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INTERNATIONAL
RAILWAY SAFETY COUNCIL

The impact of safety culture on the delivery of good health and safety

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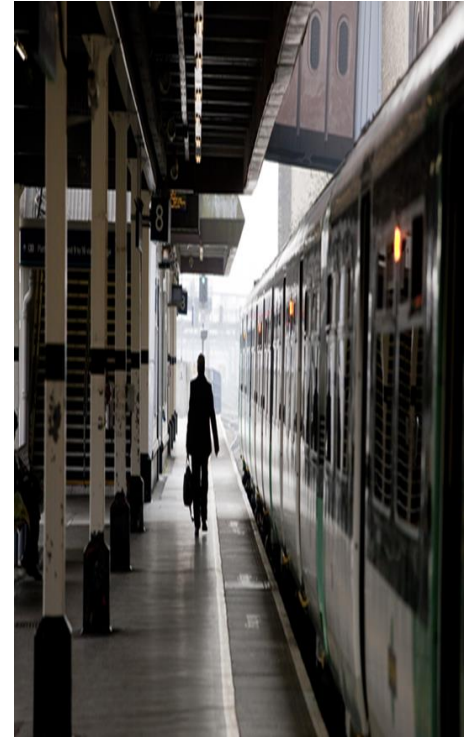
What is culture?

- ▶ How is culture defined?
- ▶ Culture: 'What we do around here'.
- ▶ Embedding of culture. 'What happens when no one is looking?'
- ▶ Different types of culture
 - ▶ Autocratic.
 - ▶ Consensual.
 - ▶ Confrontational.
 - ▶ Blame.
- ▶ The role of culture in establishing the success of an organisation.



How does an organisation develop its culture (1)?

- ▶ Key external influencers
 - ▶ Historical.
 - ▶ Political.
 - ▶ Economic.
 - ▶ Social.
 - ▶ Technological.
 - ▶ Environmental.
 - ▶ Communication.
 - ▶ Sense of common ownership.
 - ▶ Meeting customers' expectations.
 - ▶ Comparisons with competitors.



How does an organisation develop its culture (2)?

- ▶ Key internal influencers
 - ▶ Vision. Clarity, attainability.
 - ▶ Challenge. Inquisitive, questioning, analysing.
 - ▶ Demographics. Of workforce, diversity, progressive or reactive.
 - ▶ Learning and development.



What is good leadership?

▶ Behaviours

- ▶ Aligning responsibility and authority with accountability
- ▶ Delegation and empowering subordinates.
- ▶ Communicating – both listening and speaking.
- ▶ Insisting on the highest standards.
- ▶ Possessing moral courage – righting wrongs wherever they are found.
- ▶ Being effective and efficient.
- ▶ Being visible.

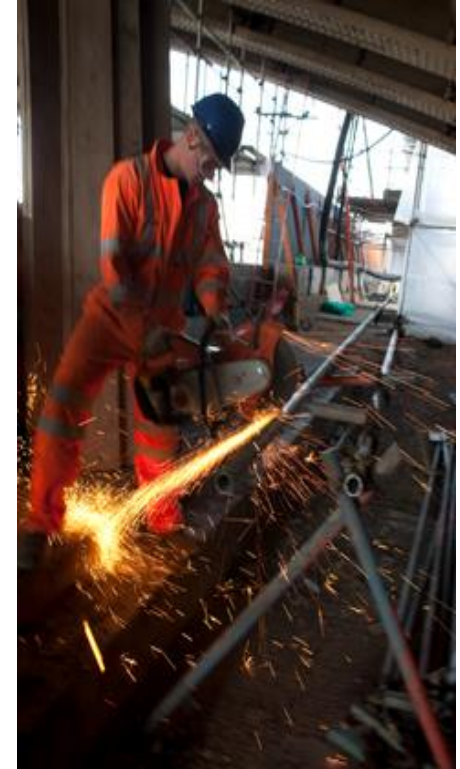
▶ Exemplars

- ▶ Setting a clear vision.
- ▶ Setting an example.
- ▶ Instituting the right values
- ▶ Being compassionate, showing humanity.
- ▶ Inspiring and motivating the workforce.
- ▶ Humour.



Attributes of a safety culture

- ▶ Health is safety, often over time.
- ▶ Vision of where the business needs to get to.
- ▶ Legal imperatives – knowing where legal obligations lie.
- ▶ Knowing all the activities that the business undertakes.
- ▶ Risk comprehension – knowing what the risks are in an activity.
- ▶ Risk appetite – balance of risk to outcome of activity.
- ▶ Cost-benefit analysis – the analysis and consideration of reasonable practicability.
- ▶ Reasonable practicability.



Developing a good safety culture

- ▶ Vision – setting a positive vision focused on the well-being of staff and customers.
- ▶ Leadership – from effective leaders who have H&S as their top priority.
- ▶ Legal – understanding the business’s legal obligations.
- ▶ Policies – setting and developing policies that meet and surpass legal obligations.
- ▶ Standards – having standards that are understood, publicised and achievable.
- ▶ Ingraining H&S as a mainstream activity, managed by the core management.
- ▶ Accountability – emphasising that H&S is the responsibility of line managers.
- ▶ Excellence – striving to do better and better.
- ▶ Staff – ensuring representation of staff, providing training, listening to the staff.
- ▶ ‘No blame’ culture – encouraging reporting, learning from mistakes.



End of presentation

Any questions?