



## QLD Natural Gas E&P Industry Safety Leaders Group Working Group – Safety Leadership Charter

### SLG Champions

Ivan Tan – Chief Operating Officer, Arrow Energy  
Nick Gardner – Managing Director, FKG Group

### Secretariat

Coordinator, Queensland Natural Gas E&P Industry Safety Forum

Under the direction of the Queensland Natural Gas E&P Industry Safety Leaders Group (SLG), Safety Leadership has been identified as a key theme of the Queensland Natural Gas E&P Industry Strategic Safety Plan.

The Safety Leadership Working Group has been established by the SLG to help finalise the Queensland Natural Gas E&P Industry Strategic Safety Plan, and then develop common solutions to deliver against their assigned theme of the Plan

### Members

Members of the Working Group are either subject matter experts or user representatives, from both Operating Companies and Contract Partner Companies (refer to Appendix 1).

### Terms of Reference

#### 1. OBJECTIVES AND SCOPE

- 1.1 The overarching primary objective of the Safety Leadership Working Group is to assist the SLG improve safety performance in the Queensland Natural Gas E&P industry sector, specifically in the area of Safety Leadership. The primary objective is to improve safety performance driven by Visible Safety Leadership and behaviours.

The Strategic Themes for the Group are to:

- Identify key target areas that will enable the industry sector to develop a safety culture and behaviours that are consistent with the overarching SLG Vision of OGP Safety Performance.
- Identify “Why, What and How” of Safety Leadership across the Natural Gas E&P industry sector – prepare the compelling Case for Change, and the role of safety leadership to drive the change.
- Identify areas for collaboration, and collaboratively develop Visible Safety Leadership initiatives.
- Develop and share tools, programmes and initiatives that progress Visible Safety Leadership at all levels across the industry sector, including all levels of an organisation, inclusive of operator and contractor companies.

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Released	16 February 2017	Review Date	16 February 2018



- All tiers of an organisation are to be represented including senior management, front line supervision through to general staff. The emphasis of this Working Group is about everyone being a Visible Safety Leader, and mobilising and empowering the energy and commitment of the full workforce.

Principles:

- a) The scope of the Working Group is not about gaining a commercial advantage. Rather it is to progress the overall safety performance of the Queensland Natural Gas E&P Industry sector by sharing and collaboration.
- b) The safety performance of the industry will be made stronger by a collaborative approach amongst the Working Group participants, the Operating Companies and Contract Partner community represented by the Working Group.

1.2 The Scope of the Group includes:

- Safety Leadership at all levels in an organisation, from ground floor personnel through to the most senior levels of management.
- Safety Leadership across the sector including Operators, Contractors and sub-contractor workforces.

## **2. MEMBERSHIP AND GOVERNANCE**

- 2.1 A minimum of 1 Champion for each Working Group is drawn from the SLG members.
- 2.2 Champions ensure that their Working Group develops clear and agreed work plans with goals, actions, responsibilities and milestones for review and formal approval by the SLG, and steer implementation of the approved work plan.
- 2.3 Membership of the Working Group is open to all Operating Companies and Contract Partner Companies who participate in the Queensland Natural Gas E&P Industry Safety Forum. Engagement of other stakeholders will be considered in due course.
- 2.4 The Working Group has no decision making authority. It shall prepare recommendations for the SLG.
- 2.5 Members of the Group must have authority to make decisions on behalf of the organisations that they represent.
- 2.6 The Working Group selects its members from the Industry Safety Forum by nomination, and then assessment by the Working Group Champions. The nominal term of office for Working Group members is 1 year. The process for rotating new members will be developed by the SLG on behalf of the Queensland Natural Gas E&P Industry Safety Forum.
- 2.7 A number of Team Leads are appointed by the Working Group to be accountable for delivery of the agreed projects.
- 2.8 Invited members commit to attending scheduled meetings, and if required may attend by videoconference or by telephone. Members may not send delegates to scheduled meetings.
- 2.9 Any member of the Group who fails to attend 3 consecutive meetings or less than 50% of meetings within a 12 month period will have their position on the Group reviewed by the Group Champion(s) and may result in the member's removal from the Group.

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- 2.10 The Working Group may hold valid deliberations and make recommendations to the SLG only if a quorum is met, with at least half of the representatives from the Operating Companies and at least half of the representatives from Contract Partner Companies present.
- 2.11 Recommendations of the Working Group will generally be by consensus and, where required, by a simple majority of members present.
- 2.12 Members are responsible for meeting their own costs for attending and participating in meetings and forums.

### **3. MEETING MANAGEMENT AND REPORTING**

- 3.1 The Working Group meets monthly. Notification of meeting dates for the calendar year will be set at the start of that year.
- 3.2 The agenda and any pre-reading will be circulated 1 week before the meeting. Minutes of each meeting will be circulated 1 week after the meeting.
- 3.3 The Working Group's effectiveness and terms of reference are reviewed annually by the SLG against the agreed industry strategic safety plan, including a review of membership.

### **4. KEY AREAS OF COLLABORATION AND IMPROVEMENT OPPORTUNITIES**

The Working Group will decide on areas which the Group can most productively work on together in order to meet the objectives of the Working Group, and actively contribute towards improving safety performance of the industry. These will include:

- Undertake Safety Culture Survey across the industry, and consolidate data to understand key areas of concern and potential to get benefits.
- Understand and articulate the "Why" of Safety Leadership, such that the case for effort spent in this area is made. This will be different for each organisation, however there should be some generic drivers.
- Develop programmes and packs to match the areas of concern and most gain, including:
  - Overall Safety Leadership Programmes Plan templates;
  - Safety Leadership Programmes for Target audiences: Senior Management; Frontline Supervisors/SSM; All workforce; Frontline Workforce; Operator – Contractor Alignment; Contract Holder;
  - Reward and Recognition Programmes; Safety Conversations; Effective Consequence Management to develop Safety Culture; Safety Leadership KPIs; Workforce Feedback; Communications and Scorecards.

This is not an exhaustive list.

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## 5. DELIVERABLES

5.1 The Working Group will approach the Deliverables by agreeing on the "Why" it is important to do a particular task / programme (justification and case for change), as well as the "What" (the requirements or elements of a programme). It will be up to each individual company to decide "How" they will drive particular programmes and use tools developed by the Working Group.

5.2 The Working Group is tasked with producing the following deliverables:

01	The Queensland Natural Gas E&P Industry Strategic Safety Plan for the Working Group's assigned strategic theme	Q4
02	Working Group annual work plan and budget to submit to SLG	Q4
03	Working Group progress reports against work plans	Every 2 months

5.3 Specific measures of success for the Working Group will be developed by the Group and defined in the Queensland Natural Gas E&P Industry Strategic Safety Plan.

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These terms of reference were adopted by the members present at the Working Group meeting held on:

16 February 2017

Signed: .....  ..... SLG Co-Champion

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