

March 2018

SAFER TOGETHER

Industry collaboration drives industry-wide safety culture

Members: 100+

Kilometres: 100 million a year



NRSP
NATIONAL ROAD SAFETY

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Organisation: Safer Together

Members: 100+

Projects: 25+



Case Study:

Safer Together, industry collaboration, in the Queensland Natural Gas Exploration and Production Industry

Key Outcomes:

- Organised, structured industry-wide collaborations can improve safety culture and performance across an entire industry
- Involving top level management, including CEOs and MDs, increases buy-in, with demonstrated high-level commitment to safety filtering 'through the ranks'
- Providing a 'seat at the table' for both operators and contractors gives each group clearer understanding of the other's challenges and leads to a more holistic, consistent approach to safety
- Creating a tiered structure, where each level has specific responsibilities and monitors the next, eliminates the inertia between good intentions and lack of action
- Providing industry with communications support to turn their good ideas into practical outputs that are easily accessible online increases engagement and on-the-ground impact
- Individual companies are more likely to come together if expectations, a clear strategy and benefits of collaboration are clearly communicated at the outset.

Synopsis:

Involving top levels of management from both operators and contractors can bring a whole industry together to improve safety culture and performance. In just three years, 100 companies have joined Safer Together, with many practical outcomes already produced to help members improve safety on the ground.

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Safer Together

Safer Together is a not-for-profit, member-led organisation of operating and contract partner companies committed to creating the leadership and collaboration needed to build a strong and consistent safety culture in the rapidly evolving natural gas industry.

The Queensland Natural Gas Exploration & Production Industry Safety Forum, simply known as Safer Together, aims to develop a safer industry in Queensland by bringing together client companies and the contracting community to work together to eliminate serious injury and improve safety.

Launched in 2014, membership is open to all companies likely to play a long term role in the development of the industry in Queensland. Member companies, each represented by their most senior in-country manager, range from small operators to well-known names like Clough, CPB Contractors, Toll Energy and WorleyParsons.

The Natural Gas Exploration & Production Industry in Queensland operates within a common geographical area and shares common hazards and risks, making collaboration on safety a natural outcome.

As the industry matures, there is a continuing need to engage senior leaders of both operating and contracting companies in building a culture to foster continual safety improvements.

Safer Together develops industry-wide solutions that are expected to eventually become the industry requirement, with implementation eventually required by all companies, whether or not those companies are members of the forum.

Long Term View

The long-term nature of field development programs, typically longer than 30 years, combined with operating across a large geographical area, means many contracting companies need to be engaged in improving and embedding safe work practices.

The first step was taken at a leadership safety forum in late 2013. Attended by senior leaders from all the major operating companies as well as more than 40 contracting companies, the key forum outcome was a clear desire for a more collaborative approach to developing safety improvements.

The industry believes all workers have a duty to work safely as well as the right to stop work if it is unsafe. This philosophy adds significant challenges, particularly as workers and work crews often work at remote and disparate work sites away from senior leadership.

A key aim of Safer Together is to ensure that all people involved in the industry support this philosophy, understand their responsibilities and look after their own and their mate's safety when planning and doing their work.

Active participation by all companies working in the industry is expected and a key to building a community of leaders that together creates a safer Natural Gas Exploration & Production Industry.

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Safer Together

Vision:

Together, develop a safer Natural Gas Exploration & Production Industry for Queensland.

Mission:

- Work collaboratively to build a pervasive culture of safe behaviours and promote learning by sharing information and good practices.
- Simplify, standardise and embed consistent industry requirements and develop practical, effective solutions that have industry-wide application.

Objectives:

- **Focus on high significance/life-altering risks**
- **Think innovatively** — harness the power of the collective to strive for step change (not incremental) improvements
- **Focus on leadership and behaviour** — the safety culture of our industry is open, able to deal with difficult issues, and everyone acts as a safety leader
- **Take more time to do less** — engage the workforce and embed what we have; carry out detailed prioritisation of projects; establish meaningful metrics; close the feedback loop
- **Focus on customer service** — we exist for our members and provide them with on-the-ground implementation support, high quality products that they find beneficial, and sharing of information in real time to promote effective learning.

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A Common Approach

More than 100 companies have already joined the Safer Together safety collaboration in just three years, with industry operators and contract partners in Queensland driving an estimated total of 100 million kilometres a year.

The benefits of membership for those companies, and in turn for the wider industry, include development of clear common standards that drive a common approach across the industry. So regardless of where an employee or contractor is working, everyone works to an industry-agreed requirement, increasing safety across the board.

