Part B

Health and Safety Management

Version 2 – 28 August 2020

Document Control

Reference No	Version	Status	Sponsor	Author
4570 PC	2	Approved	Chief Corporate Services Officer	Health & Safety Advisor

Amendments	Date	By whom
Version 2 – Update Handbook picture and fix apage break	28/08/2020	Health & Safety Advisor
Version 1 – Initial document release	24/08/2018	Health & Safety Advisor

Summary
Document created to detail Safety Management System Part B for NQA.

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1. WHO ARE WE?

North Queensland Aiports (NQA) Group is stapled enity comprising of a number of holding entities and three operating enities. The three operating enities are Cairns Airport Pty Ltd, Mackay Airport Pty Ltd and MAPL Hotel Pty Ltd.
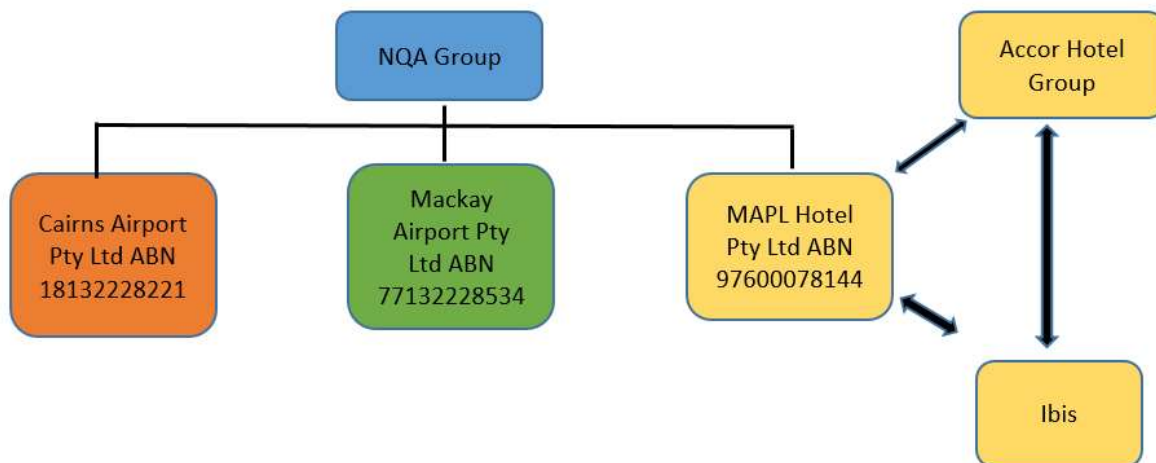
While all staff employed by Cairns Airport Pty Ltd and Mackay Airport Pty Ltd are under direct control of the respective airport management accountabiltiies are different for employees engaged by MAPL Hotel Pty Ltd.

The business currently operating the hotel owned by MAPL Hotel Pty Ltd is the AAPC Group otherwise known as Accor Group. The hotel in turn is branded within the Accor group as a member of their Ibis chain.

1.1 Employment Arrangements for the Hotel

The general manager of this hotel is employeed directly by Accor but all other employees are deemed to be NQA employees and are paid directly by MAPL Hotel Pty Ltd.

These employees however hold employee contracts directly with Accor and specifically fall under the control of the Accor appointed General Manager. They are therefore bound by the policies and procedures as dictated by the Accor Group. In addition they also comply 'in principle' with the NQA Health, Safety & Environment Policy. As such the Head of Commercial for NQA provides managerial oversight of the hotel and its employees.

1. WHO ARE WE?

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2. MANAGEMENT COMMITMENT & POLICY

Commitment to providing a safe and healthy workplace is clearly supported by:-
The Health Safety,Security and Environment Policy

NQA

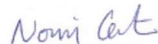### Health, Safety, Security & Environment Policy

NQA will operate in a safe, secure and environmentally responsible way.

We will:

- Foster and maintain a culture of safe, secure and environmentally responsible practices that demonstrate "safety leadership at work" and nurture a "work safe, home safe" ethos;
- Manage our aerodromes safely and securely;
- Eliminate or minimise hazards and risks to health and safety, aviation safety, security and the environment as far as is reasonably practicable;
- Structure financial delegations to ensure our people are provided with resources, ongoing training and support so that they have the equipment, knowledge, skills and competency to work safely, securely and environmentally responsibly, and appropriate supervision to ensure that they do;
- Consult with and involve our people on matters relating to health and safety, aviation safety, security and the environment;
- Respond to and investigate incidents and emergencies in an appropriate and timely manner, and document and use finding to reduce hazards and risks;
- Set and review measureable objectives and targets;
- Meet and, where practicable, exceed the requirements of legislative obligations and industry standards;
- Conduct internal and external audits to identify improvements in health and safety, aviation safety, security and environmental management;
- Promote a just culture relating to incident reporting and investigations where the focus is on continuous improvement not blame.

Our people will contribute to a safe, secure, sustainable and incident-free work environment by:

- Taking care of the health and safety of themselves and others, of security and of the environment;
- Participating in training and other activities to ensure they have the knowledge, skills and competency to work safely, securely and environmentally responsibly;
- Following safe work procedures, instructions and rules;
- Reporting hazards, near misses, incidents and injuries in a timely manner;
- Actively participating in risk assessments, audits, investigations and other activities to reduce hazards and risks.

Norris Cat.
_____

Norris Carter
Chief Executive Officer

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Our Mission, Vision and Values

Our Mission

Our customers will arrive excited and depart delighted.

Our Vision

Amazing memories for travellers, growth for communities and returns for shareholders

Our Values

Integrity: We always act responsibly and honestly

Achievement: We deliver positive results from our work

Care: We look after people, facilities and the environment at our airports

Collaboration: We respect each other and work together to achieve our goals

NQA is a member off the Safety Leadership at Work Program

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3. RESPONSIBILITY & ACCOUNTABILITY

Introduction

Cairns and Mackay Airport staff and Board have a responsibity for health and safety at work to promote safe operations through personal conduct in order to achieve a work safe - home safe outcome.

Over arching are the Safety Guiding Principles This is legislatively supported by the *Work Health and Safety Act 2011*. In addition, where licences or certificates are required they must be current and valid, eg, First Aid, Firearm licences, Low voltage rescue, Fire Warden, General Construction induction 'white card'.

3.1 SAFETY GUIDING PRINCIPLES

Expectations of Everybody at NQA:

- **Act Responsibly** – Poor practice causes accidents. Do not tolerate poor conduct. Be responsible for your own safety and others around you. If you see something unsafe - ACT

- **Follow and Use Procedures** – They exist for a reason. Shortcuts will catch you out. If in doubt - ask.

- **Remain Aware** – Think about your work area. Make sure it is **safe before you start**. -TAKE 5

- **Keep our Workplaces Clean and Tidy** – This includes if working from home or at another location. Most injuries come from slips, trips and falls.

- **Participate** – In training, risk reviews, developing procedures and investigating accidents.

- **Report** – All accidents, incidents, near misses and hazards using NQA's reporting forms. Suggest solutions.

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- **Sober and Drug free** – Never present for work under the influence of alcohol or drugs.

- **Personal Protective Equipment** (PPE) – Always maintain and wear personal protective equipment appropriate to the task being undertaken.

- For those people with an NQA issued mobile phone **the NQA Health,Safety and Environment Handbook** is available electronically. This provides guidance and sets out the practical expectations expected.

  o On your mobile go to [NQA Content] and click
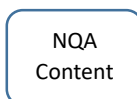
  o Select the handbook icon and then **install**

Expectations – Employees with Leadership Roles:

- **Lead by example** - If you disregard standards and procedures, others will.

- **Communication** - Communicate and comply with NQA's safety expectations to the people you lead.

- **Know your areas of responsibilities** - Understand and apply the systems and procedures for your areas of responsibility.

- **Training** - Ensure your team is appropriately trained and competent.

- **Personal Protective Equipment** (PPE) - Ensure your team has the correct PPE, individual team members are appropriately trained and comply with correct maintenance requirements.

- **Contractors – Monitor performance.** Take appropriate and timely action regarding safety breaches 'on airport'.

- **Safety Improvement Suggestions - Be responsive and positive** to employee suggestions.

- **Support good practice** - Recognise and applaud good practice. Never accept poor practice. Halt work to fix it.

3.2 AIRPORT SPECIFIC

- **Authority to drive Airside (ADA)**
  If required to drive airside a current Authority to Drive Airside (ADA) must be held and of an appropriate class for the area to be accessed. Breaching safety rules can result in infringement notices being issued and possible cancellation of the ADA.

