



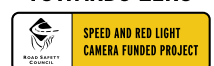
INDUSTRY ROAD SAFETY ALLIANCE – PARTNERSHIP PROGRAM CASE STUDY

"it's all about shared responsibility"

As at 29/1/2010



TOWARDS ZERO



getting there together

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"it's all about shared responsibility"

PARTNERS

BHP Billiton Worsley Alumina
Wesfarmers Premier Coal
Perdaman Fertiliser and Chemicals
The Griffin Group
Verve Energy
Newmont Boddington Gold
Road Safety Council
Main Roads WA
Department of Transport
WA Police
WALGA (RoadWise)
Shire of Boddington
Shire of Harvey
Shire of Collie

ALLIANCE AIMS

This Industry Road Safety Alliance (the Alliance) promotes a cooperative approach towards improving road safety and reducing trauma on road networks within the Alliance members' sphere of influence. The Alliance objectives include the adopted Safe System Model for Road Safety as well as using WA's *Towards Zero* Road Safety Strategy, as a guide.

Objectives include:

- To drive a coordinated and proactive approach to road safety;
- To identify and address road safety hazards;
- To participate in safety improvement on road networks that service the Alliance membership; and
- To improve road safety and reduce road trauma by working together to educate workforces and communities within the Alliance's sphere of influence.

OVERVIEW

The Industry Road Safety Alliance spans six major corporate operations, three local government shires and includes four State Government departments. The Alliance engages over 10,000 employees and contractors with geographical reaches from Boddington to Collie in the south west of Western Australia. What makes this Alliance unique is that the initiative was developed very much at the grass roots level. Corporations, such as BHP Billiton Worsley Alumina (Worsley), have taken a lead role to develop a 'community based' solution to road safety from the start and have shaped the Alliance into a meaningful

initiative appropriate for the community in which they operate. The Road Safety Council's Partnership Program (managed via the Office of Road Safety) strongly supports this level of innovation for corporate social responsibility and community engagement. Whilst the Alliance has not been framed into the formal Partnership Program process the Road Safety Council's participation and assistance to this Alliance is essential. What drives innovation are people in organisations who can see the value of solving problems that benefit many and not just a few.

Over the past 12 months, the Alliance has led a range of road safety initiatives and improvements including road upgrades, better street lighting and the provision of car parks, as well as heavy haulage curfews, bus services, speed restrictions and driver education campaigns.

CURRENT PROJECT STATUS – STAGE 3 IMPLEMENTATION

Recently the partnership has renewed activity with Black Swan Nickel, even though operations at this location remain on hold.

KEY DRIVERS

- BHP Billiton Worsley Alumina were conscious and concerned about potential impacts of the large number of construction projects within the Peel-Harvey region.
- Newmont Boddington Gold were having discussions with the Office of Road Safety as to road safety concerns and impacts around Boddington.
- The South West Regional Road Safety Committee also raised concern about the increased traffic demands due to industry expansions around the South West.
- All stakeholders saw this alliance as an opportunity to get the private, government sectors and community involved in a regional approach to road safety.

KEY ACHIEVEMENTS

The Alliance was formed in November 2008 and key achievements to date include:

- Continued work on the implementation of WA's Road Safety Strategy – *Towards Zero*.
- Established an annual calendar of regionally-relevant road safety topics, including support resources, available every second month to workforces and the general public. This included road safety billboards on key routes.

- Conducted major education and awareness campaigns at peak travel times such as Easter and Christmas. These involved additional materials being distributed to workforces and the general public; advertising; variable message boards; and driver reviver stops.
- Endeavoured to reduce traffic volumes by introducing bus services and encouraging car pooling among Alliance members.
- Established off-site car parks along major travel routes to reduce unsafe, ad hoc parking and support the initiatives above.
- Introduced heavy haulage curfews on key travel routes to reduce the dangers associated with light and heavy vehicle mix, and the impact on the travelling public and local communities.
- Provided a direct complaints system at each major workplace whereby motorists could report at-risk driving to police.
- Reviewed and reduced speed limits on several routes in the region, at the request of Alliance members.
- Introduced state-of-the-art technologies. For example, 'opti-alert' glasses that monitor the eye-blinking rate and trigger an alert if a driver records a slow blinking rate – a sign of fatigue (Newmont Boddington Gold Mine).
- Worked with local police to provide data on peak workforce travel times and routes, for targeted enforcement, ensuring the most significant impact on safety for the wider travelling public.
- Encouraged and supported Alliance members to adopt *WA's Road Safety Fleet Safety Guidelines* and ANCAP safety ratings in the procurement process.
- Improved roads and roadsides, as recommended in the Worsley study and through other feedback mechanisms.

