

Two Years On from the Brady Review

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What have we seen?

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- **Brady Review** of all fatal accidents in Queensland mines and quarries from 2000 to 2019
- **Queensland Coal Mining Board of Inquiry**
- **Noetic HRO Benchmarking** Summary Report for Queensland Resources Council

High Reliability Organisations.

HROs look at their **systems**.

- Not an off-the-shelf solution
- Diagnosing what's wrong with your **existing systems** and making them better
- Requires sustained commitment

HROs focus on **practices**.

- Culture is driven by **practices**, not just words
- HROs embed the practices that support the right organisational culture
- HROs remove the practices that sabotage the right organisational culture

HROs are driven by **leadership**.

- HRO principles are about reliability and predictability
- HROs are **highly predictable** organisations
- Safety is only one outcome of becoming more predictable

HROs learn how they **really** work.

- ‘Bad news’ gives you the valuable information you need to **diagnose** where your systems aren’t working
- HROs ensure bad news is able to **flow freely**
- HROs **welcome** bad news
- HROs **act on** bad news

Industry – mining
for valuable news.

Industry – mining for **valuable news**.

- Regulator encouraging HPI reporting
- Sharing information within the industry
- Danger of driving safety metrics down

Summary.

- **Regulator** needs to balance regulation and learning
- Industry needs the engagement of **senior leaders**
- Industry needs to embed practices that support the flow of **valuable news** about the way things are actually working – in order to increase predictability and prevent harm



Thank you

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To learn more about HROs and the route to a safer industry, listen to *Rethinking Safety* wherever you get your podcasts