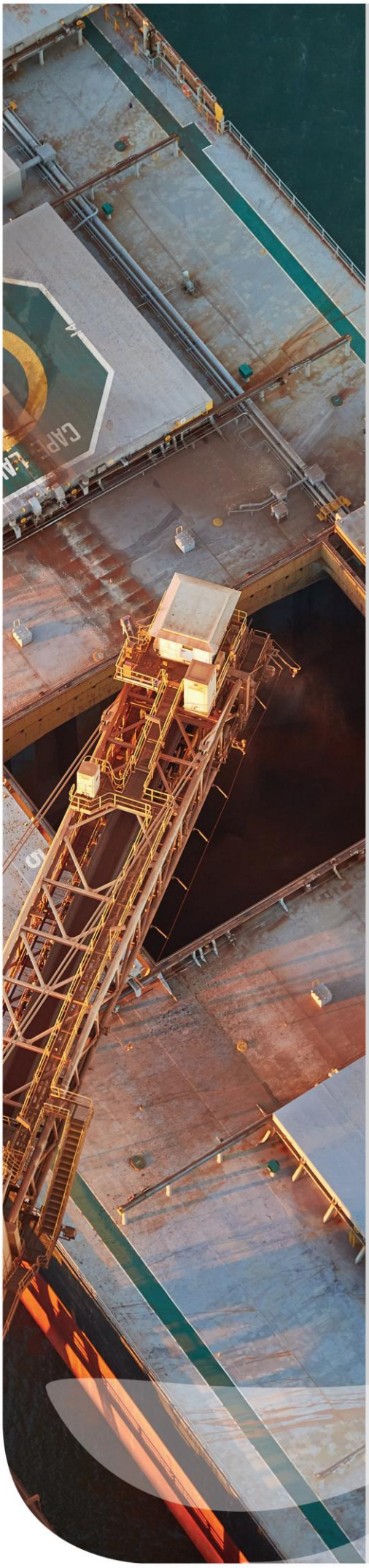

PILBARA PORTS AUTHORITY

HAZARD MANAGEMENT PROCEDURE

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ANNEXURES

1. OBJECTIVE

The objective of this procedure is to outline responsibilities and processes for the identification, reporting, assessment, prevention and control of workplace hazards.

2. SCOPE

This procedure applies to:

- A person conducting a business or undertaking (PCBU), and all workers working for a PCBU, for or on behalf of PPA on a PPA site or PPA controlled works.
- A visitor or director who is on a PPA site or PPA controlled works.
- A vendor's worker may work under their own company's hazard management procedures if formally agreed.
- PPA tenants are required to meet the intent of this procedure, by putting systems in place to manage hazards.

3. DEFINITIONS

Table 1: Definitions

TERM	DEFINITION
Cause	A factor or event that could lead to the risk occurring.
Consequence	Outcome of an event affecting objectives.
Control	A measure that maintains and/or modifies the level of risk. Each control is classified as either: • Preventative: a control that addresses the cause(s) of the risk and reduces the likelihood of it occurring (e.g., policies and procedures, approvals, engineering controls). • Mitigating: A control that eliminates or reduces the consequence of the unwanted event (e.g., crisis management plans, business continuity plans, disaster recovery plans). Controls include, but are not limited to, any process, policy, device, practice, or other conditions and/or actions which maintain and/or modify risk.
Control Measure	In relation to a risk to health and safety, means a measure to eliminate or minimise the risk.
Critical Control	A control that is crucial to preventing the event (i.e., risk) or mitigating the consequences of the event. The absence or failure of a critical control would significantly increase the risk despite the existence of the other controls. In addition, a control that prevents more than one unwanted event or mitigates more than one consequence is normally classified as critical.
Hazard	A thing or situation which has the potential to cause harm to people, the environment, or property.
Health and Safety Representative (HSR)	A health and safety representative (HSR) are elected by their work group to represent workers in work health and safety (WHS) matters. HSRs have powers under the Work Health and Safety Act 2020.
Impact	The outcome of an event or situation.

TERM	DEFINITION
Job Hazard Analysis (JHA)	A method of identifying hazards and assessing the risks associated with a task and implementing controls measures to enhance the safety of all personnel. Job hazard analysis can also be known as job safety analysis.
Likelihood	The chance of something happening.
Personal Risk Assessment	A personal assessment of risks undertaken by an individual prior to undertaking a task. PPA uses a Take 5 template to document personal risk assessments.
Plausible Maximum Consequence (PMC)	The highest consequence rating of all impact types relating to a specific risk event. This should be used when determining the Residual Risk Rating.
Provisional improvement Notice (PIN)	A PIN is a written notice a trained HSR can issue to a person, requiring them to address a work health and safety issue.
Psychosocial Hazard	Is a factor in the design or management of work that increases the risk of work-related stress and can lead to psychological or physical harm.
Residual Risk Rating (RRR)	Level of risk based on the Consequences level and Likelihood level and after considering the effectiveness of controls in place.
Responsible User	The person appointed to manage a hazard, maintain the hazard report in the Hazard Management System, and monitor the effectiveness of controls. Typically, a Responsible User will be a supervisor or manager.
Risk	The effect of uncertainty on objectives. This can be a negative effect or a positive effect (opportunity).
Risk Tolerability	Further to the Risk Management Procedure and for the purposes this hazard management procedure, risk tolerability is met when identified risks are “so far as is reasonably practicable”.
Safe Work Instruction (SWI)	Safe Work Instructions are written instructions for a process or activity that outlines the recommended safe method of undertaking the process or activity.
Safe Work Method Statement (SWMS)	A SWMS is a document that sets out the high-risk construction work activities to be carried out at a workplace, the hazards arising from these activities and the measures to be put in place to control the risks.
So far as is Reasonably Practicable (SFAIRP)	Means that which is, or was at a particular time, reasonably able to be done to ensure health and safety, taking into account and weighing up all relevant matters including: a) the likelihood of the hazard or the risk concerned occurring; b) the degree of harm that might result from the hazard or the risk; c) what the person concerned knows, or ought reasonably to know, about the hazard or risk, and ways of eliminating or minimising the risk. d) the availability and suitability of ways to eliminate or minimise the risk; and e) after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with

TERM	DEFINITION
	available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.
Stop Work Authority	A worker's right to stop or refuse to carry out unsafe work. Workers have this right if they have reasonable concern of a serious risk to health and safety.
Take 5	The Take 5 is a personal risk assessment used by personnel when they take '5 minutes' to consider hazards associated with their task and plan the controls necessary to eliminate the hazard or reduce the risk.
Task Risk Assessment	A detailed risk assessment undertaken by all members of a work group prior to undertaking a task. PPA templates for task risk assessments include the Job Hazard Analysis (JHA) and Standard Work Instruction (SWI) which are both designed to meet the requirements of a Safe Work Method Statement as defined in the *Occupational Safety and Health Regulations 1996*.
Task Supervisor	A worker assigned to supervise other workers perform a specific task with the intention to provide an increased level of hazard management and risk control.

4. RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Contract Owners and delegated Contract Coordinators	Ensure compliance with this procedure as per Vendor Management Procedure expectations for the engagement method selected.
Managers, Superintendents and Supervisors	Personnel under their control are aware of, understand and comply with the requirements of this procedure.
PCBUs	Must eliminate risks to health and safety so far as is reasonably practicable; and if it is not reasonably practicable to eliminate risks to health and safety — minimise those risks so far as is reasonably practicable. Must identify reasonably foreseeable hazards that could give rise to risks to health and safety. Must identify each hazard associated with work, the work environment and things used to carry out the work.
Personnel	Includes Workers and Visitors.
Visitors	Comply with all reasonable instructions given by their escort.
Workers	Take reasonable care for their own health and safety and to not adversely affect the health and safety of other persons. Workers must comply with requirements of this procedure.

5. HAZARDS AND HAZARDOUS WORK

5.1 High Risk Construction Work

The *Workplace Health and Safety (General) Regulations 2022 (*WHS Regulations) place additional requirements on how hazards are managed for work activities which are defined as high-risk construction work.

A list of activities classified as high-risk construction work is presented in Annexure A. This procedure and the associated job hazard analysis (JHA) and safe work instruction (SWI) templates are designed to meet or exceed the requirements for undertaking high-risk construction work. Additionally, in some instances PPA requires vendors to provide a Safe Work Method Statement (SWMS) during the commercial process.

The following WorkSafe approved Codes of Practice should be considered in hazard identification, risk assessments and control planning for high-risk work:

- Construction Work
- How to manage work health and safety risks

5.2 Work Requiring High Risk Work Permits

PPA requires that a high-risk work permit is completed and approved prior to undertaking certain activities. Each activity which requires a high-risk work permit has a procedure, and all requirements of the high-risk work permit and procedure must be complied with.

See Table 2 for a list of high-risk work permits and their associated procedures. Copies of the permits and procedures can be found on DMS under the responsible departments section in the forms or procedures sections or on PPA's intranet page.

Table 2: Activities Requiring Permits

PROCEDURE	PERMIT	DEPARTMENT
Confined Space Entry Procedure	Confined Space Entry Permit	Health and Safety
Fall Prevention Procedure	Working at Height Permit	Health and Safety
Working On, Over, In or Near Water Procedure	Tank Diving Permit	Health and Safety
	Port of Port Hedland – Diving Permit Application Form	Marine Operations
	Port of Dampier - Dive Permit Application	Marine Operations
	Port of Ashburton – Dive Permit Application	Marine Operations
Isolation and Tagging Procedure	Isolation Permit	Maintenance
Hot Work Procedure	Hot Work Permit	Maintenance
Excavation Procedure	Excavation Permit	Maintenance

PROCEDURE	PERMIT	DEPARTMENT
High Voltage Procedure	High Voltage Access Permit	Maintenance
Abrasive Blasting Permit Procedure	Abrasive Blasting Permit Application Form	Environment and Heritage

Personnel approving risk assessments must be conversant with the requirements of the relevant procedures.

6. HAZARD EXPOSURE

6.1 Reasonably Practicable

PPA has developed systems to ensure that all personnel are provided with the highest level of protection so far as reasonably practicable.

6.1.1 Factors Present

What is reasonably practicable to do will depend on several factors present at the time in question, for example:

- The physical environment in which the activity occurs as this can affect:
  - how activities may be carried out;
  - the hazards and risks that may arise;
  - the availability of things necessary to minimise risk (e.g., energy sources or communication systems).
- The suitability of control measures (e.g., whether plant can be moved to ground level to eliminate the need to work at a height).
- The workers involved in the activity, including whether there are multiple parties.
- The processes that are already in place or need to be in place.
- Legislation that limits or directs how an activity may be carried out (e.g., conditions on licences or requirements to comply with regulations or by-laws relevant to the particular activity or place).
- The time allowed for the activity to be carried out.

In deciding, all factors should be considered.

6.2 Duty of Care

All personnel accessing PPA controlled areas and/or undertaking works for PPA have a duty of care to ensure that they do not expose themselves or others to hazards either through acts or omissions. The following principles apply:

- See Something Do Something – if you identify a hazard; and
- See Something Say Something – if you identify that personnel are being exposed to a hazard.

See Something Do Something

Where a hazard is identified action must be taken to either:

- Resolve the hazard on the spot; or
- Prevent other personnel from being exposed to the hazard.

All identified hazards, even if resolved on the spot, must be reported.

See Something Say Something

Where it is identified that personnel are being exposed to a hazard:

- STOP people in immediate danger and report to the Task Supervisor.
- TRY TO INFLUENCE people exposing themselves to potential risk; and
- SAY SOMETHING to both the persons at risk and the relevant PPA employee which is:
  - PPA personnel at risk – the Task Supervisor; or
  - Contract Owner / PPA Representative (licence) (as relevant).

Ensure that doing so doesn't expose you to harm and approaching the worker(s) will not expose them to greater risk of harm (e.g. - startling a worker who is at risk of falling).

Identifying that workers are exposed to a hazard does not give a person the authority to direct them in how to resolve the hazard unless they have been given the explicit authority to do that. The impacted work group are required to put controls in place to manage the hazard in consultation with their Task Supervisor and following the requirements of this procedure.

6.1 Psychosocial Hazards

A person conducting a business or undertaking (PCBU) must manage the risk of psychosocial hazards in the workplace. The workplace hazards that create risks of harm to psychological (mental) health are known as psychosocial hazards. These hazards can cause both psychological and physical harm. Refer to Annexure B – Psychosocial Risks for further information and control measures.

