SAFETY MANAGEMENT SYSTEM

From Transaction to Collaboration

generation easyJet

A BRIEF HISTORY OF AVIATION SAFETY

- From the Wright brothers until the late 1960s safety focused on technical factors and failures and this resulted in the development of regulation, compliance and oversight.

- The next area of safety development, from the early 1970s until the mid-1990s, was human factors including the man/machine interface.

- From the early 1990s it was first acknowledged that individuals operate in a complex environment. This led to the organizations being brought under the safety lens and safety began to be viewed from a systemic perspective.

- So what next?
  - Consistent Management System requirements across all certificated parts.
  - Collaborative working – looking for the win - win relationship.

THE QUALITY SYSTEM – THE FAILED TRANSACTION

Air Accident Investigation Branch (AAIB UK) Safety Bulletin Recommendation

Safety Recommendation 2010-072

It is recommended that the European Aviation Safety Agency review the regulations and guidance in OPS 1, Part M and Part 145 to ensure they adequately address complex, multi-tier, sub-contract maintenance and operational arrangements. The need for assessment of the overall organisational structure, interfaces, procedures, roles, responsibilities and qualifications/competency of key personnel across all sub-contract levels within such arrangements should be highlighted.

NPA 2013-01 A/B/C

Embodiment of Safety Management System (SMS) requirements into Continuing Airworthiness

THE MANAGEMENT SYSTEM

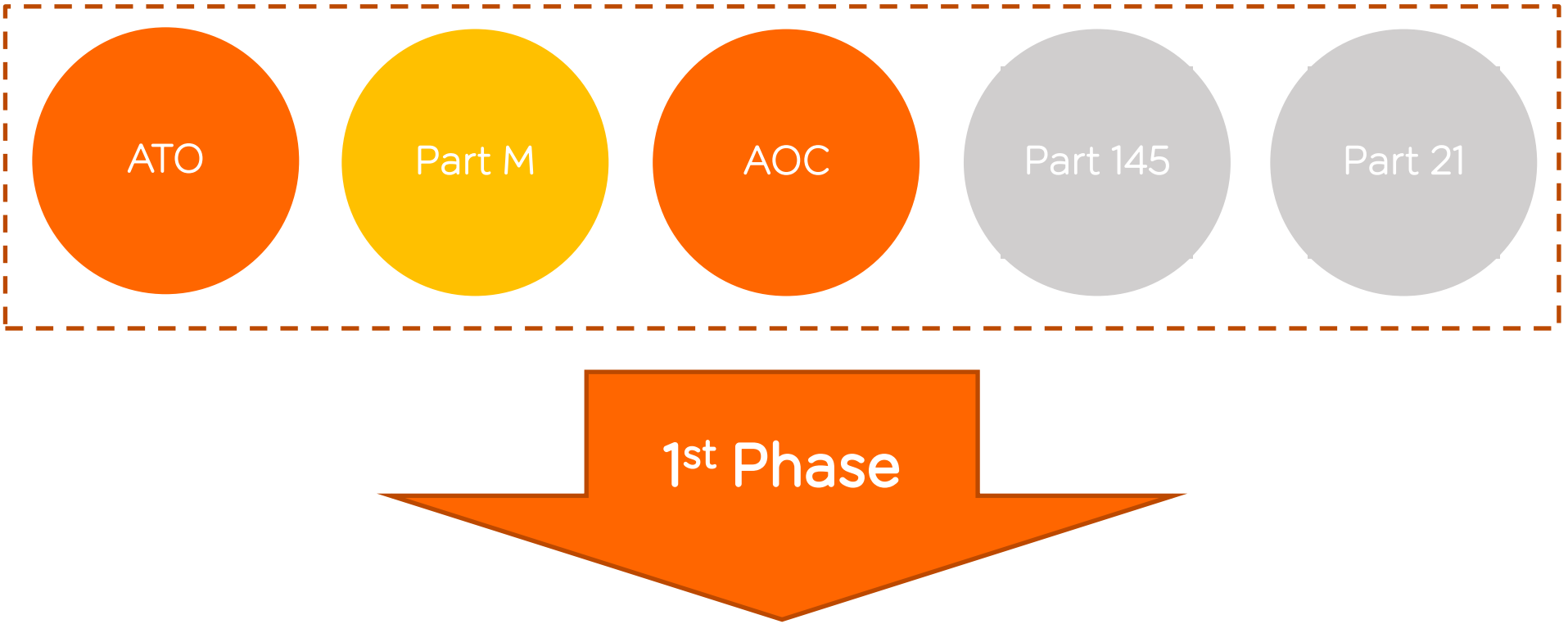
- A management system is the framework of policies, processes and procedures used by an organisation to ensure that it can fulfil all the tasks required to achieve its objectives.

