



FORESTS NSW
Safety Strategy – *'First Priority'*
2008 - 11

Current situation

- Forests NSW has had a focus on safety which has been compliance driven
- Introduction of a new Safety Management System (SMS) saw significant changes in incident and accidents some 4 years ago
- After initial improvement, FNSW performance has stalled
- Strong support and focus by new CEO to improve performance
- Global best practice for forest industry is a recordable incident rate of <1
- Recent activities have been opportunistic requiring a more strategic approach

Desired future

- We want our employees, contractors and visitors to go home healthy, and safe every day
- We want working safely to be seen as:
 - *'the way we do things around here'*
- We want all employees to have ownership of safety and understand how they can positively influence their own safety and the safety of others
- We want safety of our employees to be *'the first priority'* in everything we do
- We want our contractors to work safety by engaging in this safety strategy and our values

Work to date

- Benchmarking Team convened to visit companies with leading safety performance to learn about how they approach their safety strategy
 - Blue Scope Steel, Linfox, Queensland Alumina and Caltex Refinery Kurnell
- Many similarities in approach – The methods of improving safety performance are generally well known and understood
- Forests NSW Safety Strategy leverages off these learnings

Strategic Framework

Our Mission:

- To be the safest commercial forest manager in Australasia with a recordable incident rate of <1

Our Values:

- All incidents are preventable
- Everyone is accountable for safety
- A comprehensive SMS provides the framework for a safe business
- A safe business is a profitable business
- Our safety culture is imbedded in all FNSW staff and contractors
- Risk and hazard management is the 'first priority'
- All near misses are reported
- All employees will receive appropriate training
- Excellent safety is driven by leadership
- Working safely is a condition of employment



Safety – 'the way we do things around here'



The Key Pillars

How:

- Our strategy will focus on three key pillars:
 - Leadership
 - Engagement
 - System & Process



	2008-09	2009-10	2010-11
Leadership	Leadership activities		
<ul style="list-style-type: none"> • We will: <ul style="list-style-type: none"> - create an environment where leadership is held accountable for safety performance and every employee feels empowered to improve safety. - define and coach safety leadership behaviours, - demonstrate individual commitment by proactively leading and participating in safety initiatives - reward staff at all levels for leading by example 	<ul style="list-style-type: none"> • Integration of safety into existing business processes i.e. Performance Development Scheme, Position Descriptions, 360 Feedback tools • Hold everyone accountable for safety performance i.e. Incident reviews, League Table • Reform the Contractor Safety Management Committee • Provide training on safety responsibilities 	<ul style="list-style-type: none"> • Define what Safety Leadership behaviours and activities look like • Develop and deliver a comprehensive Safety Leadership training program • Track leadership actions • Continue safety benchmarking for key leaders • Develop 'first priority' program 	<ul style="list-style-type: none"> • Benchmark Behavioral Based Safety Systems • Practice Safety Observations • Undertake Safety Behaviour refresher programs
Engagement	Engagement activities		
<ul style="list-style-type: none"> • We will: <ul style="list-style-type: none"> - create an environment that encourages employee engagement in safety processes and where everyone has a role. - provide training, support, recognition and opportunity for employees to actively participate in safety - make safety a part of our employees everyday work, heighten their knowledge, skills and awareness of safety 	<ul style="list-style-type: none"> • Develop standard format and resourcing for Safety Days across the organisation • Introduce concept of Safe Work Procedures to the organisation • OHS Chair to undertake FNSW site visits • Develop branding and visibility approach for Safety 	<ul style="list-style-type: none"> • Each employee to commit to 2 safety activities annually • Employees actively involved in development of Safe Work Procedures • Introduce benchmarking for OHS committees • Implement and train for use of Stop Work Authority Cards • Provide standardised resource for Toolbox Talks 	<ul style="list-style-type: none"> • Introduce Observation program • Continued roll out Safety Leadership Behaviour training to all levels within the business
System	Management system activities		
<ul style="list-style-type: none"> • We will: <ul style="list-style-type: none"> - maintain a comprehensive SMS that complies with our legal responsibilities and provides a user friendly resource for our staff. We will; - ensure our systems keep pace with legislative change and international best practice - Provide documentation that is clearly laid out and easy to read and understand from the perspective of the user 	<ul style="list-style-type: none"> • Commence with rewrite of safety documentation from end user perspective • Review risk management approach to safety • Develop 3 tiered approach to Incident Investigation • Review and standardise Safe Work Procedures documentation 	<ul style="list-style-type: none"> • Move to national safety model • Continue with re-write of the safety documentation • Refine OHS Committee Chair Training • Train 4 Level 1 Incident Investigators and 10 Level 2 Investigators • Commence Safe Work Procedures development on a risk basis 	<ul style="list-style-type: none"> • Implement networking of OHS committees • Complete Safe Work Procedures writing

Long Term Target

To be the safest commercial forest manager in Australasia with a recordable incident rate of <1

