



Safety Risk Management Procedure

Brief description

This Procedure describes the methodologies used at GPC on the job to assist in identifying hazards that may exist in the work methods and the work environment, assessing the risk associated with those hazards and provision for documenting the risk mitigation measures (controls) before work can commence – PORT, JSA and Safe Work Instruction.

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If you require any further information, please contact the Custodian.

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1 Terms and definitions

In this Procedure:

“Risk” or **“risk”** means the possibility that harm loss or damage might occur when exposed to a hazard.

“Hazard” means a potential source of harm.

“Non routine task” means a task performed less frequently than once every three (3) months.

“Routine task” means a task performed at least once every three (3) months.

“Safe Work Instruction” means a document that provides instructions on how to safely carry out a task and/or use equipment. It is a quality controlled document that is written with stakeholder input and approved by the document owner and specifies how a task is to be carried out and the risk controls required. It is underpinned by a JSA that has assessed the risks associated with identified hazards.

Terms that are capitalised and not otherwise defined in this Procedure are defined in the GPC Corporate Glossary Instruction (as listed in Appendix 1 – Related documents).

2 Introduction

2.1 Purpose

This Procedure describes the main methodologies used at GPC on the job to assist in identifying hazards, assessing the risk associated with those hazards and provision for documenting the risk mitigation measures (controls) before work can commence – PORT, JSA and Safe Work Instruction. These safety risk management tools apply equally for identifying hazards and risk associated with health, safety, environment, delivery of service obligations and the protection of port property, systems, assets and reputation.

Incident data suggests a large proportion of incidents occur when the scope creeps or changes, or the work area is handed over to others without adequate communication of residual hazards or as conditions change throughout the day (i.e. another work group enters the vicinity, weather conditions change etc.). By formalising a process where workers stop and re-assess the situation following a change, then any newly introduced or emerging hazards can be identified and managed leading to a safer workplace.

2.2 Scope

This Procedure applies to all tasks undertaken by all GPC Workers.

The following activities have been assessed as very low risk under normal circumstances, so may be excluded from requiring a PORT:

- General office duties
- Walking in non-operational areas
- Driving a light vehicle in ‘normal’ conditions
- Daily checks for light vehicles including: pre-starts, re-fuelling and housekeeping.

Transit (walking) to a task in an operational area may also be excluded from requiring a PORT if the area is very low risk and access is on a regular basis (e.g. designated walkways, stairways and the like).

Contractors shall comply with the intent of this Procedure. They may use their company safety management / risk management tools if approved by their GPC Representative, otherwise they must use the GPC safety management / risk management tools.

Visitors are not permitted to undertake 'work' as such and are required to follow the directions given by their GPC Representative or host whilst they are on site.

Port users and others are expected to have their own safety management / risk management tools and apply them whilst they are operating on GPC owned and operated sites.

2.3 Objectives

The objective of this Procedure is to:

- provide a consistent approach for how and when to identify hazards and assess risks associated with a task and the work environment prior to undertaking a task and throughout the duration of the task; and
- define when a safe system of work is required to be documented prior to undertaking a task.

3 Roles and responsibilities

To assist GPC Representatives to better understand their responsibilities, key responsibilities and accountabilities are summarised below:

Role	Responsibilities
Managers, Superintendents, Supervisors and GPC Representatives	To ensure that GPC complies with its obligations by: <ul style="list-style-type: none"> • reviewing and approving contractor JSA's and templates for PORT equivalents for Contractors in their control • reviewing compliance with, and the quality of, JSA's and PORT's of Employees in their control and Contractors they engage • enabling additional controls for Employees, Contractors and Workers when required • following up on temporary controls identified with hazard notifications or work orders • ensuring reviewed JSA's and Safe Work Instructions are updated into the library
Safety and Environment Specialists	To ensure that GPC complies with its obligations by: <ul style="list-style-type: none"> • monitoring effectiveness of this process through regular audits
GPC Employees, Contractors and Workers	To ensure that GPC complies with its obligations by: <ul style="list-style-type: none"> • maintaining currency of training • applying the PORT, JSA and Safe Work Instruction process as per this Procedure