- *ORO.GEN.200 (a) – speaks explicitly about the management system encompassing safety and the requirement for the organisation to have a safety policy.

- easyJet established a single safety policy for all areas of the organisation, and
- We required all areas of the organisation to operate under the single management system, however
- The regulations are not consistent in the requirement for a Management System.

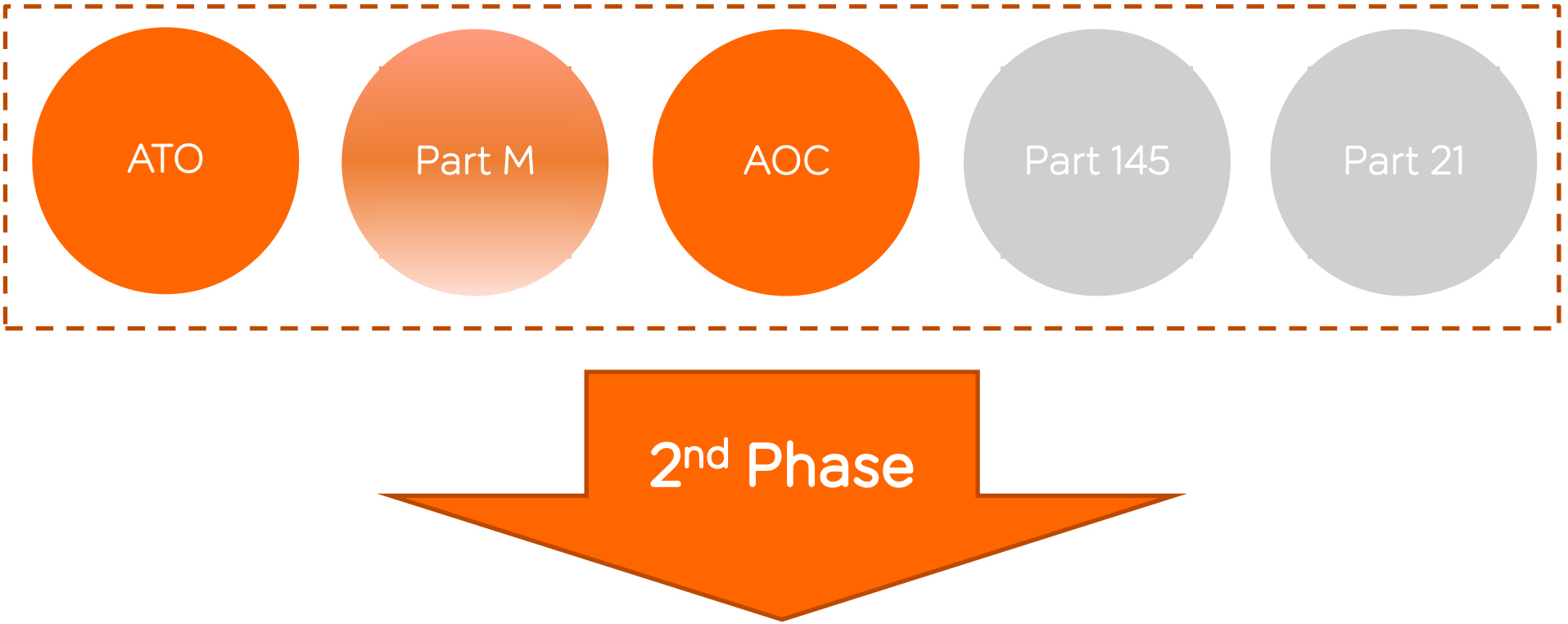
*Commission Regulation 965/2012 Annex III

