

# Curriculum Vitae

## Alan Ross

### Summary

Nationality Australian (since 1982)/British by birth  
Address A & K Ross Associates Pty Ltd ABN 90 108 849 654  
PO Box 283, Kangaroo Ground, Victoria 3097, Australia  
Telephone/Fax (03) 9712 0704 or (03) 9712 0769  
Mobile 0407 842 537  
Email info@akra.com.au  
Web www.akra.com.au

### Academic and Professional Qualifications

- BA (Hons) Open University (History & Technology Majors) (UK)
- Graduate Diploma in Occupational Safety & Health (Curtin University - WA)
- Member of Institution of Occupational Safety & Health (UK)
- Registered Safety Practitioner (UK)
- Member IGA Panel of Independent Rail Accident Investigators (Canberra)
- Lead Auditor - ISO9000 Quality Systems
- Auditor - International Safety Rating System/Rail Operators Audit Rating System
- Auditor - International Environment Rating System
- Master of Science (Astronomy – Swinburne University) – in progress

### Responsibilities and Experience

Alan Ross is currently a Principal of A&K Ross Associates Pty Ltd (AKRA). AKRA is a group with a range of skills and work that includes the development of occupational health, safety and environment management systems, including Safety Cases, and all aspects of industrial risk management; rail safety/HS&E audit and accreditation; accident investigation; expert witness; training/workshops; professional writing and media activity; public relations and lifestyle programmes. AKRA clients include 16 Victorian based and two NSW based rail companies; Victorian Government, WA Government, NSW Government, Waterfall Special Commission of Inquiry, VicRoads, engineering consultants, engineering construction contractors, tertiary institutions, aviation companies, local wineries, professional journals & societies, restaurants and newspapers. Other activities have included contracted work with Det Norske Veritas (DNV) as a Principal Engineer for a number of clients in the Victorian chemical industry. This work included preparing risk based Safety Cases to meet the requirements of the Victorian Major Hazards Regulations (2000).

Alan Ross has worked and is working extensively in the Victorian rail industry with respect to Regulatory compliance for project work, material change and the management of risk associated with such change. He is also active as an independent rail accident investigator.

Previous experience is summarised in the following pages.

## Details of previous Professional Experience

### *Victorian Department of Infrastructure*

*Executive Director of Public Transport Safety*, recruited from the UK to manage the rail safety requirements for the major (and unique in Australia at the time) transition from a State-owned public transport system to a fully privatised and fragmented system. Active initiatives were incorporated into the processes of that task to change the culture of the industry and its relationships, both within the industry and with the Regulator. Detailed processes were established to implement new Regulations in the rail and bus industries approximately 60 rail organisations and 1000 bus operators were subsequently accredited under relevant State legislation. In the rail area this was essentially a risk based Safety Case regime. Achieved ISO9002 Quality Systems accreditation for the Directorate. Represented Victoria on several national bodies. Managed a team of 18 staff + some contractors.

### *Railtrack (UK)*

*Head of Strategy & Resources, Safety & Standards Directorate* for the owner of the entire rail infrastructure of the UK with the exception of London Underground and Eurotunnel. Responsible for the development of strategic plans and targets in rail safety covering the 50+ train operating and infrastructure maintenance companies that comprised what is known as the Rail Group. This task involved working in close liaison with all of those companies, each of which is an independent commercial organisation. The end product of this was an annual risk based Safety Plan that had a strong emphasis on shifting the culture of the industry to match the new environment. All members of the Rail Group operated under a Safety Case that was approved and audited by Railtrack Safety & Standards Directorate.

### *Eurostar (UK)*

*Head of Safety* for the UK component of a consortium that operates high-speed trains from London to Paris, Brussels, Amsterdam, Cologne & other destinations in Europe. Responsible for the development of Company risk based safety policy and procedures + preparation and management of the two Railway Safety Cases that governed Company activities. Responsible for interface liaison with Railtrack, Eurotunnel, SNCF (France) and SNCB (Belgium), and the (international) members of the consortium. Worked closely with the other members of the consortium (SNCF and SNCB) to develop a unified safety culture, particularly among the safety critical staff such as Drivers and Train Managers. Worked with international industry bodies on various standardisation projects. Provided strategic direction on rail safety issues for the high speed Channel Tunnel Rail Link between London and the Channel Tunnel.

### *Abu Dhabi Gas Liquefaction Company (ADGAS) - United Arab Emirates*

*Head of Safety & Loss Prevention* for an operation producing 7 million tonnes per annum of liquefied natural gas (LNG); liquefied petroleum gas (LPG) + significant amounts of pentane+ and elemental sulphur. Responsible for establishing Company policy on health, safety and the environment and ensuring that policy aims were met through day to day activities on a very large major hazard facility. Directly involved in a major construction project, working closely with the managing contractor to achieve defined safety targets. Followed a risk-based approach to safety management. The Company achieved the highest industry standards for health, safety and environment, often in challenging circumstances. Developed specific safety culture initiatives to ensure that the disparate and diverse ethnic nature of the workforce did not compromise safety. Achieved regional industry best performance. Dealt with issues related to the Gulf War. Managed a team of 30 staff.