Role	Responsibilities
	<ul style="list-style-type: none"> • taking reasonable care for their own safety • complying with this Procedure

4 Safety Risk Management

4.1 Process overview

Prior to under taking any task included in the scope of this Procedure, all employees and contractors shall follow a process to identify hazards and assess the risk associated with those hazards and mitigate those risks to ensure individual safety, the safety of others and protect property and the environment from damage or harm.

4.2 Tools

The primary tools for facilitating this process are described in Table 1 below.

Table 1 Risk management tools for task-based application

	PORT	JSA	Safe Work Instruction
Format	<ul style="list-style-type: none"> • Pocket book size notebook to be completed on the job 	<ul style="list-style-type: none"> • A4 landscape template to be completed on the job 	<ul style="list-style-type: none"> • Quality controlled document available on Neptune • Uncontrolled when printed
Intent	<ul style="list-style-type: none"> • To identify current hazards in the work environment while considering the task to be carried out 	<ul style="list-style-type: none"> • Describes the task step-by-step, identifying the hazards in each step and the controls required to make it safe • Risk assessment for each hazard before and after controls 	<ul style="list-style-type: none"> • Describes how to complete a complex task while highlighting associated hazards and controls required • Workers are trained in a Safe Work Instruction and then assessed for competency in application of the Instruction
Use for	<ul style="list-style-type: none"> • Very low risk non-complex tasks • Non-complex tasks • Tasks supported by a Safe Work Instruction or JSA 	<ul style="list-style-type: none"> • Low risk and above tasks • Complex tasks • Non-routine tasks • To underpin a Safe Work Instruction 	<ul style="list-style-type: none"> • Complex tasks • Routine tasks – reviewed if task not done recently or someone unfamiliar with the task is involved

	PORT	JSA	Safe Work Instruction
Who	<ul style="list-style-type: none"> As an individual or group All parties discuss the identified hazards and agree on controls Each person to complete their own PORT or one is written for all the group to sign onto 	<ul style="list-style-type: none"> As a group of any size All parties discuss the identified hazards and agree on controls Everyone in the group must sign onto the JSA 	<ul style="list-style-type: none"> Written by a SME or stakeholder group and approved by a Superintendent Persons who are new or unfamiliar with the task must review the Safe Work Instruction before starting work

4.3 PORT Process

A PORT (Pause, Observe, Risk Identification, Treat Risk) is to be used for very low risk non-complex tasks or for routine tasks used in conjunction with a JSA or Safe Work Instruction to assess on the job conditions and to monitor conditions as they change on the job.

The intent of the PORT is to identify the hazards that are relevant to the work in that particular work environment at that particular point in time. There is a prompt list of damaging energies to consider and is provided in the pocket book.

When on the job site, the worker or work group must observe the work environment and consider the task at hand. The work group must discuss the identified hazards and agree on control measures required. Identified hazards and controls must be documented in the PORT prior to starting work.

If completing the PORT as a group, then all members of the work group must understand the hazards and agreed controls and sign the PORT.

A review of the PORT must be undertaken after long breaks (i.e. greater than one (1) hour), if conditions change or if the scope of work changes. The PORT should be updated accordingly.

The completed PORT must be kept on the job site for the duration of the task.

Completed PORT's must be handed into the Supervisor at the end of the shift to allow leaders to monitor quality and compliance with this Procedure and to arrange follow up action on any hazards identified that need permanent controls or remedial action applied. For example: a hazard notification or work order may need to be raised so that identified hazards have a permanent fix applied.

A summary of the PORT process is provided in Appendix 2 and 3: PORT / JSA decision making tool.