CONSOLIDATED MANAGEMENT SYSTEM



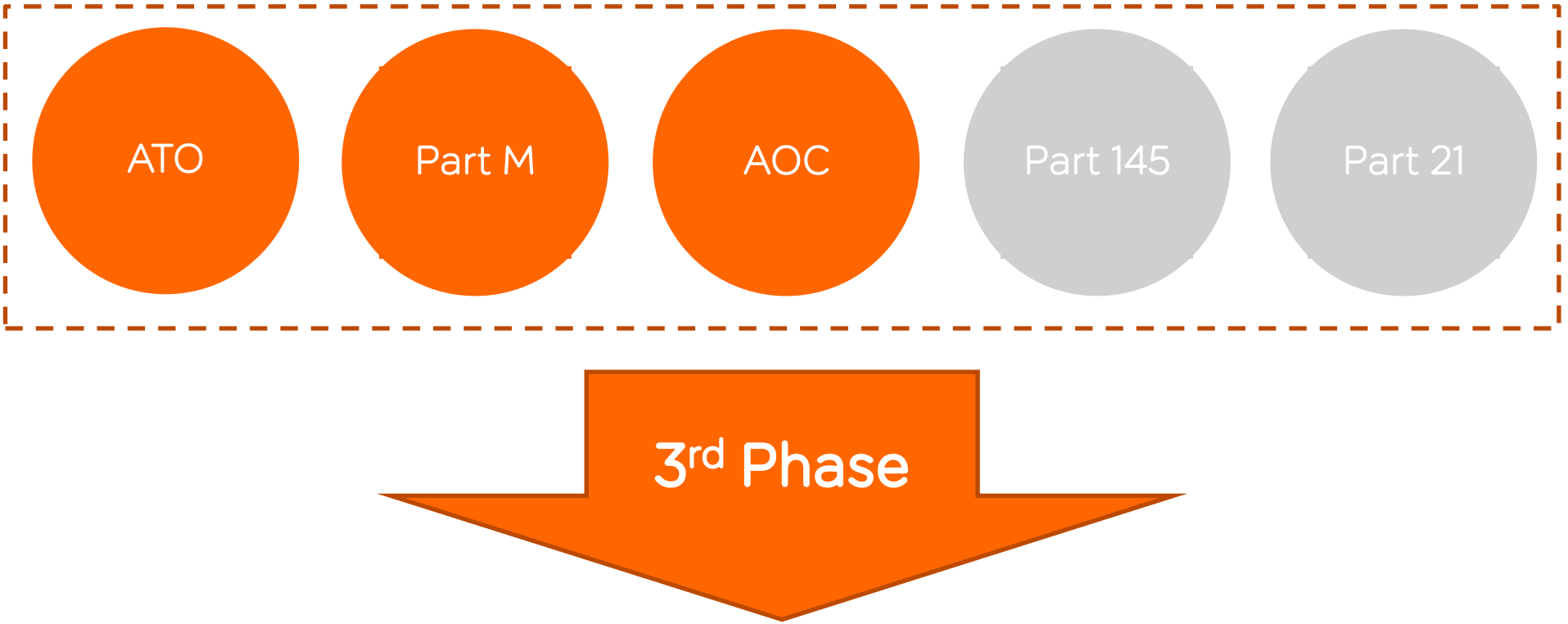
- Using common systems, processes and philosophies – 1 event = 1 investigation
- Consistent risk picture – everyone understands what high risk means
- Harmonised safety objectives – the safety plan and safety performance indicators

CONSOLIDATED MANAGEMENT SYSTEM



- Awareness to risk transfer – you are part of a system
- Single approach for the management of change – Operational Readiness
- Risk informed decision making – involvement of SMEs in decision making

CONSOLIDATED MANAGEMENT SYSTEM



- Safety empowerment – self regulation and system monitoring support
- Safety II – understanding what produces good safety performance and leveraging it
- Collaborative Working – the bigger system

COLLABORATIVE WORKING

- The aviation industry is changing fast and becoming more complex than perhaps any of us could have imagined. We are becoming more dependent on other organisations, directly or indirectly. The traditional focus on transactional contracts is no longer enough. We need to consider behaviours, skills and governance.
- Collaborative working - also known as joint or partnership working - covers a variety of ways that two or more organisations can work together, sharing resources to accomplish a mutual goal
- Collaborative working can last for a fixed length of time or can form a permanent arrangement. What these options have in common is that they involve some sort of exchange, for mutual advantage, that ultimately benefits end users.
- In recent years, interest in collaborative working has been growing, driven by the drive for effectiveness and efficiency, government policy and public opinion.
- Collaborative working is an international recognised standard, ISO 44001

