

PRIME Meeting no 7

19th of November 2015, Brussels

Annex 6f

Debrief from PRIME Safety Culture Subgroup

From: Lynn Chamberlain-Clark (NetworkRail), subgroup Chair

- For Discussion and Decision -

Context

At the HLIM event held in Stockholm in June 2014, of which many of the CEO's of the companies represented in this working group attended a session on safety culture was held.

The HLIM event recognised a need for:

- Collaboration across the European rail industry
- Benchmarking the journey of safety culture maturity across railways
- Measures/KPI's to be determined
- A toolkit to be developed – what does good look like?

With this in mind, this working group was put together in order for the relevant parties to discuss safety culture and look at the above requirements. Looking at where we are compared to where we need to be and to pro-actively work towards achieving the aims set out in Stockholm.

Mission

The objectives of safety culture change across IMs in Europe is to

- Share good practise and reduce duplication of effort
- Support ERA by developing agreed culture change KPIs across Europe
- Benchmark the current safety culture maturity across IM organisations in Europe
- Utilise the skills of more mature organisations to fast-forward culture change in less mature organisations
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Status of work

Actions of safety culture sub-group

- a) **Share – point site:** An agenda of monthly discussion forum to share expertise and knowledge on safety culture begins in January 2016. On the current comments page we share: Good practise/examples of successful work; lessons learnt and issue discussion including published investigation reports

Safety culture KPIs (sub-group members will buddy with organisations unable to attend to ensure alignment):

This group does not cover the same ground as the KPIs PRIME sub-group, and will ensure that the chairs of both groups will liaise to ensure neither group duplicates the work of the other.

1) Safety conversations:

The sub-group has determined that safety conversations within an organisation can be used both as an indicator of safety maturity but also as a way of progressing safety culture maturity.

People within more mature safety cultures have discussions that include safety culture throughout the organisation and with participation from those who are responsible/accountable for safety within their role and those who have a more indirect input. Safety culture maturity will also be evident from the quality of dialogue and the response from those involved in the conversation and the organisation to the safety learning within the dialogue.

- Thus the sub-group are developing an agreed definition* of what we are expecting as a good safety conversation and measures proposed are Where within the organisation safety conversations occur
- Number of safety conversations by work-hours (need to define how to measure work-hours)
- Quality of conversation (against definition above*)
- Response to conversation
- Impact of conversation on safety

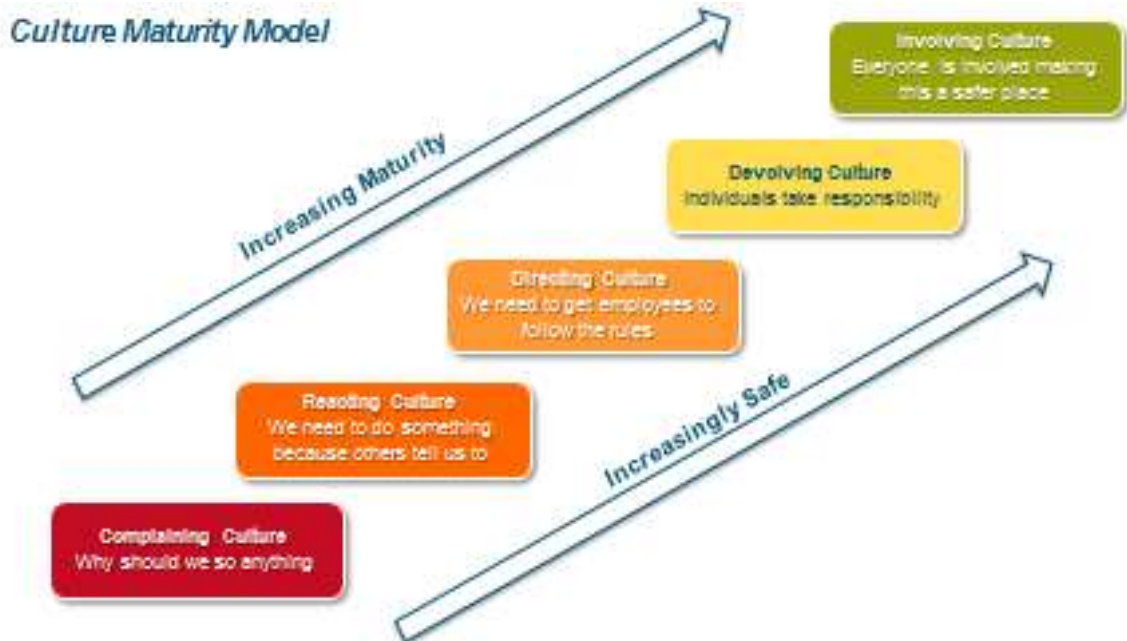
There was discussion about ensuring that measurement does not impact negatively on culture by driving the wrong behaviours

PRIME member organisations will be asked initially to support the development of processes within their organisations to record the number of safety conversations at different levels and roles and over time to analyse the quality and impact on safety of these conversations.

