



RAIL INDUSTRY SAFETY AND STANDARDS BOARD

2020 Rail Industry Take-up Assessment – Summary Report

July 2020



Introduction

The following is a summary report of the “2020 RISSB Rail Industry Take-up Assessment” undertaken for RISSB by MCM Strategic Communications (MCM) from May-July 2020.

The objectives of the take-up assessment were to independently gather evidence which:

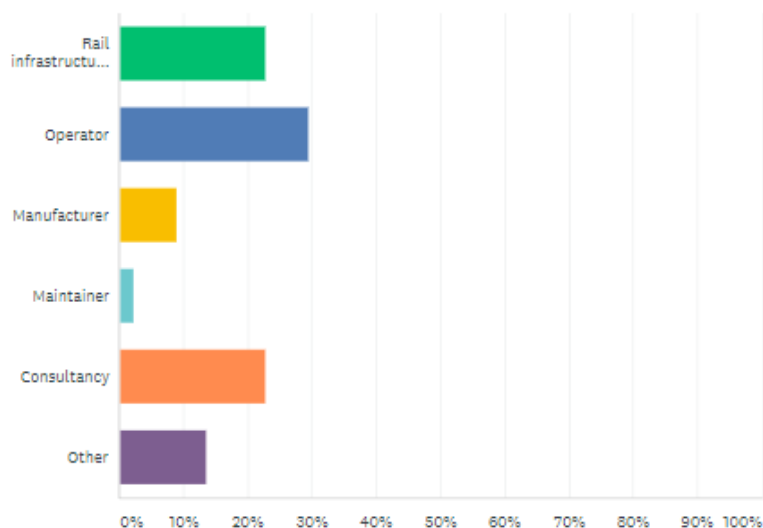
- Enables RISSB to determine the percentage of the rail industry which has taken up RISSB products/services;
- Provides RISSB with more detailed information about how its products and services are used (e.g. in full, in part, to inform); and
- Shows how much RISSB’s products/services influence the internal standards, documents and procedures of rail industry companies/organisations.

The assessment involved two components: an online survey completed by 44 rail companies/organisations (including 19 companies/organisations who are currently not RISSB members) and eight one-on-one interviews with senior executives from stakeholder companies/organisations.

The online survey and interviews canvassed RISSB’s products (which include standards, codes of practice, guidelines and rules) and RISSB’s services (which include conferences, forums, programs, training and communication). Of the 44 companies/organisations who completed the survey, the graph below shows the segmentation of respondents across the various rail sectors.

Which of the following most accurately describes the type of organisation you represent?

Answered: 44 Skipped: 0



ANSWER CHOICES	RESPONSES
▼ Rail infrastructure manager	22.73% 10
▼ Operator	29.55% 13
▼ Manufacturer	9.09% 4
▼ Maintainer	2.27% 1
▼ Consultancy	22.73% 10
▼ Other	13.64% 6
TOTAL	44

Stakeholder companies/organisations who undertook the one-on-one interviews included a rail infrastructure manager, two urban passenger operators, a regional passenger operator, a freight operator, a consultant, a constructor/maintainer and a government transport authority.

Key findings

RISSB products

1. There is an extremely high level of take-up of RISSB products in the rail industry with over 90 per cent indicating they use RISSB products in some way.
2. RISSB products are extremely influential in the rail industry, with more than 93 per cent stating their company/organisation was influenced by products developed by RISSB.

RISSB services

1. All companies/organisations surveyed indicated their organisations utilise RISSB services in some way.
2. RISSB services are extremely influential on the Australian rail industry, with over 90 per cent indicating RISSB services influence their company or organisation's internal documents, systems, practices or procedures.

