

Annual Report
of
Safety and Risk Officer
Angela Byrne
For Fiscal Year 2024

Technical Standards and Safety Authority

September 2024

Introduction

I am delighted to present the Safety and Risk Officer (SRO¹) Annual Report for the fiscal year 2024 (FY24).

As part of my responsibilities as the SRO, I am committed to releasing an Annual Report to the public. In accordance with the Memorandum of Understanding (MOU)² between the Ministry of Public and Business Service Delivery (MPBSD) and Technical Standards and Safety Authority (TSSA) this report aims to provide an overview of my activities, highlight key recommendations from reports issued during FY24, and address any other matters of public interest.

The report is intended for the general public and covers my activities for the period from May 1, 2023, to April 30, 2024. As my term as SRO comes to an end in October 2024, this will be my final Annual Report. I am grateful for the opportunity to share my reflections and accomplishments of TSSA in administering the Technical Standards and Safety Authority Act.

Overview of SRO Activities for Fiscal Year 2024

In alignment with the FY24 Work Plan approved by the Safety and Regulatory Affairs Committee (SRAC) of the Board of Directors, my primary deliverable was the SRO Report on the Annual State of Public Safety Report (PSR).

The purpose of my review was to assess the quality, accuracy, and clarity of data used in the report. My review found that overall, the quality, accuracy and clarity of the data continued to be strengthened.

In reviewing the data, I observed a noticeable shift in how data was being used. The published data was taking on new meaning. No longer was the production of the PSR viewed solely as a reporting activity, but rather data was becoming crucial for decision making. Using data in this manner significantly enhances the integrity of data published. Inaccuracies and misinterpretations of data are quickly identified, and controls immediately strengthened. With increased use of the data to inform decisions and direct resources, processes and controls guiding data collection, usage and reporting are evolving within the organization. As a result, the quality of data is strengthened.

As the journey to a Modern Outcome-Based Regulator continues, the PSR plays a critical role in demonstrating accountability by connecting results to TSSA's strategies and objectives. This ongoing evolution aligns with TSSA's transformation, continuously presenting opportunities to reflect the state of safety and inform the targeted audience.

I noted several opportunities to continue to build on current efforts and further enhance the quality of the PSR. Management's response and progress on these recommendations are discussed later in this report.

Following the release of my report on the review of the FY23 PSR, I received valuable feedback on the review methodology and the recommendations provided. This feedback has been instrumental in enhancing our approach for the review of FY24 PSR.

¹ The MOU refers to the Chief Safety and Risk Officer or CSRO. TSSA refers to the position as the Safety and Risk Officer or SRO to reflect the assurance focus of the role applied in 2019.

² TSSA Memorandum of Understanding 2022, April 2022, page 17, <https://www.tssa.org/sites/default/files/2023-10/TSSA-Memorandum-of-Understanding-2022.pdf>

In addition to this, I successfully completed other key deliverables outlined in the FY24 Work Plan:

- The SRO Annual Report FY23, which includes an update on the Status of Recommendations.
- The submission of the fiscal year 2025 Work Plan and Budget for SRAC approval.

Throughout this process, I have actively sought feedback on the SRO role and activities while preserving my objectivity and independence. I have engaged in close collaboration with Internal Audit, Strategic Analytics, and other key stakeholders to prevent duplication of efforts, minimize business disruption, and leverage external support when necessary. Coordination and collaboration among our roles are essential to supporting TSSA’s journey to a Modern Outcome-Based Regulator.

Follow Up on SRO Recommendations for FY21 and FY23

During FY24, TSSA closed the outstanding recommendation from FY21 and the three recommendations from the SRO review of the FY23 PSR.

An overview of the recommendations and their status is provided in the chart below.

FY21 Outstanding Recommendations		
	Recommendation	Status
1.	Risk of Injury or Fatality (RIF) metric Reviewing the RIF metric to confirm its value in tracking performance and overall safety.	Closed – In FY24, TSSA decided to continue using the RIF as an aggregate measure. Internally it is being leveraged along with complementary metrics to inform decision-making and this is reflected in the FY24 PSR as it is presented as one component of the overall safety profile.

