

Health & Safety Review & Focus for 2007

Be a **Safety STAR**



EMT /OMT Strategy Session

H&S 2007 review and focus

- Where we want to be
- Where are we now
- Change
- Safety Building Blocks
- Current plans
- Moving Forward



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Let's begin where we want to be

Zero Harm Culture and Performance!

- It's a long journey with no quick fixes and nothing but hard work will get us there.
- We must ensure consistency and engagement with our workforce and line management to ensure they come on the journey with us.
- Commitment starts at the top.



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Where are we now?

- 1 Extreme Risk injury & 8 other high risks incident YTD
 - We don't have a strong incident reporting culture
- Workforce doesn't believe Zero Harm is achievable
- Organisation is in a renewal phase
 - New employees (1/3 of trade roles less than 3 yrs @TEC)
 - Increased contractor presence Exacerbated by
 - Skills shortage – quantity/quality
 - Lack of experience highlights system shortfalls
 - Plant and Equipment is becoming older

Where are we now?

- We've made demonstrable improvements E.g:
 - Contractor Management
 - Work Permit Systems etc
- We recognise the need for improvements and have plans in place which are essentially on track
- Our plans address improvements in the physical working environment, systems, and culture
- System Improvements & Safety Leadership are the key These need to be accelerated



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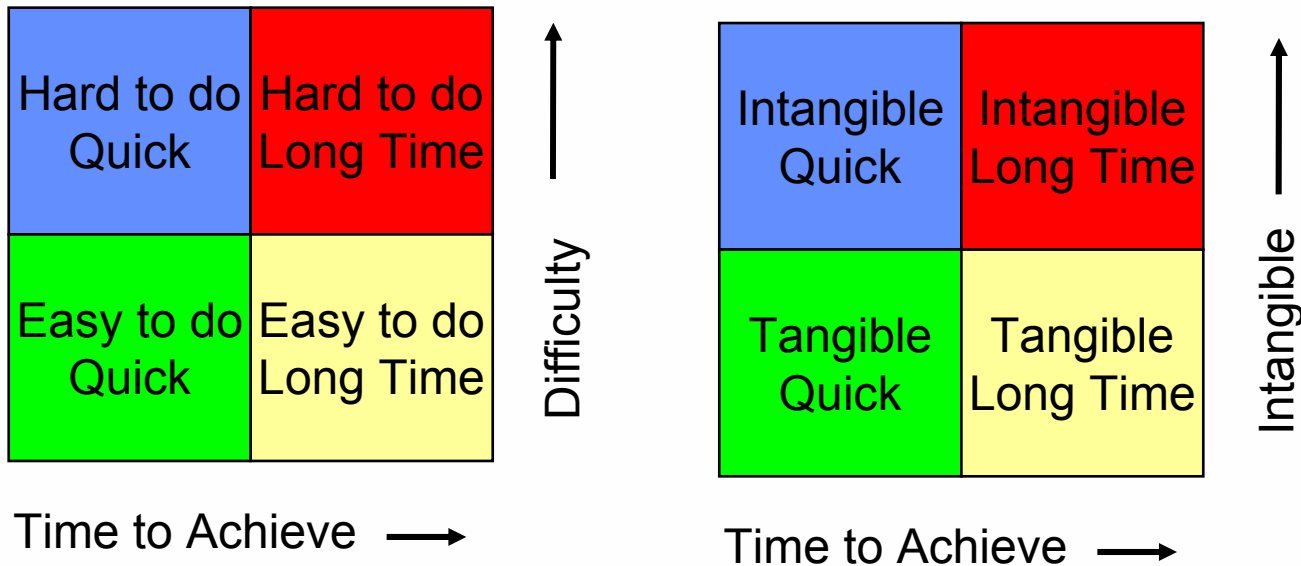
Improvement Requires Change

- Change is difficult in a strong and resilient culture
- Achieving sustainable improvement begins with system improvement
- System improvements will highlight further areas for improvement and things may appear worse before they get better E.g:
 - Improved incident reporting & hazard identification/risk management
- Cultural improvements will be difficult to see
- Initiative Overload – there is a great deal happening



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Improvement Requires Change



- Environment and system improvements are easy to quantify
- Cultural improvements require more time and effort and are harder to see or quantify.
- We want to achieve change by evolution rather than revolution.

What Provides for Safety Performance and Improvement?

Environment

- Plant
- tools
- Equipment
- Resources etc

Systems

- SMS
- EMS
- QA (Drawings Procedures)
- Maintenance
- Projects
- HR
- Risk Mgt etc

Culture

- What we say/do
- beliefs/values

Zero Harm
Goal

Safety Performance

Environment enables systems, which in turn enables cultural improvement.



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Physical Work Environment

18 months ago

Now

Future

Key Challenges

- Facing Skills shortage
- Excellent Station, but getting older
- Stable Environment
- Water not a big issue

- Skills shortage biting
- Excellent Station, but getting older
- uncertainty

- The right people
- Renewed assets

Key Activities

- Shutdowns
- Projects

- Control System refit
- Mill mods
- ATP
- NLAP
- Fuel
- Water
- High Visibility Clothing
- Reviewing Attraction/Retention strategies

- Full quota of employees
- Reviewing a



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Systems

18 months ago

Now

Future

Key Challenges

- Over reliance on people & experience
- Systems in need of repair (not recognised)
- Confident in BVQI Audit results
- Serious incidents Occurred

- Greater focus on Safety
- Over reliance on people & experience
- Systems in need of repair (Varied successes)
- Less confident of Certification

- Robust Systems
- In use and maintained
- People held accountable for compliance to system