Psychosocial hazards include:

- high or low job demands;
- violence and aggression;
- harassment, including sexual harassment;
- bullying;
- low job control;
- poor support;
- conflict or poor workplace relationships and interactions;
- lack of role clarity;

- poor organisational change management;
- inadequate reward and recognition;
- poor organisational justice;
- poor physical environment;
- remote or isolated work; and
- traumatic events.

Identify, assess, and control psychosocial hazards and the associated risks in the same way as physical hazards and risks. The WorkSafe WA *Code of Practice Psychosocial hazards in the workplace* is a good resource and should be considered.

6.2 Imminent Hazards

Where a person identifies a potential or actual unsafe act or condition which puts personnel, equipment or the environment at serious risk of injury they are empowered to use either of the following tools:

- Stop Work Authority; and/or
- Right to Refuse Work.

6.2.1 Stop Work Authority

All personnel have the authority to and are encouraged to issue a Stop Work Authority (SWA) where they have identified an imminent hazard.

Where a SWA is issued, work must be stopped including turning off equipment and/or machinery and any actions to ensure the area is left safe (providing doing so does not put a worker at risk).

The person who issued the SWA and any involved workers must contact the Task Supervisor. The workers and their Task Supervisor should then assess the risk together with a Health and Safety Representative (HSR) and either:

- Agree that the risk was being controlled to the extent that is reasonably practicable and work can continue.
- Agree that additional controls must be put in place – use risk assessment tools.
- Disagree about the risk and refer the issue to their manager.

Any use of SWA should be reported to the PPA manager, Contract Owner or PPA Representative (Licence) as relevant.

Uses of SWA should be discussed at toolboxes and other forums as appropriate, irrespective of outcome. Workers should be encouraged to have the confidence to share their concerns and have issues addressed on the spot as failure to do so creates a risk that harm may occur due to silence.

Ideally, a vendor's work should be stopped by the PPA Contract Owner or PPA Representative (Licence), unless there is immediate danger, in which event they must be engaged as soon as practicable to assess contractual implications of stopping works, and to decide if a Breach Notice is Warranted.

6.2.2 Right to Refuse Work

Where a worker has reasonable grounds to believe that there is risk of imminent and serious injury or harm to health, they have a legislated right to refuse work. If a worker invokes this right, they must remove themselves from the risk and notify their manager or task supervisor.

The task supervisor must attempt to the resolve the issue, noting:

- Prompt consultation should take place to either resolve the issue or confirm the action to cease work; and
- Every attempt must be made to make the area or task safe using the principles of risk management.

If the issue cannot be immediately resolved, then the issue should be escalated through the workers chain of command for resolution.

Unresolved issues may be escalated to the relevant Western Australian Safety Regulator by either an employee, Health and safety Representative or employer. This must only occur as a last resort where all internal processes have been exhausted.

7. HAZARD IDENTIFICATION AND CONTROL PROCESSES

All personnel are expected to actively seek to identify hazards associated with their work activities and environment on a continual basis. This is important as:

Hazard perception can vary significantly between individuals and circumstances with factors such as memory, experience, knowledge, mood, work stress, group pressure and exposure to and control of risk all potentially impacting on an individual's assessment of risk. This means that personnel may identify new hazards that have been previously unidentified by others working in the area, and changes in the work environment, task or surrounding activities can introduce new hazards into a work area.

Examples of processes where hazard identification should be undertaken include:

- During task planning;
- Throughout the course of a work activity;
- During workplace inspections;
- During pre-start inspections of equipment;
- Through incident analyses; and
- During auditing activities.

Managers and supervisors must ensure that they have means and systems in place to identify hazards associated with work areas and activities under their control, including:

- workplace inspections;
- worker activity observations and inspections;
- consulting with workers
- informal or formal interviews with personnel under their control to identify hazards associated with their work areas and activities;
- audits of workplace activities or practices (including external auditors);
- inspections to identify hazards within work areas;
- obtaining and considering information about the work, including from relevant codes of practice, the regulator, reputable technical standards (e.g., those published by Standards Australia), industry publications, and published scientific and technical literature.

Managers and supervisors must ensure that personnel under their control are made aware of procedures that are applicable to them and that they comply with any requirements.

7.1 Provisional Improvement Notices

A HSR can issue a provisional improvement notice (PIN) if they reasonably believe there is a contravention of the WHS legislation occurring, or a contravention of the WHS legislation has occurred and the HSR believes it will be repeated. Uncontrolled hazards may warrant a PIN.

7.2 The Importance of Consultation

Consultation with workers and others who are or may be involved in the work or workplace is an important means of obtaining relevant hazard information. Health and safety representatives should also be consulted in hazard management processes. Additionally, hazard discussions and consultation with vendors pre and post award is both part of the process and required by WHS laws.

7.3 Hazard and Risk Identification Tools and Methods

Having identified the hazards that may cause harm, it may be necessary to identify and assess the risks associated with each hazard to determine what control measures should be used.

Each hazard may cause different types of harm, each of which may be more or less likely. The WHS laws requires the likelihood and degree of harm to be weighed up when identifying what is reasonably practicable. This is commonly known as assessing the risk. Where the risk will be higher, the more likely the harm is to occur or the greater the degree of harm that may occur. The higher the risk, the more a duty holder should do to eliminate or minimise the risk.

The types of activity-based hazard and risk identification tools and methods available under this procedure include:

- Informal;
- Personal (Take 5s);
- Task (SWIs, JHAs);

To ensure that hazards present at the work location at the time the task is completed, personal and task risk assessments must either be:

- Completed at the work location immediately prior to commencing work; or
- Reviewed at the work location prior to commencing the task.

7.3.1 Selection of Tool Prior to Undertaking Task

The minimum risk assessment required before undertaking a task is dependent on the potential for exposure to hazards based on:

- The level of risk;
- the work environment;
- the level of physical effort required to complete the task;
- task complexity; and
- the level and type of interaction with other activities throughout the task.

As a minimum, a JHA or SWI is required for tasks that:

- involve high-risk construction work (refer Annexure A);
- have a residual risk rating of moderate or greater; or
- involve a permit (refer to Table 1).

A higher level of risk assessment may be undertaken:

- where the worker elects to; or
- at the discretion of the relevant Task Supervisor.