Benefits to member companies also include:

- Access via the Safer Together website to the tools and materials developed.
- Contractors receive a better understanding of their clients' perspective on delivering safety and clients get a better understanding of the issues contractors face in delivering an incident-free work site.
- Increased awareness may help save an employee's life or prevent serious injury.
- First-hand knowledge and understanding of the important safety issues and how key issues are being addressed.
- Help build safety alignment within the industry so systems can operate across the industry; the industry's ability to shift safety performance is also much stronger if companies are aligned via a consistent approach.

In return, all member companies are expected to support and promote what Safer Together is aiming to achieve and to have an internal implementation strategy to introduce in their own organisations the industry-wide tools, specifications and processes developed.

Membership provides companies with the opportunity to drive the industry's safety agenda and companies are expected to actively support and participate in network events, meetings and working groups.

The Set Up

Industry Safety Forums

Attended by the most senior in-country manager of each member company, Industry Safety Forums are held in Queensland twice a year to ensure broad engagement with industry and to identify emerging safety challenges, perspectives and solutions.

The objective of these forums is to create the leadership and collaboration needed to build the safety culture in the Queensland natural gas industry.

The first forum, held in November 2013, focussed on identifying the most challenging aspects of the industry, where safety initiatives should provide most benefit.

Safety Leaders Group

The Safety Leaders Group (SLG) is made up of 21 senior leaders and key decision makers, including CEOs, Managing Directors and Presidents of companies and contractors working in the Queensland Natural Gas Exploration & Production Industry.

Meeting every two months in Brisbane, the SLG oversees and steers implementation of the industry's Strategic Safety Plan. It also sets up and coordinates five working groups, which undertake specific work streams, decided by member companies through the Industry Safety Forum, that focus on key safety issues facing the industry.

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Working Groups

The backbone of Safer Together is a dynamic network of working groups, made up of subject matter experts and user representatives from member companies. Each working group meets monthly and has 10-20 members, with two safety champions drawn from the SLG.

The Safer Together working groups are:

- **Safety Leadership** – supports leaders to demonstrate effective and visible safety leadership and behaviours.
- **Competence and Behaviour** – defines industry-wide standard of safe working behaviour that enables workers to carry out their duties in the safest manner possible.

- **Land Transport** – delivers industry-wide initiatives to drive improved road safety specifications and minimise incidents attributable to road use.
- **Process Safety** – raises awareness and understanding to improve industry management of major accident hazards.
- **Rig Site Safety** – exists to improve the industry's drilling and completions safety performance.

Safer Together also has a communications support function that provides marketing and communications guidance for specific project outputs.



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Safer Together Outcomes

Collaboration and standardisation is at the core of Safer Together's mission.

The success of collaboration is measured by how membership has grown over time and how members are willing to be represented in Working Groups and involved in what Safer Together does, through contributing to project teams, consultation processes or Safer Together events.

Within the land transportation area, the initiative has resulted in a range of common specifications that drive a consistent approach across industry, particularly in vehicles, telematics and operating procedures. This increases safety across the industry because regardless of where contractors or employees are working, they all abide by the industry agreed requirements.

Standardisation is paramount to the success of Safer Together; it not only sets common industry requirements but drives consistency, simplification and cost efficiencies.

Land transportation is seen as the major activity where there is huge potential and most standardisation is happening, particularly in the area of vehicle specifications, driver competency and behaviour monitoring metrics such as In Vehicle Monitoring Systems (IVMS).

Safer Together specifications, whether IVMS or light and heavy vehicle, have been introduced over the past two years. Common industry requirements for light and heavy vehicles and IVMS are significant achievements on their own.

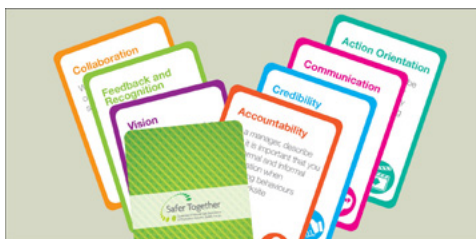
Companies that adopt standardised Safer Together specifications evaluate them to consider incorporating the requirements into their Safety Management Systems and passing those requirements onto their supply chains via contract terms and conditions. The individual company then monitors and reports improvements across their business.

Health Safety and Operations leads are also introducing monitoring of land transport KPIs at an industry level, which will allow a consistent overview and understanding of industry performance, particularly in the area of serious crashes and driving statistics, such as seatbelts, fatigue breaches and speeding infringements.

Members are encouraged to share their success stories via [case studies](#). The Safer Together website allows sharing of information and resources among members and promotes Safer Together to the wider community.

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Example initiatives and outputs



Safety Moment Cards

Safer Together has developed a pack of 52 Safety Moment cards to help companies promote safety leadership within their organisation. Safety Moments are commonly used as an opportunity to have a brief conversation about a safety-related topic at the start of a meeting or shift.