(a) Routine tasks – performed at least once every three (3) months

If a task is routine, i.e. performed at least once every three months, then it is required to have a Safe Work Instruction developed, approved and the published version accessible on Neptune. JSAs are used to underpin Safe Work Instructions to ensure that all hazards associated with each step are considered and agreed controls are included in the Safe Work Instruction.

Workers must be trained and assessed as competent in the understanding and application of the Safe Work Instruction for the task and performing the task at least once every three months or reasonable cause to exempt them from reviewing the Safe Work Instruction every time before they perform that task.

Before undertaking a routine task with a Safe Work Instruction, the Worker or work group must conduct a PORT. If there is somebody in the work group who is new or unfamiliar with the task, or they are not trained and competent, then the Safe Work Instruction must be reviewed by the entire work group before starting.

(b) New tasks or non-routine tasks – performed less frequently than once every three (3) months

Some non-routine tasks may have a JSA or Safe Work Instruction available. If so, then it must be reviewed and updated before the task commences. A PORT must be completed by the worker or work group after reviewing and updating the JSA or Safe Work Instruction.

If there is no JSA or Safe Work Instruction for the task, then consider if the task involves any elements of high risk work or could have a high risk environmental impact. If it does, then a JSA must be developed before starting work.

High risk work elements of a task pose a high health and safety risk or high environmental impact risk includes, but is not limited to, the following:

-
- Working at height with personal fall protection
 - Erecting/dismantling scaffold
 - Working in a confined space
 - Hot work
 - HV electrical work
 - Energised work
 - Excavation work
 - Operating heavy equipment
 - Work on or near roadways
 - Rigging and dogging
 - Crane operations
 - Tree clearing (Earthworks)
 - Spills to land or water
 - Dust
 - Pest management/biosecurity
-

All members of the relevant work group must sign onto the newly developed JSA. After developing the JSA, the worker or work group must complete a PORT.

If there is no JSA or Safe Work Instruction and the work does not involve any high risk work elements, then a PORT is required.

(c) Outcome of the PORT

If, after conducting a PORT, the residual risk with controls in place is higher than very low, you must consult with your Supervisor who will enable additional controls and either authorise work to proceed or escalate the matter if the residual risk is beyond their authority.

If after conducting a PORT, the residual risk with controls in place is very low, work can proceed.

(d) Review of the PORT during the task

Throughout the task, conditions may change that may render your original controls ineffective or new hazards are introduced that need to be controlled.

'Scope creep' or 'additional scope' is often overlooked as a potential source of risk.

Key triggers for stopping work and reviewing the PORT includes, but is not limited to:

- change of conditions i.e. wind direction, rain, adjacent work groups etc.
- long break (generally >1hr) i.e. crib breaks, shift change etc.
- work scope changes i.e. check your isolation covers any additional scope etc.

(e) What to do with your PORT at the end of the task

All completed PORTs must be handed to your Supervisor at either the completion of your shift or as otherwise directed by your Supervisor.

If you have identified hazards in your PORT analysis that require permanent risk controls to be put in place, communicate this to your Supervisor for follow up. The follow up may include raising a work order or a hazard notification. In this instance, the completed PORT is kept as a record and can be attached to the work order or hazard notification record.

If there was an incident associated with the task, the person responsible to investigate must attach the PORT to the incident record in SAI360.

(f) Tasks that do not require a PORT

The following tasks have been formally risk assessed as very low risk and are deemed exempt from requiring a PORT. They include:

- general office duties;
- walking in non-operational areas;
- driving a light vehicle in 'normal' conditions; and
- daily checks on light vehicles including: pre-starts, re-fuelling and housekeeping.

The risk assessment is available to review as #1472775.

Transit (walking) to a task in an operational area may also be excluded from requiring a PORT if the area is very low risk and access is on a regular basis (e.g. designated walkways, stairways and the like).

