



Safety Management Framework Standard

Brief description

The Safety Management Framework Standard outlines the core elements essential for managing safety at GPC and provides clarity about GPC’s safety expectations in all of its businesses and undertakings.

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Custodian	Executive General Manager People and Community

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

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The current version of this Standard is available on GPC’s Intranet.

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1 Terms and definitions

In this Standard:

“Safety Culture Framework” means the key criteria that outline the way managers/executives, supervisors/superintendents and all Employees should think and behave in relation to safety to meet GPC's expectations and legislative duties and obligations.

“Safety Leadership Framework” means the key elements that must be incorporated into the way leaders work and perform at GPC.

“Safety Management System Framework” means the key elements of the safety system implemented and maintained at GPC.

“Workplace Health and Safety Management System” means the part of the overall management system which includes organisational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining the Safety Policy, and so managing the risks associated with the business of the organisation.

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

2 Introduction

2.1 Purpose

GPC is committed to ensuring the health, safety and wellbeing of Workers and visitors in its workplaces, the community using its public facilities and the protection of property and infrastructure.

This Standard identifies and outlines the three core elements of safety management at GPC – systems, culture and leadership. It also clarifies GPC's safety expectations and supports the Safety Policy which commits to a safety goal of zero harm.

2.2 Scope

This Standard applies to all Workers undertaking work for, or on behalf of, GPC at sites controlled by GPC, and visitors to these sites.

A separate but consistent standard has been developed for specific use by Contractors, and all other non-GPC personnel who undertake activities on land that is either owned, operated or managed by GPC.

Visitor's obligations are reinforced in site inductions.

2.3 Objectives

The objectives of this Standard are to:

- (a) ensure that GPC complies with legislative and ISO 45001 requirements;
- (b) provide clarity regarding the obligations, responsibilities and expectations for the management of safety at GPC; and
- (c) explain the system, culture and leadership frameworks by which GPC manages safety.

3 Principles and requirements

3.1 Safety Management Framework

The Safety Management Framework is comprised of three integrated elements that create a holistic approach for managing safety. These three elements as displayed in Figure 1 are safety leadership, safety culture and GPC’s safety management system.



Figure 1: Schematic of the Safety Management Framework

3.2 Safety Management System Framework

GPC has, and maintains, a safety management system certified to ISO 45001:2018.

The key elements of the safety management system are outlined in Figure 2. The system is based on a “plan, do, check, act” methodology and focuses on seeking continual improvement to meet the intended outcomes of the safety management and enhance safety performance.

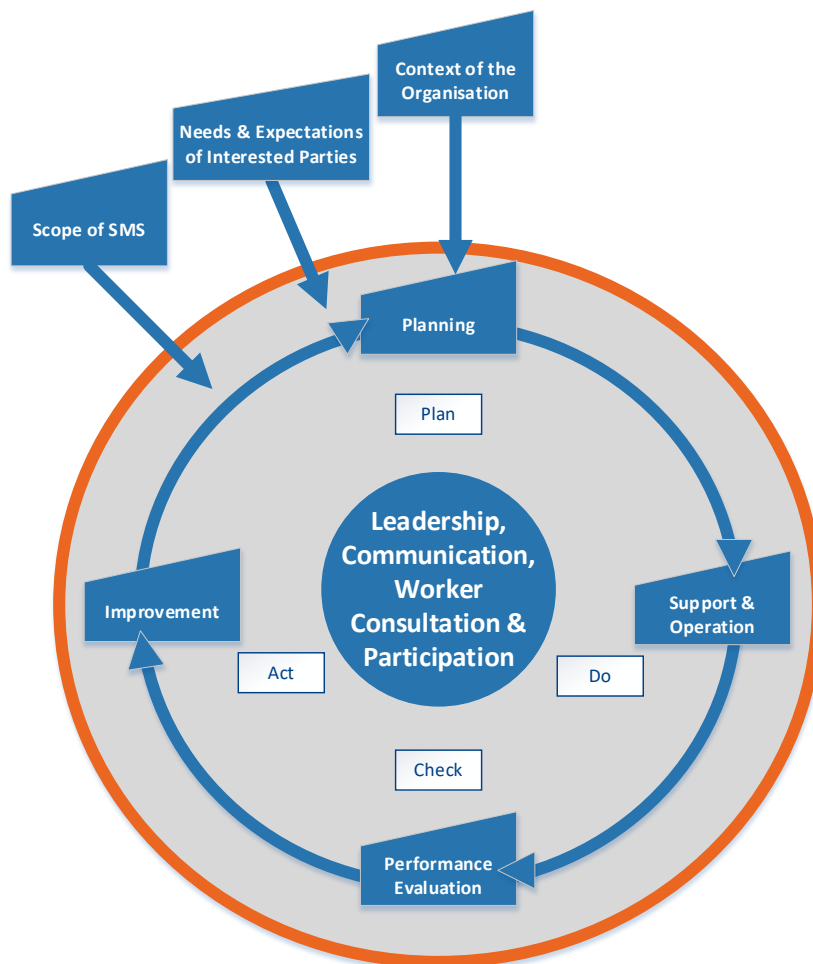


Figure 2: Schematic of the Safety Management System Framework (simplified version)

The Safety Management System Plan is the overarching directory that describes the documentation, processes and activities that form the GPC safety management system. All Workers must comply with the procedures and systems outlined in this Plan.

