



YOU ON YARRI – PARTNERSHIP PROGRAM CASE STUDY

"It's all about shared responsibility"

As at 29/1/2010



getting there together

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"It's all about shared responsibility"

PARTNERS

Kanowna Belle (Barrick)
Black Swan Nickel (Norilsk Nickel)
City of Kalgoorlie-Boulder
Road Safety Council

PARTNERSHIP AIMS

- To have incident and compliant free road users from Kanowna Belle and Black Swan Nickel.
- To promote and raise awareness of road safety issues for all other Yarri Road users.

OVERVIEW

Yarri Road is a public road 20km north east of Kalgoorlie and supports some 400 to 500 vehicles travelling to and from mine sites daily. The road is only sealed for the first 19km to a width of 7.4m with the remainder of the road being a gravel surface.

Black Swan Nickel and Kanowna Belle mining companies came together in partnership with Local and State Government to share responsibility and implement road safety on Yarri Road. The partnership has already achieved a number of key outcomes including a safe system audit, regular speed monitoring and education programs for employees. Partners also reached out to a number of key stakeholders including the Kalgoorlie Police, the Regional Road Safety Group and other mining companies. In February 2009, parent company Norilsk Nickel closed Black Swan Nickel, which unfortunately meant the partnership also went into a hiatus. As of September 2009, the remaining partners have renewed their interest in following through with their previous road safety actions and commitments.

KEY DRIVERS

- A Black Swan Nickel OSH Officer attended an Office of Road Safety presentation at Chamber Mines and Energy.
- Increasing concerns by both companies of incidents of crashes and near misses on Yarri Road.

CURRENT PROJECT STATUS – STAGE 3 IMPLEMENTATION

Recently the partnership has renewed activity even though the operations of the Black Swan Nickel mine remain on hold.

STAKEHOLDERS

Regional Road Safety Committee
Kalgoorlie Police
Local Mining companies – especially those using Kambalda Highway.

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

"I feel that the partnership has been a success, as there has been noted improvement in the areas of driver behaviour and roads. Main Roads have conducted a speed survey and have placed speed reminder signs at various points along Yarri Road. Kalgoorlie/Boulder City Council (KBCC), who are the responsible 'owners' of Yarri Road, have done an excellent job on maintenance, replacing missing signs or upgrading existing signs, and supplying the labour to put up roadside bill boards. This year alone, the Council has rebuilt and resealed several sections of Yarri Road. KBCC has also supplied road counters on two occasions to record the amount of traffic, speed, direction and the types of vehicles... in doing this, it provides us with a good indication on how effective the campaign [Partnership] has been."

Neil Taylor
Mining Safety and Training Coordinator
Kanowna Belle (Barrick)

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.

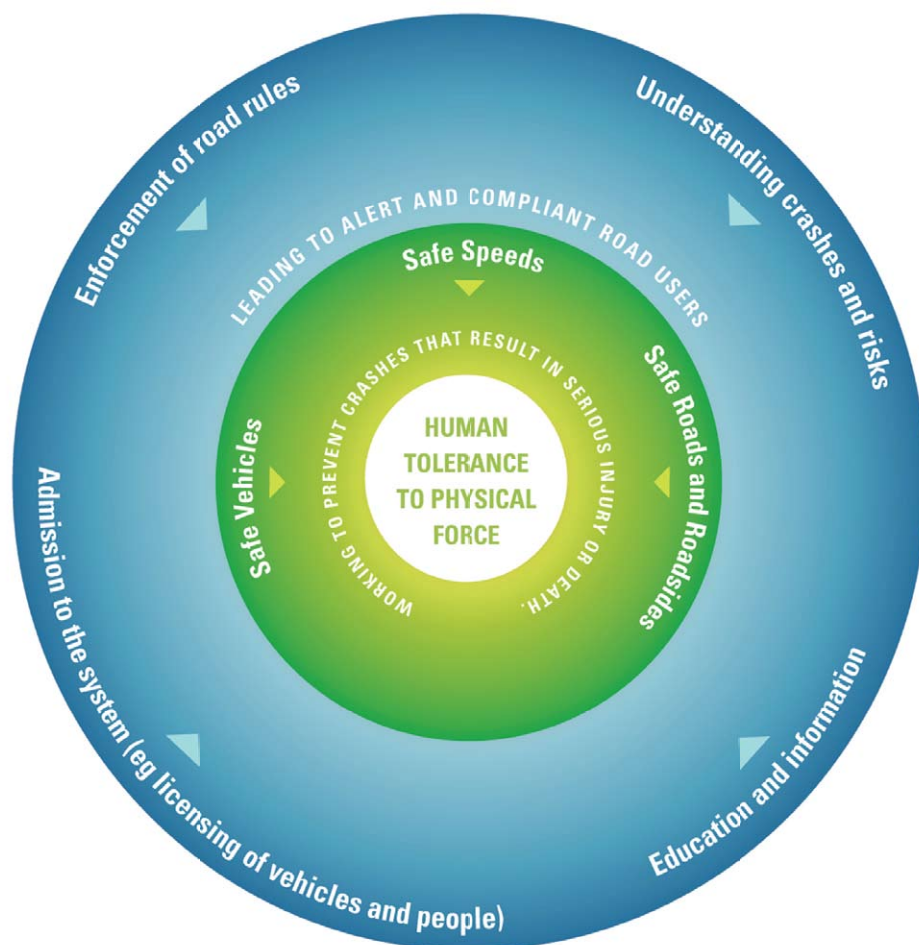


Figure 1: The Safe System (Source: Towards Zero 2008-2020 Strategy, Road Safety Council 2008 p 19).