4.4 JSA and Safe Work Instruction process

JSA's and Safe Work Instructions both provide practical instruction on how to carry out a task and / or use equipment at GPC. They provide the worker a list of steps, the health, safety and

environmental hazards associated with each of the steps and appropriate risk controls to implement to reduce the impact and likelihood of those hazards whilst undertaking the task.

A **JSA** (Job Safety Analysis) is developed for new tasks, infrequent tasks or complex tasks that do not already have a formal Safe Work Instruction developed. The JSA template provides for identifying inherent hazards associated with each step of a particular task, assessing the risk associated with each of the identified hazards and providing for risk controls to be listed to mitigate the risk to an acceptable level. The implementation of controls shall be facilitated by the worker, work team or leader prior to starting work.

A JSA must be developed on the job for new tasks, or reviewed and updated as required for non-routine tasks.

A **Safe Work Instruction** provides instructions on how to carry out a task and / or use equipment. It is a quality controlled document that is written with stakeholder input, approved by the document owner and is published and accessible on Neptune. A Safe Work Instruction specifies how a task is to be carried out and the risk controls required. It is underpinned by a JSA that has assessed the risks associated with identified health, safety and environmental hazards.

Safe Work Instructions shall form the basis of the training for routine tasks.

(a) Specific requirements

JSA's and Safe Work Instructions shall be prepared for a job when a job step record is required due to complexity, technical requirements or risk.

Workers involved in the relevant task shall participate in the development and review of JSA's and Safe Work Instructions.

Supervisors shall satisfy themselves that the Worker is competent to perform the task prior to instructing the person to perform the task. If the person is not competent, then they must be mentored through the task and refer to the relevant JSA or Safe Work Instruction when completing the task.

Relevant JSA's and Safe Work Instructions shall be reviewed and / or revised with affected employees following an incident investigation where lack of understanding of the task, inadequate hazard identification or ineffective application of the JSA or Safe Work Instruction is deemed to be a contributing factor.

If the incident investigation identifies that the JSA or Safe Work Instruction failed to identify a hazard that would reasonably be expected to be identified, then an action must be associated with the incident in SAI360 for the Custodian to update the JSA and/or Safe Work Instruction.

Supervisors shall ensure that revised JSA's and Safe Work Instructions are updated in the library and made available on Neptune.

Supervisors shall ensure that JSA's and / or Safe Work Instructions are developed or reviewed as part of the pre-task instruction for non-routine tasks.

Safe Work Instructions shall be reviewed for currency by the document owner based on a frequency determined by the 'before controls' risk rating.

(b) What to do with new or updated JSA's

Where employees have been required to create a new JSA or make updates to an existing JSA, the completed or marked up JSA must be handed into the relevant Supervisor at the completion of the task. The Supervisor must review the content to ensure it is of satisfactory quality. If the residual risk is below Medium, the Supervisor can approve the new JSA or amendments once satisfied. If the residual risk is

Medium or above, the Supervisor must escalate to the relevant authority level for approval. Once finalised, the Supervisor must arrange for the JSA to be typed up and formatted as required. The JSA must be saved in e-Docs under file path 8/10/5/1 as either a new document (for new JSA's) or as a new version (for updated JSA's). New JSA's must be updated into the work group's JSA/Safe Work Instruction Register for future reference.

- Production JSA / SWI Register - #1535071
- Earthworks JSA/SWI Register - #1635132
- Maintenance JSA / SWI Register - #1458564
- Marina JSA / SWI Register - #1562231
- Parks and Recreation JSA / SWI Register - #1539120

Where applicable, work packs are to be updated to attach new or amended JSA's to job lists.

A summary of the JSA process for new and updated JSA's is provided in Appendix 4.

4.5 Contractor requirements for PORT and JSA

Contractors are permitted to use their own pre-task hazard/risk assessment process, however, this needs to be consistent with this Procedure. The GPC Representative of the Contractor must satisfy themselves that the Contractor tool and process is consistent with this Procedure and, where appropriate, consult, cooperate and coordinate with the relevant Contractor to manage any interface risks arising from any inconsistencies.

