IMPLEMENTATION TABLE: Creating a strong safety culture

STAGE 1: Planning	STAGE 2: Design	STAGE 3: Construction	STAGE 4: Post-construction
Principle 1 – Demonstrate safety leadership			
1.1 Establish a project safety management framework **1.2** Identify safety champions for appointment to the project safety leadership team **1.3** Appoint a project safety leadership team **1.4** Develop project safety charter **1.5** Develop project safety master plan	**2.1** Develop design safety plan **2.2** Specify how safety is to be addressed in tenders for construction **2.3** Include safety requirements in construction contract documents **2.4** Establish assessment criteria for prospective constructors **2.5** Evaluate tenders against safety criteria **2.6** Select qualified constructor	**3.1** Develop construction safety plan **3.2** Demonstrate management commitment to safety processes at all levels **3.3** Implement senior management-led 'safety walks' **3.4** Conduct regular site inspections **3.5** Consultation and talking safety	**4.1** Develop a commissioning safety plan **4.2** Perform post-construction review **4.3** Evaluate project performance **4.4** Recognise and reward good safety management and leadership
Principle 2 – Promote design for safety			
1.6 Specify safety requirements in project brief **1.7** Include safe design requirements in design consultant contracts **1.8** Select qualified designer **1.9** Establish requirements for safety in design	**2.7** Conduct design reviews to eliminate/reduce risks at concept and detailed design stages **2.8** Consider constructability in design safety reviews	**3.6** Design safe construction processes **3.7** Review safety risk in design changes	**4.5** Evaluate effectiveness of design safety review **4.6** Record effective design solutions for future projects
Principle 3 – Communicate safety information			
1.10 Communicate safety commitments to prospective stakeholders **1.11** Communicate project safety risk information to relevant stakeholders	**2.9** Include safety information in design documentation **2.10** Communicate relevant project safety risk information to constructors via the project risk register	**3.8** Communicate safety risk information to relevant stakeholders **3.9** Provide regular safety performance feedback to project personnel	**4.7** Communicate safety knowledge to all project participants
Principle 4 – Manage safety risks			
1.12 Conduct risk analysis of project options **1.13** Undertake technical feasibility studies of viable options **1.14** Select preferred project option based on robust risk assessment **1.15** Record safety information in a project risk register	**2.11** Record residual safety risk information in the project risk register	**3.10** Implement systematic risk management processes **3.11** Identify and rectify safety deficiencies **3.12** Record risk information	**4.8** Conduct appropriate testing of plant/equipment prior to commissioning **4.9** Record safety information relevant to facility operation
Principle 5 – Continuously improve safety performance			
1.16 Establish key performance indicators (KPIs) for safety	**2.12** Review key performance indicators (KPIs) for safety	**3.13** Undertake regular measurement of project safety performance using leading indicators, climate surveys and lagging indicators **3.14** Regularly analyse project safety performance data	**4.10** Undertake collaborative post-project review of safety performance **4.11** Capture and record lessons learned for future projects
Principle 6 – Entrench safety practices			
1.17 Continuously develop safety capabilities **1.18** Develop long-term relationships within supply chain	**2.13** Continuously develop safety capabilities **2.14** Provide mentoring schemes for SME designers	**3.15** Continuously develop safety capabilities **3.16** Promote safety management practices within SME subcontractors **3.17** Implement safety mentoring system for SME subcontractors	**4.12** Review long-term relationships with SMEs **4.13** Future interface between prime contractors and sub-contractors

This table is adapted from a best practice model developed by the School of Property, Construction and Project Management, RMIT University.

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