- **Aviation Security Identification Card (ASIC)**
  NQA employees must hold a valid ASIC and have undergone training to ensure they understand the safety and security obligations relating to airside access.

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- **Drug and Alcohol Management Plan (DAMP)**
  NQA employees are to present alcohol and drug free for work in compliance with the Drug and Alcohol Management Plan (DAMP). The DAMP is also deemed compliant with CASA Regulation CASR Part 99 CASA .

- **Authorised Officer (AO)**
  Under the *Airport Assets (Restructuring and Disposal) Act 2008* an AO has the authority to give verbal directions to ensure the safety and security of the airport and people present.

3.3 POSITION SPECIFIC

Board of Directors

a)   Afford appropriate emphasis to health and safety in Board meetings and ensure an Safety Management System is in place.
b)   Monitor the effectiveness of the CEO in ensuring safe operations.
c)   Ensure health and safety is formally included in all business planning.
d)   As Officers under the *Corporations Act 2001* (s9) demonstrate due diligence towards health and safety to ensure compliance.

Chief Executive Officer

a)   Approve the Health, Safety, Security and Environment Policy.
b)   Ensure the Safety Management System is implemented and applied.
c)   Keep the Board informed and report performance against the agreed Key Performance Indicators .
d)   Promote safe operations through personal conduct.
e)   As an Officer under the *Corporations Act 2001* (s9) demonstrate due diligence towards health and safety.

Members of the Leadership Team

a)   Promote safety and continually monitor the effectiveness of the Safety Management System and recommend improvements when required.
b)   Actively engage in reviews of risk registers and the inspection schedule including undertaking and recording safety observations in a timely manner.
c)   Ensure risks to NQA employees who work in non-NQA workplaces are adequately controlled and meet NQA's expectations (eg, telecommuting, overseas). Including processed to meet and discuss expections and issues.
d)   If Officers under the *Corporations Act 2001* (s9), demonstrate due diligence towards health and safety to ensure compliance.
e)   NQA Head of Commercial also provides managerial oversight of MAPL Hotel Pty Ltd and reports on issues raised.

Managers (Direct Reports to relevant Manager in the Leadership Team)

a)   Ensure risk assessments are undertaken as required and treatment plans are agreed to and implemented.
b)   Approve SWPs and SOPs as required.
c)   Determine and implement competency reassessment intervals as identified.
d)   Notify the relevant senior manager of any incidents as soon as possible and ensure incident is recorded in NQA approved format.

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e)   Coordinate and complete incident investigations and associated action items in a timely manner and ensure all relevant information is appropriated recorded.

f)   Ensure engagement and management of contractors is consistent with NQA contractor management procedures.

g)   Ensure risks to NQA employees who work in non-NQA workplaces are adequately controlled and meet NQA's expectations (eg, working outside off campus, telecommuting, working from home, overseas).

h)   Ensure appropriate inspection/maintenance regimes are carried out for equipment/plant that may be hired out to other organisations by NQA (eg, scissor lift).

i)   Ensure equipment/facilities provided by NQA are fit for purpose and that inspection, servicing and maintenance regimes ensure the equipment/facilities remains fit for purpose.

j)   Ensure tender and purchasing documents require suppliers to demonstrate that potential risks associated with using their products and equipment have been adequately addressed.

k)   When assessing all procurement tenders/offers ensure safety is one of the factors assessed.

Line Managers

a)   Promote good risk management practices and actively participate in SWP development.

b)   Ensure team members are compliant with relevant SWPs including required competencies.

c)   Ensure competency based refresher training is undertaken as required.

d)   Ensure Take 5s and Job Safety Maps are appropriately used.

e)   Carry out regular workplace inspections to ensure that work is being properly implemented by employees and contractors.

f)   Investigate hazard/incidents and take appropriate action including the completion of investigation reports are recorded in a timely manner. Note hazards include unsafe conditions, unsafe acts and near misses.

g)   When assessing tenders/offers for procurement, ensure employee safety is assessed (eg, noise rating on equipment - 'buy quiet').

h)   Where applicable hold DAMP Supervisor qualifications.

Health and Safety Manager / Rehabilitation and Return to Work Coordinator

a)   Provide general health and safety advice including information from external sources.

b)   Provide strategic advice to the Board, CEO and Leadership Team regarding legislative changes including in relation to public safety.

c)   Monitor and review the Safety Management Systems Manual.

d)   Participate in the business planning review process and provide advice on health and safety.

e)   Participate in the Airside Safety Committee.

f)   Complete safety statistics as requested for the Board and Australasian Airports Safety Forum.

g)   Oversee membership of the Safety Leadership at work program on behalf of the CEO.

h)   Review risk assessments and incident investigations and provide advice accordingly.

i)   Undertake independent risk assessments and investigations as requested.

j)   Develop and implement the inspection schedules.

k)   Collate, monitor and review inspection schedule outcomes.

l)   Provide health and safety related induction training for new staff.

m)   Carry out the role of Rehabilitation and Return to Work Coordinator. (RRTWC)

n)   Actively promote NQA's commitment to safety through external safety related networks.

o)   Liaise with Workplace Health and Safety Queensland (WHSQ), WorkCover and other government agencies as required.

p)   Ensure workers compensation policy and procedures are compliant with legislation.

q)   Be appropriately qualified to provide advice regarding
        i.   Approved Rehabilitation & Return to Work Coordinator.

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    ii.   Work safety in the Construction Industry card (blue card/white card)
    iii.   Fire Safety Advisor

All Employees employed by Cairns Airport Pty Ltd and Mackay Airport Pty Ltd. This manual does not include workers employees engaged by MAPL Hotel Pty Ltd but working for the Accor Group.

a)   Promote safe operations through personal conduct – Work Safe Home Safe
b)   Ensure required licences are valid, eg Drivers, Firearms and Electrical Contractor licences
c)   Participate in risk assessments and SWP development
d)   Use the Safety Handbook, SWP's, Take 5s and risk assessments as required
e)   Only undertake work you are competent to perform
f)   Report any hazards or incidents without delay to your relevant supervisor and complete associated documentation

Refer to Part C **Safety Guiding Principles** for more specific detail.

3.4   POLICIES AND PROCEDURES

All policies, procedures and guidelines relating to wellbeing are found in Part C of the Safety Management Systems Manual. All other polices and procedures are retained electronically on the organisation wide intranet under *Policies*.

Specific operationally related procedures are also located on the intranet with access via Team home pages.

Where selected safety polices also have application to non NQA staff access has been made available via the public web site.

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4. SUPPLY CHAIN MANAGEMENT (PURCHASING & CONTRACTORS)

This section provides for the management of risks associated with procuring goods and services and in accordance with the NQA Procurement Policy.

4.1 SELECTION OF TENDERERS/CONTRACTORS

During the tender process all proposed tenderers and contractors will be evaluated against pre-determined health, safety, environment and training criteria as well as technical and commercial capabilities.

The tenders will be evaluated based on their ability to conduct their works/services in accordance with:
- Health, Safety, Environment and Training requirements
- Contract specifications
- Valid qualifications and certificates for the scope of services
- Vaild insurance
- Historical health, safety and environment performance

4.2 PROCUREMENT OF GOODS AND MATERIALS

All goods procured will be of appropriate quality, fit for their intended purpose and manufactured to Australian Standards. Chemicals and hazardous materials must be supplied with their Safety Data Sheets (SDS).

4.3 CONTRACTORS – CATEGORIES

NQA has identified the following categories of contractor arrangements to address the differing nature of the work activities undertaken by NQA and NQA tenants.

Category "A" Contractors - persons who spend less than 1 hour on site and are generally under the guidance or control of NQA employees. For example delivery drivers, couriers, mail and small amounts of supplies usually able to be managed by one person.

Category "B" Contractors - persons who attend the airport site on a permanent, casual, part time basis. Workers in this category may be short or long term in white or blue collar areas.

Category "C" Contractors - persons who attend the airport for the purpose of inspections.

Examples of Category "C" are contractors, estimators and consultants who attend site for inspection of NQA assets. This also includes persons undertaking a tender assessment walk around.

Site attendance will generally involve visual inspection of NQA assets and infrastructure.

Category "D" Contractors - contractors performing works associated with the NQA activities and operations where the activities associated with the works are undertaken in accordance with the contractor's own WHS Management System and procedures.

Category "D" contractors are generally used to perform or provide specialised period contract work or services (eg, minor construction works, period maintenance contractor such as cleaning, security, testing fire safety equipment, electrical services, testing and tagging of electrical equipment).