2) Near- miss reporting

Many member organisations have already established processes to record pre-cursor safety events and others are establishing and refining these.

This KPI is about the behaviours that are required to create a culture of reporting at all levels in the organisation as safety maturity is measured by a collective responsibility for both risk identification and issue solution (i.e. a shift from reacting to safety issues to predicting and preventing them and from safety being forced on employees to them actively engaged). See maturity model below



To use behaviours around near-miss reporting as both a cultural measure and as an area to increase cultural maturity we will need to:

- ensure consistent measure compared to number of staff (again need to define what number of staff means)
- ensure anonymity so that less mature organisations are not penalised
- set definition of what we will consider a near- miss/close call

Measure proposed:

- Willingness to speak up and report safety issues
- Who- move from just front-line to throughout the business/reporting others to self-reporting
- What- move from unsafe conditions to unsafe behaviour
- Quality of information provided

PRIME member organisations will need to support the work of this sub-group by:

Contributing to the agreed definition of what we will measure as near miss/close call for the purpose of safety culture maturity measurement

Agree to share numbers and analysis of near-miss/close call data- initially this will be purely numbers and types of reporting but will eventually need to include who/where in the organisation is reporting (again is safety only seen as the responsibility of the few?) and what and how the reports are made to gain an insight into personal ownership of issues and solutions around safety. This may lead to use of close –out data

b) Twinning programme:

Following the request of the PRIME members during PRIME 6th, a grant of 280,000 EUR has been made available from the CEF Support Programme Action Funding for a coordinated twinning programme. The objective is to assist EU rail infrastructure managers in sharing knowledge and good practice across European Railways to support new approaches to safety management. The twinning should result in a shared understanding of what are the

possible opportunities, benefits, but also the blockers to a more mature and just safety culture and prepare grounds for occurrence reporting in railways.

The funding will support a central coordinator who will work with the PRIME member organisations and other EU rail IMs¹ to agree a mutually beneficial twinning and to support the application for funding release. The coordinator will also organise the conference for sharing of best-practise and learning at the end of the programme. At least 10 IMs have to participate, and the programme has to be launched in 2016.

The use of the funding available for twinning organisations is recommended to cover:

- Travel to and from European country and travel to final conference for traveling twin
- Accommodation/subsistence for 4 weeks
- Support for set up of the twining programme content in both member organisations (through coordinator)
- Final conference organisation (through coordinator)
- Conference participation and facilities

The outline of the proposal is below:

Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Pairings agreed. Initial email, phone, skype contact established. Dates agreed	Twin A hosts twin B (shadow) in their work role	Twin B uses experience to develop and implement change in practice	Twin B hosts twin A (shadow) in their work role	Twin A uses experience to develop and implement change in practice	Conference of all participants to present and share outcomes *

Next steps:

- decide who would take the role of coordinator (NR or Infrabel could be interested)
- discuss practicalities and expectations of EC and industry
- EC prepares the conditions for grant award and publishes them in early 2016
- coordinator mobilises in parallel other IMs and replies to the call
- programme to be launched (estimated March-April 2016).

Relation to work of other platforms

The subgroup on safety culture draws on experience from work with in several other platforms and groups. As such, the subgroup continues to coordinate with:

- CER
- UIC
- ERA

and will need to establish alignment with PRIME KPIs and benchmarking and EIM to avoid double work and increase the quality of output of the PRIME subgroup.

¹ Unfortunately Norway, as non-EU member State cannot benefit from CEF support, nevertheless they can participate in the programme on their own cost.

The work scope of the subgroup



Baseline Safety culture	<p>Agree KPIs</p> <ul style="list-style-type: none"> • Safety Leaders • Systems and processes 	Define What Safety maturity will be like across Europe and how to measure (process)	Sharing best practise	Monitor and measure achievement
Completed (do we want to extend to other European organisations)	Completed within group Buddying programme planned to agree with wider audience	Completed within group Buddying programme planned to agree with wider audience	Completed share-point Twinning on target	On-target

Proposals for decision

- PRIME members are asked to discuss the material at hand and the presentation given by the subgroup chair, Lynn Chamberlain-Clark, and agree upon:
- Allocation of contacts for safety culture within each organisation (to LCC)
 - The baseline assessment and development of safety culture KPIs within their organisations
 - Who would take the role of coordinator for twinning
 - Supporting the twinning programme