7.3.2 Hazard and Risk Identification – During Task

Ongoing monitoring for hazards should be conducted:

- throughout the task;
- when returning to a task after a break; and
- when returning to a task on another shift.

The task risk assessment must be reviewed where there has been a change in:

- the work environment;
- the scope of work or task methodology; or

- changes in activities by nearby work groups.

Note that the risk assessment will need to be updated or a new risk assessment completed.

7.3.3 Informal Risk Assessment

Tasks that are of an administrative nature and that have known low risk hazards can be completed after the worker has completed an informal risk assessment. An informal risk assessment does not need to be documented.

Low risk activities where an informal risk assessment is generally acceptable on a PPA controlled site include;

- completing administrations tasks within an office environment;
- driving a vehicle; and
- walking around site in non-operational areas.

At a minimum, personnel must look around their work area to identify if there are any potential hazards that could impact upon them. If hazards are deemed not low risk or not well controlled, then a higher level of risk assessment (e.g., a Take 5 or JHA) must be used as appropriate.

7.3.4 Take 5

The Take 5 is a personal risk assessment used by personnel when they take '5 minutes' to consider hazards associated with their task and plan the controls necessary to eliminate the hazards or reduce the risk.

(a) When a Take 5 is required

Any activity that is not covered off by an informal risk assessment requires, a minimum, a Take 5 to be completed before the task can commence and a new Take 5 completed for each following shift the task is undertaken.

Where a JHA/SWI is used for a task;

- SWI – a completed SWI in place on day 1, so a Take 5 is used each day (including the first day) to look for new hazards, noting there is a hazard prompt on the Take 5 form that a worker can use. Any new hazards are recorded.
- JHA – a new JHA is created on day 1 and all Hazards are recorded on that, noting there is a hazard prompt on the JHA form that a worker can use. Day two onwards, as the JHA already exists, a Take 5 is used to look for new hazards, noting there is a hazard prompt on the Take 5 form. Any new hazards are recorded.

(b) Take 5 review following an incident or 'Stop Work Authority'.
In the event of an incident or 'Stop Work Authority' being issued, a review of the Take 5 must be conducted prior to work recommencing.

(c) Steps to complete a Take 5
Filling out a Take 5 prompts personnel to do the following steps:

- **STOP AND THINK THROUGH THE TASK** – using a series of questions to determine if they meet the basic requirements to proceed with the task. If any issues are identified at this stage personnel are required to stop and contact their Task Supervisor;
- **HAZARD IDENTIFICATION** (Gorilla Hunting) – a checklist is provided to assist users to identify potential hazards in their work area; and
- **RISK AWARENESS** – I See it, I Manage it! – for each of the potential hazards identified personnel are required to identify the controls that they will have in place to manage their exposure and to assess the residual risk rating with those controls in place (see Section 7.7).

7.3.5 JHA

The Job Hazard Analysis (JHA) is a task-based risk assessment which is developed prior to undertaking a task. It is used by the worker/workgroup to plan the task, identify hazards and determine control measures.

Once a JHA has been reviewed it may remain valid for a period of no more than seven shifts.

(a) When a JHA is required
Unless a SWI is being used, as a minimum a JHA must be used for tasks that:

- involve high-risk construction work (refer Annexure A);
- have a residual risk rating of moderate or greater identified through the Take 5 process; or
- involve a permit (refer to Table 1).

A JHA must also be completed when requested by a Task Supervisor.

A JHA can also be initiated and completed by work groups if they choose to.

(b) JHA Process
The JHA process is summarised in Table 3: JHA Process.

Table 3: JHA Process

STEP	DESCRIPTION
Review the scope of the job	Once the decision to develop a JHA for a specific job is made, a Task Supervisor can start the process by seeking input from one or more workers who are familiar with the job. Getting experienced workers involved in the process will assist in uncovering or minimising oversights of the specific hazards.
Activity	Break down the task step by step. Identify each task of the job and break it down into individual steps - The job process needs to be broken down into individual steps from start to finish and the steps should be documented in a logical order. It is important to describe and record each step briefly.
Hazards	Identify the hazards using prompts provided on the JHA Worksheet as a guide. Note that the prompts are only a guide and not an exhaustive list.
Risk Control Measures	Determine controls to mitigate the hazard using prompts provided on the JHA Worksheet as a guide. Note that the prompts are only a guide and not an exhaustive list.
Residual Risk Rating	Using the Risk Matrix, calculate the risk with the identified controls in place.
Review	The review section of the JHA is completed in accordance with Section 6.6 of this procedure. Where the reviewer is not familiar with a task or not confident that the proposed controls will reduce the risk to the required level then they must refer the JHA up through their line manager.
Sign the JHA	All personnel involved in the task must read, understand and sign onto the completed JHA.
Communicate	Communicate with other workers in the area.
Perform the Task	Complete the task ensuring all controls listed in the JHA are followed. Where there is a change, it must be done in accordance with this procedure, as relevant. Where there has been an incident or 'Stop Work Authority', then section 7.3.4(b) of this procedure must be followed.
Re-sign the JHA	All personnel involved in the task must read, understand and sign onto the completed JHA every new shift for no more than seven shifts. After seven shifts, a new JHA must be completed.

(c) Making changes to a JHA

A JHA must be amended to reflect the changes or additions in cases where:

- there are minor changes to the task or conditions; or
- a new hazard or risk is identified; and
- the Task Supervisor agrees.

The appropriate Task Supervisor must then review the JHA with the persons involved in the task and sign and date in the same place where the changes were made. All persons involved in the task must review the update and ensure that they understand and follow the updated JHA.

(d) When a new JHA is required

A new JHA must be conducted where:

- it has been requested by the Task Supervisor;
- there are significant changes to the task or conditions;
- a different shift takes over the task (e.g., from day to night shift); or
- the seven shift period lapses.

(e) JHA review following an incident or 'Stop Work Authority'.

In the event of an incident or 'Stop Work Authority' being issued, a review of the JHA must be conducted prior to work recommencing with all involved persons.

7.3.6 SWI

A Standard Work Instruction (SWI) is a task-based risk assessment which is developed for multiple uses on the same task. It is used by the worker/workgroup to complete a known task and manage the risks associated with that known task.