Category "E" Contractors - contractors performing the same work as a Category "D" contractor and operating under the NQA WHS Management System. Therefore, they are subject to all elements of NQA for the work or services they are to perform.

Circumstances where a contractor may be defined as a Category "E"' contractor include:

- Contractors who do not have a WHS Management System
- Contractors who have a WHS Management System but it is of a standard unacceptable to NQA

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- Where NQA have specific procedures relating to the work or services to be performed
- Where, through consultation, it is established that the contractor should follow the NQA WHS Management System
- Where the work is to be conducted in a short timeframe and is a one-off activity
- Where the work to be carried out is urgent, and failure to action could impact on airport operations

Category "F" Contractors - a contractor who has been or is to be engaged as a Principal Contractor for a major construction project, or has been required to meet the duties of a Principal Contractor in the tender/contract documentation.

Major works are usually exemplified by new building constructions which are fenced or hoarded off and access controlled by a Principal Contractor but can also include refurbishments, installation of major items of plant and building extensions.

4.4   CONTRACTOR'S SPECIFIC AUTHORISATIONS

Whether a Contractor is engaged by NQA or other entities certain authorisations may also be needed depending on the activity and its location.

Authorisation	Issued By	
	Cairns	**Mackay**
Aviation Security ID Card (ASIC)	Operations	Airport Operations
Visitor Identification Card (VIC)	Operations or other approved issuer	Airport Operations other approved issuer
Contractor Card	Operations	Airport Operations
Contractor Pass (one off ad hoc emergency work)	Operations	Not applicable
Permission to commence Work(PERCOW)	Operations	Infrastructure
Hot Work Permits	Operations	Infrastructure
Method of Works Plan (MOWP)	Operations	Airport Operations
Authority to drive airside (ADA)	Operations	Airport Operations
Authority to use airside (AUA) - vehicles	Operations	Airport Operations
Height Approvals- Temporary structures e.g. crane	Operations	Airport Operations

4.5   CONTRACTORS ENGAGED BY NQA ENTITIES

Typically, this involves the contractor's workers performing work, under the supervision of the contractor and using equipment/materials owned by the contractor or by NQA.

NQA must:

- provide the contractor with a scope of works that clearly articulates the health, safety, environment, training and technical requirements for the works/services.
- if not already an approved contractor provide the contractor(s) with access to the on line contractor induction.
- ensure contractors engaged have successfully completed the approved contractor training.
- monitor the contractor to ensure implementation and ongoing compliance with NQA requirements and work methods.

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- ensure an approved NQA representative issues case by case documented authorisations for work where known risks require additional control by NQA.
- make the contractor aware that poor practice may result in work being suspended and breach of contract.
- ensure the monthly contractor's WHS performance report is accurately completed and received in a timely manner.

Contractor must where applicable:

- have completed and provided to NQA risk assessments for the work to be undertaken prior to commencement.
- provide a copy of their safety management system manual, if required.
- develop safe work method statements as required, ensure they are current and can be produced when requested by NQA .
- have effective systems in place to ensure the equipment on site is maintained and is both compliant with relevant legislation and is fit for purpose.
- ensure all workers have undertaken the required airport site.
- ensure all workers and others entering a site have been appropriately site inducted and know the emergency response procedures for the site.
- ensure all relevant workers have undertaken the airport contractor on line induction training.
- have adequate procedures to minimise risks posed by the work being undertaken including chemical storage and dust mitigation.
- ensure there are sufficient numbers of competent employees doing the work.
- ensure adequate competent employees are available to respond safely to any chemical spill or other environmentally hazardous event.
- advise NQA of all safety incidents and the actions to prevent a reoccurrence.
- participate willingly in site specific safety meetings and inspections requested by nominated NQA representatives.
- be willing to allow nominated NQA representatives to review site related safety documentation.
- be aware of and comply with all airport specific requirements such as ADA, ASIC and DAMP.
- ensure the monthly [Contractor's WHS Performance report](#) is submitted to the agreed NQA contact in a timely manner (Category D,E and F).
- on completion leave site in a safe condition with waste and surplus materials removed.
- on completion return any permits e.g. AUA, ADAs, passes e.g. VICs to the Project controller.

4.6 ENGAGED BY NON NQA ENTITIES

On Airport

Tenants and other stakeholders periodically engage other entities under contract to perform work.

Typically, this involves employees of the contractor performing work, and using equipment/materials owned by the contractor and under the supervision of the tenant or other stakeholder.

The non NQA entity must advise the relevant airport of their intent to engage contractors. An assessment will then be made by the airport based on the activities to be undertaken regarding the need to undertake on line induction training (*refer 4.7&4.8*) or obtain temporary approval to undertake the task.

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Occasionally the contractor may use equipment/materials owned or supplied by NQA, the tenant or stakeholder.

In all cases the person(s) using the equipment must be deemed competent by the provider of the equipment/materials.

Where the activity has the potential to impact on building structures, services (*electricity, water, power, gas*), or on the activities of others (*flight movements*) the prime NQA contact person known to the tenant or stakeholder needs to be informed of such activity prior to commencement. Such activities may require consultation with NQA to ensure the required approvals from NQA have been issued.

NQA will issue case by case documented authorisations for the work to be carried out as required.

Such authorisations include:
- Permission to commence Work (PERCOW)
- Hot Work Permits
- Method of Works Plan (MOWP)
- Authority to drive airside (ADA)
- Authority to use airside(AUA) – vehicles
- Height Approvals – Temporary structure (e.g. crane)
- NOTAM (Notice to airman) –issued by Air Services Australia
- Monitor activities and cancel authorities if non compliance is identified

Off Airport

On occasions contractors may be engaged *'off airport'* where there is a potential safety impact in regards to Airport Operations. This includes building permanent structures and crane operations where their height potentially infringes on flight safety margins as set out under the airport Obstacle Limitation Surfaces (OLS) documentation. In such cases an application for approval to operate must therefore be lodged by the company involved, with the relevant airport.

Work can not commence until an assessment has been conducted and a *Height approval –temporary structure* permit is obtained.

If the possible infringement is identified a *NOTAM* (Notice to airman) must also be issued by Air Services Australia in conjunction with the relevant airport.

4.7   CAIRNS AIRPORT SPECIFIC PROCEDURES

Contractors engaged by Cairns Airport are generally required to undertake the Airport Contractor on line Induction prior to deployment. When on airport their location is generally monitored using a mobile phone app.

However based on an assessment by the relevant Contract Manager some contractors are exempt for this requirement. An exemption may be due to the nature of work and of the comprehensive nature of the induction program the Contractor already has in place. Those may exempt some workers engaged by the companies awarded the carparking, cleaning, and security screening contracts.

The contractor monitoring program is called   Whos On. Location

In conjunction with location monitoring a contractor is required to carry photographic identification when working on airport. This is commonly their Aviation Security Identifcation Card (ASIC). On occasion if only working landside their driver's licence may be used.

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4.8   Mackay Airport Specific Procedures

Mackay airport is also transitioning to   **Whos On. Location**

While regular contractors will be managed as in Cairns, ad hoc emergency and occasional contractors are still being captured using the card below. They must therefore sign in at the Adminstration Office during business hours or at the CSO office outside normal business hours.

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5.   RISK MANAGEMENT

5.1   GENERAL PRINCIPLES AND TOOLS

Risk is defined under ISO 31000 Risk Management Guidelines as being the ***effect of uncertainty on objectives***. The effect of deviation from an expected outcome can be positive or negative and is attributed to the risk source.

