



THE NEW NORMAL

Europe's only ultra-low cost carrier

RYANAIR

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-  Analyse Success – ELFAA Growth
-  Analyse Failure – SES Stagnation
-  Just Culture – Clear Boundaries
-  Concentrate Energy – Key Priorities



1 Risk Assessment

- Goal 1: Ryanair will expand its risk assessment toolbox to include a Bowtie Methodology for Key Operational Risk Areas (KORAs), the ARMS Methodology for MOR/post incident risk assessment and other industry tools that may become available.
- Goal 2: Ryanair will adopt and develop the IAA Company Profiling Model to facilitate review and dialogue at IAA/Ryanair Annual Review Meetings. Ryanair will review the profile annually.
- Goal 3: Ryanair will install an enhanced data collection and sortation system and if necessary, commission further System upgrades to ensure effective, prioritised interface with the risk assessment toolbox.

2 Key Operational Risk Areas (KORAs)

- Goal 4: Ryanair will identify Key Operational Risk Areas (KORAs).
- Goal 5: Ryanair will risk assess each of the KORAs using a Bowtie Risk Assessment Methodology.
- Goal 6: Ryanair will develop and implement a Safety Action Plan for each of the KORAs including key performance indicators (KPIs).
- Goal 7: Ryanair will further develop the 'Plan, Do, Check, Act' operational improvement process and will use same to assess performance in each of the KORAs.

3 SMS Review

- Goal 8: Ryanair will review and amend the Ryanair SMS Manual to:
 - Align with the terminology and KPIs utilised by the EU and National Authorities.
 - Make the Manual more user friendly to front line staff and align with emerging guidance.
- Goal 9: Ryanair will contribute to the development of EU regulation to provide the benefit of Ryanair's operational experience and to ensure focus is maintained on key safety priorities.
- Goal 10: Ryanair will further develop its 'just culture' policy and ensure its consistent application across the operation.
- Goal 11: Ryanair will further promote SMS throughout the organisation.
- Goal 12: Ryanair will carry out a Safety Survey to assess progress since the 2010 Survey and to identify potential focus areas for the 2016 to 2019 Ryanair Corporate Safety Strategy.

4 Security Management System (SeMS)

- Goal 13: Ryanair will integrate SeMS into the Ryanair SMS.
- Goal 14: Ryanair will actively support UK DfT leadership towards an



KEY OPERATIONAL RISK AREAS (KORAs) 2013 – 2016

Key Operational Risk Area (KORA)	RYR	EU	IAA	UKCAA
Bird Strike	X			
Controlled Flight into Terrain (CFIT)	X	X	X	X
De-icing (ICE)	X		X	
Ground Collision (GCOL)	X	X		
Loading error	X		X	X
Loss of Control In-flight (LOC-I)	X	X	X	X
Mid Air Collision (MAC)	X	X	X	X
Runway Excursion	X	X	X	X
Runway Incursion	X	X	X	X
Unreported ground damage	X		X	X
Airborne & Post Crash Fire				X
Human Factors & Performance			X	
OFDM			X	

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