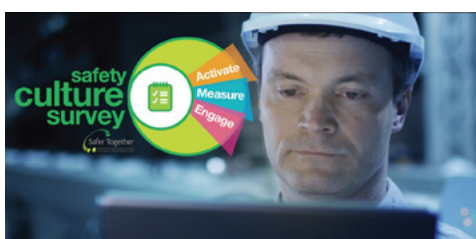
The aim of the Safety Moment cards initiative was to develop a simple, practical tool that provided inspiration for better quality safety conversations in the workplace as well as developing common understanding of good safety leadership. Individuals simply draw a card from the deck and take the safety conversation from there.



Safety Leadership Tours

Safety Leadership Tours promote visible safety leadership and effective safety conversations at site level, providing practical tools that support senior leaders to make regular visits to site to talk informally with frontline personnel about safety issues that relate directly to them. A handbook helps managers conduct effective safety tours and safety conversations.

The 'paired' tours concept also helps build a sense of community among member companies by encouraging them to pair up to conduct tours and share their experiences to promote industry-wide learning. Staying informed is an essential part of developing a strong safety culture and the tours allow leaders to learn more about day-to-day operations and frontline safety challenges.



Safety Culture Survey

Leadership drives safety culture, which in turn drives safer behaviour. As Safer Together is made up of different sized companies operating in different parts of the industry, understanding the baseline safety culture across the industry is difficult.

Safer Together's solution was to develop and provide member companies a cost effective safety culture survey that provided a consistent assessment and comparison across industry sectors.

Results are available in real-time from the survey dashboard and can be filtered in different ways, promoting specific insights at the organisation or work team level to help companies identify key areas for improvement. Materials are available to promote individual company participation in the Safety Culture Survey, including a poster and video clip.

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Example initiatives and outputs



Safety Culture Toolkit

Many companies have mature safety systems and processes, but those who do not can struggle to find the expertise and resources to develop safety leadership processes and tools.

Safer Together developed a tailored, user-friendly toolkit to encourage a systematic and consistent industry approach to driving safety improvement. Three 'how to' guides have been developed, covering safety behaviours, life-saving rules and a 'just culture', where trust and openness makes people accountable for their behaviours without fear of blame.

Each guide explains the topic and why it's important, outlines best practice models and industry examples, and provides a step-by-step process for developing and implementing a model for individual companies. Face-to-face workshops and implementation support are also available.



Industry Safety Induction

All new industry starters must now complete the Industry Safety Induction before working on developing or operating facilities in the Queensland natural gas industry.

The aim of this initiative was to develop and roll out consistent and cost-efficient safety induction training to all industry personnel. This ensures a common agreed standard of core safety competence and a set of common agreed working behaviours for everyone in the industry.

A launch kit, including an implementation guide, posters and video, was developed to help Safer Together members implement common induction requirements.



Common Industry Competencies

Operators and contractors have established requirements for safety training and competence but there are inconsistencies in these requirements across the industry. This causes confusion that has the potential to hurt people.

In addition, demonstrating the competence of contractor workers to meet the requirements of different operator clients across various sites creates administrative burden and cost for both groups. Common Industry Competencies Specification delivers value by removing confusion and providing cost efficiency by avoiding duplication in training requirements.

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Example initiatives and outputs



Process Safety Awareness Campaigns and Toolboxes

Subject matter experts and target audience representatives developed a suite of safety toolbox resources, tailored specifically for the natural gas industry in Queensland, that member companies can download and use to educate their workforce.

Each toolbox package includes a poster and a presentation for a toolbox talk, complete with speaker notes.



Light and Heavy Vehicle and IVMS Specifications

One of the Queensland Natural Gas Exploration & Production Industry's highest risks is operating vehicles in urban or rural and remote locations. Safer Together developed and rolled out a single source outlining specifications, systems and protocols for use of light and heavy vehicles. The initiative also provided early notification of the need for all industry light vehicles to meet 5-star ANCAP ratings.



A similar project, focusing on In-Vehicle Monitoring Systems (IVMS), standardised IVMS settings for speed management, seat belts, fatigue management, harsh driving events and reporting. IVMS is a key tool to manage road safety risk and this project has alleviated frustrations around different requirements across operators.

A launch kit, including implementation guide, toolbox presentation, poster and FAQs, was also developed.



Contain It! – Mobile Major Accident Hazard Awareness Training

The oil and gas industry employs large numbers of people from myriad backgrounds, often without previous experience in the industry. Situational awareness of major accident hazards is essential for everyone working in the industry, but some don't have access to process safety awareness training.

In collaboration with Gasworks and the Queensland Fire and Emergency Services, Safer Together developed Contain It!, a mobile interactive training program that educates workers about major accident hazard events and the part people play in preventing major accidents. The 2-3 hour site-based training includes outdoor demonstrations designed to highlight a particular process safety concept, allow discussion about relevant controls, and outline relevant industry incidents where a major accident has resulted.