"Safety and achieving zero harm is BHP Billiton's key value and that approach does not end at the gates into and out of operations. We want our people to be able to travel to and from work safely every day. Given the location of BHP Billiton Worsley Alumina's operations and the increasingly busy and ageing road network that services them, it is a challenge we cannot meet on our own. We welcome the opportunity to work in partnership with other major road users and road authorities to make a positive difference on our roads, not only for our workforce, but for the broader communities in which we operate."

Warren McKenzie

**Project Director
BHP Billiton Worsley Alumina**



ABOUT THE SAFE SYSTEM

The 'Safe System' views the road transport system holistically by seeking to manage the interaction between road users, roads and roadsides, travel speeds and vehicles.

The Safe System recognises that it is probably not possible to prevent all crashes but aims to prevent those that result in death and serious injury. While efforts will continue to prevent crashes, when they do occur, there are three factors that directly influence the severity of the outcome: the protection provided by the vehicle, the speed at which it hits/stops, and the nature of the object it hits. We can manage these factors to keep crash energies below our physical limits.

Central to the Safe System (Figure 1) is an acknowledgement of our limited ability as humans to tolerate physical force. The Safe System aims to manage crash energies to prevent death and serious injury. It also recognises that human error in the system is inevitable no matter how educated and compliant we are in obeying traffic laws.