3.3 Safety Culture Framework

Safety culture is the behaviours exhibited by Workers that impact either positively or negatively on personnel and plant safety. A desired safety culture is an organisational culture that places a high level of importance on safety beliefs, values and attitudes and these are shared by all the people within the workplace.

GPC's desired safety culture is where all Workers:

- (a) follow approved standards/procedures;
- (b) act as risk managers;
- (c) discuss and communicate safety concerns and successes; and
- (d) are involved and engaged in improving safety.

The Safety Culture Framework describes the way we should collectively think and behave in relation to safety (see Figure 3).

This framework details the four key themes – Standards, Risk Management, Communication and Switched On – of which Above the Line/Below the Line behaviours are applied to.

The four themes apply across the whole workforce which has been split into three groups:

- (a) everyone;
- (b) Supervisors and Superintendents; and
- (c) Managers and Executives.

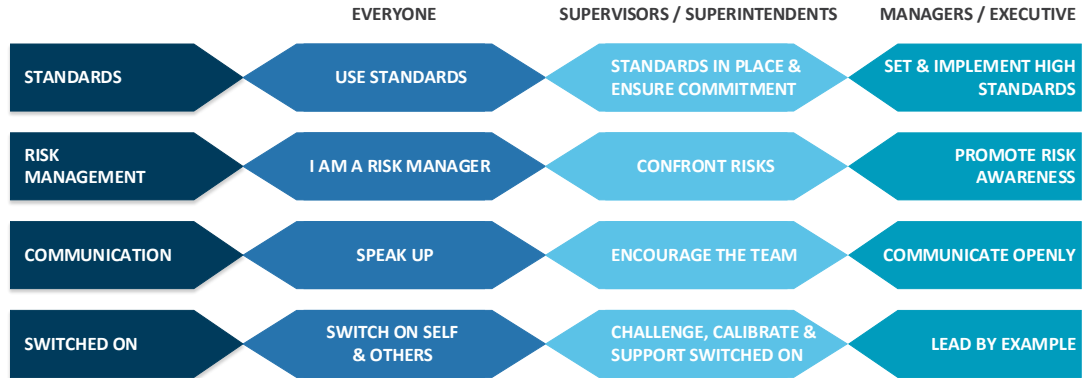


Figure 3: Schematic of the Safety Culture Framework

The Safety Culture Procedure outlines the specific attributes of the above the line behaviours that all Employees and Workers must demonstrate and strive for and the below the line behaviours that must be avoided.

3.4 Safety Leadership Framework

Safety Leadership is a process of social influence and motivation which maximises the efforts of others to engage and maintain behaviours that drive the safety value towards the achievement of a common goal. The Safety Leadership Framework is comprised of four integral elements as depicted in Figure 4:

- (a) Visible Felt Leadership;
- (b) Responsibility and Accountability;
- (c) Coaching; and
- (d) Engaging Communications.



Figure 4: Schematic of the Safety Leadership Framework

The requirements of a Leader to participate in Safety Leadership activities will be determined by role type and team structure. Measurement and monitoring of Safety Leadership should cover frequency and quality of time spent with team members, including:

- (a) safety interactions;
- (b) JSA/PORT reviews in the field;
- (c) self-reflection and feedback on pre-start and toolbox delivery;
- (d) team morale and rapport; and
- (e) incident/injury statistics.

The Safety Leadership Procedure provides a detailed description of each of the four key elements of the Safety Leadership Framework and outlines Safety Leadership expectations and responsibilities of Leaders at GPC. The HSEQ Assurance Activities Procedure outlines the processes and tools in place to assist with monitoring and reviewing the safety behaviour of Workers and compliance with GPC's safety management system.

3.5 Standard monitoring and review

This Standard, its operation and implementation will be reviewed every three years or as required as a result of:

- (a) findings of internal and external reviews or audits of the safety management system; or
- (b) changes in legislation or other requirements.

Formal review, consultation and authorisation processes will be initiated by the Executive General Manager People and Community to ensure this Standard remains current and fit for purpose.