(a) When a SWI should be used

Where the same task is being conducted regularly working under JHA's, then an SWI should be developed. The JHA's should be used in the SWI's development. SWI's must be processed and approved in accordance with document control requirements.

(b) SWI Minimum Requirements

Each SWI must define the essential requirements and provide instruction on how to conduct the task safely, stating the task steps, hazards, and key processes (with pictures as appropriate) required to reduce the risk of harm.

The SWI must cover and set out as far as practicable:

- the high-risk work activity to which a person at the site is likely to be exposed;
- the risk of injury or harm to a person resulting from any such hazard;
- the safety measures to be implemented to reduce the risk, including the control measures to be applied to the activity or hazard;

- a description of the equipment used in the work activity; and
- the qualifications and training (if any) required for the person doing the work to do it safely.

Personnel are required to review the SWI and identify and make any required changes before signing onto the SWI. See section 7.3.6(c) or 7.3.6(d), as relevant, for more information.

Once a SWI has been signed onto it may remain valid for a period of no more than seven shifts.

(c) Making minor changes to a SWI

A SWI may be amended on the job to reflect changes or additions in cases where;

- there are minor changes to the task or conditions; or
- a new hazard or risk is identified; and
- the Task Supervisor agrees.

The appropriate Task Supervisor must then review the SWI with the persons involved in the task and sign and date in the same place where the changes were made. All persons involved in the task must review the update and ensure that they understand and follow the updated SWI.

Where appropriate, the updated SWI should then be revised, and a new version document controlled. Users of SWIs are responsible for providing feedback to their supervisors where potential improvements are identified.

(d) Making significant changes to a SWI

SWIs are intended to be living documents and should be updated:

- Where new hazards are identified;
- Where opportunities for improvement are identified;
- Where changes in plant, equipment, process, technology or the environment are identified; and
- Where changes in legal and other requirements occur (i.e., regulations, standards, guidelines or industry best practice).

If significant changes are identified, the SWI must be revised, and the new version document controlled or a JHA needs to be completed.

(e) SWI review following an incident or 'Stop Work Authority'.

In the event of an incident or 'Stop Work Authority' being issued, a review of the SWI must be conducted prior to work recommencing with all involved persons.

7.3.7 Vendor Related Hazard and Risk Assessments

When PPA engages third parties to either work for, or on behalf of PPA, an additional level of hazard identification and management arises. PPA has a responsibility to communicate and consult with vendors on known hazards, satisfy themselves the vendor is aware and has controls for their worker and workplace specific hazards, and both parties have considered and communicated interactive hazards. The PPA Vendor Management Procedure defines expectations and how PPA achieves this.

7.3.8 Project Risk Assessments

Hazards relevant to PPA may also be identified during the planning phase of:

- PPA projects: This assessment is triggered by PPA's Project Management Framework (PMF) and is not covered in any further detail here.
- Proponent Projects: This assessment is triggered by PPA's development approvals process and is not covered in any further detail here.

7.4 Task Completion

Upon completion of a task any hazards that are not controlled as SFAIRP must be reported to the Task Supervisor and treated in accordance with Section 9 of this procedure.

7.5 Record Keeping

All records shall be managed in accordance with the PPA Record Keeping Plan.

7.6 Review

Task Supervisors should regularly ensure that risk assessments are reviewed to verify that they have been completed correctly, identify hazards associated with the work and that control measures have been implemented which:

- manage hazards to the extent which is SFAIRP; and
- align with controls identified in PPA's Risk Register (in CGR).

7.7 Determining Residual Risk Ratings

The residual risk rating associated with a hazard is determined by:

- calculating the plausible maximum consequence of the hazard using PPA's Risk Consequence Table; and
- determining the likelihood of that consequence occurring with all control actions applied using PPA's Risk Likelihood Table.

The consequence and likelihood ratings are then cross referenced using the PPA Risk Matrix to calculate the risk rating (see Figure 1). The Risk Consequence and Risk Likelihood Tables are found in PPA's Risk Management Procedure.

Figure 1: PPA Risk Matrix

LIKELIHOOD RATING	CONSEQUENCE RATING				
	Insignificant	Minor	Medium	Major	Catastrophic
Almost Certain	Moderate	Moderate	High	Extreme	Extreme
Likely	Moderate	Moderate	High	High	Extreme
Possible	Low	Moderate	Moderate	High	Extreme
Unlikely	Low	Low	Moderate	Moderate	High
Rare	Low	Low	Moderate	Moderate	High

7.8 Authority to Accept Risks

For risks to the categories of “life/health” or “environment/heritage”, controls must be implemented too so far as is reasonably practical.

Review and authorisation of risk assessments is to be undertaken by a person of the appropriate authority level (see below) to accept the highest residual risk identified for the task as per the levels of risk taking acceptable to PPA. Where the person authorising a risk assessment is not familiar with the task or risks, they should seek guidance from someone who does, consider consulting with a HSR, or arrange for another person who is familiar with the task and risks to review and authorise the risk assessment.

Where the residual risk is Low, then the Task Supervisor of the work group has the authority to authorise and commence the task.

Where the residual risk is Moderate, the task-based risk assessment must be reviewed by a Task Supervisor who is employed as a Level 6 (PPA Supervisor) or higher. PPA employees employed at Level 6 or higher can authorise persons under their direct control that can demonstrate knowledge and competence to authorised task-based risk assessments with a residual risk rating of Moderate on their behalf.

Where the residual risk is High, the task-based risk assessment must be reviewed by a Task Supervisor who is employed as a PPA Department Manager.

Where the residual risk is deemed Extreme, then the task must not commence.

7.9 Vendors Requirements

Vendors are required to meet all contractual requirements and this Hazard Management Procedure.

8. HAZARD MANAGEMENT – ELIMINATING OR REDUCING RISK

Controls must be put in place to eliminate or manage any identified hazards until the risk is managed such that it meets PPA's Risk Tolerability:

- For risks to the categories of "life/health" or "environment/heritage" controls must be implemented too so far as is reasonably practical;
- For risks to other categories controls must be put in place to meet PPA's Risk Tolerability Criteria as defined in the Risk Management Procedure.

To eliminate or minimise risks to SFAIRP, potential control measures must be identified and evaluated in terms of their effectiveness and reliability using the hierarchy of controls (see Section 8.1).