Other major findings

- In broad terms, RISSB's external stakeholders believe that RISSB has improved in the past 12 months and that its credibility has continued to increase.
- RISSB products are, by and large, accessed directly from RISSB by the rail industry.
- Of all of the products that RISSB develops, the Australian National Rules and Procedures and the National Rules Framework are two of RISSB's more valuable and influential products.
- RISSB and all rail industry stakeholders should push on with the work RISSB is doing on harmonising rules on a national basis. It is the strong preference of stakeholders there should be a national set of rules.
- Based on information provided by RISSB, there are 303 individual users of the Australian Rail Risk Model across 34 different companies/organisations.
- Rail industry stakeholders believe that increasing awareness and implementing a more strategic approach to communication about RISSB products would increase the use of and adoption of these products.
- RISSB plays a vital industry coordination role for Australia's rail industry.
- The stand-out service provided by RISSB is its safety conference and it is an important industry learning and networking event.
- The "Horizons" program is actively promoting the next generation of rail industry leaders and therefore, it has a wide of level of support within the industry.
- RISSB's The Whistle Board communication is widely read within the industry and a majority of stakeholders agree that it is easy to read and keeps their organisation informed.

- The most effective form of RISSB communication with rail industry stakeholders is direct emails.
- There is a growing trend in government procurement processes for RISSB standards to be used by the successful bidder.

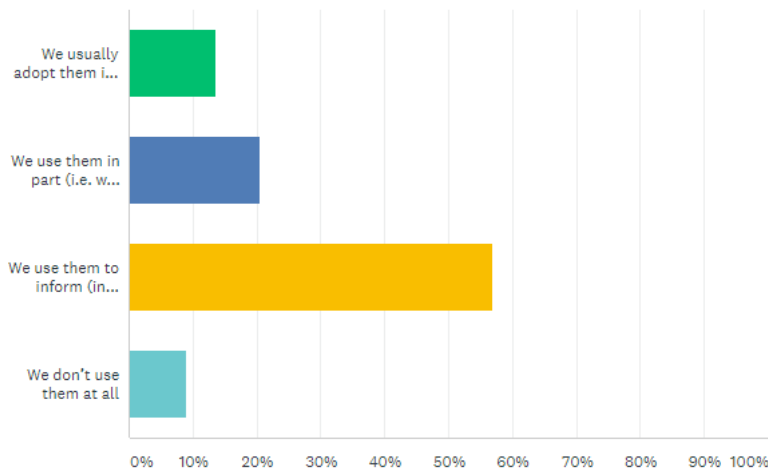
Detail – key questions

The three key questions of the 2020 RISSB Rail Industry Take-up Assessment focused on the take-up and influence of RISSB products and, separately, the take-up of RISSB services.

Take-up of RISSB products

What most accurately describes your organisation’s use of standards, codes of practice and guidelines which are published by RISSB?

Answered: 44 Skipped: 0



ANSWER CHOICES	RESPONSES
▼ We usually adopt them in full	13.64% 6
▼ We use them in part (i.e. we quote verbatim parts of them)	20.45% 9
▼ We use them to inform (in general terms) an internal document(s), systems, practices or procedures	56.82% 25
▼ We don't use them at all	9.09% 4
TOTAL	44

As shown above, the majority of stakeholders surveyed for this take-up assessment – in both the one-on-one interviews and the online survey – stated that they use RISSB products to inform, in general terms, their internal documents, systems, practices or procedures.

In the online survey, 25 of the 44 stakeholders (or 56.82 per cent) who responded to the question, which was directly about this, chose this option, i.e. the “inform” option. Nine (or 20.45 per cent) indicated they use RISSB products in part (they quote verbatim parts of them) and six (13.64 per cent) indicated they usually adopt them in full. The overall take-up of RISSB products in the rail industry is very high – 40 of the 44 stakeholders (or 90.91 per cent) indicated they use RISSB products in some way. This is also an extremely strong vote of confidence in the role of and work carried out by RISSB.

In commenting during the one-on-one interviews that they use RISSB products to, by and large, inform their own, stakeholders said RISSB products were not usually their first reference point when developing

standards. But they stressed that this wasn't because RISSB standards lacked quality or relevance. Rather, it was because the internal processes and procedures of their companies/organisations and local network rules they must comply with took precedence. Once these were taken into consideration, stakeholders agreed that checking the relevant RISSB product alongside the initial work they had conducted internally was an exercise that they have found extremely valuable. Indeed, stakeholders felt it was essential in helping to maintain high levels of safety in the Australian rail industry.