Contractors who do not have their own equivalent pre-task hazard/risk assessment process or their GPC Representative has specifically requested that the contractor use the GPC tools, must be trained in the use of the GPC PORT/JSA process.

GPC Representatives shall monitor Contractors to ensure that the PORT/JSA process followed by Contractors is of satisfactory quality and that this Procedure is being complied with.

4.6 Monitoring for quality assurance and compliance

Leaders must monitor Workers under their control to ensure that completed PORT's and JSA's are of a satisfactory quality and that this Procedure is being complied with. Monitoring shall occur through on the job interactions, planned task audits and reviews of completed PORT's and JSA's that have been handed in.

Where quality or compliance issues are identified, leaders must follow up with adequate coaching and/or performance management.

4.7 Training requirements

All GPC Employees complete Risk Management Corporate Mandatory Training as well as classroom based PORT training. As identified through the Job Specific Mandatory Training Matrix, classroom based JSA training is also available.

PORT and JSA training is available to contractors who have been instructed by their GPC Representatives to attend.

5 Appendices

5.1 Appendix 1 – Related documents

(a) Legislation and regulation

Key relevant legislation and regulation, as amended from time to time, includes but is not limited to:

Type	Legislation/regulation
State Acts	<i>Work Health and Safety Act 2011 (Qld)</i> <i>Work Health and Safety Regulations 2011 (Qld)</i> How to manage work health and safety risks – Code of Practice 2011
Other	Australian Standard AS/NZS ISO 31000:2009: Risk management – Principles and guidelines

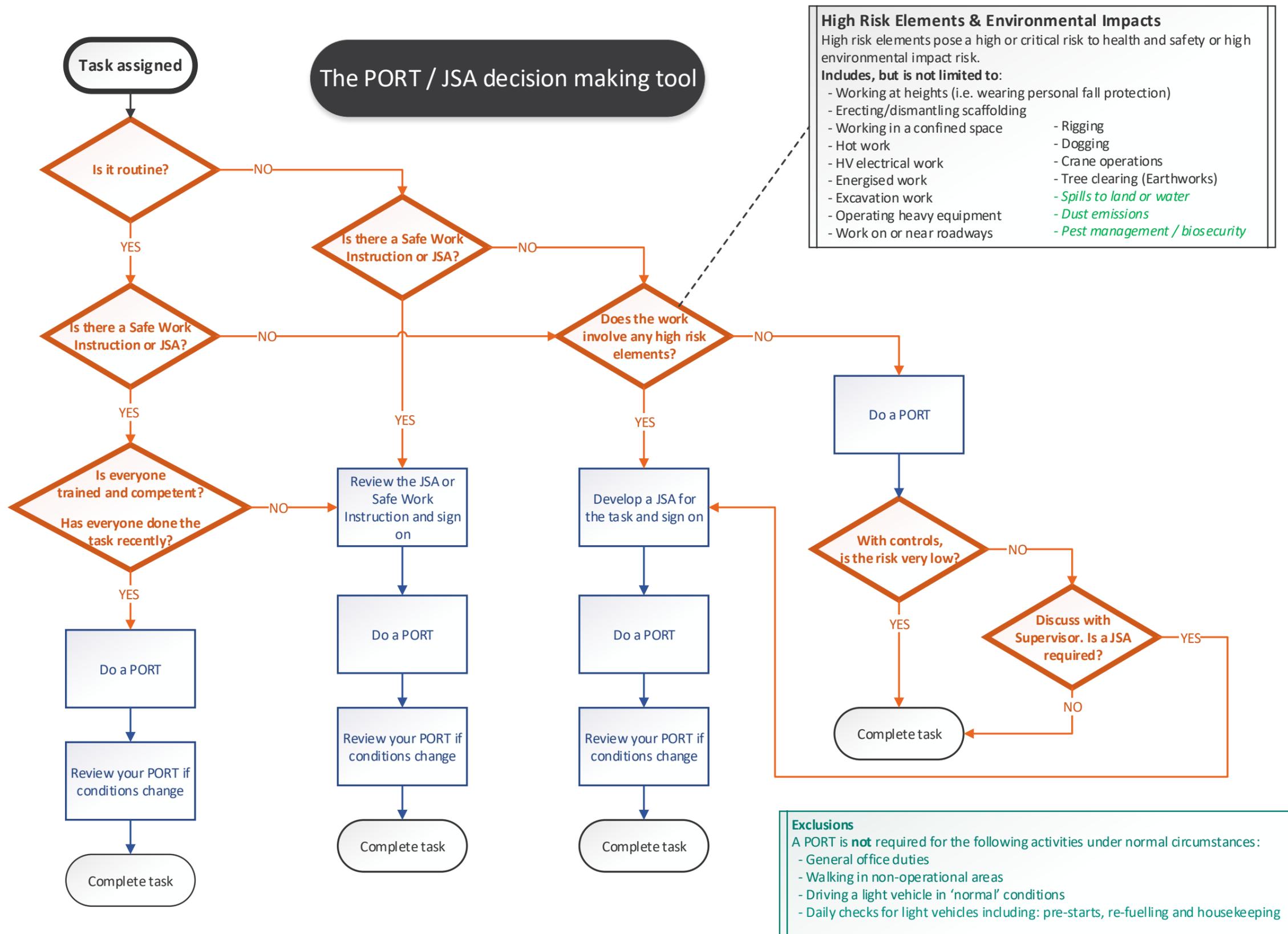
(b) Gladstone Ports Corporation documents