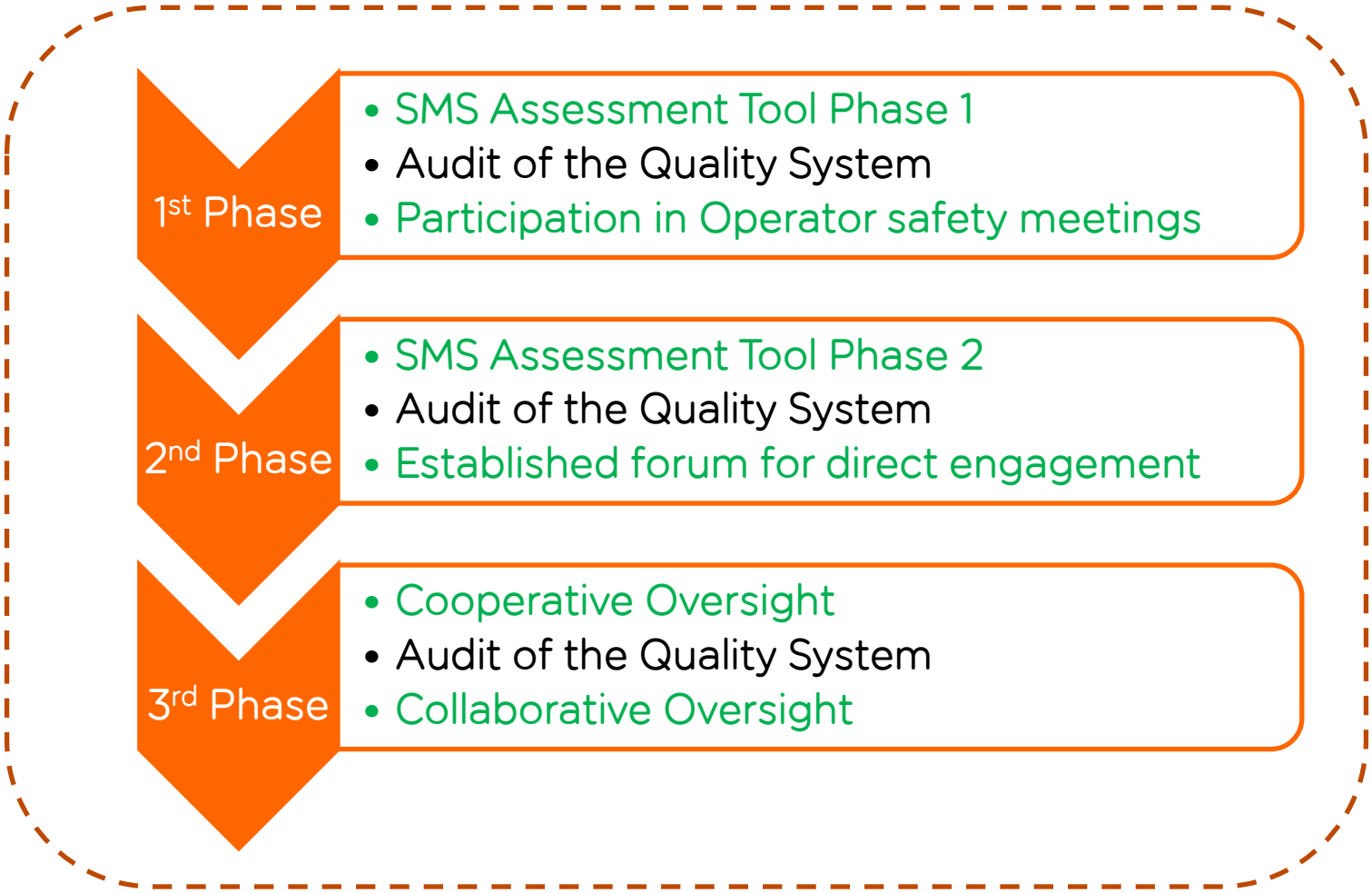
WORKING WITH OTHERS CAN OFFER OPPORTUNITIES

- Deliver new, improved or more integrated services
- Make efficiency savings through sharing costs
- Develop a stronger, more united voice
- Share knowledge and information.

