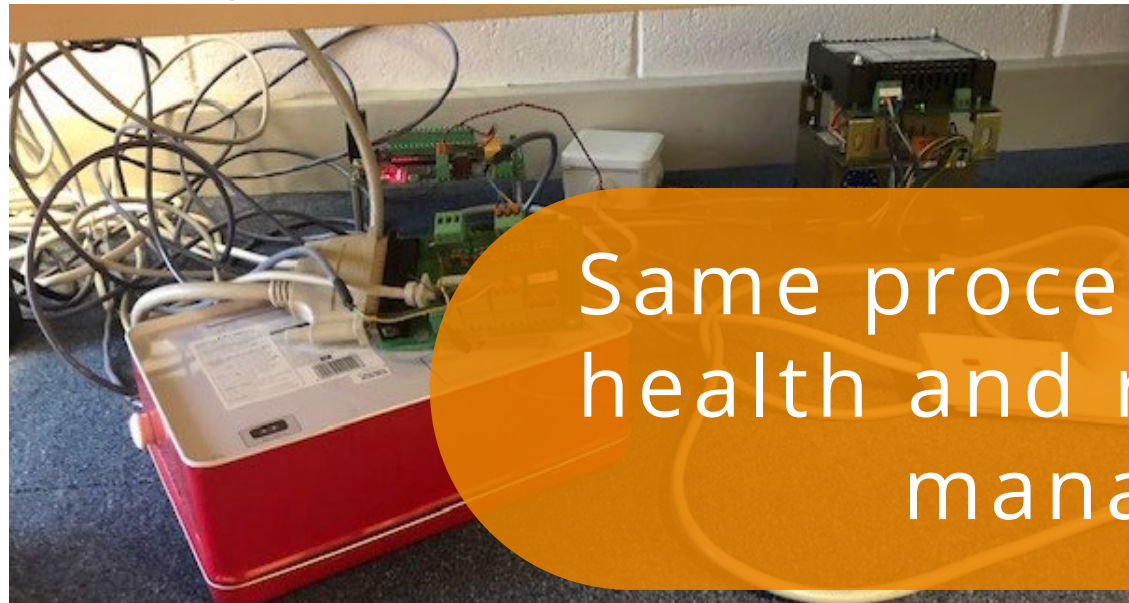
Tools :

- Microsoft Teams with speakers to meet in the interviewee's native language
- Cellular phones with Head phones for the translation channel

Larsen effect

Inspecting: Interviews topics

- EPSF: Rail's industry safety competence
- ORR: Rail's industry **health** and safety competences



Same processes applied to health and rail safety risks management

Inspecting: After interviews

- Hot debrief made after the 2 weeks interviews : 5 pages of strengths and weaknesses from FR team + 5 pages of **different** strengths and weaknesses s from UK team = **10 pages**



1.2. RISK MANAGEMENT (RELEVANCE)

Risk management appears globally relevant but certain points require attention or professionalization (better consideration of precursors).

- Φριγος : ρισθου δε μουνδρε ατταντιον χομπτε τετυ δεσ μεσουρα παλλιατιφασ
- Ψ. ΛΕΡΙΧΗΕ : Δεμανδε νν αυδιτ πουρ ψ ποιρ πλυα γλαιρ – χαμπρενδρε λΠοριγινε δεσ προβιλμεσ ετ αλλερ νν χραν πλυα λαιν δανσ λΠαναλφασεΠ, γονατατ σερα παρταγι εν ιντερνε ετ απεχ ΧΤΣΑ
- Ψ. ΛΕΡΙΧΗΕ : ρισθουσ σι χυριτι δανσ λεσ προφετα... εντε δεσ προβιλσ ο δαιρε αυρ αυτιρ ρ λα σι χυριτι δανσ λα χονζεπτιν (σαδασυ βιν δεαγιν)
- Ψ. ΛΕΡΙΧΗΕ : Ενθυ τε λΠαν προσηαν αυρ λεσ εμπλοσ σι περσασαφρεΠ φΠενωκισ... μεντ δεσ σαλαρισ (ετ χονζερνερα λα σι χυριτι).
- Ψ. ΛΕΡΙΧΗΕ : Αχχιδεντ ετ αυτιτα πουρ ρεμπε εν μεσ γρεσ ο σουδ λεσ θινυτασ
- Ψ. ΛΕΡΙΧΗΕ : Ον νε μετ παρ πουσαιρε σι αυτα λεσ φηθουλασ... φφιχηερ δε βονσ ρ συλτατατ μεσ σι προβιλσ φΠενωκισ
- 9. Π. ΤΡΟΠΙΓΝΟΝΠ : αχτιονα λεισα αυ σεγουρα ινχανδισ ΚεντΠ. Πενασ θυε γΠεστ ποριτι αυ βον νε πασαυ

Two visions and cultures add value in the supervision process



After Inspecting: Report writing and validation



Cooperation =
binational
validation

CHAPTER 3

Conclusion

Conclusion

1. Diversity and cooperation brought:
 - Different questioning methods
 - Different depth questions and on other topics
 - Language can be a barrier but allow to go directly to the point (English)
2. International **cooperation improves** global safety supervision activities, even if COVID context.
3. Even if we have two different approaches, we find the same strengths and weaknesses. We agree on the SMS domains that have to be improved. This demonstrates the **consistent approach** of the Eurotunnel safety management efficiency.

Alone, I go faster; together, we go further



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