4 Roles and responsibilities

All Employees, Workers and Contractors working for or on behalf of GPC have obligations under the WHS Act to appropriately manage safety and a responsibility to take care of their

own health and safety and that of others that may be affected by their actions or omissions. In addition to these legislative obligations, there is also a shared responsibility to ensure involvement and compliance with GPC's safety management system. To fulfil these obligations and duties, the following roles and responsibilities apply:

Role	Responsibilities
Board	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • acquiring and keeping up to date with information on work health and safety matters; • acquiring knowledge related to the nature and operations of the work and associated hazards and risks; • ensuring that GPC has, and uses, appropriate resources and processes to eliminate or reduce health and safety risks; • ensuring that GPC has robust safety management systems in place detailing incident management, hazard identification, risk management, communication, consultation, training and reporting; • monitoring the safety performance of GPC; • approving the annual safety budget; and • reviewing internal and external audits conducted to ensure correct and extensive implementation of safety management policies and standards.
Chief Executive Officer	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • maintaining overall responsibility and accountability for the prevention of work-related injuries and illnesses, as well as the provision of safe workplaces and activities; • acquiring, keeping current and reporting to the board information on work health and safety matters; • acquiring knowledge related to the nature and operations of the work and associated hazards and risks; • ensuring that GPC has, and uses, appropriate resources and processes to eliminate or reduce health and safety risks; • ensuring that GPC has appropriate processes in place to receive and consider information about incidents, hazards and risks, and to respond in a timely manner; • ensuring that GPC has, and implements, processes for complying with their duties and obligations (e.g. reporting notifiable incidents, consulting with workers, complying with notices, providing training and

Role	Responsibilities
	<p>instruction, establishing health and safety committees and ensuring health and safety representatives receive training);</p> <ul style="list-style-type: none"> • ensuring the development and implementation of the GPC safety management system as well as the integration of it into GPC's business processes; • directing and supporting persons to contribute to the effectiveness of the GPC safety management system as well as communicating the importance of complying to its requirements; • driving the strategic direction of GPC and approving strategic plans; • ensuring the Safety Policy and safety objectives are compatible with the strategic direction of GPC; • ensuring the GPC safety management system is effective, reviewed and audited on an annual basis; • ensuring and promoting continual improvement of safety management at GPC; • providing adequate resources to ensure the effective implementation, operation, monitoring and improvement of the GPC safety management system; • developing, leading and promoting a culture that supports the Safety Culture Framework; • encouraging and supporting workers to report incidents, hazards, risks and opportunities; • promoting and supporting leadership roles to demonstrate their leadership through the Safety Leadership Framework and apply it to their areas of responsibility; • appointing a Trained Safety Advisor as required by the Department of Justice and Attorney-General (DJAG) through Workplace Health and Safety Queensland; and • ensuring that the Board is regularly and fully informed about issues relevant to the achievement of their statutory obligations for workplace health and safety.
EMT	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • acquiring, and keeping current, information on work health and safety matters;

Role	Responsibilities
	<ul style="list-style-type: none"> • acquiring knowledge related to the nature and operations of the work and associated hazards and risks; • ensuring that GPC has, and uses, appropriate resources and processes to eliminate or reduce risks to health and safety; • ensuring that GPC has, and implements, processes for complying with their duties and obligations (e.g. reporting notifiable incidents, consulting with workers, complying with notices, providing training and instruction, establishing health and safety committees and ensuring health and safety representatives receive training); • assessing the safety performance of Employees based on their compliance with GPC's systems and expectations; and ability to reduce incidents, control potential hazards or exposures; • implementing the GPC safety management system in the workplace, integrating it into GPC's business processes and actively participating in the regular review of its performance; • supporting persons to contribute to the effectiveness of the GPC safety management system as well as communicating the importance of complying to its requirements; • developing, leading and promoting a culture that supports the Safety Culture Framework; • encouraging and supporting workers to report incidents, hazards, risks and opportunities; • promoting and supporting leadership roles to demonstrate their leadership through the Safety Leadership Framework and apply it to their areas of responsibility; • providing adequate resources to ensure the effective implementation, operation and monitoring of the GPC safety management system; and • ensuring that specific GPC personnel are assigned responsibility for actively monitoring and managing the performance of each contractor engaged to undertake work for GPC.
Executive General Manager People and Community	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • ensuring the development and monitoring of the GPC safety management system; and • ensuring that GPC has appropriate processes in place to receive and consider information about