TYPES OF COLLABORATIVE WORKING

- Separate organisations maintain their independence, but work jointly on some activities or functions e.g. Luton Stack
- Organisations with resources or expertise offer assistance to other organisations, e.g. NAA collaborative working
- A group structure where a 'parent' organisation governs a group of 'subsidiary' organisations. e.g. Multiple AOC operators
- Merger to form a new organisation working as one body on all activities

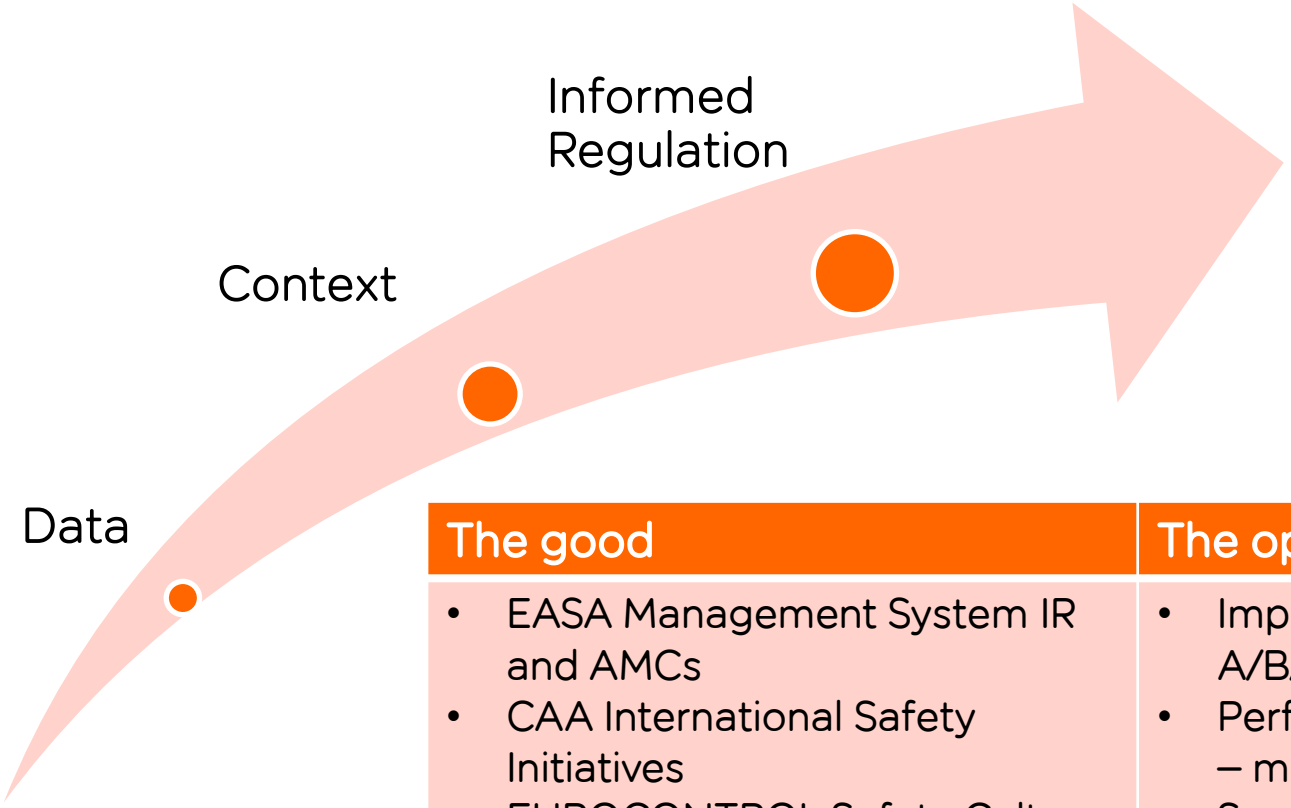
THE OPERATOR, THE AUTHORITY AND THE AGENCY



EU 996/2010
Other
Influences?