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 the 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.

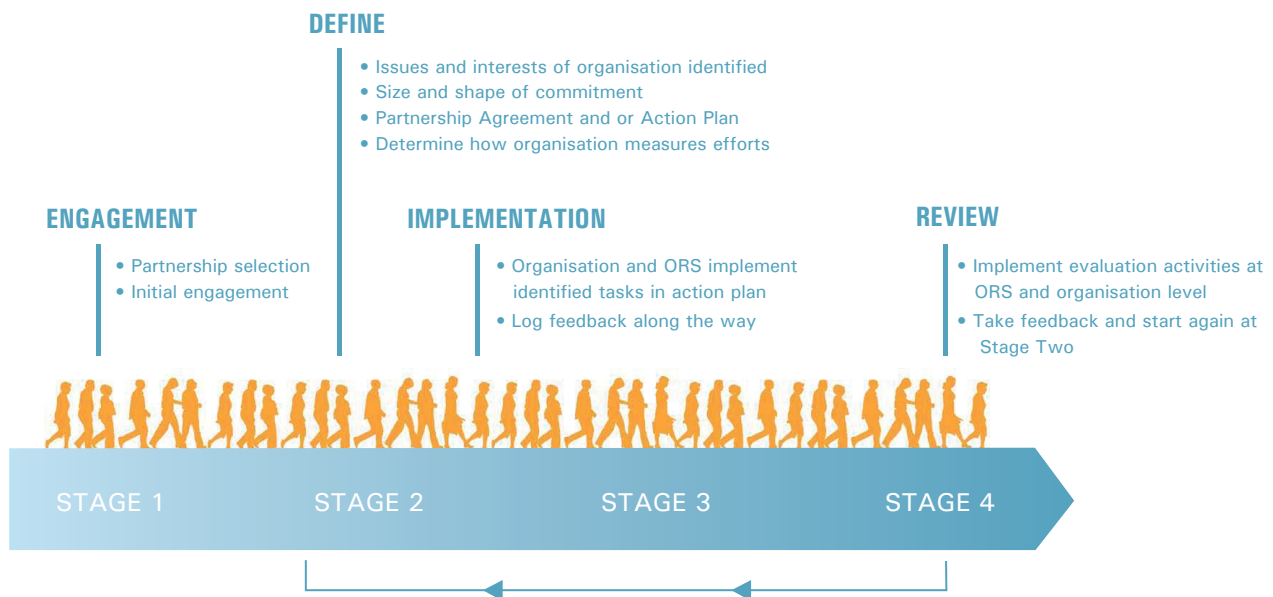


Figure 2: Overview of the Partnership Process



Figure 3: Timeline - Key Milestones in progress.

THE PARTNERSHIP PROGRAM – A STAGED PROCESS

Through The Road Safety, through the Office of Road Safety provides major corporate organisations with the opportunity to engage in sharing the responsibility to reduce road trauma within their sphere of influence. Corporate partnership engagement, through the Office of Road Safety's Partnership Program, facilitates a process that takes organisations through four distinct phases in the development of road safety project maturity:

- Engagement
- Definition
- Implementation
- Review

The aim of the *You on Yarri Project* was to engage all the key partners and relevant stakeholders, define the size and shape of the road safety problem, implement the agreed actions and, after two years, review the partnership agreement.

STAGE 1 - ENGAGE

- **Identify Partners**

In order to maximise impact within their workforces, contractors and the community, both mining companies agreed they needed to join forces, as well as align themselves with the local council (road owners) and the Road Safety Council, via the Office of Road Safety.

- **Identify stakeholders**

In addition to meeting the needs of their primary stakeholders (i.e. employees and the wider community), the partners would need to collaborate with local Police, State government and potentially, other mining companies nearby. This integration of both industry and public sectors brought the strengths of both worlds together and allowed both sectors to raise and rectify concerns or risks collaboratively and quickly as all members had a common goal.

STAGE 2 - DEFINE

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

Even before the partnership agreement was formally signed the partners met to look at defining the scope of their issues. There was general agreement that the number of near misses and increasing number of reported incidents had to be managed.

- **Used the OLA Problem Solving Process**

- **O - Objective Data** – Step One: hazard and incident reports for Yarri Road for the last 12 months was collected. Statistics relating to traffic infringements and crashes on Yarri Road for the last 5 years were collected from various Government Departments. Vehicle counter strips (Vehicle Classifiers) were also placed at agreed locations and this data was also collected.
- **L - List of Solutions/Actions** – Step Two: Actions were grouped under each cornerstone of the safe system.