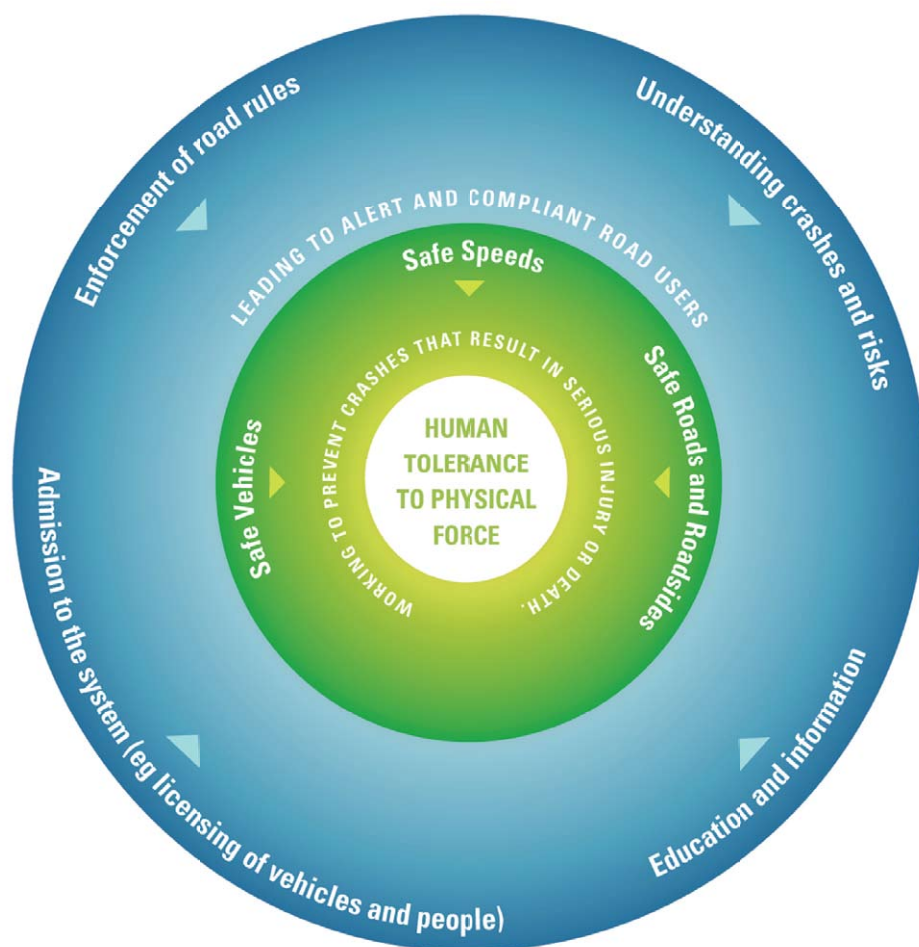


Figure 1: The Safe System (Source: Towards Zero 2008-2020 Strategy, Road Safety Council 2008 p 19).

THE PARTNERSHIP PROCESS

The partnership process design is based on the tried and tested four-stage Business Improvement Model (Figure 2). This model has been adopted to provide the most collective benefit for partner organisations and the Road Safety Council. The partnership process incorporates several other specific tools and techniques, such as the 'Win Win' Model and the OLA problem solving process, which can be viewed in more detail in the Road Safety Partnership Program publication.