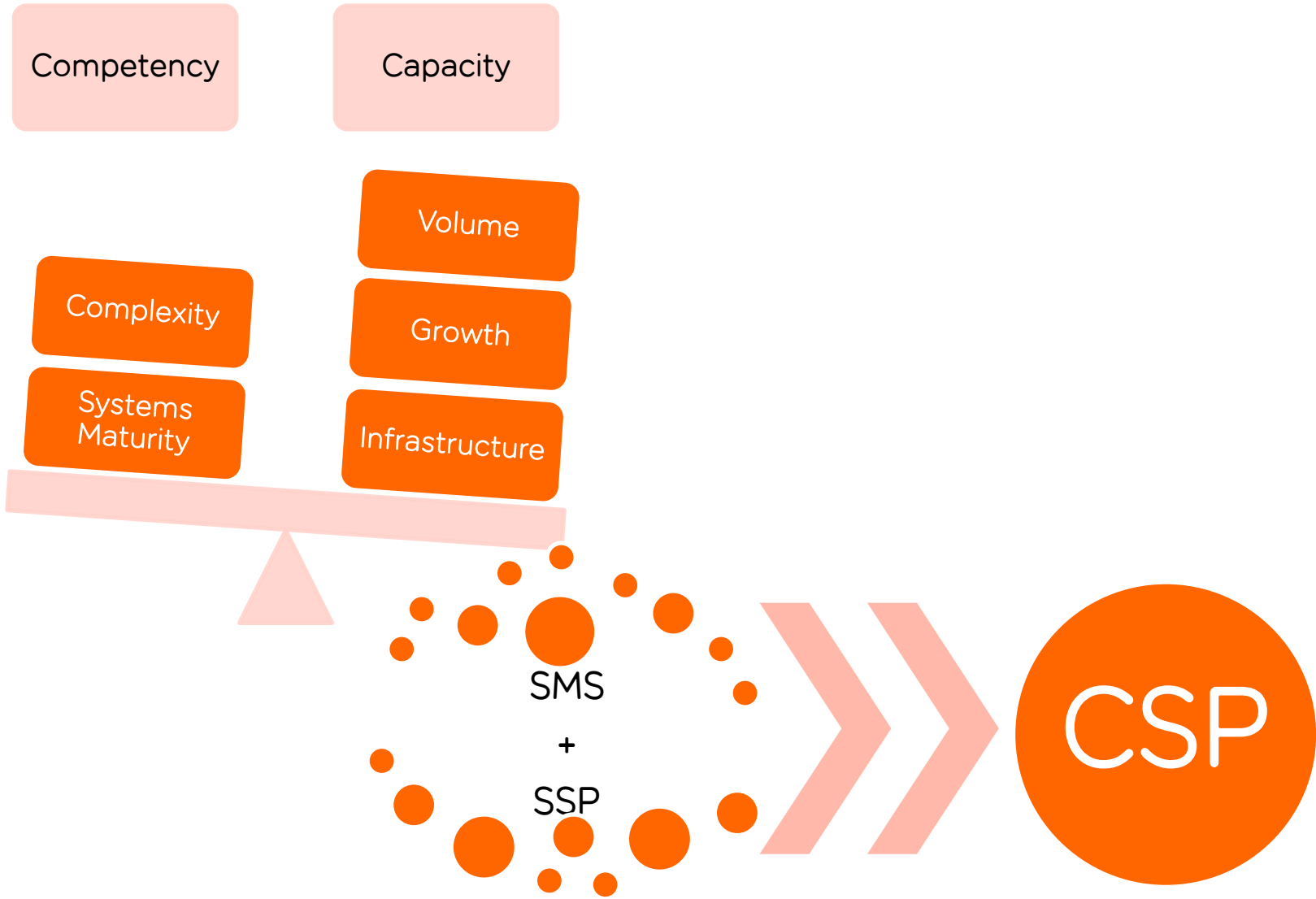
EU 376/2014 – Another transaction?

THE COMMUNITY SAFETY PROGRAMME – ARTICLE 15



The good	The opportunity
• EASA Management System IR and AMCs • CAA International Safety Initiatives • EUROCONTROL Safety Culture Survey - Luton Stack • Bird & Wildlife Management Collaborative Programme • We are Safety campaign • ISO 44001 principles	• Implementation of NPA 2013-01 A/B/C • Performance Based Regulation – more than a grab for data • Support to Aerodromes on implementing effective management systems encompassing all users • Provisions to support Just Culture objectives

CHALLENGES


Competency
Capacity
Volume
Complexity
Growth
Systems Maturity
Infrastructure
SMS
+
SSP
CSP

