

Russell J Keir
Telephone: 020 7282 3719
E-mail: russell.keir@orr.gsi.gov.uk



31 March 2015

Ms Carolyn Griffiths
Chief Inspector of Rail Accidents
Cullen House
Berkshire Copse Rd
Aldershot
Hampshire GU11 2HP

Dear Carolyn,

RAIB Report: Dangerous occurrence at Denmark Hill station, 1 August 2013

I write to report¹ on the consideration given and action taken in respect of recommendation 1 addressed to ORR in the above report, published on 23 October 2014.

The annex to this letter provides details of the consideration given/action taken in respect of this recommendation. The status of this recommendation is '**Implementation on-going**'. ORR will advise RAIB when actions to address this recommendation have been completed.

We will publish this response on the ORR website on 17 April 2015.

Yours sincerely,

Russell J Keir

¹ In accordance with Regulation 12(2)(b) of the Railways (Accident Investigation and Reporting) Regulations 2005

Initial consideration by ORR

1. The recommendation was addressed to ORR when the report was published on 23 October 2014. After considering the recommendations ORR passed recommendations 1 to Network Rail, asking it to consider and where appropriate act upon it and advise ORR of its conclusions. The consideration given to this recommendation is given below.

Recommendation 1

Network Rail should carry out a review of the means by which defects identified by the structures examination process are evaluated by asset managers, and repairs actioned.

Network Rail should then make the improvements necessary.

As a minimum, this review should consider:

- a. ways of improving the integration of asset management and works delivery management systems (by means of technology and/or improved management arrangements);
- b. the ways in which contractors are remitted to carry out work, particularly for works reliant on the application of judgement, and the degree of supervision that is required;
- c. the robustness of processes for confirming that works with an impact on safety have been completed in the manner intended by asset managers; and
- d. the process for assessing the implications of repeat, or similar, defects at the same location.

Steps taken or being taken to address the recommendation

2. On 19 February 2015, Network Rail provided the following information:

Part a) Network Rail is currently developing a new civils asset management system entitled the 'Civils Strategic Asset Management System' (CSAMS), which will provide one source of data for our assets, and integrate all existing management systems. Once implemented, CSAMS will integrate the asset management function (CARRS), in which currently works items are generated with the system that manages works delivery (Monitor). The implementation of one unified system managing the end to end process will significantly improve the management process, eliminating the need for manual data entry between systems and removing the possibility of error by incorrect data entry, miscommunication or omission.

Target date: 24 July 2016

Part b, c & d) Network Rail will undertake a review of the end to end processes that govern the management of works items raised as a result of all types of examination (i.e. detailed/visual/exam for assessment/underwater, additional, rapid response etc.) in conjunction with works to address ORR National Assignment 2013/14 actions 4 – 7 and in accordance with the scope and intentions of the current Business Critical Rules programme (BCR). The review will include (as a minimum):

- i) *The need for evaluating engineers to consider the implications of repeat, or similar, defects at the same location and determine management actions /required interventions accordingly. (Part d)*
- ii) *The correct identification and location of defects avoiding ambiguity and confusion arising from duplicate/numerous similar items. (Parts b & c)*
- iii) *The requirements for design as required by applicable standards and scoping/specification to be considered and clearly defined. (Parts b & c)*
- iv) *The consideration of evaluation rationale and determination of suitable priority / durations for completion. (Part c)*
- v) *Review to include the management of correspondence items (works for completion by 3rd Parties). And consider the need for these items to be time bound, with durations determined accordingly and monitored to completion, with escalation/mitigation as required. (General)*
- vi) *Consideration of the need for interim mitigation. (Part c)*
- vii) *Required inspection/testing/supervision and control of site derived changes through the technical query process. (Parts b & c)*
- viii) *Robust handover and completion requirements ensuring instructed works have been satisfactorily completed and the originating asset managers design intent maintained. (Part c)*

Note: The 2014/15 Structures Engineering Verification Programme is specifically looking at control of works items by targeting assets for verification with recently completed remedial works. Completion of the scheduled verifications will allow for the determination of common problems and process deficiencies. A register of findings will be produced on completion of the programme in March 2015 and will drive the content/emphasis of the above review.

Milestones:

Provide Interim Guidance Document to Routes, based on interim findings from Engineering Verifications and with due consideration to RAIB Report into the incident at Denmark Hill, other similar incidents and ORR NRIP 13/14 Actions 4-7.

Target date: 30 January 2015.

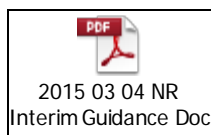
Complete full review of Network Rails end to end processes for the control of works items incorporating full findings from completed 2014/15 Engineering Verification Programme and identifying policy and standards requiring revision.

Target date: 31 July 2015.

Undertake identified policy and standard revisions.

Target date: 31 December 2015.

Timescale: 24 July 2016 – implementation of all actions



ORR decision

3. ORR, having reviewed the responses from Network Rail has concluded that, in accordance with the Railways (Accident Investigation and Reporting) Regulations it has:

- taken the recommendation into consideration; and
- is taking action to implement it with completion by 24 July 2016.

Status: Implementation on-going: ORR will advise RAIB when actions to address this recommendation have been completed.