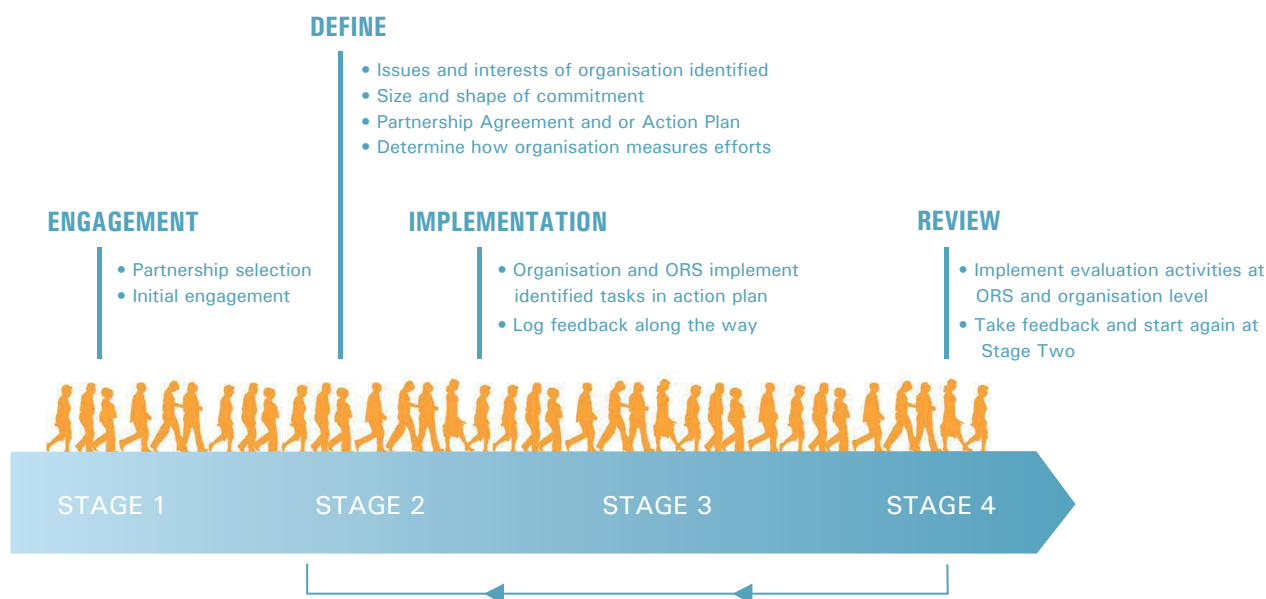


Figure 2: Overview of the Partnership Process

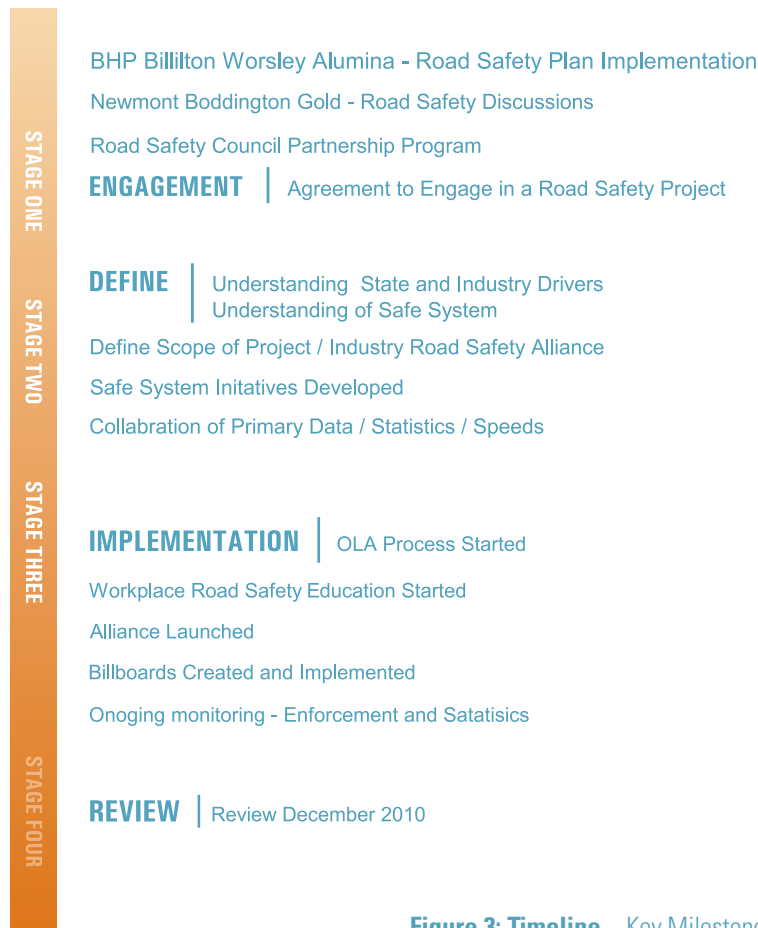


Figure 3: Timeline - Key Milestones in progress.

DEVELOPING AN ALLIANCE

The companies working in the Peel and South West region realised they could not deal with all the road safety hazards in isolation and that they had little authority over the local road network. In response to this, the Alliance was developed.

STAGE 1 - ENGAGE

- Identify Alliance members

In BHP Billiton Worsley's Road Safety Study, other major road users around the busy resources centres of Boddington and Collie and relevant road authorities were identified. Worsley, initially following through on the recommendations from its report, was central in bringing these key players together.

In parallel, but not directly related, the Office of Road Safety through the Partnership Program was also implementing a State Road Safety initiative for corporate engagement and was in discussion with Newmont Boddington Gold regarding opportunities to partner in road safety. Both organisations, (Worsley and Newmont) wished to collaborate, individually influencing their own sphere of responsibility to collectively achieve a greater road safety benefit.

The benefits of all players working together were evident from this first meeting and the scope of the group was broadened to form the Industry Road Safety Alliance.

- Identify stakeholders

In addition to meeting the needs of mitigating immediate corporate road safety risks, the Alliance members collaborated with the other major companies operating in the area; local Police, Local and State Government, and the community to maximise outcomes from Alliance activities. This integration of both industry and public sectors brought the strengths of both worlds together, and also allowed both sectors to raise and rectify concerns or risks collaboratively and quickly, as all members have a common goal.

STAGE 2 - DEFINE

- What is the size and shape of our road safety issues?

Defining the geographical area to be covered by the Alliance was difficult, given the amount and type of traffic, and issues in the busy Peel and South West regions. Since the bulk of local resources and industrial development, creating large traffic volumes, were around Boddington (Worsley expansion and reopening of the Newcrest Boddington Gold Mine) and Collie (Worsley expansion, Griffin's Bluewater Power Stations, reopening of Verve's Muja Power Stations, Perdaman Chemicals and Fertilisers' new urea plant), this region was chosen as the focus area. In addition, the workforce pool was based largely in Mandurah and Greater Bunbury area. It was felt expanding the

Alliance's geographical coverage area would broaden the issues and the membership base too thinly for real achievements to be possible.