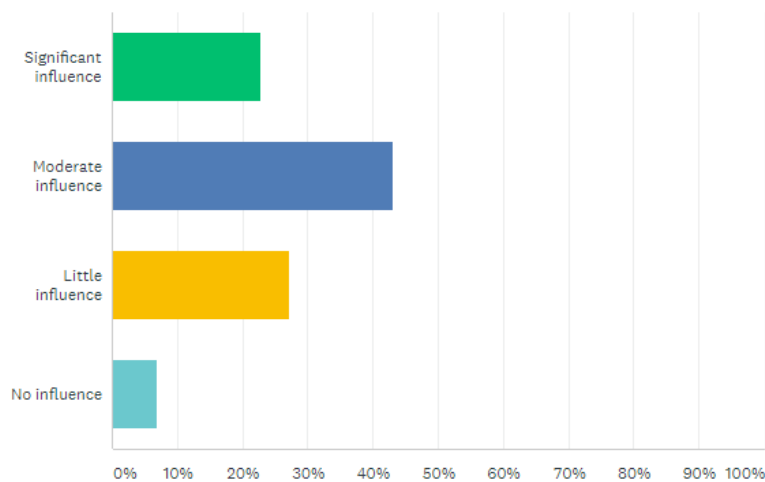
Given the co-regulatory regime which exists for oversight of rail in Australia, this makes RISSB products even more valuable.

Other comments about the overall take-up of RISSB standards included that contractors who successfully bid for work on major government contracts should comply with standards developed by RISSB and one stakeholder said that RISSB products are used on 75 per cent of their working rules and between 25-50 per cent of their internal procedures.

Influence of RISSB products

Which best describes how much your organisation's internal documents, systems, practices or procedures are influenced by products offered by RISSB?

Answered: 44 Skipped: 0



ANSWER CHOICES	RESPONSES
Significant influence	22.73% 10
Moderate influence	43.18% 19
Little influence	27.27% 12
No influence	6.82% 3
TOTAL	44

The one-on-one interviews and online survey for the take-up assessment demonstrated that products developed by RISSB have strongly influenced the internal documents, systems, practices or procedures of rail industry companies/organisations.

For the question in the online survey which directly related to the overall influence of RISSB products, more than 93 per cent (41 of the 44 respondents) stated their company/organisation was influenced by products developed by RISSB – another very clear positive result for RISSB. In relation to how much influence RISSB

products have had, 19 of the 44 (43.18 per cent) stakeholders indicated the level of influence was moderate, ahead of little influence (12 of the 44/27.27 per cent) and significant influence (10 of the 44/22.73 per cent). The feedback received during the one-on-one interviews demonstrated that a more accurate description of the “little influence” category would be “a little influence” because “a little influence” illustrates that RISSB products are still influential.

Answers provided during the one-on-one interviews showed that, by and large, RISSB products have a moderate influence on the rail industry. Again, these responses were more about the influence being across a broad scale (without the same level of impact as the other categories), as opposed to being less influential.

During the interviews, stakeholders made the point that because some industry measures are not legislated, it is important that the work that RISSB does developing products continues to have a high level of influence on the rail industry. Stakeholders praised RISSB for the coordination role it plays in the rail industry, with one describing its product development processes as a “collegiate environment” for the industry. On this, also valuable for stakeholders has been the “combined wisdom” of the industry that RISSB “facilitates”. Another comment made during the interviews was that RISSB products help to ensure that rail industry companies/organisations are doing everything they can to minimise and eliminate risk. Comments made included:

- “There is a significant influence.”
- “The combined wisdom of the various infrastructure managers from around Australia which RISSB facilitates is very useful for us.”
- “I would suggest that they are our first point of reference.”
- “The standard is a defence for us to say we’ve complied with everything we can.”
- “We want to harmonise where possible.”

National Rules and Procedures/National Rules Framework

Information provided by stakeholders as part of the take-up assessment has indicated that the Australian National Rules and Procedures and the National Rules Framework are two of RISSB’s more valuable and influential products, of all of the products that RISSB develops. This was the picture that emerged from both the one-on-one interviews and the online survey. The Operational Concept for the Australian Railway Network is also seen as being of value.

The other key theme which came through during the interviews was that RISSB – indeed, all rail industry stakeholders – should push on with the work it is doing on harmonising rules on a national basis. It is the strong preference of stakeholders there should be a national set of rules.

One stakeholder made the point that there are also economic benefits (i.e. cost savings) which would result from more uniform national rules, as well as safety benefits.