The relationship between the principles of risk management, an over arching framework and the process with which risk in managed is set out below.
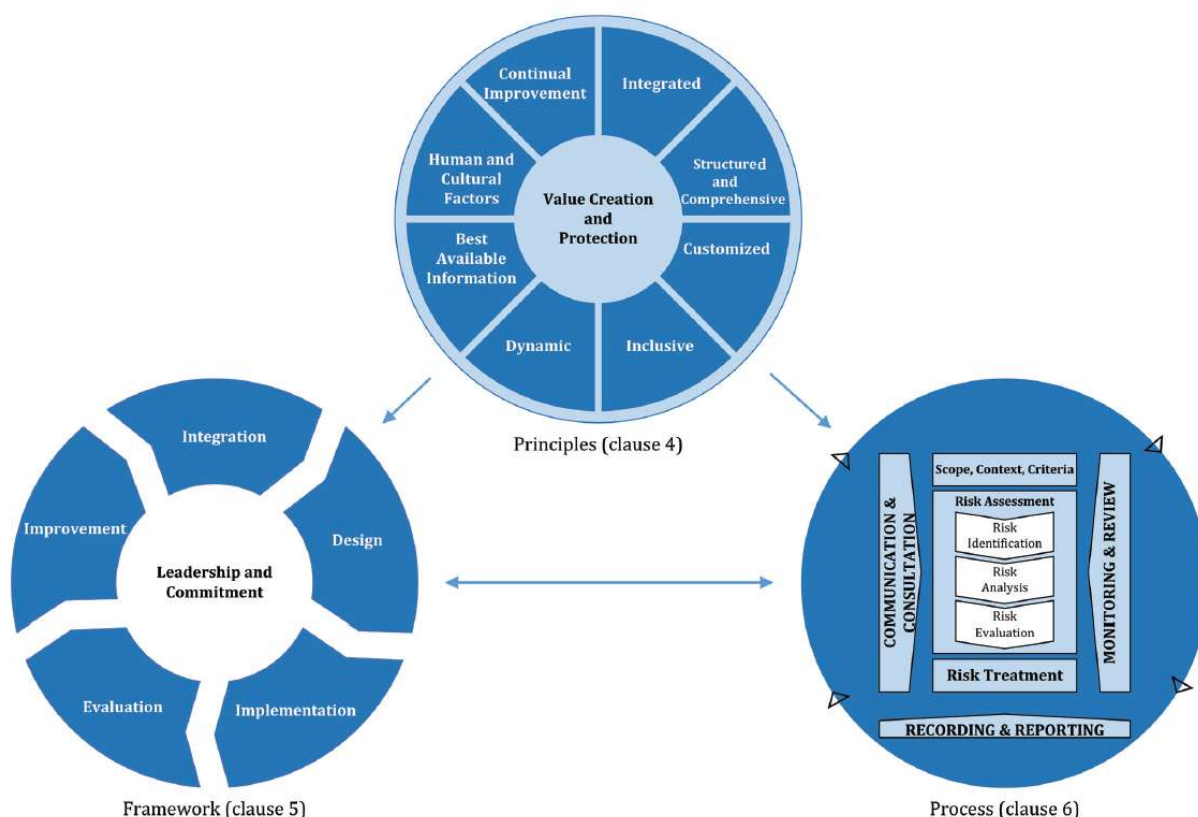
© ISO 31000:2018 Risk Management Guidelines. Principles,frameworks and processes

While risk generally considers both positive and negative impacts associated with uncertainty risk management pertaining to health and safety outcomes typically focuses on minimising negative impacts.

As such risk assessments and strategy development need to keep negative impacts of health and safety risks as low as reasonably practical (ALARP).

Such development is subject to continuous improvement and must demonstrate an integrated approach across the organisation which is dynamic, inclusive and customised in accordance with the best information at the time.

Risk assessments are in the first instance done in accordance with the heirachy of control.

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This is done in conjunction with the Work Health and Safety Act, associated legislation and guidance material, the NQA Risk Management Framework and the NQA Health, Safety, Security and Environment Policy.

All such risk assessments are held electronically on the NQA Intranet SharePoint site. Those risk assessments related to equipment are located under risk assessments on the Safety Portal. Those related to the higher level corporate risks can be found on the Legal Portal

RISK MATIX DEFINITIONS

Level	Descriptor	Consequence Description (Severity)
		People/Safety
E	Negligible	No or minor injury requiring first aid only. No lost time and not notifiable
D	Minor	No injury but a dangerous incident. Injury with lost work time less than 1 week. No residual impairment. **Could be notifiable.**
C	Moderate	No injury but a dangerous incident Injury with lost time more than 1 week or likely permanent impairment. **and/ or Notifiable**
B	Major	Fatality **Notifiable**
A	Catastrophic	Multiple Fatalities **Notifiable**

Level	Descriptor	Description of Likelihood (Probability)
5	Almost Certain	Imminent – expected to occur in most circumstances
4	Likely	Once in the next month, will probably occur in most circumstances
3	Possible	Once in the next 12 months, might occur at some time
2	Unlikely	Once in the next 1–5 years, could occur at some time
1	Rare	Once in the next 10 years–may occur only in exceptional circumstances

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Risk Matrix (5x5)

Risk Probability		Risk Severity				
		Catastrophic A	Major B	Moderate C	Minor D	Negligible E
5	Almost Certain	5A	5B	5C	5D	5E
4	Likely	4A	4B	4C	4D	4E
3	Possible	3A	3B	3C	3D	3E
2	Unlikely	2A	2B	2C	2D	2E
1	Rare	1A	1B	1C	1D	1E

Risk Rating

High	High risk; immediate action required. Unacceptable under the existing circumstances
Moderate	Moderate risk; acceptable risk based on risk mitigation. Senior management attention needed.
Low	Low risk; manage by routine procedures. Acceptable

Utilisation of the risk matrix is supported by and used in conjunction with

- Hazard reporting and investigation
- Inpection regime
- Standard work procedures and standard operating procedures

5.2 HAZARD REPORTING AND INVESTIGATION

When a hazard becomes evident employees must take whatever immediate action is safe and practicable to reduce the risk posed by the hazard. As soon as practicable the hazard must then be reported to their supervisor. Unless the hazard is minor and can be dealt with immediately employees need to transfer the details into INForm under 'unsafe condition'.

INForm Tile on SharePoint Home Page

If a hazard is reported by an external party details also need to be put into INForm by an NQA representative. Depending on the control to address the hazard a Fault may also need to be raised in the MEX Maintenance Request database

MEX Tile on SharePoint Home Page

5.3 INSPECTION REGIME

The Leadership Team has a scheduled inspection program developed and overseen by the Health and Safety Manager. This program is designed to encourage engagement with both NQA staff and others on airport and to capture both positive and negative behavioural observations.

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Data collected is captured electronically on the safety site and significant trends or observations are included in the quarterly HSSE committee report. These significant trends and observations are also recorded in INForm and the positive Safety Observation register.

5.4 STANDARD WORK PROCEDURES AND STANDARD OPERATING PROCEDURES

Standard Work Procedures (SWPs) are an integral part of the effort to manage risk. All tasks are risk assessed and actions taken as per the **Task Assessment flowchart.**

SWPs are controlled documents and the numbering sequence depends on the Department they belong to. Controlled number consist of 4 numbers and 2 or 3 letters of the alphabet eg 1234_ ABC.

Where SWPs are required the Health and Safety Manager will provide assistance and oversee the development. SOPs however are overseen by the subject matter expert with the required technical knowledge.

SWPs are held electronically alphabetically with a hyperlink from the Intranet (SharePoint) home page for ease of access.

SWPs are subject to review at least every 3 years. However, additional updates may be made when new equipment is purchased or processes change, or when changes to legislation occur.

Task Assessment Flowchart

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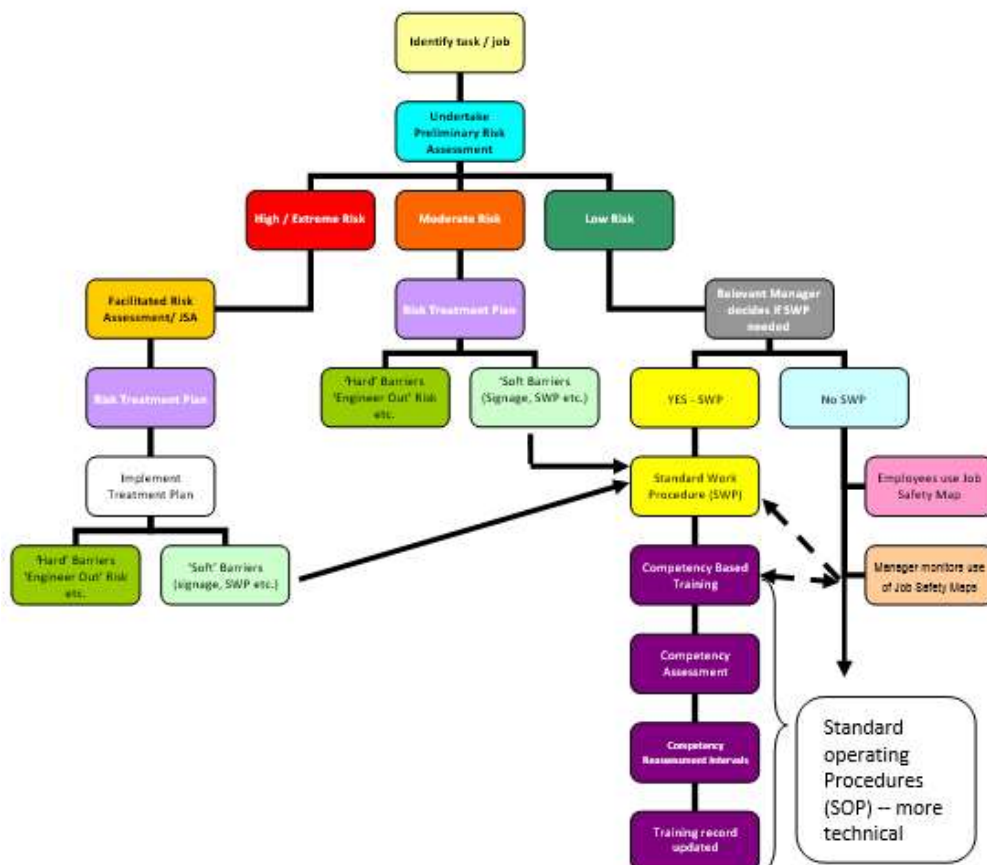
Standard Operating Procedures (SOPs) support the SWP program. They are often developed as part of a memorandum of understanding with external providers. They are also developed for tasks that may not have a significant safety aspect to it or where there is a legislative requirement.