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Example initiatives and outputs



Hazards and Habits

Frontline workers on rig sites are exposed to hazards every day. Safer Together developed and rolled out a simple tool to communicate common hazards and the associated habits – or ‘life-saving behaviours’ – to connect frontline workers to the hazards they are commonly exposed to. The life-saving programs of all industry operators were examined and distilled into eight hazards and associated habits.



Incident Review Panels

Lack of a forum to present the outcomes of incident investigation and a common format for sharing were identified as barriers for effective learning from incidents within the industry. Regular Incident Review Panels were set up to enable sharing of the learning from incidents and promote best practice and innovations among operators and contractors involved in drilling and completion, process safety and land transportation activities.



Helping Hands – Hand and Finger Preservation Program

Hand and finger injuries accounted for 45 per cent of all recordable injuries in 2016 and are the most frequent injury type in the Drilling and Completions sector.

Safer Together partnered with Helping Hands to develop the Helping Hands – Hand and Finger Preservation Program. The centrepiece of the program is an innovative workshop exercise where participants immobilise their dominant hand. They then work in a small team to build a prosthetic hand.

Helping Hands distributes those prosthetic hands to amputee landmine victims in the developing world. Safer Together members have purchased more than 300 prosthetic hand kits since the launch of this program.

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Implementation Challenges

Such industry collaborations can get bogged down in good intentions and regular meetings but little practical action and outcomes. Safer Together was deliberately structured to avoid this.

For example, having the group driven by senior company leaders, such as Managing Directors, Chief Operating Officers, Regional Directors and Business Owners, has built a community of leaders motivated to make the idea work.

The Safety Leaders Group is responsible for driving the overall process, including approving and monitoring the activities and outputs of the working groups, and working group champions are also appointed from this group. This monitoring, and setting clear and outcomes-focused expectations, ensures working groups deliver practical, effective solutions with industry-wide application in a reasonable time frame.

Member companies are clear on expectations before they commit to Safer Together, including being active and regular participants and implementing Safer Together outputs, and involving both operators and contractors promotes a holistic and consistent approach to safety that is informed by on-the-ground experience and knowledge.

To drive Safer Together participation, and to keep everyone informed of developments as it grew, a communications plan was designed from the outset, focused on most senior leaders of operating companies and contract partners in the Queensland Natural Gas Exploration & Production Industry.



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Keys to Success

From the outset, Safer Together has been driven by the most senior in-country leaders from each participating company. Involving high-level decision makers has been a key reason Safer Together has attracted a large membership from across industry and delivered practical safety outputs.

Business leaders are in a privileged position to influence safety: they make the decisions, provide the resources and drive workplace culture in their companies. If business leaders demonstrate through their words and actions that safety is a core value, then safety performance across the industry improves.

At the initial Safety Leadership Forum, contractors made their desire for a more collaborative approach to developing safety improvements clear. Safer Together has been set up to allow the contractor community to be partners in improving safety.

This also gives contractors a better understanding of their clients' perspective on delivering safety and clients have a better understanding of the issues contractors face in delivering incident-free work sites.

Implementation and enforcement of Safer Together specifications is driven by members themselves, by incorporating these requirements into their Safety Management Systems. Further implementation down the supply chain is cascaded via including these requirements in standard contract terms and conditions.

Another key to Safer Together's success is learning from similar approaches in the oil and gas industry in other parts of the world, such as the Step Change in Safety program in the U.K. and Canada's Oil Sands Safety Association and, and in other industry sectors, like the Queensland Resources Council.

While it still relies on genuine commitment by all parties to make it work, Safer Together's strong collaborative base makes it more likely to succeed.

Safer Together's website allows sharing of information and resources among members, including vast range of resources, industry case studies and safety alerts.

Member feedback is monitored and if there is a compelling reason to review industry specifications and introduce an effective solution, the Working Group will evaluate this feedback and consult members and the SLG with a view to making it common practice.

Before proposed requirements become an industry specification, they are reviewed by subject matter experts, representing member companies, during the consultation process.

As part of the three-year strategic safety planning, feedback was sought from Safety Leaders Group members about whether Safer Together had made a difference. The overwhelming response was positive.

Members feel there was far greater consistency of approach, improvement in industry culture, and that sharing through incident review panels helped prevent incidents. All these factors contribute to changing behaviour.

Having developed and released a range of safety products and programs, Safer Together increasingly focuses on embedding these into daily practices and encouraging members to share their success stories and learn from each other.

That is where the collaboration expects to see the biggest change: removing confusion, duplication, making requirements clear, and providing materials and tools to assist workers to focus on their job.