Alliance members agreed to focus on the areas of road safety where they could make a difference: educating workforces (large traffic volumes) on important road safety topics; identifying and addressing local road safety issues; and driving a proactive and coordinated approach to road safety.

- Using the OLA problem solving process:
 - **O - Objective Data** was initially provided through two main sources: the Worsley's independent road safety plan and state road safety statistics for the South West region. Currently, ongoing data is provided through feedback and information from Alliance members, the WA state crash and serious injury statistics, vehicle traffic counting strips (vehicle classifiers) and ongoing Police enforcement data. This includes speed and traffic data collected by local councils; local road policing statistics and information; fatality and serious injury geographical data: alcohol and drug testing of member workforces; road safety issues raised by member workforces, Police, local shires, service providers and communities.
 - **L - List of Solutions/Actions.** Where possible, road safety research is used as the foundation for any initiatives developed, State or international research, validated through the Office of Road Safety. Issues and the resulting actions are tracked in the minutes of the Alliance's monthly meeting. A road safety calendar of educational topics was also prepared, with education information and resources distributed by each Alliance member, to its sphere of influence, on a bi-monthly basis. Key Performance Indicators are also being set by the Alliance members to assist in monitoring the road safety outcomes being achieved.
 - **A – Action Plans.** The initial action plan was provided through the Worsley Road Safety plan which. This report followed the Safe System Model for road safety, and Worsley was the major expansion project at the time. For the ongoing actions, rather than use a formal action plan template, Alliance members use their regular meetings to document what actions they are planning and when. All actions are allocated to members, who then report back on progress at the next meeting. Ongoing reports include Police patrols and enforcement, fatalities and serious injuries, vehicle classifying counters on selected roads and a local update of initiatives and or concerns.

STAGE 3 - IMPLEMENTATION

Alliance members agreed to meet monthly and use formal minutes to track actions and key issues. All Alliance members also have the opportunity to chair the Alliance on a three monthly basis, this also allows of all members to have the opportunity to lead the group.

STAGE 4 - REVIEW

The partnership agreement is for two years, and at the end of this period, the partners will hold a review meeting, assess actions implemented, results and lessons learned. Importantly, they will also consider whether they will sign on for another two year agreement.

INITIAL OUTCOMES

The Alliance has been credited with helping to reduce death and serious injury and improving driver behaviour on roads in its sphere of influence.

WA Police reported a drop in road trauma and an improvement in driver behaviour in the Alliance focus area during the 2008-09 Christmas/New Year period, and during Easter 2009. The Alliance arranged major road safety campaigns during these peak times, which included television, radio and print advertisements; traffic coordination to avoid a mix of holiday and workforce traffic; workforce and driver education materials, including toolbox talks and variable message boards; and targeted police enforcement.

Police report that drivers have a high awareness of and appreciation for Alliance activities. Similar anecdotal evidence about improved driver behaviour has been received from Alliance member workforces and the general public. Awareness levels have increased to a point where there is an emerging sense of community ownership for road safety in the region.

"The Industry Road Safety Alliance is a testimony to the members involved who have united under the Towards Zero vision to help reduce deaths and serious injuries on the roads within their community and region. This Alliance and other similar Partnership Programs have received worldwide notice with groups such as the OECD (Organisation for Economic Co-operation and Development) and the World Bank who are interested in how private and public sectors develop joint road safety initiatives."

James Newton

**Manager, Partnership Program
Office of Road Safety**



ALLIANCE PERSPECTIVES – NEWMONT BODDINGTON GOLD

Safe and efficient transport is one of Newmont Boddington Gold's highest priorities. Social Responsibility Manager, Annette Dix, says that a number of initiatives have been introduced along one of the main road routes, from Boddington to Bunbury Port, with an expected 16 truck movements per day at peak production.