## Curriculum Vitae Alan Ross

### *CHARM Safety*

*Principal* for a small but busy consultancy, working mainly in Western Australia and providing occupational health and safety services to the mining industry (gold, diamonds and iron ore); engineering construction; mineral sands/chemical and hydrocarbon industries. During this time was contracted to manage the production of a Total Hazard Control Plan (an early form of Safety Case), under the requirements of the West Australian Department of Mines.

### *Woodside Offshore Petroleum*

*Safety Manager for a Company* producing 6 million tonnes per annum of liquefied natural gas (LNG) for export, mainly to Japan, significant amounts of natural gas liquids/light crude oil, as well as providing most of the domestic gas supply for Western Australia. Recruited from the UK to establish a safety programme for the offshore component of the North West Shelf Project. Later assumed responsibility for such matters across all company activities. Responsible for setting Company policy on safety and ensuring that the policy aims were met through day to day activities. Closely involved in two major construction projects, offshore and onshore as well as a busy programme of exploration from the North-West Shelf to the Timor Sea. Followed oil industry best practice and risk based enhanced safety management techniques. Participated in a major Safety Case exercise post Piper Alpha disaster (the first of its kind in Australia). Achieved Australian industry best performance. Represented the Company at several domestic and international forums. Ran a busy offshore fire fighting and sea survival-training center. Managed a team of 14.

### *Total Oil Marine (UK)*

*Offshore Installation Manager/Production Superintendent* on an operation producing up to 84MSCM/day of natural gas, about 30% of the UK gas supply at the time. Line responsibility for large offshore production facilities in the northern North Sea at a time when such developments were pushing the limits of technology. Responsible for the efficient, safe running of the facility as well as meeting tight contracted gas requirements. Prepared and delivered a major training programme for an expansion project. Achieved safety performance equal to the best in the North Sea at the time with zero time lost due to industrial disputation. Managed an on board crew of up to 200 personnel with additional responsibility for up to 600 more at times on an adjacent floatel..

### *ICI (UK)*

*Production Supervisor*, round-the-clock-operation producing ammonia, methanol, nitric acid, ammonium nitrate, around 1000 tonnes/day production rate. Elected Shop Steward. Chaired Works Safety Committee. Responsible for a team of 8.

### *Royal Air Force*

*Pilot*, flew twin-jet Canberra PR7 photo-reconnaissance aircraft operationally in the UK & Germany (NATO) – at the height of the ‘cold war’.

## Curriculum Vitae Alan Ross

### **Other skills/training (A representative selection from a much longer list)**

Offshore Survival & Fire Fighting RGIT 1976-80  
Quantitative Risk assessment - SIPM 1982  
Fire Fighting Training – Texas A&M 1982  
Hazard & Operability Study (HAZOP) - SIPM 1982  
Train the Trainer - SIPM 1983  
Statistical Analysis - SIPM 1984  
Human Factors - SIPM 1985  
OH&S Auditing - DNV 1993  
Environmental Auditing - DNV 1994  
Railways Quantitative Risk Assessment - DNV 1997  
Strategic Safety Management Program (Rail) – AD Little 1998  
Managing Cultural Change in the Rail Industry - AD Little 1998  
Enhanced Audit Management (Rail) – AD Little 1998  
Human Factors - ATSB 1999  
Rail Accident Investigation - UNSW 2001  
Rail Operators Assessment Rating System (ROARS) - DNV 2002  
Integrated Safety Management Systems – Singapore Aviation Academy - 2005

**Alan Ross** has led and participated in numerous HAZOPs; Quantitative and Qualitative Risk Assessments, Health & Safety and Rail Safety Audits in a range of industries and environments. Has led and participated in a number of incident and accident investigations in the oil and rail industries. Has produced and delivered a wide range of training materials

### **Papers/publications**

A representative and relevant selection from a much longer list is given below:

- Managing cultural diversity in a major construction project (LNG Trains 1 & 2 - North-West Shelf Project) SIPM Annual Safety Conference, The Hague, 1985
- A study into the common links between high profile major disasters and day to day accidents in industry. Safety Institute of Australia Conference, Perth 1989
- An assessment of an IBM study into cultural diversity as it affects safety performance Safety Institute of Australia Journal May 1991
- Strategic cultural shift in the longer term - the search for the optimum self designing high reliability organisation IOSH Journal October 1996
- Proactive performance indicators for measuring safety in industry IIC Conference, London April 1997
- The flawed philosophy of Safety Case (Part 1) IOSH Journal November 1998 – (Part 2) recently submitted for possible publication.
- The Railway Group Safety Plan, 1998-99 Railtrack November 1998
- International Rail Safety Conference – Perth 2004 – paper on Safety Management & Governance

**Curriculum Vitae**  
**Alan Ross**

**Other points that may be of interest**

- Strengths include an ability to relate effectively to all levels and shades of society
- Good communicator and people manager
- Extensive and successful experience of team management
- Extensive experience of a 'unionised' workforce, from both points of view
- Involved in 3 local environmental and wildlife management schemes
- Member of the Naval & Military Club (Melbourne)
- Member of the Rail Study Association (UK)
- Founder Member of the A1 Steam Locomotive Trust (UK)
- Member and Shareholder of the Bluebell Railway Preservation Society (UK)
- Member of the German Railway Society
- Lifelong interest in and wide knowledge of railways
- Licensed to fly Ultralight aircraft - Aerochute