



# RailSafety Summit

2017

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# Why Repeat Causation Incidents? Still a Gap in Capability and Maturity

- Our long standing vision and goal for the sector
- How do we know where we are and where are we?
- Filling the Capability and Maturity Gap. What can we do to make it happen.



# Vision and Goal

Zero Industry caused fatalities on the path to zero harm.

Achieved through the goal of “excellence in” :-

- Health and Safety Management
- Asset Management
- Customer Service



# How do we know where we are?

Seven years ago we started using:

“Risk Management Maturity Model “(RM3)”

**What does it tell us?**

We still have some way to go to Excellence.



# So where are we?

- A strong performance in recent years. However, Croydon and other incidents demonstrate the need for vigilance.
- We are not in the position of confidence that is sustainable as not enough excellence around yet.
- The key is enhancing Capability and Maturity across the Sector.
- Drive those RM3 elements towards the outer limits.





# Some Key Issues Remain

- Maintaining a safe and sustainable infrastructure
- Culture and Occupational Health
- Managing Change well
- Safety by Design “without gold plating” and
- They are all linked by the Sectors

“Capability, Competence and Maturity”



# Filling the Capability and Maturity Gap (1)

**“What can we all do to make it happen”**

- Strengthen leadership throughout organisations.
- Structured continuous improvement using RM3 and deliver the Industry Health and Safety Strategy
- Continue to improve our Occupational Health Performance to help drive cultural improvement – “Mental Health Awareness”
- Focus on the Customer





## Filling the Capability and Maturity Gap (2)

- Manage risk effectively
  - Challenge the status quo and innovate
  - All managers, engineers read “Taking Safe Decisions”
- Improve planning and collaboration to ensure all work is done as efficiently as possible
- Engagement with the workforce so we all are pulling in the same direction.



# What Excellence is...

## It is about

- trust
- people and behaviours
- legal compliance
- transparent reporting
- two-way communication
- having a strong continuous improving learning culture
- managing risks
- doing things right the first time
- making the most of everyone's capabilities

## It is not about

- gold plating
- harming workers
- having dissatisfied stakeholders
- blame
- lots of paper
- tick box audit
- inappropriate standards and procedures
- paying less attention to contractor safety
- endless debate or complex processes