When potential controls are identified, they must be assessed to ensure the controls will not introduce additional hazards, or that any additional hazards can also be controlled.

8.1 Hierarchy of Controls

The hierarchy of controls provides guidance on the effectiveness of control options.

The hierarchy commences with Level 1 control measures. These are the measures most likely to eliminate the risk or hazard. Each subsequent level in the hierarchy refers to control measures that are less likely to minimise the likelihood, or the degree, of harm.

The WHS regulations require we start at the top of the hierarchy and move down through it, considering at each stage whether any risk remains and whether further control measures will minimise the risk. Where practicable the highest level of control should be implemented, where this is not practicable, lower-level controls should be implemented to minimise the risk to SFAIRP.

The hierarchy of controls and examples of control strategies are shown in Figure 2 and Table 4.

Figure 2: Hierarchy of Control

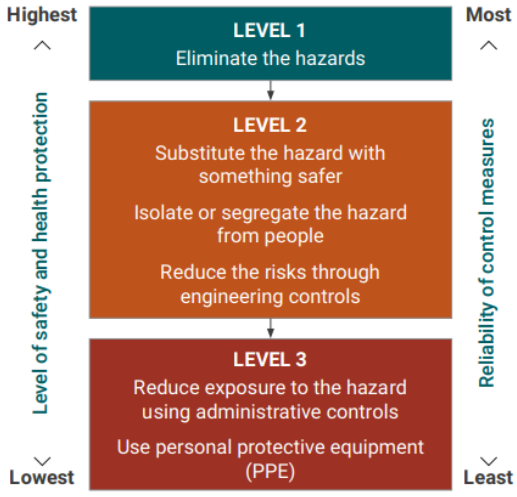

Table 4: Hierarchy of Controls

LEVEL OF CONTROL	EFFECTIVENESS
Elimination. Eliminate the hazard. Examples include: • Decommissioning of a dangerous piece of equipment; • Removal of a trip hazard; and • Removing a hazardous chemical from site.	Highest level of protection and most reliable
Substitution. Substitute the hazard for something with less risk. Examples include: • Replacing a machine with a safer one; • Use of a milder cleaning chemical instead of a caustic one; and • Use of a cordless tool where there is a risk of electrical leads being damaged.	
Isolation. Isolate people from the hazard. Examples include: • Use of concrete barriers to separate pedestrians from mobile plant; • Use of remote controls to operate machinery; and • Installation of guard rails around hole.	
Engineering. Reduce the risks from the hazard through engineering changes or changes to systems of work. Examples include: • Use of mechanical devices (i.e., trolleys or hoists) to move heavy loads; • Guards around moving parts of machinery; and • Pedestrian-sensing systems.	to
Administration. Use administrative actions to minimise exposure to hazards and reduce the level of harm. Examples include: • Developing procedures on how to operate machinery safely; • Limiting exposure time to a hazardous task; and • Using signs to warn people of a hazard.	
Personal Protective Equipment (PPE). Use personal protective equipment to protect people from harm. Examples include: • Protective clothing; • Hard hats; or • Eye and hearing protection.	Lowest level of protection and least reliable

8.2 Codes of Practice and other sources

There are numerous sources from which information on control measures can be obtained, for example:

- codes of practice;
- the regulator;
- reputable technical standards, such as those published by Standards Australia;
- industry publications; and
- published scientific and technical literature.

Current Codes of Practice approved by WorkSafe are available on their home page. Codes of practice include detailed information about control measures that

may be applied to specific hazards. While compliance to a code of practice is not mandatory, they must be considered.

Note: A court may have regard to a code of practice approved under the WHS Act as evidence of what is known about a hazard or risk, associated risk assessments and control measures. They may rely on the code in determining what is reasonably practicable in circumstances to which the code relates.

8.3 Are control measures available and suitable?

Investigations and inquiries may identify many ways to eliminate or minimise a particular type of risk. Some of these may, however, not be available to us in the Pilbara or may not be suitable in the circumstances. For example: Radio communication to minimise risks from people working in isolation or in remote locations may not be suitable in areas where the signal is poor or there is none.

Note: In determining whether a person has breached a duty, a court will consider the control measures that were available at the time of the activity or event, not those that may have subsequently become available.

It is also important to ensure a particular risk control will work before relying on it. In some cases, additional control measures may be needed to minimise the risk so far as is reasonably practicable.

8.4 Cost

While the WHS Act specifies cost as a matter to be considered and weighed up with other relevant matters to identify what is reasonably practicable, this must only be done after assessing the extent of the risk and the ways of eliminating or minimising it.

The cost of implementing a particular measure may include the cost of purchase, installation, maintenance and operation of the control measure, and any impact on productivity because of the introduction of the control measure.

A calculation of the cost of implementing a control measure should also consider any savings it will yield in reductions in incidents, injuries, illnesses and employee turnover, as well as improvements in employee productivity.

The more likely the hazard or risk, or the greater the harm that may result from it, the less weight should be given to the cost of eliminating the hazard or risk.

8.4.1 Cost -Vendor Expectations

A PCBU cannot expose people to a lower level of protection simply because it is in a lesser financial position than another PCBU facing the same hazard or risk in similar circumstances. If a PCBU cannot afford to implement a control measure that should be implemented after following the weighing up process set out in the WHS Act, they should not engage in the activity that gives rise to that risk.

8.5 Reviewing Hazards

Circumstances can change over time, and this may result in a change in the hazards and risks, or the ways in which they may be eliminated or minimised.

This may mean that what was reasonably practicable at an earlier time is no longer so, and something more or different may need to be done to control the hazards and risks. For example: new hazards are identified through advances in science or through experience or, new ways to eliminate or minimise risks are identified or invented.

Therefore, the control measures put in place must be reviewed regularly to make sure they continue to meet the standard of what is reasonably practicable. This is undertaken by subject matter experts during the cyclic PPA document review process.

9. HAZARD REPORTING AND RECORDING

The identification and communication of hazards is the responsibility of all persons. When a hazard is identified:

- PPA must be notified as soon as practicable (see Table 5); and
- A hazard report must be completed before the end of shift if practicable, or otherwise at the earliest opportunity (see Table 6).