The format of both SWPs and SOPs are in accordance with NQA templates located on sharepoint. Refer to controlled documents.

5.5   OTHER RISK REDUCTION MEASURES

Other risk reduction measures are largely administrative control and include the use of:
- Method of works plans (MOWP)
- Height approvals
- Permissions to commence work (Percow)
- Hot work permits
- Safety Alerts and Bulletins
- Airside driving authorities (ADAs)
- Safety signage
- Tool Box/Team Talks
- Take 5 assessments
- Dynamic risk assessments
- Licences and Permits

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6. COMMUNICATION AND CONSULTATION

Both airports consult widely and communicate safety related matters to stakeholders and other interested parties.

A Framework to direct consultation, coopreration and coordination has been developed by the Enterprise Risk Manager (ERM). It is known as the 'triple C framework"

A wide variety of methods of communication are utilised. Specific examples include:
- Face to face
- Mobile communications (text /voice)
- Safety bulletins and alerts
- Newsletters, Duty Manager weekly update, Terminal and Aerodrome Talks (TAATs)
- Terminal Information Centre (TIC) online information portal for Airline Operators
- On the Radar (weekly staff internal newsletter)
- Public internet sites and social media (Cairns and Mackay)
- Staff intranet site
- Published airport notices as required by the *Airport Assets (Restructuring and Disposal) Act 2008* to ensure the security and safety of persons or property
- Printed media (Newspapers)
- Thunderstorm warning lights and sirens Cairns Airport
- Variable Message Boards
- Group specific SMS program for emergency alert to operators
- Flight Information Displays (FIDs) in terminals
- Musters (Terminal focused coordinated by Duty Manager)
- Contractor Meetings

6.1 TOOL BOX/TEAM TALKS (TBTT)

TTBTs are widely used internally to both provide information and consult with the workforce. Toolbox/Team talks are held regularly according to an agreed schedule and the TTBT template is designed to encourage consultation and actively engage participants.

6.2 COMMITTEES (INTERNAL)

6.2.1 *Health Safety, Security and Environment Committee (HSSEC)*
Part of the NQA governance structure, the HSSEC is a Board subcommittee which meets quarterly to monitor and advise on health and safety, aviation safety, security and environmental issues. The HSSEC is supported by an advisory group made up of subject matter experts that compile the required data for the HSSEC.   The HSSEC's scope includes review of relevant policies, implementation, compliance and practices; incident and accident prevention; trends and insights. The HSSEC reports and makes recommendations to each of the Boards. The CEO attends subcommittee meetings along with relevant NQA leaders with functional responsibilities within the subcommittee's scope.

6.2.2 *HSSEC Advisory Group*
The Advisory Group is made up of selected employees tasked with completion the quarterly report for the HSSEC under the guidance of the Enterprise Risk Manager. Responsibilities of this Advisory Group is to also provide upto date information and changes to risk ratings and changes to legislation.

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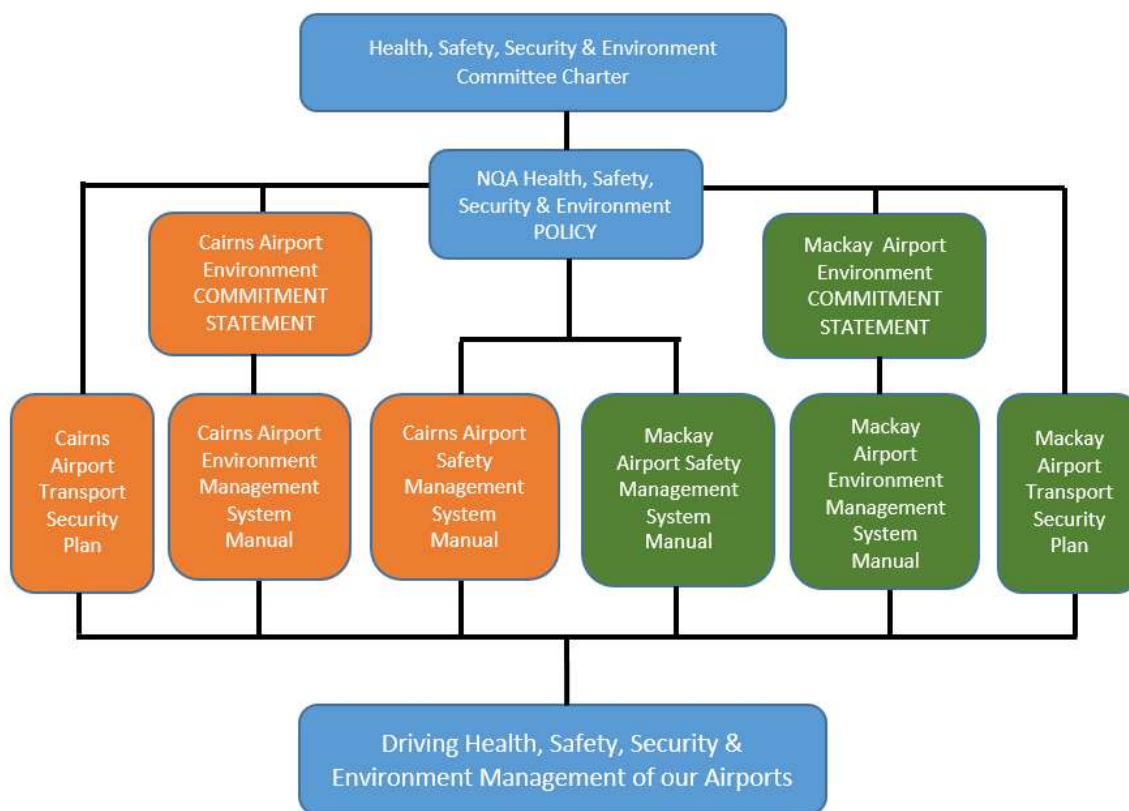
6.2.3   *NQA Health and Safety Committee*
This committee consists of both employer and employee representatives.
The employer representatives consists of members of the Leadership Team, the Health and Safety Advisor and key line managers. The employee representatives consist of Health and Safety Representatives(HSR) as prescribed under legislation and work area representatives as nominated by their respective teams. The work area representatives are workers who are elected by their peers and have chosen to not undertake the prescribed HSR training training. The committee meetings are bi-monthly and are facilitated by the Health and Safety Advisor with the other employer representatives taking turn to act as chairperson.

6.3   COMMITTEES (EXTERNAL)

6.3.1   *Airside Safety Committee* . (Cairns)
This Committee is intended to help meet its obligations regarding consultative requirements for a CASA compliant Safety Management System. Meetings are generally held quarterly . They are coordinated and chaired by a nominated airport representative (reference Part A Section 4.2 Safety Communication of this manual).   All airside operators are actively encouraged to attend and actively participate in the meetings.

6.3.2   *Airport Safety Committee* (Mackay)
This Committee is intended to help meet its obligations regarding consultative requirements for a CASA compliant Safety Management System. It also affords an opportunity to engage with other operators on airport including those within the terminal.Meetings are generally held six monthly. They are coordinated and chaired by a nominated airport representative (reference Part A Section 4.2 Safety Communication of this manual). All airside operators are actively encouraged to attend and actively participate in the meetings.