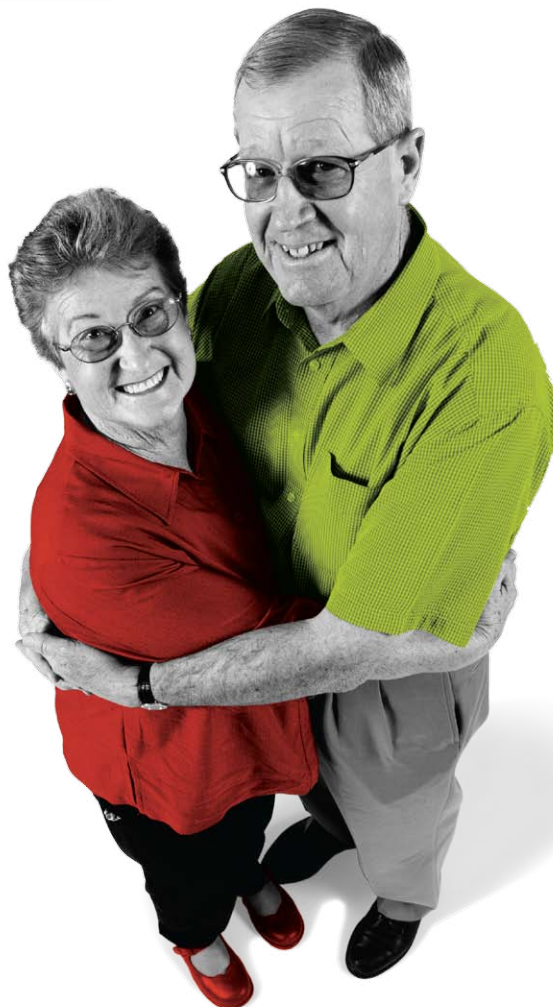
"State of the art trucks designed in a V-shape ensure other motorists can view the road ahead, and all trucks carry GPS to track vehicle movements. We have slowed trucks down to 10km below the required speed limits going through towns, and where possible, trucks avoid going through Boddington and Dwellingup half an hour before school starts and half an hour after it finishes. All truck drivers are required to pull into parking bays, built by Main Roads WA, along the Pinjarra-Williams road, to allow traffic to pass. A Memorandum of Understanding has been set up with Dwellingup Primary School to produce road safety education packages and Newmont has provided \$10,000 sponsorship for the program."

OUR VISION

TOWARDS ZERO: GETTING THERE TOGETHER

Our long term vision is of a road transport system where crashes resulting in death or serious injury are virtually eliminated.

The Towards Zero Road Safety Strategy 2008-2020 is focused on shared responsibility across government, organisations and the community. It is a strategy that shows how each and every one of us can work towards saving lives and reducing serious injuries on our roads. The strategy can be viewed at: www.ors.wa.gov.au



CORPORATE SOCIAL RESPONSIBILITY IS GOOD BUSINESS

Corporate social responsibility embraces corporate issues such as Occupational Safety and Health. Organisations have a legal and moral responsibility to ensure the safety of their employees while at work.

Road safety is now viewed as one of the most important issues in corporate social responsibility. In addition, organisations must consider the wider societal impact of road safety issues on the community.

SIGN UP FOR TOWARDS ZERO?

WA organisations are becoming more aware of the role they hold within a community and are assessing their current policies and procedures that relate to road safety and vehicle use. The Partnership Program was set up to help facilitate and encourage organisations (both public and private) to 'share responsibility' and embrace road safety and generate positive outcomes.

If your organisation is interested in the Partnership Program contact:

Office of Road Safety
Department of Main Roads
t: +138138
e: ors@mainroads.wa.gov.au
w: www.ors.wa.gov.au

WHAT YOU CAN DO

READ.

This document: Industry Road Safety Alliance – Partnership Program Case Study. Now read *Towards Zero: Getting There Together*.

THINK.

And reflect on what you have read and learned and what this means to you.

ACT.

Share in the responsibility of achieving *Towards Zero*. Develop your own project and if you require assistance contact the Office of Road Safety.

OFFICE OF ROAD SAFETY

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