



# Safety Culture Assessment for KeolisAmey Docklands

## The requirement

KeolisAmey Docklands Ltd (KAD) wished to assess the safety culture on the Docklands Light Railway (DLR) and to use the results to further enhance safety performance. There was also a franchise requirement for an independent assessment of safety culture in the first year of the franchise.

## Aims

Greenstreet Berman Ltd (GSB) were commissioned to conduct the assessment and to support development of an improvement strategy and action plan. The assessment needed to compare departments, provide a view as to the overall safety culture maturity and provide insights into reasons for reported attitudes and behaviours.

## What we did

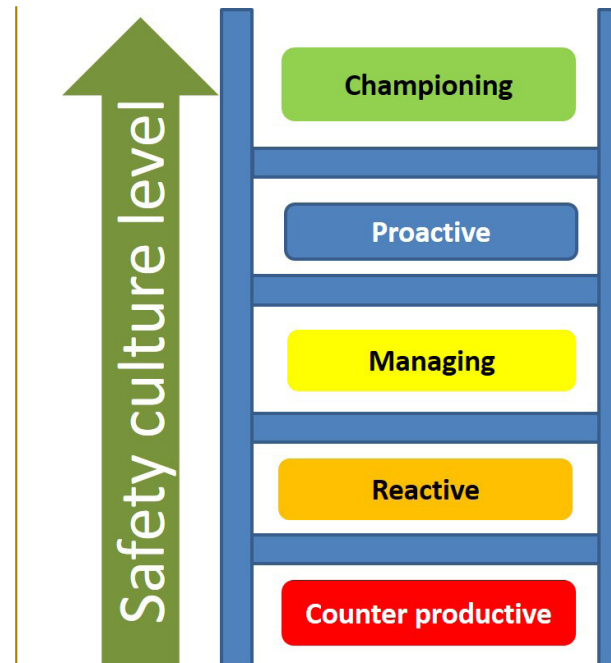
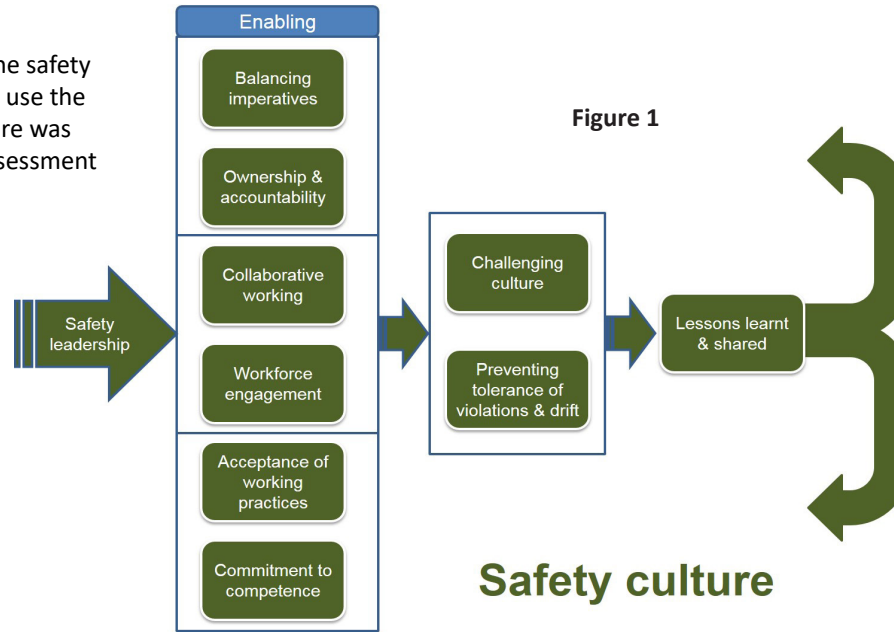
The assessment included a safety culture questionnaire to measure attitudes and behaviours, followed by diagnostic workshops with employees to identify factors shaping attitudes and behaviours.



The elements of culture covered by the assessment are shown in Figure 1. These elements were identified through review of safety culture methods and research, and represent a robust composite of recognised models of safety culture. A scale was used to evaluate results, as per Figure 2. The scale enabled an 'absolute' rating of safety culture maturity and comparison between safety culture elements, grades of staff and business areas. The evaluation scale is consistent with recognised good practice and latest research. The assessment achieved a high response rate of 63% with good representation of all business areas, roles and grades. This was made possible by a communications plan and earnest support from the KAD management team.



The findings were scrutinised by the KAD Senior Management team and shared with staff and safety representatives, and then fed into a safety culture improvement plan by KAD, having decided upon SMART safety culture objectives. The assessment identified particular opportunities for development.



**Outcomes**

A robust assessment of safety culture was provided, with results accepted by KAD senior management and staff. There were consistent themes throughout the organisation and from the questionnaire and workshops. The assessment noted many positive points such as 'strong ownership and personal accountability for safety' and 'proactive approach to challenging unsafe behaviour'. It also noted areas for further development, such as 'Performance can be seen to take priority over safety', 'Procedures and Maintenance Task Instructions', 'Incident investigations attributed blame rather than finding a root cause' and 'Limited recognition for good safety performance'. KAD specified specific actions, such as Safety and accident investigation training and Safety Representatives' roadshows, as well as employee recognition and an employee charter schemes.

**greenstreet berman**  
managing the human element of risk

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