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6.3.3   *Australasian Airport Safety Forum (AASF)*

AASF works in association with both Australian Airports Association (AAA) and New Zealand Airports Association and as such operates as a technical working group. NQA Health and Safety Advisor represents NQA at the AASF meetings. The AASF collates and distributes key WHS performance Indicators for benching and trending purposes within the airport industry.

6.3.4   *Other Safety focused Committees and Groups*

These external committes and groups include the following

Cairns	Mackay
Airport Emergency Committee	Aerodrome Emergency Committee
Bird and Wildlife Management Committee	Wildlife hazard management committee
Environment Consultative Committee	Severe Weather & Cyclone Committee
District Disaster Management Group	Local Government Disaster Management Group
FNQ Safety Group	General Aviation Consultive forum

6.4   PUBLIC INTERACTION

NQA seeks input from members of the public regarding health and safety concerns. Refer methods of communication above. The prime portal for public communication is via Facebook and the public website. Team members are tasked with responding to correspondence as is appropriate and in a timely manner. This process forms part of the Airport Customer Experience (ACE) program.

In Cairns to enhance face to face contact volunteer 'ambassadors', Airport Liason Officers (ALOs) and passenger experience coordinators (PECs) provide on the ground liaison and response services in the terminals.

In Mackay the Customer Service Officers provide assistance to passengers including those with disabilities, and or access difficulties.

Further to this, surveys are routinely held to canvas passengers regarding their airport experience which includes health and safety matters.

It should be noted that both airports have a Disability Access Facilitation Plan in accordance with national standards for airports.

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7. INCIDENT REPORTING AND INVESTIGATION

NQA is committed to safety leadership at work and therefore supports safety leadership at work and the ethos of 'work safe home safe'.

It is therefore critical that strategies are in place to embrace the concept of leasons learnt from all incident investigations.

For this reason operators on airport, contractors engaged by non NQA entities, and tenants are also actively encouraged to share incident data through the various communication mediums.

Incident Management NQA-wide is coordinated in accordance with the parameters set out in the Incident Management Framework.

Actions required when an incident occurs can be influenced by the severity of the incident and associated legislative compliance obligations.

7.1 INCIDENT SEVERITY MATRIX

Level		Consequence
5	*Notifiable* • Multiple fatalities and or multiple serious injuries	Total shutdown of essential business functions Crisis incident causing shutdown of airport operations for more than 1 day
4	*Notifiable* • Single fatality and /or serious multiple injuries	Partial shutdown of essential business or curtailment of major operations Major incident closing airport for up to 24 hrs
3	*Notifiable* • Injury/illness lost work time more than 1 week • Medical treatment required • Likely permanent impairment	Total delays >2hrs to one or more services resulting in multiple cancellations due to incident/accident or inclement weather
2	*Could be notifiable* • Injury/illness lost work time less than 1 week • Medical treatment required • No residual impairment	Total delays <2hrs to services resulting in minor cancellation, including inclement weather
1	Injury/ illness – First aid treatment provided (No lost time or medical treatment)	Minimal disruption to operations requiring no additional management.

Note: *Notifiable* also includes Dangerous incidents as defined in the WHS Act 2011

Where incidents potentially impact on NQA's public liability responsibilities, notification to Proclaim Management Solutions via the nominated NQA Liaison Officer may be required.

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7.2 INCIDENT REPORTING AND INVESTIGATION

For detailed information on incidents in general refer to the Incident Management Framework under controlled documents on Sharepoint.
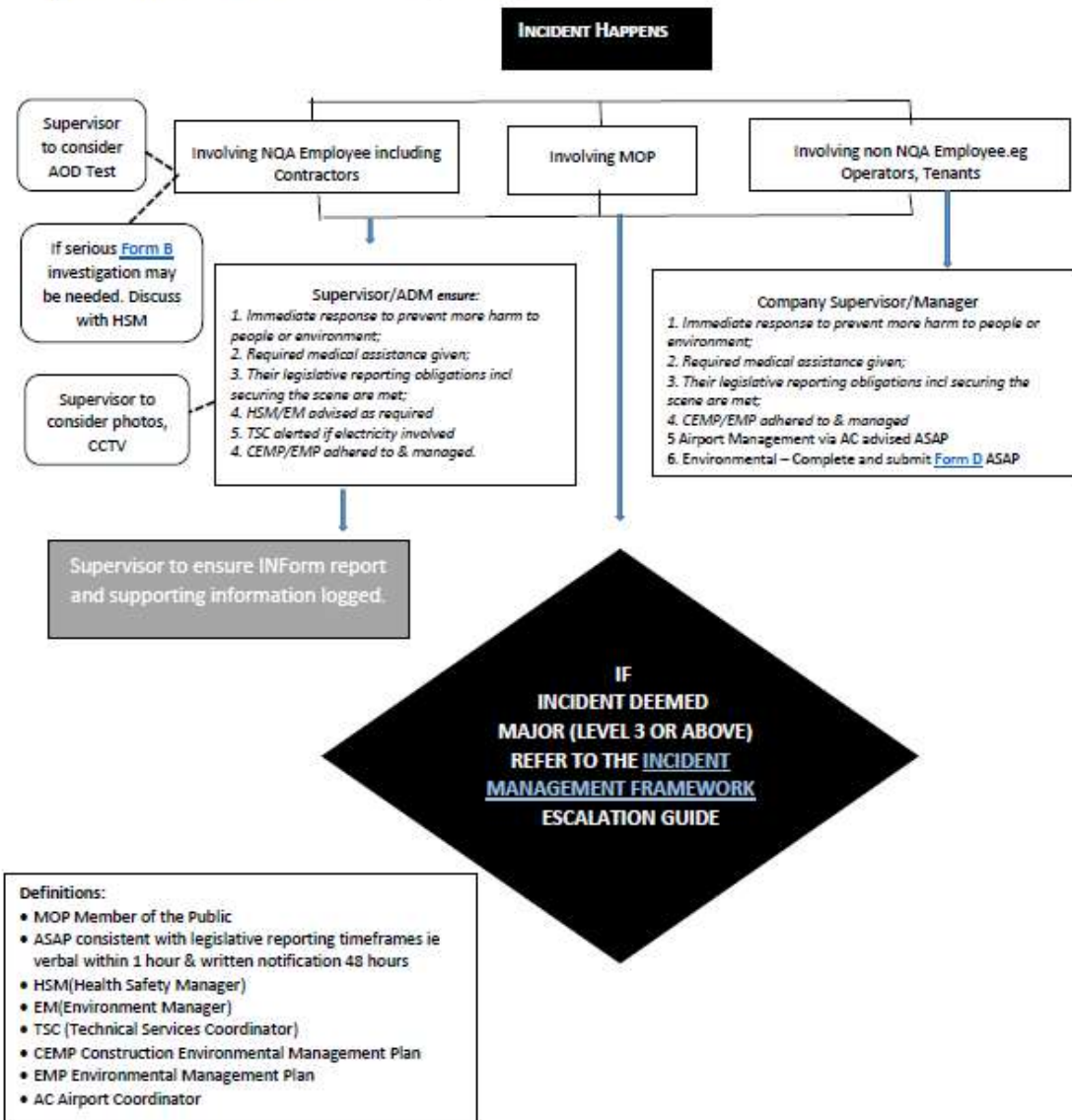
Incident Reporting and Investigation (Health & Safety/Environmental)

A health & safety Incident includes a *dangerous incident as per WHS Act 2011.*

An environmental incident is an incident causing environmental harm as per the Environmental Act 1994 e.g. spill, pollution, flora/fauna damage. Serious near misses (high potential incidents) must also be reported.

For Major incidents e.g. serious injury/damage, fatality refer to the Airport Incident Management Framework.

**** *Also there may be obligations to notify external agencies so where applicable advise the Health and Safety Manager, Environment Manager, Aerodrome Manager and or Technical Services Coordinator (Electricity) as soon as possible so they can assist and make the required notifications.*

INCIDENT HAPPENS

Supervisor to consider AOD Test

Involving NQA Employee including Contractors

Involving MOP

Involving non NQA Employee.eg Operators, Tenants

If serious Form B investigation may be needed. Discuss with HSM

Supervisor/ADM ensure:
1. *Immediate response to prevent more harm to people or environment;*
2. *Required medical assistance given;*
3. *Their legislative reporting obligations incl securing the scene are met;*
4. *HSM/EM advised as required*
5. *TSC alerted if electricity involved*
4. *CEMP/EMP adhered to & managed.*

Company Supervisor/Manager
1. *Immediate response to prevent more harm to people or environment;*
2. *Required medical assistance given;*
3. *Their legislative reporting obligations incl securing the scene are met;*
4. *CEMP/EMP adhered to & managed*
5. *Airport Management via AC advised ASAP*
6. *Environmental – Complete and submit Form D ASAP*

Supervisor to consider photos, CCTV

Supervisor to ensure INForm report and supporting information logged.