The following documents relate to this Procedure:

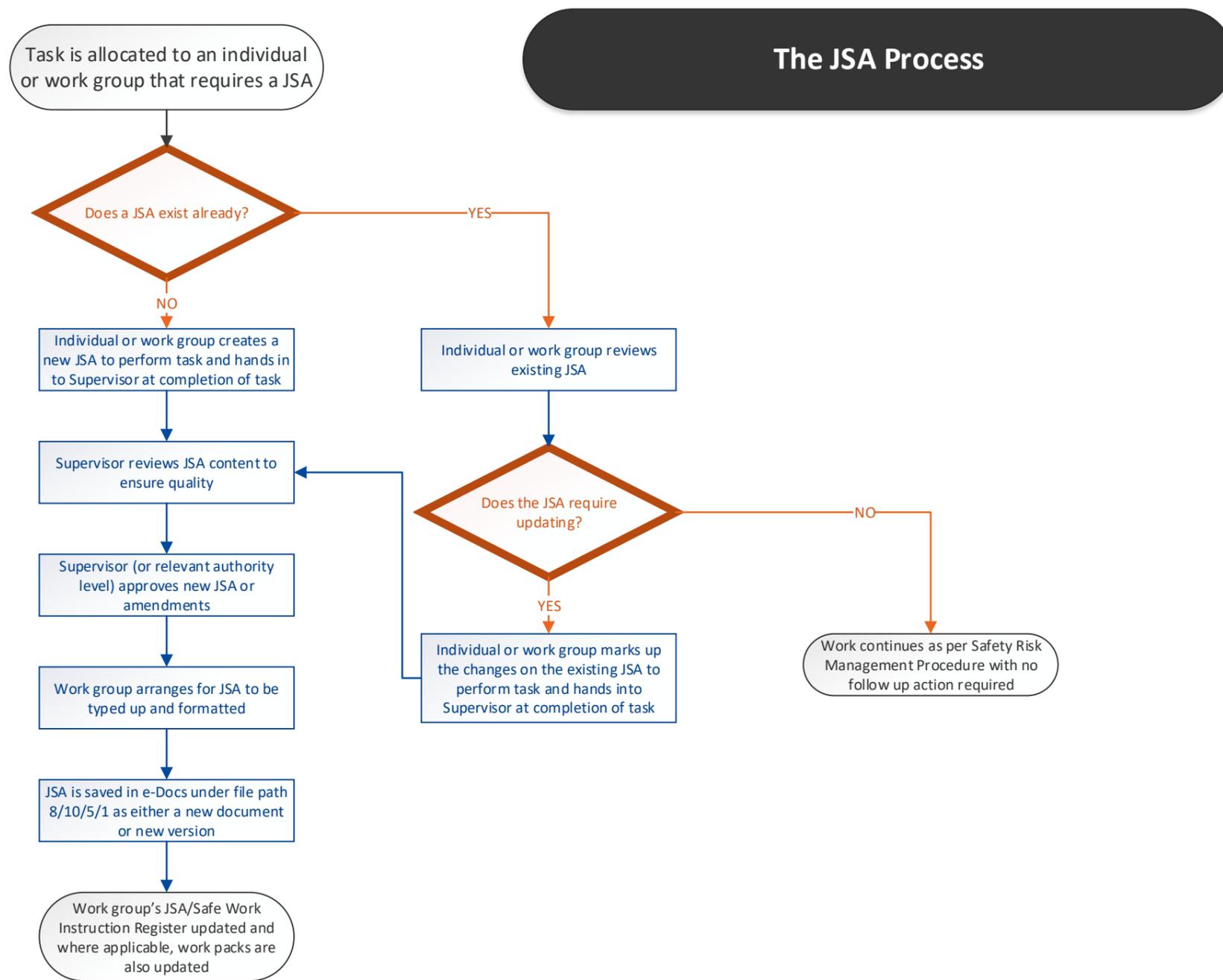
Type	Document number and title
Tier 1: Policy	#365624 Safety Policy #1412364 Enterprise Risk and Resilience Policy
Tier 2: Standard/Strategy	#854303 Safety Management Framework Standard #829152 Enterprise Risk Management Standard #934182 Learning and Development Standard
Tier 3: Specification/ Procedure/Plan	#936233 Enterprise Risk Management Procedure
Tier 4: Instruction/Form/ Template/Checklist	#1478721 Template – PORT Pocket Book #1478721 Template – PORT Pocket Book – Damaging Energy Prompt Card #1569283 Template – A4 Page PORT with JSA/PORT decision making flowchart #1331900 – PORT/JSA decision making tool full version #1458717 – PORT/JSA decision making tool basic #1621179 GPC Corporate Glossary Instruction

Type	Document number and title
Other	#1472775 Risk Assessment – PORT Exemption #1425748 Presentation – Safety Risk Management Training (PORT / JSA)

5.3 Appendix 3 – PORT / JSA decision making tool (basic)



5.4 Appendix 4 – JSA process for new and updated JSA's



5.5 Appendix 4 – Revision history

Revision date	Revision description	Author	Endorsed by	Approved by
15/03/2019	Document created	Tony Young, Safety Manager	Rowen Winsor, People Community and Sustainability General Manager	Tony Young, Safety Manager
08/04/2019	Minor amendment to PORT exclusions	Tony Young, Safety Manager	Rowen Winsor, People Community and Sustainability General Manager	Tony Young, Safety Manager
24/07/2019	Minor amendments to low and very low risk references	Tony Young, Safety Manager	Rowen Winsor, People Community and Sustainability General Manager	Tony Young, Safety Manager
04/08/2020	Legal review by HSF. Changes to Safe Work Instruction, JSA and PORT requirements and leader's responsibilities for monitoring for quality assurance.	Kirsty Iszlaub, Acting Safety Specialist – Systems and Projects	Rowen Winsor, People Community and Sustainability General Manager	Tony Young, Safety Manager