



# Operational Safety Culture Transformation at LUAS Dublin

IRSC – 2018

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# LUAS







Our

# VALUES

- Customer-focused
- Respect
- Accountability
- Quality
- Passion

# SAFETY

# Safety Challenges

- Negative / obstructive behaviour that hinders safety improvement
- Lack of effective IT to facilitate the production and analysis of safety data and support required to demonstrate compliance and to facilitate investigations
- Lack of engagement of some other functions in the organisation – “safety does it”
- Complacency – “we’ve always done it this way”
- Lack of challenge by the Safety team
- Maintenance – lack of support and non-constructive relationship

**How do we change the culture to improve safety performance?**



# Other Recent Challenges 2017/2018

- 5.6km new track, 13 platform extensions
- New depot construction
- 21 mins drive time planned; reality 27 mins
- Additional driver recruitment & training
- New Timetable – additional services
- +10m passenger journey /year (capacity issues)
- Delivery delay to 7 additional 55m trams
- Familiarisation driving for all drivers
- Major storms/hurricanes
- Major events including a Papal visit

**How do we change from being purely an operator to becoming a customer focused organisation?**



# Transforming the Safety Culture

- **Company Strategy**
- **Collaborative Working Relationships**
- **Safety Management Systems**
- **Behaviour**
- **Customer Safety**



**FOUNDATION BUILT ON SAFETY**



# Company Strategy

## ■ New Business Strategy

- New Safety Director
- New Safety Manager
- Move from lagging to leading indicators
- Customer Experience managers for each Luas Line

## ■ IT Solution

- Move from excel based and files held on server
- Develop cloud based support system with software developer
- New cloud based document management system
- Improved incident investigation process
- Tablet based audits/tours/inspections
- Facilitate improved consultation and collaboration with stakeholders

# Collaborative Working Relationships

## ■ Partnership approach:

- Clients
- Staff
- Contractors
- Local Authorities
- Regulators
- Emergency Services

## ■ 100% employee responsibility for Safety

- Top-Down and Bottom-Up
- Consultation
- Safety Committees
- Depot Tours
- Track Walks
- Workshops
- Training for all management on safety
- Awareness



# Safety Management Systems

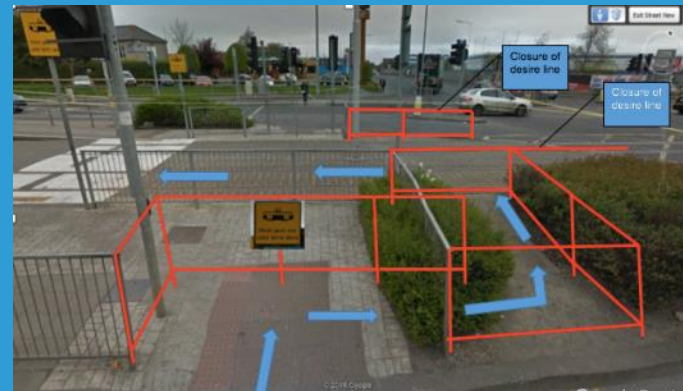
## ■ Review of Current SMS

- Procedures
- Policies
- Risk Assessments
- Continual Improvement

## ■ Full Network Risk Assessment

## ■ Work Towards ISO 45001 Accreditation

- Improved focus on Occupational Health and Safety



# Behaviour

## ■ "Always Safe" Culture

- New interactive site for staff called the HUB
- Staff Recognition Scheme "On-Track Awards"



## ■ Safety Forum 2018

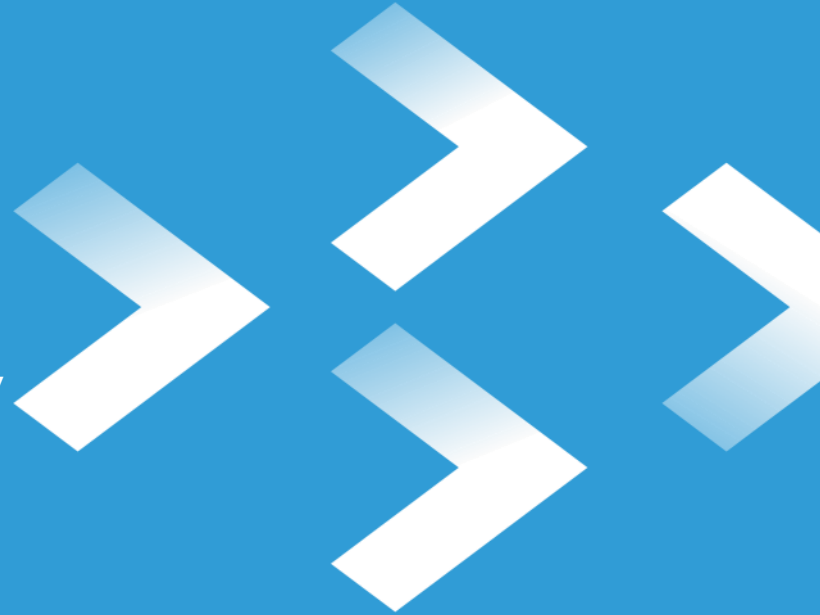
- Human Factors
- Strength Based Collaboration





# Outcomes

- **Safety now overarching function across business**
- **Buy-in from all management**
- **Improved Engagement by Staff in Safety Committees**
- **99% Customer Satisfaction (NTA 2018)**
- **On track to obtain ISO45001 in Q1 2019**







**Safety is no accident.  
It is everyone's responsibility.**





**Thank you!**