IF INCIDENT DEEMED MAJOR (LEVEL 3 OR ABOVE) REFER TO THE INCIDENT MANAGEMENT FRAMEWORK ESCALATION GUIDE

Definitions:
- MOP Member of the Public
- ASAP consistent with legislative reporting timeframes ie verbal within 1 hour & written notification 48 hours
- HSM(Health Safety Manager)
- EM(Environment Manager)
- TSC (Technical Services Coordinator)
- CEMP Construction Environmental Management Plan
- EMP Environmental Management Plan
- AC Airport Coordinator

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Health and Safety incidents and associated investigations are reviewed by the NQA Health and Safety Manager. Where identified, further detailed investigations are undertaken by the NQA Health and Safety Manager in addition to other suitably qualified and competent persons as required.

7.3 NOTIFICATION TEMPLATES AND PROCESS

The relevant Supervisor must be notified as soon as practicable of all incidents including near misses that occur.

Preliminary internal incident reporting by the Supervisor to the appropriate parties must then be done as soon as practicable. This is normally done verbally by phone or in person, within one hour. This includes ensuring the Health and Safety Manager and Rehabilitation and Return to Work Coordinator is aware in case an incident notification to WHSQ and/or claim for workers' compensation needs to be made.

A preliminary written incident report is then submitted within 48 hours.

Follow up actions and detailed investigation will be dependent on the level of severity of the incident.

Incidents must be lodged online in INForm (Incident Notification form) database.

If INForm is not available the paper based Form A can be used with the information being transferred to INForm as soon as practicable.

For in depth investigations the Form B is utilised and saved as an attachment to the INForm database report. Reports and notifications to Workplace Health and Safety Queensland require completion of a report located at www.worksafe.qld.au - **Notify of an incident**

The incident information from operators is recorded on SharePoint by the Operations team or other relevant NQA Department. It is then investigated as appropriate .

7.3.1   INForm - Online SharePoint based database accessed from the NQA Home page. Email notification of all incidents raised are sent to key personnel including the relevant Line manager for timely comment and sign off. Where incidents involve members of the public there is an additional reporting requirement via the NQA Liaison Officer to Proclaim Management Solutions who coordinates public liability matters.

7.3.2   Form A *Incident notification and Investigation* is located under Forms on SharePoint but **only used if the INForm database is not available at the time**. Data recorded is later uploaded onto the INForm database.

7.3.3   Form B If a *facilitated or in depth incident investigation* is required a Word template is located under Forms on Sharepoint.

- a workplace injury has been or is expected to become a lost injury (LTI)

- an NQA employee at work has been involved in significant damage to plant or equipment (irrespective of owner)

- an incident that requires notification to a Regulator such as WHSQ, EPA, CASA, DES

- an event classified as a dangerous event under legislation has occurred

- medical treatment has been required for a member of the public where NQA infrastructure or processes are initially suspected of contributing to the injury

    Note: Members of the public also include individuals working for tenants, airline staff, concessionaires, etc, on NQA property.

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A Form B investigation is instigated by the relevant manager who in turn leads the investigation team and allocates tasks accordingly to other team members. Note the relevant manager may request assistance at any stage during the investigation from the Health and Safety Manager.

The Health and Safety Manager reviews all Form B Reports to ensure the adequacy of the investigation and response prior to the report being signed off by the designated member of the Leadership Team and sighted by the CEO. The relevant manager will then scan the report into INForm. The relevant manager can retain custody of the original. Where applicable a copy may also be sent to Proclaim who provide customer care support and liason between the injured parties and Airport management.

7.3.4 *Incident Notification Report to WHSQ*

A determination is generally made by the Health and Safety Manager in accordance with the requirements under the *Work Health and Safety Act*. If the matter involves an electrical incident the notification will be done in conjunction with the Coordinator of Technical Services or Airside Infrastructure Manager in Cairns, or the Manager Infrastructure and Maintenance in Mackay. The notification is done via www.worksafe.qld.gov.au

7.3.5 *Other Incidents*

NQA expects airside operators to provide notification regarding incidents they are involved in or are aware of. Initially there is an expectation a report is made verbally as soon as practical to either the ASO on duty or other agreed airport operations representative in order to facilitate assistance with investigation, response and preventative action.

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8. INJURY MANAGEMENT

NQA is committed to quality injury management and complies with the *Workers Compensation and Rehabilitation Act 2003* and *Workers Compensation and Rehabilition Regulation 2014*.

Q-Comp is the Queensland Compensation Regulatory Authority responsible for the legislation and Workcover is the government owned corporation that acts as the insurer.

Each airport holds separate Workcover policy numbers and premiums are paid based on annual salary costs, actual injury expenses and industry experience.

8.1 PROCESS

Workcover must be notified within 8 working days of when *'the employer becomes aware'* of injuries that require medical treatment. This notification is normally made by the NQA rehabilitation and return to work coordinator (RRTWC) but can also be made by the injured worker, the injured worker's manager or other nominated management representative.

https://www.worksafe.qld.gov.au/rehab-and-claims/injuries-at-work/making-a-claim

The notification is assessed by Workcover and a claim number is issued. Both the employer and employee are notified of the claim number.

Injured employees must actively participate in appropriate return to work programs and injury management as per directives from Workcover and in liaison with the RRTWC. All medical treatment required from treating medical practitioners must also be accompanied by an approved Workers Compensation medical certificate Also known as a work capacity certificate. This is needed to confirm treatment and generate any reimbursement of expenses for the injured worker. It also provides NQA with information regarding correct coverage of wages during incapacity.

The RRTWC is also responsible for:

- the secure custody of associated documentation including case notes

- assisting in the developing and monitoring of any suitable duties programs

- ensuring the relevant NQA personnel are kept appropriately informed. This includes HR, Payroll, injured worker's Manager and CEO.

Note: If the injury involves a Contractor engaged by NQA they are generally covered through their own insurance arrangements as per the issuing of a PERCOW to validate arrangements. However the conditions of engagement may require checking to confirm this if work does not involve the issuing of a PERCOW eg if a service provider. If the injury is sustained by a member of the public it is covered by our Public Liability Insurance with management of the claim coordinated by Proclaim Management Solutions.

Refer Part C Section 7B Injury Management of this manual.

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9. TRAINING & EDUCATION

An important aspect of professionally and ethically managing our airports is to ensure robust, effective training and education programs exist and are utilised. Consequently diverse methodology of delivery is used depending on the needs identified and certificated qualifications must be maintained.

Note: In instances where it is not possible or practical to deliver training online it is done face to face by a nominated trainer and where applicable overseen by Human Resources and or the relevant subject matter expert.

9.1 GENERAL TRAINING

Inductions

All **new staff** are required to undertake a general health, safety and environmental awareness induction delivered online.
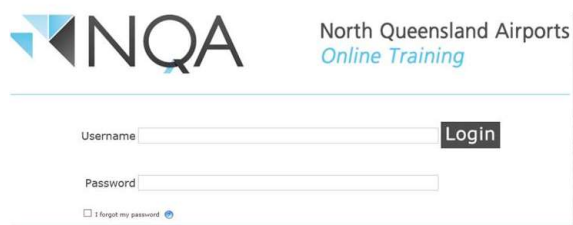
A face to face follow up by the Health and Safety Manager and Environment Manager are also undertaken to validate understanding. Security Awareness Training (SAT) is also delivered online.

New staff also complete an external online CASA course as part of the DAMP awareness training . Where required they may also complete the DAMP Supervisor's module.

Area/job specific inductions including standard work procedure (SWP) awareness are undertaken by line managers and team leaders.

Fire Safety

Fire awareness training forms part of the staff induction. A designated Duty Manager also coordinates both general occupancy training (GOT)and emergency control organisation (ECO) training which is provided six-monthly to staff . This is supplemented by annual evacuation exercises.

The designated Duty Manager who coordinates the training is also a qualified Fire Safety Advisor and they maintain the Fire and Terminal Evacuation Plan Manuals.

All Duty Managers undertake training as Chief Fire Wardens and take responsibility for responding to alarms on the Fire Safety Panel.