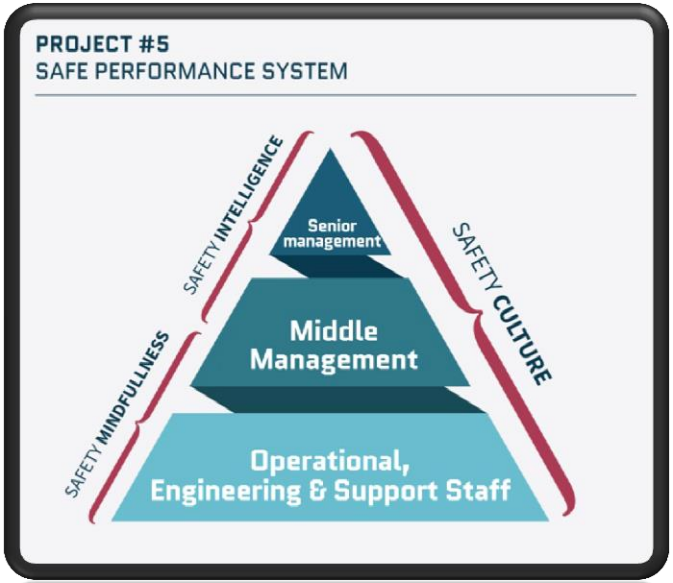
INNOVATION IN RESEARCH

- Future Sky Safety is an EU-funded transport research programme in the field of European aviation safety (overall budget € 30 million)

- Bringing together partners to develop new tools and new approaches to safety – safety collaboration

- **Benefits:**
  - Safe operations
  - Better operational coordination
  - Optimised safety culture
  - First airport to do this - anywhere

- **Outcome:** A coordinated approach for managing and improving safety performance across a whole aviation system, with areas for improvement being identified and tailored to different contexts



SAFETY CULTURE 'STACK'

We are surveying stakeholders of the 'stack in order to examine the issues pertaining to each domain, and look at inter-dependencies across the domains.