FY23 Outstanding Recommendations		
	Recommendation	Status
	FY23-2 Value of the Compliance Rate Assess the value of the key data points related to compliance and inspection results to inform decisions and take steps to improve, replace or discontinue the published Compliance Rate.	Closed – During FY24, TSSA used the compliance data in analyzing inspection results to identify key high-risk issues and it is now accessed internally to inform compliance standards. The FY24 PSR presentation of the Compliance Rate has been improved with easy to interpret graphs that focuses attention on the most important safety issues.

FY23 Outstanding Recommendations		
FY23-4 Strengthening the Link between Data and Decisions	Take steps to strengthen the link between data disclosures and TSSA decisions in the content of the PSR.	Closed – Increased internal focus throughout FY24 resulted in a sharper focus between data and TSSA’s public safety role. This was most apparent in the PSR case studies that clearly linked analysis to TSSA actions.
FY23-6 Reducing Periodic Inspection Backlog	Explore efficient methods of performing periodic inspections to reduce backlog.	Closed – Implementing several risk-based steps has reduced the periodic inspection backlog to close to, or below, targets.

Overview of SRO Activities for Fiscal Year 2025

The Fiscal Year 2025 Work Plan aims to enhance the significant progress made in improving the integrity of the PSR data. Given TSSA’s dedication to implementing the SRO recommendations, data quality has significantly improved, making it less valuable to continue reviewing the same metrics as in previous years. To deliver the greatest value the SRO’s independent assessment of the quality, accuracy and clarity of data will focus on the integrity of disclosures informed by the Compliance Standards methodology.

In response to the Minister’s request, the Work Plan includes the review of the Path 2 Alternate Rules for Operating Engineers. The review will provide TSSA with an independent assessment of the Path 2 approach in achieving the goals of risk-based regulation while maintaining a robust safety regime.

In creating the FY25 Work Plan, the SRO consulted with key TSSA stakeholders to determine the best approaches for building on these themes and leverage the knowledge accumulated by the SRO. Both deliverables align with the principles of a modern based regulator and contribute to TSSA’s evolving relationship with data to support evidence-based decisions.

The FY25 Work Plan deliverables include:

- SRO Review & Report of FY24 PSR
- SRO Review & Report on Alternate Rules/ Path 2
- SRO FY24 Annual Report

Evolution of the Safety and Risk Officer Role

As my term as Safety and Risk Officer comes to an end, I reflect on this exciting chapter with TSSA. I am incredibly proud to have contributed to TSSA’s journey to a modern outcome-based regulator. Witnessing the hard work of the TSSA team in strengthening data integrity, not only in reports such as the PSR, but also as data has emerged to strengthen decisions and actions, has been truly inspiring.

Collaboration and partnerships have been crucial as we all worked towards enhancing data quality and its impact on guiding TSSA’s action and ultimately influencing the safety environment. I have deeply valued the

respect for my independence and objectivity, as well as the meaningful relationships and candid discussions over the years on how to improve and move forward.

As TSSA has evolved, so too has the role of the SRO. It's fitting to consider the future role of the SRO. The strengths that TSSA has achieved and embedded in daily practice, mean that the role I fulfilled over the past few years will no longer be necessary going forward. This marks an exciting time for TSSA, as the new SRO role is designed to reflect the next phases of TSSA's journey.

Conclusion

In FY24, the SRO activities continued to build on the theme of data quality, highlighted by the completion of the main deliverable: the SRO Review of the FY23 PSR. Additional key deliverables included the SRO Annual Report FY23 and the submission of the FY25 Work Plan and Budget for SRAC approval. Collaboration and coordination with Internal Audit and Strategic Analytics flourished, enhancing clarity and transparency.

TSSA's commitment to implementing the SRO's recommendations has significantly improved the quality of data in the PSR. The Fiscal Year 2025 Work Plan focuses on delivering value through the SRO's independent review of data quality in the PSR and the objective assessment of the Path 2 approach, providing flexibility in risk-based regulation while maintaining safety outcomes.

As my term comes to a close, it has been a pleasure working with the TSSA team. I am continually inspired by their passion and dedication to safety in the places where Ontarians live, work, and play.