Table 5: Responsibilities for Notification of Hazards

HAZARD TYPE	NOTIFICATION REQUIREMENTS
Hazard identified by a PPA worker or visitor	The worker's line manager or visitors escort must be notified of the hazard.
Hazard identified by a vendor worker or visitor.	The worker's supervisor and the responsible person at PPA as per PPA's Vendor Management Procedure must be notified of the hazard.
Hazard identified by a visitor.	The person's escort must be notified of the hazard.

Notification should take the form of (in order of preference):

- Verbal notification in person;
- Notification over phone;
- Notification by electronic communication; or
- Submission of hard copy Hazard Report Form.

Table 6: Responsibilities for Hazard Reporting

HAZARD TYPE	REPORTING REQUIREMENTS
Hazard identified by a PPA employee or licensee employee.	Hazard to be reported into PPA's Hazard Management System.
Hazard identified by any other vendor employee or visitor.	Hazard to be reported into PPA's Hazard Management System; or

HAZARD TYPE	REPORTING REQUIREMENTS
	Hazard Report Form to be completed and submitted to the responsible person at PPA as per PPA's Vendor Management System or escort (for visitors).
PPA employee provided with a completed Hazard Report Form	Hazard to be reported into PPA's Hazard Management System.

A link to report hazards into PPA's Hazard Management System can be found on PPA's intranet and internet pages.

A hazard reported in the PPA Hazard Management System will be triaged and if deemed a hazard, allocated a Responsible User by the Environment and Heritage team (for hazards concerning environment and heritage matters) or Health and Safety team (for all other hazards). The Responsible User is required to:

- Validate the content of the PPA Hazard Management System report;
- Confirm the appropriateness of the plausible maximum consequence;
- Investigate the hazard including:
  - Is the hazard isolated or does it occur in other areas within the business;
  - Have relevant risks been recorded in PPA's Risk Management System, are the controls for the relevant risks appropriate and were they being applied;
  - Recording any other relevant information required to assess and resolve the hazard;
- Confirm there has been sufficient consultation with workers;
- Confirm the appropriateness of any control actions implemented and identify if additional control actions are required to manage the hazard;
- Record corrective actions;
- Allocate controls where hazards cannot be remedied immediately; and
- Close hazard reports when rectified in the workplace.

When the hazard has been eliminated or the risk otherwise well controlled, the Responsible User must close the PPA Hazard Management System report.

Where practicable hazards should be closed out within one month of being reported.

Following the implementation of the controls, the Responsible User must monitor their effectiveness, and must be satisfied that the risk has been reduced to meet PPA's control target.

9.1 Rejection of an Initial Report

When an initial report is made into PPA's Hazard Management System it may be rejected during the triage process for classification as a hazard. Circumstances in which this must be done include:

- Where the initial report would be more appropriately classified as an incident;

- Where the initial report refers to an event outside the scope of this procedure; and
- Where the event detailed in the initial report is deemed not to have constituted a hazard.

When an initial report is rejected during the triage process, the IMS will automatically notify them. If the reporter disagrees with this decision, they may raise the issue their line supervisor and/or the relevant work area owner. If this does not resolve the issue, then they may follow the Workplace Issue and Grievance Resolution Procedure.

10. COMMUNICATION

PPA is committed to informing relevant personnel of hazards present in their work areas and the corrective actions taken to manage them. Strategies that may be used to communicate with the workforce about hazards include:

- Buddy System for new workers
- Meetings, toolboxes and pre-starts;
- Procedures, manuals and guidelines;
- Inductions;
- Intranet articles;
- Signage;
- Bulletins;
- Site notices;
- Team meetings; and
- Training.

PPA may from time-to-time issue special communications (e.g., bulletins) to warn personnel of hazards in the workplace. These may be communicated by the work area owners, or via other teams (e.g., Environment and Heritage, Health and Safety) particularly where the hazard spans multiple work areas, or PPA ports.

11. TRAINING

All workers who will work at a PPA site are required to complete the hazard management module of the PPA site induction. Additionally, PPA employees and labour hire will receive additional hazard management training as part of their onboarding process.

12. CONTRACTORS AND VISITORS

All contractors and visitors on PPA controlled areas are subject to the same conditions and expectations as PPA employees and will adhere to this Hazard Management Procedure, unless otherwise stated and agreed upon as part of the contract company's health and safety management plan review. Notwithstanding, all hazards identified in the workplace, must be reported in accordance with Section 9 of this procedure.

13. LICENSEES

All licensees are required to put systems in place to manage hazards. Notwithstanding, all hazards identified in the workplace, must be reported in accordance with Section 9 of this procedure.

14. RECORD KEEPING

All records shall be managed, in accordance with PPA Recordkeeping Plan and PPA Recordkeeping Policy.

15. REFERENCES

PPA Recordkeeping Plan.

PPA Recordkeeping Policy.

Safe Work Australia: The Model Code of Practice: Managing the work environment and facilities and Model Code of Practice: Managing psychosocial hazards at work.

WorkSafe Western Australia publication, Interpretive Guideline: *How to determine what is reasonably practicable to meet a health and safety duty.*

16. PROCESS OWNER

The Director Health and Safety is responsible for this procedure.

ANNEXURE A – HIGH RISK CONSTRUCTION WORK

The *Work Health and Safety (General) Regulations 2022* Chapter 6, Part 6.1 r.291:

High risk construction means construction work that -

(a) involves a risk of a person falling more than 2 metres; or

(b) is carried out on a telecommunication tower; or

(c) involves demolition of an element of a structure that is load-bearing or otherwise related to the physical integrity of the structure; or

(d) involves, or is likely to involve, the disturbance of asbestos; or

(e) involves structural alterations or repairs that require temporary support to prevent collapse; or

(f) is carried out in or near a confined space; or

(g) is carried out in or near —

  (i) a shaft or trench with an excavated depth greater than 1.5 metres; or

  (ii) a tunnel;

  or

(h) involves the use of explosives; or

(i) is carried out on or near pressurised gas distribution mains or piping; or

(j) is carried out on or near chemical, fuel or refrigerant lines; or

(k) is carried out on or near energised electrical installations or services; or

(l) is carried out in an area that may have a contaminated or flammable atmosphere; or

(m) involves tilt-up or precast concrete; or

(n) is carried out on, in or adjacent to a road, railway, shipping lane or other traffic corridor that is in use by traffic other than pedestrians; or

(o) is carried out in an area at a workplace in which there is any movement of powered mobile plant; or

(p) is carried out in an area in which there are artificial extremes of temperature; or

(q) is carried out in or near water or other liquid that involves a risk of drowning; or

(r) involves diving work.