Air Traffic Control

Airlines

Airports

Aircraft engineers

NATS

London Luton Airport

easyJet

Menzies AVIATION

WIZZ

Thomson

IDS Integrated Deicing Services

Gulfstream A GENERAL DYNAMICS COMPANY

InflightRetail alphaLSG Sky Chefs

Signature FLIGHT SUPPORT BBA Aviation

WFS Worldwide Flight Services

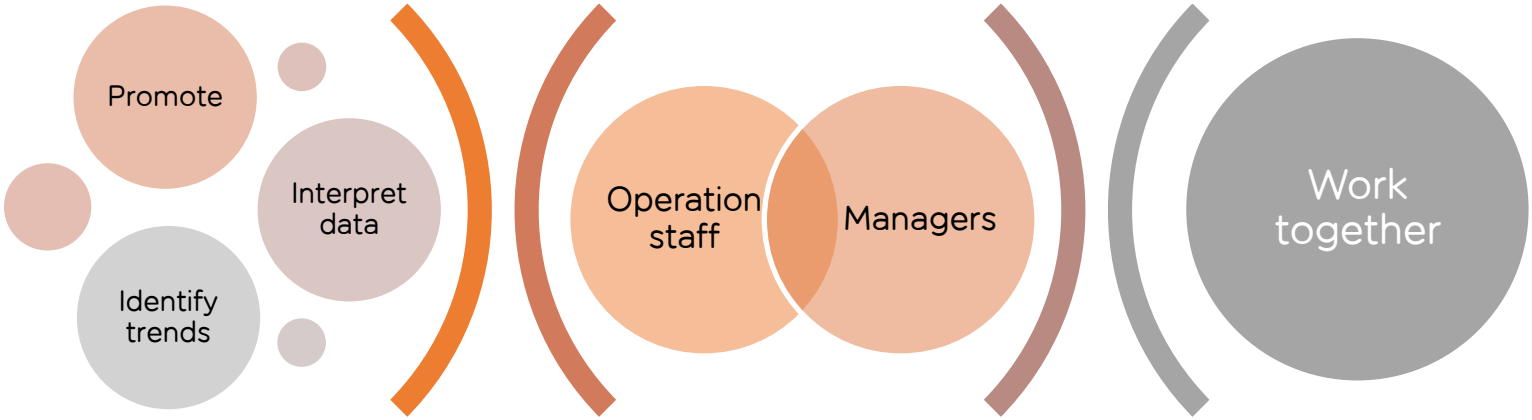
FPM

AIRBUS

Harrods AVIATION

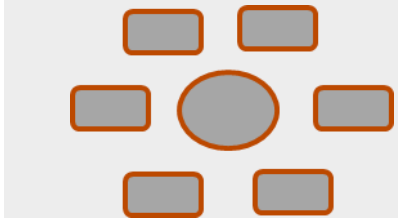
AIRDAT

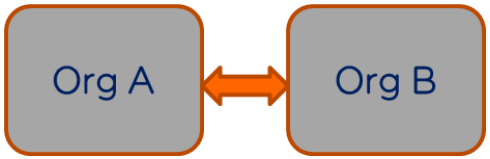
SAFETY CULTURE ROUTE MAP

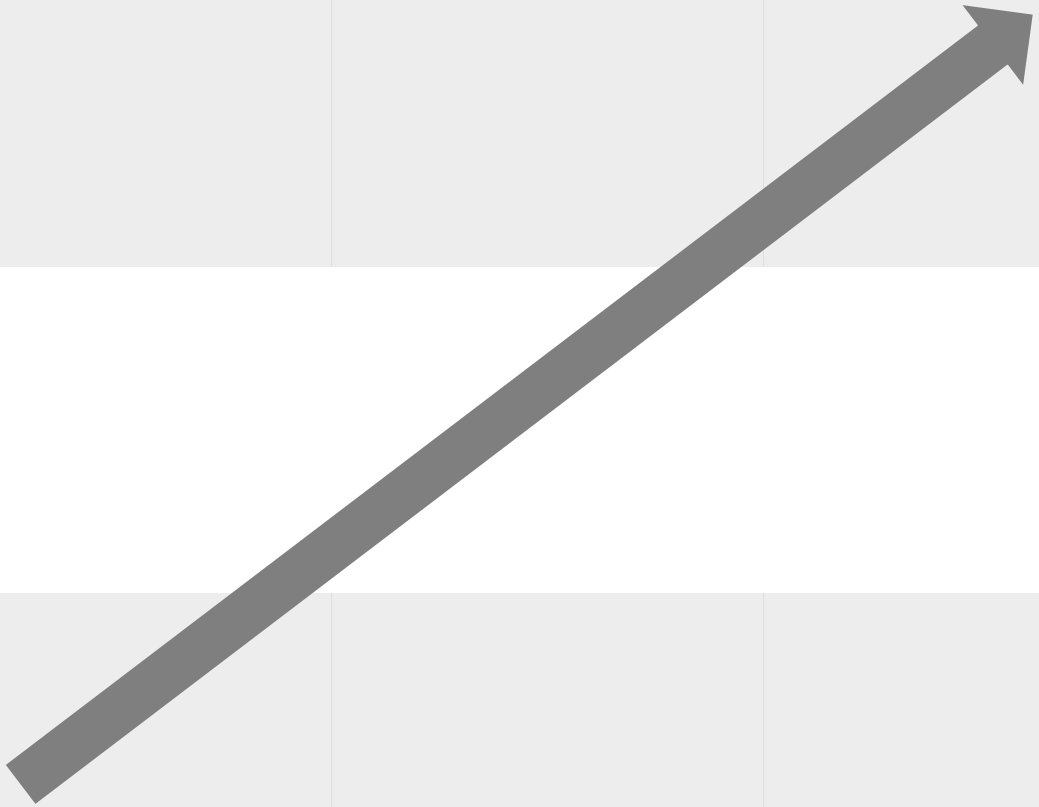


WHAT TYPES OF SAFETY IMPROVEMENT?

	Operational	Management	Cultural
System-wide			
Interface			
Individual			







WHAT WE HAVE DELIVERED

- Bring in more Partners and commit to safety collaboration
- Share safety intelligence. Each organisation identify risks and areas to partner
- Commitment to implement IGOM (common ramp safety standard)
- Common safety branding
- Pooled equipment at LLA
- Define a LTN-wide safety strategy and vision

KEY ACTIONS GOING FORWARD

1. LTN Safety Stack Video
2. Standardised emails for safety communication
3. Recognition and appreciation
4. A day in the life
5. Shared Safety Dashboard
6. Safety Culture and contracts management
7. Pooled training