Key Activities

- Step Change initiative
- Safety System review
- Safety Climate Study
- HSEMRC Established

- Strategic 1 year SIP
- Reviewing Audit Relationships
- Contractor Management Improvements
- Hazard ident/RM
- ICAM etc

- Yearly SIP
- 5 year strategic plan
- Employee Opinion Survey
- Improved hazard ID/RM
- Team Safety Budgets



Culture

Past

Key Challenges

- Confidence shaken by incidents
- Experienced and stable workforce masked system problems

Now

- Confidence further shaken by serious incident
- Not enabled by robust systems
- Workforce doesn't believe zero harm is achievable
- Inadequate reporting culture
- New People

Future

- Zero Harm Culture
- Appropriate behaviours and value
- Incident reporting culture

Key Activities

- Step Change initiative
- Safety System review
- Safety Climate Study
- HSEMRC Established
- People held accountable

- Continuing to hold people accountable
- Safety Leadership training (SIP)

- Continue Safety Leadership modules
- Employee Opinion Surveys
- STAR improvements



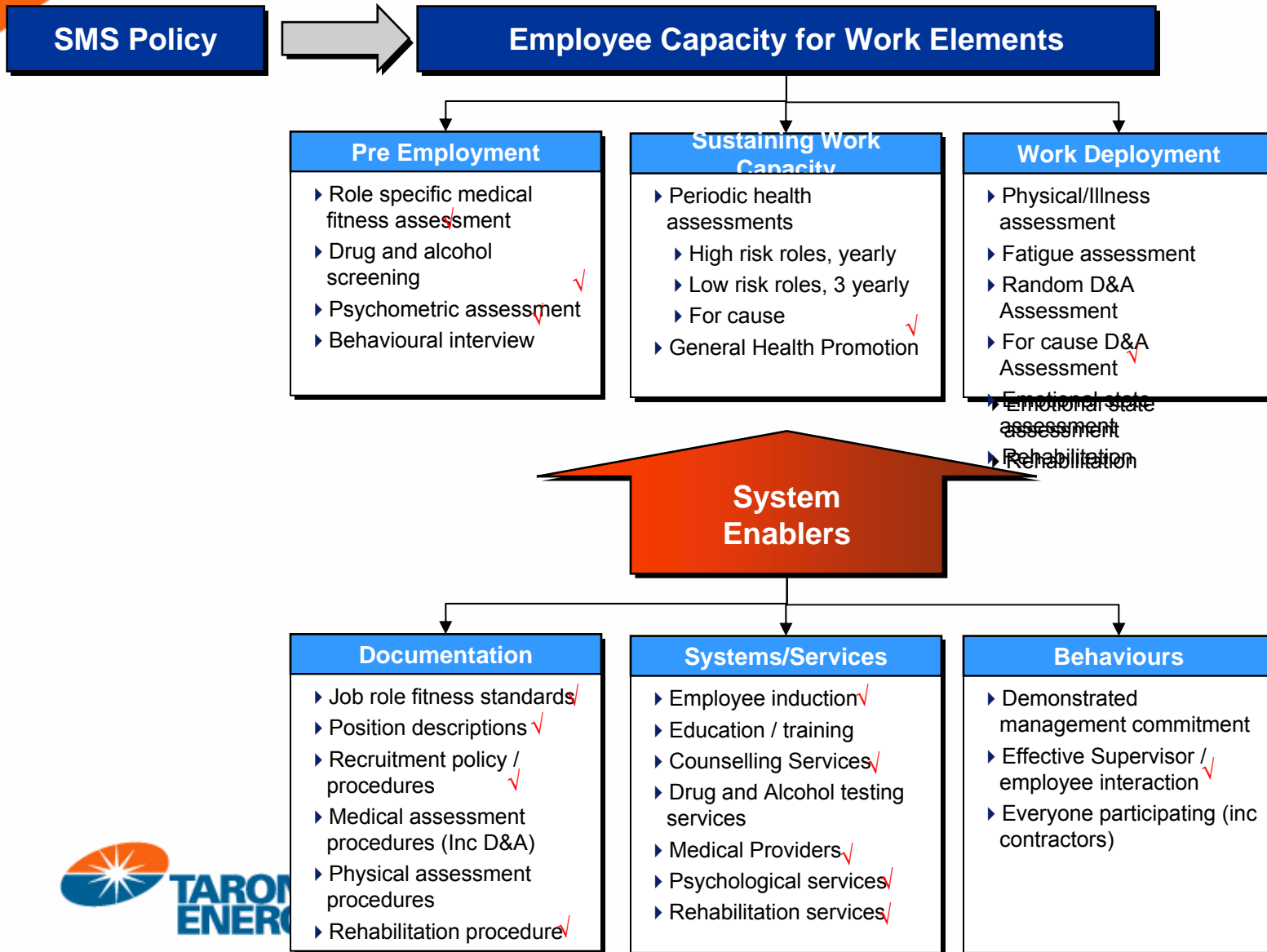
Moving Forward

- Where we want to be – Do we agree?
- Where are we now – Do we Agree?
- Change/Safety Building Blocks
- Current plans – Will they get us where we want to be in time?



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Context - Capacity for Work Framework



- Workplace Health & Safety Act 1995
- Dangerous Goods Safety Management Act 2001
- Electrical Safety Act 2002

- Relevant Mining Act

- Workplace Health & Safety Regulation 1990
- Electrical Safety Regulation 2002
- Dangerous Goods Safety Management Regulation 2001

- Relevant Mining Regs

- E.g. Guidance Note for Manual Handling NOHSC:200 etc