Australian Rail Risk Model

The Australian Rail Risk Model (ARRM) is an integral part of the suite of products that RISSB has developed.

Following consultation between RISSB and MCM, it was agreed that asking a question or questions about it in the online survey had the potential to return a set of results which would not accurately portray the take-up and influence of the ARRM. This is because access to the ARRM is almost entirely restricted to companies/organisations which are members of RISSB.

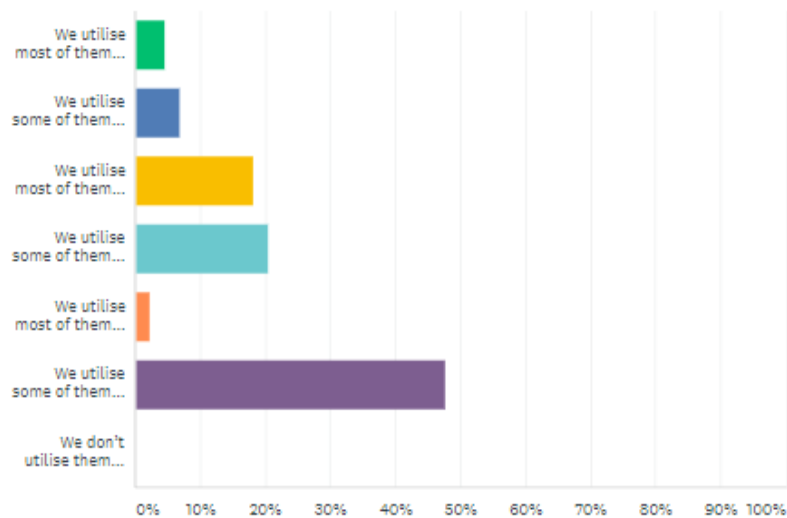
Feedback about the effectiveness and influence of the ARRM during the one-on-one interviews was positive. Comments about the ARRM included:

- “The roll-out of their risk model and how best to use that is something that needs to continue.”
- “The first port of call should be the RISSB risk model.”

Take-up of RISSB services

Overall, which best describes how much your organisation utilises services offered by RISSB?

Answered: 44 Skipped: 0



ANSWER CHOICES	RESPONSES
▼ We utilise most of them a lot	4.55% 2
▼ We utilise some of them a lot	6.82% 3
▼ We utilise most of them on a regular basis	18.18% 8
▼ We utilise some of them on a regular basis	20.45% 9
▼ We utilise most of them occasionally	2.27% 1
▼ We utilise some of them occasionally	47.73% 21
▼ We don't utilise them at all	0.00% 0
TOTAL	44

Feedback from stakeholders in the one-on-one interviews was that the take-up of RISSB services by the rail industry was slightly higher than what the results of the online survey showed.

While the highest response about the overall take-up of RISSB services in the online survey was that 21 of the 44 respondents (or 47.73 per cent) stated their companies/organisations utilise some of RISSB’s services occasionally, stakeholders who were interviewed said they either utilise some of them on a regular basis or some of them a lot.

During the one-on-one interviews, the reasons given for the variation in utilisation of RISSB services included differing levels of existing expertise within companies/organisations. For example, some companies/organisations have very few staff who devote a significant amount of time to working on rail operations and related issues (because such companies/organisations are not solely focused on rail), while

for others, it occupies their entire working day. For those in the former category, RISSB services have probably been just as valuable, if not more valuable, than those in the second.

Another comment which was frequently made during the one-on-one interviews was that the level of take-up of RISSB services is directly linked to how relevant the service RISSB provides is to the individual industry stakeholder. For services which are directly relevant, there is a high take-up, but take-up is less for services that a stakeholder views as less relevant to the company/organisation they represent. This is also the major reason why there is not universal high levels of utilisation of all services, i.e. the utilisation is spread across a broad range of services.

Stakeholders said networking and learning were among the major benefits of RISSB services.