In addition the Health and Safety Manager holds the Fire Safety Advisor qualification and provides additional oversight.

Refreshers

Every two years refreshers are required for the health, safety and environment induction and the Drug and Alcohol Management Plan (DAMP) .

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9.2 HEALTH, SAFETY AND ENVIRONMENT HANDBOOK

The handbook is available electronically on SharePoint

http://sharepoint.nqairports.com.au/ops/safety/SafetyMgmt/NQA%20Safety%20Book%202017.pdf

It can also be uploaded onto mobile phones via iBooks.

9.3 EMPLOYEE COMPETENCE

Depending on the nature and complexity of required training NQA may engage external providers or undertake training by in-house team members.

Where a competency relates to nationally assessed competency the external trainers will be sourced from an appropriate registered training organisation (RTO). Typical examples being Fire Safety Advisor, Chief Fire Warden, First Aid, and Low Voltage Rescue and Firearm Use.

The team leader ensures that only employees with the required competence and qualifications are assigned to undertake each work process/task.

Training records are held electronically while the relevant manager monitors current competencies and qualifications. Scheduled reassessments and renewal of qualifications are organised and budgeted by the relevant manager in conjunction with the Training Coordinator.

9.3.1 *Competency Assessment*
Competency assessment usually comprises a combination of a written test and practical demonstration and must be carried out by an appointed competency assessor or under the guidance of a competency assessor. For example Airport Safety Officers (ASO).

9.3.2 *Competency Re-assessment*
From time to time competency is reassessed due to:
- Infrequently performing a task
- Legislative reassessment/recertification requirements
- Changes in plant and equipment
- Changes in procedure
- In the event of an incident where competency is being questioned

The relevant manager identifies the competence reassessment interval and will notify Human Resources when reassessment is successfully completed.

9.4 NON EMPLOYEE COMPETENCE

There is an expectation that all activities carried out on behalf of NQA are carried out by suitably qualified persons using the correct equipment. Such matters are addressed in tender processes and monitored as required against the Procurement policy and relevant consultancy agreements.

9.5 BOARD

Information is provided to the Board through the monthly, quarterly and annual reporting processes. In addition periodic training is carried out to ensure current Board members are kept up to date with their obligations and regulatory changes.

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10. EMERGENCY MANAGEMENT

Airports are unique environments where legislative requirements can fall under different jurisdictions.

10.1. OVERARCHING MANAGEMENT

Overarching emergency management including response requirements are referred to in the *Work Health and Safety Act 2011.*

Additional compliance is required with other State and Commonwealth legislation. State requirements include corporate responsibility as a *Managing entity* referred to in the *Building Fire Safety Regulation 2008* and Commonwealth requirements include *Aerodrome* Emergency Planning referred to in Part A Section 1.6 Coordination of emergency response planning of this manual.

Note: *Managing entity* of a multi-occupancy building means the entity responsible for the building. *Aerodrome* is a defined area on land or water intended to be used either wholly or in part for the arrival, departure, and surface movement of aircraft - *International Civil Aviation Organization* (ICAO).

Emergency Management throughout NQA is supported by the following specific documents:

Cairns
- Airport Emergency Plan (AEP)
- Aerodrome Operations Manual (AOM)
- Airport Coordinators Reference Manual
- Cairns Airport Incident Management Framework
- Cairns Airport Transport Security Program (TSP)
- Cyclone Plan
- Disaster Management Plan
- Fire and terminal Evacuation Plan Manuals
  - Airport Administration Centre
  - T1 – International Terminal
  - T2 – Domestic Terminal
- NQA Risk Management Framework

Mackay
- Aerodrome Emergency Plan
- Aerodrome Operations Manual (AOM)
- Cyclone severe weather plan
- Mackay Airport Transport Security Program (TSP)
- NQA Risk Management Framework
- Terminal Emergency Support Plan Manual

10.2 NATURAL DISASTERS

Natural disasters response procedures are detailed in the Cairns Cyclone Plan and Mackay Severe Weather and Cyclone Plan the Disaster Management Plan.

Both Cairns and Mackay Airports also have nominated representatives as part of various external disaster management liaison groups such as the Local Disaster Management Group (LDMG).

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11. MONITORING AND REVIEW

11.1 BOARD

Reporting to the Board is primarily monthly and quarterly. This is a critical aspect of the monitoring and review program as health and safety must be lead from the top down in an organisation.

Monthly
Health and Safety matters are captured in two reports to the Board.
1. CEO Report and
2. The Monthly Performance Report.

Both are submitted by the CEO with the content sourced from the Leadership Team and their subject matter experts.
The CEO report details activity, trends and recommendations across the organisation for the month and the Performance Report includes the Incident reporting dashboard.

Quarterly
Various sub committees exist within the Board to examine performance at a more detailed level. This includes the Health Safety, Security and Environment Committee (HSSEC) which meets quarterly. Membership of the HSSEC includes a number of Board members including the Board Chair, CEO and General Counsel.
The quarterly report submitted to the HSSEC is written by the Enterprise Risk Manager in conjunction with members of the HSSEC advisory group.
This report focuses on the six elements of due diligence, namely
1. Legislation updates
2. Hazards and Risks – review of new/serious issues, significant new equipment purchases
3. Resources & processes
4. Incidents
5. Compliance activities
6. Verification/validation activities

The report is supported by graphs that monitor
- Staff, Contractor and Public Injury data
- 'Take 5' risk assessment activity

11.2 LEADERSHIP TEAM

Incident findings are reviewed by the Leadership Team with the assistance of the Health and Safety Manager.

11.3 HEALTH AND SAFETY COMMITTEE

Incident data including actions is tabled and discussed at the bi –monthly internal NQA Health and Safety Committee meeting. This meeting is coordinated by the Health and Safety Manager with selected members of the Leadership team rotating through the Chairperson role.

11.4 HEALTH AND SAFETY MANAGER
Daily reviews the incidents logged and makes recommendations accordingly. The Health and Safety Manager monitors and reviews the Safety Management System and associated policies to ensure currency and relevance is maintained in accordance with the NQA document control procedures.

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In addition the Health and Safety Manager submits safety data quarterly as required to the Australasian Airport Safety Forum. Data collated is further reviewed by member airports at annual face to face meetings and periodic phone conferencing throughout the year. Data obtained from Safe Work Australia, Safety Institute of Australia, Work Health and Safety Queensland and WorkCover is also monitored and reviewed against our performance data .

The Health and Safety Manager works closely with the Enterprise Risk Manager to ensure data is captured and provided to the Leadership Team and Board.

11.5 DOCUMENT CONTROL

The document control review program ensures that all health and safety associated documents are reviewed in accordance with an agreed timeframe.

11.6 EXTERNAL AUDIT

Compliance is further enhanced by undertaking an external WHS systems audit every 1-2 years.

11.7 SAFETY PERFORMANCE MEASUREMENT

Various lead and lag indicators are used in alignment with the Australasian Airports Safety Forum Key Performance Indicators (KPI) and the NQA Board reporting parameters.

Additional measurements are utilized to present the performance information annually to Shareholders under ESG requirements.

While all such performance measures do not provide a complete indicator of the effectiveness of safety management they are used as an indicator for further analysis and continuous improvement.

Typical examples of Lead and Lag Indicators that are considered are in the following table

Lag Indicator	Purpose
Total Recordable Injury Frequency Rate (TRIFR)	Combines both loss time and medical treatment injuries and identifies any trends
Lost Time Injuries - rolling 12 months	Monitors LTIs to previous year and identifies any trends
Incident and injury type rolling 12 month status	Monitor type to identify trends that identify hazards which can be eliminated to reduce injuries
Injury data involving non staff	Monitors issues relating to infrastructure issues
Notifiable incidents	Identifies issues that need action to prevent reoccurrances
Recording and investigating litergation for non staff injuries	Identifies any trends or insights to put together preventative strategies

Lead Indicators	Purpose
Collecting near miss data	Rectification to prevent injury occuring
Toolbox talks completed	Promote communication and feedback
Inspections – Management	Identify & rectify unsafe conditions
Standard work procedures reviewed	Ensure currency and knowledge
Standard Operating Procedures reviewed	Ensure currency and knowledge
Risk assessments done as identified	Risk minimisation

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Action Items completed	Ensure items are appropriately addressed
Positive Observations	Online capture demonstrating a positive attitude towards safety
Safety Alerts & Bulletins	Advise relevant parties of possible hazards to prevent injury

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