Role	Responsibilities
	incidents, hazards and risk, and to respond in a timely manner.
Managers / Superintendents / Supervisors / Coordinators (Leaders)	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • undertaking regular inspections and audits of work areas in accordance with GPC procedures and expectations; • ensuring that controls are in place to manage hazards or exposures in the workplace that may affect Worker's health and safety; • ensuring that workers are trained in safe working practices and provided with effective supervision; • ensuring that appropriate risk assessments are undertaken before work tasks are commenced; • ensuring that health and safety incidents are reported in a timely manner and in compliance with GPC's reporting requirements; • ensuring that appropriate investigations are conducted of all work related incidents, injuries or illnesses in their area of responsibility and that investigations are undertaken in accordance with GPC procedures; • ensuring that prompt preventative and/or corrective action is taken on identified health and safety matters; • implementing the GPC safety management system in the workplace; • ensuring that Employees or Contractors under their control who are non-conformant with a GPC safety procedure is managed in accordance with GPC procedures; • ensuring that specific Employees are assigned responsibility for actively monitoring and managing the performance of each Contractor engaged to undertake work for GPC; and • ensuring that Employees and Contractors under their control receive relevant safety communications related to the nature and operations of their work and associated hazards and risks.
Safety and Training team	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • acquiring, and keeping current, information on work health and safety matters; • ensuring that GPC has appropriate processes in place to receive, assess and manage information

Role	Responsibilities
	<p>about incidents, hazards and risk, and to respond in a timely manner;</p> <ul style="list-style-type: none"> • ensuring that GPC has, and implements, processes for complying with its duties and obligations (e.g. reporting notifiable incidents, consulting with workers, complying with notices, providing training and instruction and ensuring HSR's receive training); • developing, implementing and maintaining the Safety Management System; • ensuring the GPC Safety Management System is effective, monitored, reviewed and audited on a regular basis; • providing technical advice on safety matters when necessary; and • providing expert safety support and services to other GPC departments.
Workers	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • ensuring the health and safety of themselves and all others who may be affected by their acts or omissions, and the property and equipment for which they are responsible; • complying, so far as they are reasonably able, with any reasonable instruction that is given by GPC to allow the person to comply with the WHS Act; • complying with any reasonable GPC Policy, Standard, Procedure or document in the GPC safety management system; • fully participating in drug and alcohol testing; • reporting health and safety hazards, near misses and incidents in a timely manner and in accordance with GPC Procedures; • fully participating in incident investigations, when required; and • actively managing Contractors, Consultants and visitors in accordance with GPC Procedures.
Visitors	<p>To ensure that GPC complies with its obligations by:</p> <ul style="list-style-type: none"> • ensuring the health and safety of themselves and all others who may be affected by their acts or omissions; • complying, so far as they are reasonably able, with any reasonable instruction given by an Officer or Worker;

Role	Responsibilities
	<ul style="list-style-type: none"> ensuring that they are in a fit for work state before entering GPC sites; and participating fully in drug and alcohol testing, when requested to do so.

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 Regulation 2011 (Qld)</i>
Other	ISO 45001:2018 Occupational health and safety management systems

(b) Gladstone Ports Corporation documents

The following documents relate to this Standard:

Type	Document number and title
Tier 1: Policy	#365624 Safety Policy
Tier 2: Standard/Strategy	#1356248 Safety and Training Strategy #995910 Contractors and Port Users Safety Environment and Security Standard
Tier 3: Specification/ Procedure/Plan	#697854 Safety Management System Plan #1529446 Safety Culture Procedure #1529449 Safety Leadership Procedure #1245255 HSEQ Assurance Activities Procedure
Tier 4: Instruction/Form/ Template/Checklist	#1621179 Corporate Glossary Instruction
Other	N/A

5.2 Appendix 2 – Revision history

Revision date	Revision description	Author	Endorsed by	Approved by
17/04/2014	Original document creation	John Sherriff, Safety Environment and Risk General Manager	CEO	CEO
7/05/2019	Triennial review update	Tony Young, Safety Manager	Rowen Winsor, People Community and Sustainability General Manager	Tony Young, Safety Manager
15/06/2020	New Safety Management Framework documented	Tony Young, Safety Manager	Craig Walker, Acting CEO	Rowen Winsor, People Community and Sustainability General Manager
04/08/2020	Legal review by HSF (minor formatting changes accepted). No material change to context or intent.	Kirsty Iszlaub, Acting Safety Specialist – Systems & Projects	Craig Walker, Acting CEO	Tony Young, Safety Manager
11/12/2020	ISO 45001 update of SMS diagram	Kirsty Iszlaub, Safety & Training Specialist - Systems	Tony Young, Safety & Training Manager	Rowen Winsor, EGM PC
28/04/2021	Update of Safety Culture diagram and ISO 45001 certification achievement.	Kirsty Iszlaub, Safety & Training Specialist - Systems	Tony Young, Safety & Training Manager	Colin Cassidy, Interim CEO