Other qualitative feedback

A number of comments, suggestions and ideas were made by stakeholders through the online survey and in the one-on-one interviews including:

- Increasing awareness and implementing a more strategic approach to communication about its products would, according to many stakeholders, increase the use of and adoption of RISSB products.
- RISSB should consider promoting itself more, including making the industry aware of the extent of adoption of RISSB products.
- Include the risk and/or efficiency argument as an integral part of the standard.
- Improve the development process from concept to product. If there is an idea proposed for a product which is accepted, then it would be beneficial to do initial scoping work to determine exactly what that product should be, before taking it to a development group.
- Perhaps offer company workshops on various products aimed for the individual company business.
- Provide standards and guidelines for light rail and tram networks.
- Continue to provide updates on new releases and progression of products under development.
- The products on offer are excellent and very diverse across the rail sector; consider a condensed summary on each of the publications highlighting the key “take-away” from the publication.
- Greater engagement with states and territories to gain government alignment to the RISSB value proposition. Governments need to lead in this space.
- Publicise them more; there is a need for decision-makers (particularly in government) to understand what the standards include and why they are the “right” standards to adopt nationally.
- I was very interested in the international rail conference that RISSB co-chaired in Perth last year.
- Very professional events.
- The networking opportunity is key to conferences.
- It allows an in-depth glance into what other organisations are doing about problems we are facing.
- If you want to do the railway fundamentals, you can only get that from RISSB.

RISSB specialist forums

- It's a good way of sharing techniques that others use and best practice.
- The fact they hold those seminars is certainly appreciated by us.
- We've got somebody on every single one of the specialist forums they run, with the exception of one.

Horizons program

- It is a great program for young, emerging engineering/technical talent.
- It's a fantastic way that young people can gain competence and networks/connections.
- The people that we put through it have given really glowing feedback.
- The guy we sent on it learned a lot; that's definitely worthwhile.

The Whistle Board/other RISSB communication

- It provides you with information on the status of certain development groups and training.
- I ensure that I look at it to ensure I don't miss anything.

RISSB'S value to industry

- For us, they have the capacity to make a huge difference by tackling the biggest, thorniest problems at an industry level.
- RISSB is a valuable asset, but somehow, we need to push it up the pecking order.
- I'm constantly amazed about the work they do with the resources they've got.
- I love their attitude too – they've always got a "can-do" attitude.
- The concept of having a RISSB is a value-adding proposition in itself.

Other comments about RISSB products/services

- RISSB does a great job in pushing forward with different requirements for change. The more players that are involved...the better RISSB will be.
- No-one's going to argue the RISSB products like RISSB.
- RISSB could lead or facilitate more innovation or trial of new technologies.
- More online webinars and other online platforms for access to conferences.
- It's good to see RISSB's efforts to work with the light rail industry.
- Review the distribution lists held by RISSB and establish improved and targeted connections to key industry players to ensure each company has a key nominated person for comms, focus on material issues that address safety, efficiency and productivity across the industry (as a priority). RISSB should be driving items that will change the industry fundamentally; do fewer things better. Helps us to stay up to date with industry innovations and developments.

- Get input by the industry and particularly SMEs (small-to-medium enterprises) into development of standards, procedures and rules greatly assists with regards to assurance and risk management.

Stakeholder participation in online survey

The 44 stakeholder companies/organisations who participated in the online survey were:

- Rail Projects Victoria;
- Department of Planning Transport and Infrastructure, SA;
- Fortescue;
- Liberty;
- UGL;
- Queensland Rail;
- Strukton Rail;
- Dakar Risk;
- Aurizon;
- Arup;
- TasRail;
- Marling Group;
- Sydney Trains;
- Transport for NSW;
- Keolis Downer;
- BHP;
- KiwiRail;
- Asset Standards Authority, Transport for NSW;
- Yarra Trams;
- CBP Contractors;
- Alstom;
- GoldLinQ;
- Australian Rail Track Corporation;
- McConnell Dowell;
- Laing O'Rourke;
- Downer Group;
- Loram;
- Arc Infrastructure;
- Lycopodium;
- John Holland;
- VicTrack;
- Adani Australia;
- Lendlease;
- Pacific National;
- Office of the National Rail Safety Regulator;
- Metro Trains, Melbourne;
- Metro Trains Sydney;
- Calibre Group;
- One Rail Australia;
- Abbott Risk Consulting;
- Bombardier;
- Holistic Systems and Assurance;
- Puffing Billy; and
- Qube.