

Extract from Programme Brief agreed by Programme Board

1. The end goal of the Programme is to deliver business, quality and regulatory improvements in line with the Cullen agenda¹, and in support of HSE and HSE Rail's vision and mission.²

2. The vision agreed for the programme by the SRO and the Programme Board is:

'Working together to

- Reduce risk
- Deliver the *current* agenda
- Become fitter for the future'.

3. The Programme objectives are that:

By the end of March 2005, HSE rail will have:

- Worked with stakeholders to deliver a modern legislative framework
- Ensured that there has been adequate verification and validation of public inquiry recommendations
- Effective support systems in place which enable staff to concentrate efficiently and effectively on core activities
- Put internal improvements to systems in place to ensure optimum use of the safety case regime
- Carried out a reform of the approvals regime and put in place a streamlined and modernised system, governed by risk
- Priorities and strategies informed by good quality intelligence
- Contributed to institutional change (the effective operation of new bodies such as RSSB and RAIB) and secured effective working relationships with key stakeholders and dutyholders
- Developed a pragmatic development plan for ERTMS fitment
- Developed a robust stance in Europe which assures UK interests.³

4. How will the organisation be improved as a result?

Delivery of the Programme will ensure:

- a simplified and more effective regulatory framework
- better targeted HSE involvement based on safety cases and strategies for addressing key risks. **Error! Bookmark not defined.**
- better integration of core HMRI processes.

¹ Recommendation 35 of Lord Cullen's second report stated that 'The HSE, through HMRI, should continue to fulfil the function of the safety regulator for the railways. However, it is imperative that HSE is provided with adequate resources in order to fulfil its role.'

² Message from A Osborne May 2003

³ Bid and change programme – key points

5. The Programme outcomes will be:
- reductions in risk and improvements in risk management
 - targeted information and intelligence
 - requirements which are as simple and non bureaucratic as possible – clearly understood
 - delivery of safety benefits from public inquiries
 - Ministerial and public confidence
 - Greater efficiency and effectiveness both in HSE and in the industry eg in processing safety cases and handling applications for approvals
 - Better joined up working within HSE and with stakeholders and dutyholders
 - Anticipate key developments and have plans etc in place to deal with them
 - Influence and reputation improved.

[Addition to Programme Brief following PB debate on benefits]

6. Success criteria

- strategic priorities set
- improved team working
- more consistency in approach across dutyholders
- better resource management
- more external focus
- more flexible use of skills
- more effectiveness/better quality of output
- greater efficiency
- a new management style
- better information and intelligence.