



SAFETY



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ACHIEVING

- measured field staff safety related behaviours and used the findings to inform reviews of processes, training and safety programs
- took action to ensure compliance with new health and safety legislation
- audited the corporate safety culture of our major construction contractors
- facilitated principal contractor safety forums to share information and safety strategies.

The safety of all

The safety of our people and the public is essential. Safety is a Powerlink value and is central to all of our activities. We are committed to the continuous improvement of our safety culture and safety performance.

Our Safety Steering Committee reports quarterly to the Board's Audit, Risk and Compliance Committee on compliance with legislation, health and safety performance and other significant health and safety developments. The committee also reports to the Board's Human Resources and Remuneration Committee on strategies, initiatives and performance, and drives programs to improve safety awareness and safe practices among our people.

During 2011/12, we reviewed our safety scorecard and identified lead and lag indicators to be included in our safety reporting for 2012/13.

Safety culture

As part of Powerlink's ongoing commitment to provide employees with a safe working environment, staff within our Network Field Services business unit took part in an Individual Safety Attributes Test (ISAT) to identify improvement opportunities. ISAT is a third party assessment tool designed to examine safety related behaviours in order to identify opportunities to enhance the workforce safety culture.

The ISAT for our Network Field Services business unit measured safety diligence and conscientiousness, coping with pressure, responsibility for safety, communicating safety information and confidence in delivery. The results of the ISAT indicated the business unit displayed a sound level of safety judgement, appropriate behaviours in respect to safety, and may benefit from mentoring and development to promoting more proactive behaviours. Specific opportunities for improvement were identified for all employees.

We are using the information gathered through the ISAT to assist in reviewing the current processes, employee training and safety programs to ensure their suitability and their capacity to continue to provide improvements in safety performance. An action plan has been developed and is being implemented to drive improvements in safety. The ISAT program has been extended to other appropriate work groups where it is expected to provide useful feedback to further enhance Powerlink's safety culture.

Safety management

The *Work Health and Safety Act 2011* (Queensland) and associated regulation came into effect on 1 January 2012, reflecting the national model *Work Health and Safety Act*. In preparation for the national harmonised work health and safety legislation, we implemented actions to ensure our business processes, guidelines, procedures and standards reflected the changed legislative requirements. This process resulted in some changes to our business practices.

Powerlink's Executive Leadership Team participated in a series of training sessions and workshops aimed at raising awareness about the new legislative regime and the duties of officers to exercise due diligence, to ensure they and Powerlink comply with health and safety obligations. The training forms part of an ongoing program to ensure Powerlink and our staff meet their work health and safety obligations.

In the first half of 2012, Powerlink also delivered presentations and workshops to inform appropriate personnel of the relevant legislation changes, and their impacts on management of work health and safety.

Annual Electrical Safety Audit

Our Electrical Safety Management System is certified annually by an approved external auditor, as required by the *Electrical Safety Act 2002*. The audit in September 2011 found Powerlink continues to meet electrical safety legislative requirements. As a result our Electrical Safety Management System has been recertified. Strategies are being implemented to address the improvement opportunities identified by the audit:

- Construction release protocols have been established and are being rolled out, and associated processes have been amended, to address an improvement opportunity at the interface between construction and commissioning of a built transmission asset.
- A high level safety process review is being undertaken in a staged approach across the business to address an improvement opportunity in circumstances where Powerlink assumes Principal Contractor status for project work.

Safety training

Powerlink is moving to align its safety training to the Australian Electricity Supply Industry (ESI) Skills Passport and its corresponding units of competence from the Australian Quality Training Framework. In 2011/12 we reviewed our existing approach to safety training and identified an opportunity to improve the quality of training and services, and ensure a consistent business-wide approach.

Contractor safety

Tragically during 2011/12 two people died in separate incidents while working as contractors on Powerlink projects. One incident occurred on a maintenance project; the second occurred on a transmission line construction project. Powerlink considers any workplace death to be unacceptable and we acknowledge the importance of our role in contributing to improved safety performance by our contractors.

In 2011/12 we actioned a number of strategies to focus on safety on our worksites and promote a safety culture, including contractor forums and audits, and site observation tours by senior management (as described in the case study on page 13).

Safety forums

In 2011/12, Powerlink facilitated several construction contractor safety forums as an opportunity for Powerlink and its contractors to address safety challenges and improve safety culture.

We facilitated one safety forum for transmission line construction contractors and two safety forums for substation construction contractors. The forums have been successful in generating open exchange and shared learnings which contribute to enhanced safety on Powerlink work sites.

Corporate audits

Powerlink audits major contractors to assess their safety culture from a corporate perspective. The audits, undertaken by a third party, include a desktop audit of safety, environment and quality processes within each organisation. Auditors then move into the field, seeking to assess alignment between on-the-ground performance and the contractor's corporate processes.

During 2011/12, we undertook audits of each of our major construction contractors. The outcomes of the audits are key inputs to our contractor safety forums.

Public safety and infrastructure security

To ensure public safety and the secure operation of the transmission network, Powerlink prohibits certain activities on our easements.