For works classified as high-risk construction work PPA require the following controls to meet the requirements of the WHS Regs Chapter 6 Construction Work:

- Workers undertaking high-risk construction work must hold a construction induction training certificate to meet the requirements of the WHS Regs Chapter 6, Part 6.5 – General construction induction training;
- Work must be conducted under an Occupational Health and Safety Management Plan (OHSMP), either:

- Work must be conducted under PPA's OHSMP (which can be found on the Health and Safety section of PPA's Website or on DMS under "Health and Safety/Plans"); or
- Work must be completed under a vendor OHSMP which meets the requirements of Chapter 6 - Construction Work of the WHS Regs.

- All personnel involved in high-risk construction work must be given access to the OSHMP and notified of any amendments to the OSHMP; and
- Work must be conducted in accordance with a task-based risk assessment that meets the requirements of a safe work method statement (SWMS) under the WHS Act and Regs Chapter 6, Part 6.3 r.299 which requires a written SWMS which sets out:

A safe work method statement must –

- identify the work that is high risk construction work; and
- specify hazards relating to the high-risk construction work and risks to health and safety associated with those hazards; and
- describe the measures to be implemented to control the risks; and
- describe how the control measures are to be implemented, monitored and reviewed.
- be prepared considering all relevant matters, including –
  - circumstances at the workplace that may affect the way in which the high-risk construction work is carried out; and
  - if the high-risk construction work is carried out in connection with a construction project — the WHS management plan that has been prepared for the workplace; and
- be set out and expressed in a way that is readily accessible and understandable to persons who use it.

ANNEXURE B – PSYCHOSOCIAL RISKS

The Work Health and Safety (General) Regulations 2022 Chapter 3, Part 3.2 r.55A:

Meaning of psychosocial hazard

A psychosocial hazard is a hazard that –

(a) arises from, or relates to –
   i. the design or management of work; or
   ii. a work environment; or
   iii. plant at a workplace; or
   iv. workplace interactions or behaviours;
   and

(b) may cause psychological harm (whether or not it may cause physical harm).

Meaning of psychosocial risk

A psychosocial risk is a risk, to the health or safety of a worker or other person arising from a psychosocial hazard.

Managing psychosocial risks

A person conducting a business or undertaking must engage psychosocial risks in accordance with Part 3.1 other than regulation 36.

Control measures

In this regulation – Workers' accommodation means premises to which section 19(4) of the Act applies.

1) A person conducting a business or undertaking must implement control measures –
   a) To eliminate psychosocial risks so far as is reasonably practicable; and
   b) If it is not reasonably practicable to eliminate psychosocial risks – to minimise the risks so far as is reasonably practicable.

2) In determining the control measures to implement, the person must have regard to all relevant matters, including –
   a) the duration, frequency and severity of the exposure of workers and other persons to the psychosocial hazards; and
   b) how the psychosocial hazards may interact or combine; and
   c) the design of work, including job demands and tasks; and
   d) the systems of work, including how work is managed, organised and supported; and
   e) the design and layout, and environmental conditions, of the workplace, including the provision of -
      i. safe means of entering and exiting the workplace; and
      ii. facilities for the welfare of workers; and
   f) the design and layout, and environmental conditions, of workers' accommodation; and
   g) the plant, substances and structures at the workplace; and
   h) workplace interactions or behaviours; and
   i) the information, training, instruction and supervision provided to workers.

ANNEXURE C– RISK CONSEQUENCE (LIFE/HEALTH AND ENVRIONMENT/HERITAGE ONLY)

Table 7: PPA Risk Consequence Table

	CATASTROPHIC	HIGH	MODERATE	LOW	INSIGNIFICANT
Life / Health	• Fatality.	• Disabling injury / illness[1] (non-recoverable).	• Lost time injury / illness[1] (recoverable); or • Restricted work injury.	• Medical treatment injury / illness1.	• Injury / illness not requiring treatment; or • First aid treatment required.
Environment / Heritage	• Significant impacts (>10 years) to biota, ecosystems or environmental harm; • Impacts resulting in significant or total loss of cultural features of high significance and/or items of National Heritage Value; or • Loss of statutory approval and / or prosecution.	• Major impacts (up to 10 years) to biota, ecosystems or environmental harm; • Extensive impacts to cultural features of significance; or • Regulator issued fine or prosecution.	• Moderate impact (up to 2 years) to biota & ecosystems; • Moderate impact to cultural features of low significance; or • Regulator issued notice and / or investigation.	• Minor impact (up to 1 year) to biota and ecosystems; • Minor / repairable impacts to cultural features; or • Regulator issued warning.	• Negligible impact to biota and ecosystems (less than 1 year); or • Negligible impact to cultural features.

ANNEXURE D – RISK LIKELIHOOD

Table 8: Risk Likelihood Table

RATING	RARE	UNLIKELY	POSSIBLE	LIKELY	ALMOST CERTAIN
TIMEFRAME Could be experienced	• >20 year time frame.	• 5-20 year timeframe.	• 2-5 year timeframe i.e. strategic planning timeframe.	• 1-2 year timeframe i.e. budget timeframe.	• Once or more during the next year.
EXPERIENCE History of the occurrence	• Almost unheard of in Industry or in projects.	• Has occurred in Industry but not in PPA and rarely in projects.	• Has occurred once or twice in PPA and in <5% of Projects.	• Has occurred frequently in PPA and <20% of projects.	• Has occurred frequently at the location and in PPA and is common in projects.
PROBABILITY Single activity	• <5% per annum.	• 5% - 10% per annum.	• 10% - 50% per annum.	• 50% - 80% per annum.	• 80%-100% per annum.

ANNEXURE E – PPA RISK MATRIX

		CONSEQUENCE RATING				
		Insignificant	Minor	Medium	Major	Catastrophic
LIKELIHOOD RATING	Almost Certain	Moderate	Moderate	High	Extreme	Extreme
	Likely	Moderate	Moderate	High	High	Extreme
	Possible	Low	Moderate	Moderate	High	Extreme
	Unlikely	Low	Low	Moderate	Moderate	High
	Rare	Low	Low	Moderate	Moderate	High