For example:

Safe Road Use – education - actions were drawn from partners and from the Office of Road Safety (ORS) Workplace Road Safety Calendar. Partners leveraged main events such as Race Days and Rally Days. ORS educational resources were used, such as the Workplace Road Safety Kit and a range of campaign material. In addition, they also looked at the need for new staff who had limited or no experience of driving on unsealed roads and educating them through driver training courses and detailed inductions.

"We know that this partnership is a pilot for mining companies in the region and close attention will be paid to its results. I think that at least 18 months is required to ensure that what is developed here is sustainable in terms of the resources that are required, and more importantly the level of commitment from corporates."

James Newton

Manager – Partnership Program Office of Road Safety

Safe Speed – enforcement – continued support from police to enforce road speeds on Yarri Road as well as targeted enforcement following vehicle classifying strip information.

Safe Vehicles – procurement and education – promotion of vehicle maintenance and the ANCAP star rating of vehicles to staff. Influencing corporate policy for vehicle procurement standards as well as purchasing of extra safety features for vehicles.

Safe Roads and Roadsides – Australian standards – the members acknowledge that Yarri Road was not a main road. The local council identified they would seek an audit from Main Roads WA.

- **A – Action Plans** – Step Three: Rather than use a formal action plan template, the partners used their regular meetings to document what actions they were planning and when. All actions were allocated to members who would report back at the next meeting.

“As Chair of the Regional Road Safety Group I help the Road Safety Council facilitate road safety awareness across Government and the corporate sector. I am a very keen stakeholder in the “You on Yarri” project. I think the idea behind this project has huge benefits to the community particularly because it is a partnership between the corporate sector and the Office of Road Safety. The level of interest for the trial should encourage us to look for more partnerships. The work that the partnership has achieved in a short time with employees through education materials, the media attention as well as recruiting Paul Williams as a Road Safety Ambassador has been terrific. It’s not been without its challenges though... especially with Black Swan Nickel closing down in February. I think we still need to focus in a bit more on the ‘scope’ of the project especially around what can be realistically achieved. Absolute commitment is needed and with a major partner’s absence we need to help the partnership stay on track.”

Shelly Grice

Goldfields-Esperance, Department of Transport

STAGE 3 - IMPLEMENT

The partnership members agreed to meet monthly and used formal minutes to track the actions and key issues for the partnership.

STAGE 4 - REVIEW

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



AUSTRALIA'S FIRST SAFE SYSTEM AUDIT

Main Roads Western Australia piloted Australia's first Safe System Audit on Yarri Road. Key findings from the audit revealed;

- 62 reported crashes over a 10 year period (including 11 casualty crashes) along Yarri Road.
- Speed surveys undertaken along the road indicate that the 85th percentile speeds vary between 116.6km/h to 121.3km/h with 5% of traffic exceeding 140km/h.
- Of the employees at the two mines, road users aged 20-25 years old represent the highest crash risk. These drivers are well over-represented, representing 21% of crashes and 13% of workers.
- 30% of crashes occurred on curves, curves make up approximately 17% of the network therefore there is a higher probability of crashing on a curve.
- Hit animal crashes are over represented (26%).
- The Peak Crash times are between 0600 – 0859 (18%) and between 1500 – 1759 (27%).

The Safe System Audit provides targeted recommendations within the safe system framework – it provides an integrated approach to road safety solutions. A summary follows:

Safe Speed

The inspection of Yarri Road identified a number of areas that require changes to speed zoning to improve the overall safety of the route. These include:

- Consistency in applying speed zoning standards.
- Ensuring speed limits and signs are appropriate to their location
- Implementing lower speed limits at various high risk areas.

Safe Roads and Roadsides

There are a number of identified areas of concern with the geometric layout of Yarri Road that will significantly improve safety along this route. These include:

- Consistency in horizontal alignment with approach speeds.
- Readability of the road layout in all atmospheric conditions.
- Consistency in the surface condition and warning devices along the route.

Safe Vehicles

From the information provided, analysis of the fleet vehicles has revealed that there are a number of areas for improvement that can be implemented to improve safety. These include:

- Overall safety ratings of the fleet vehicles.
- Speed limiting devices fitted to fleet vehicles.
- Alcolocks, and other inhibitors fitted to fleet vehicles.

Safe Road Use

Analysing the available crash and workforce data, enhancements have been identified to improve behaviour of motorists using Yarri Road. These include:

- Improved driver training courses for employees.
- Regular targeted enforcement by Police along Yarri Road.

Context

Reports such as these have to be treated in context. The gravel section of the Yarri Road is used significantly by the Mining Companies and as such it is considered a secondary road and therefore not built to Australian standards. The City of Kalgoorlie-Boulder is the responsible authority for Yarri Road as well as many other roads in their region.

The audit provides information to assist their planning processes. It may also act as a supporting document for the council to use when applying for funding at a national and / or state level. The audit is available from the Office of Road Safety.

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: You on Yarri – 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.



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