The terms and conditions of our electricity transmission line easements inform landowners of the restrictions applying on the easement. Under the *Sustainable Planning Act 2009 (SPA)* Powerlink is a referral agency for development applications adjacent to existing transmission line easements. When responding to these applications we include appropriate safety advice, particularly with regard to electrical clearance to high voltage infrastructure. We also provide safety advice in response to landowner enquiries about activities on or near our easements.

In 2011/12, we began a campaign of direct letters to landowners who have a transmission line easement on properties where cane farming is undertaken. The letters contain a reminder of personal and operational safety guidelines, and methods for contacting Powerlink for further information.

We also provide information on our website and operate a 24-hour contact number for members of the public who have queries about safety near our transmission assets, including the retrieval of objects inside substation sites.

CASESTUDY

FRESH EYES ON SITE SAFETY

Site observation visits by our senior managers help to reinforce and strengthen our safety culture.

In this first year, the program has involved about 30 visits by engineering senior managers to our substation and transmission line construction sites throughout Queensland. While on site, managers observe first-hand the safety, quality and environmental issues, and engage with the site workers.

Roland Vitelli, Manager Engineering, said the observation visits were valuable for both the Virginia-based managers and the site work teams.

"When I tour a site, I speak with the site manager and the people at the coalface, see their work in action, ask questions and learn about the day-to-day challenges they face," Roland said. "There's no doubt it gives office-based managers a better understanding and appreciation of construction work."

"It's important that we keep safety as essential and reinforce this to our workforce and contractors. The observation visits remind site workers that safety is essential and taken extremely seriously by Powerlink."

"A fresh pair of eyes can sometimes spot an opportunity to avoid complacent behaviours and hazards, work through possible solutions and share information about good safety practices observed at other sites."

Roland said the visits were not intended to be audits, rather an opportunity for managers to discuss their observations with the on-site manager, and then take information back to Powerlink's project management team. Where necessary, some findings are targeted by the project's scheduled audit program. The issues are also often addressed in our contractor safety forums.

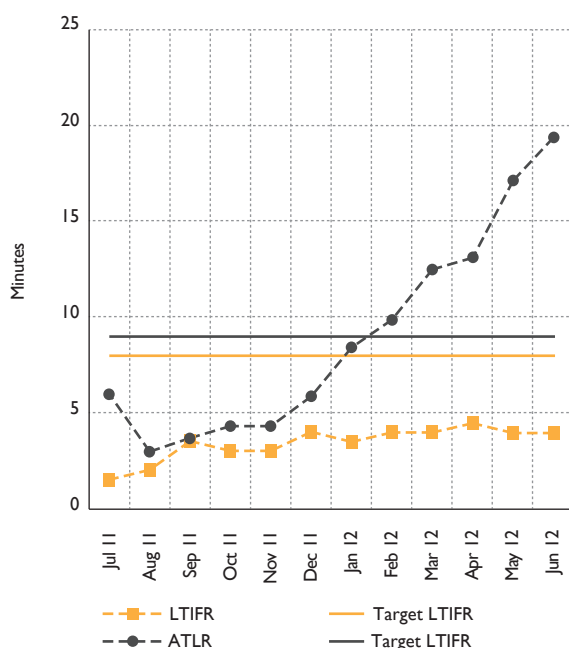
"I find both our Powerlink field-based staff as well as our construction site contractors are usually very appreciative of the site visits," Roland said. "The on-site teams are proud of their work and welcome our interest in a positive way. They are always eager to share their experiences and learn how things can be done better."

Safety performance

A lost time incident is an incident which results in an injury that causes a worker to require a one full day or more off work, and which occurs during work (not on journeys to/from work, or during recess breaks). During 2011/12, Powerlink experienced eight separate lost time incidents. Of these, four of the lost time incidents resulted in only one day lost time, indicating that the severity of the injury was relatively low. There was no common theme or trend demonstrated by the incident or injuries.

Year	LTIFR
2007/08	3.47
2008/09	2.27
2009/10	1.08
2010/11	2.06
2011/12	3.89

Average Time Lost Rate and Lost Time Injury Frequency Rate



The Lost Time Injury Frequency Rate (LTIFR) is the number of lost-time injuries per million hours worked. Powerlink's LTIFR remains below target for 2011/12, but has seen a slight increase this year.

Although the majority of lost time injuries are of short duration, the Average Time Lost Rate (ATLR) has increased in the period since December 2011.

Health and wellbeing

We advocate for a healthy workforce by providing information and access to health services. The types of services offered vary based on individual roles and their specific needs. In 2011/12 we provided education campaigns associated with our annual Flu Busters and Sun Safe programs.

A healthy workforce supports our safety culture and safety performance goals, and in turn our broader business performance.

LOOKING FORWARD

In 2012/13 and beyond, we will:

- review our safety reporting framework and recording of safety issues to ensure the organisation has a good understanding of safety performance, safety culture and the effectiveness of early intervention strategies
- review the effectiveness of safety practices, performance and updated reporting framework in contributing to our desired safety outcomes
- investigate opportunities to apply safety behaviour testing as part of recruitment for key roles in our business.