

# APAC SAFETY MANAGEMENT STANDARD



January 2020



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# Introduction:

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## A Message from the CEO

At APAC, our approach to safety management is a reflection of the shared beliefs and values we place on safety. We put people ahead of statistics and recognise trust as the key predictor to building a strong safety culture. Our safety programs aim to put people at the heart of the solution, and we consider positive safety outcomes and low injury rates a direct result of our safety culture.

The APAC safety culture is one of inclusion and empowerment, where everyone is encouraged and recognised for speaking up when they are concerned about safety.

Sharing aligned safety values that are meaningful and able to inform our decision-making across the organisation is pivotal to the success of our safety culture.

## Introduction

Australia Pacific Airports Corporation Limited (APAC) owns and operates Melbourne and Launceston Airports and this Safety Management Standard covers the range of operational activities that are undertaken at our Airports.

APAC is committed to achieving safety excellence through the identification and implementation of industry-leading safety practices throughout the organisation, for all activities APAC can control or have some influence over. This commitment extends to continually improving the wellbeing of the APAC workforce. To achieve this goal, the APAC Safety Management Standard (the Standard) serves as the overarching safety governance document for all APAC activities, aiming to encourage engagement and maximise compliance by adopting consistent safety standards and investing equally in the three elements of the APAC Total Safety Culture (people, practices and the physical environment).

The success of the Standard relies on the Executive and broader management team, together with demonstrated safety leadership at all levels, and the ability to identify and implement improved safety standards and lessons learned as an integral part of the APAC continual improvement process.

***“We are uncompromising in our commitment to safety.”***

## Purpose

The Safety Management Standard aims to ensure compliance with Civil Aviation Safety Authority (CASA), Occupational Health and Safety (OHS) and Work Health and Safety (WHS) legislation and outlines the minimum safety standards that must be adopted. It is a reference point for the development of Business Unit or Departmental Group Level Safety Documents (GLSD).

The intent of the GLSDs are to assist the end-user (APAC employees and contracted employees) to identify and meet key safety requirements as they conduct their day-to-day business operations and activities.

Contractors, Service Providers, Airlines, tenants, temporary workers, visitors and other persons working at Melbourne or Launceston airports (jointly referred to throughout this document as Third Parties) are required to cooperate, and where applicable, demonstrate an equivalent approach to safety management to that contained in this document.

The Standard sets the foundation for continual improvement through the application of consistent safety requirements across all aspects of APAC activities. It is supported by the APAC Safety Strategy which is underpinned by four key principles:

- All employees working at Melbourne or Launceston airport (APAC and non-APAC) have the right to a healthy and safe working environment.
- Well-designed, healthy and safe work environments will enable workers at Melbourne and Launceston airports to have more productive working lives.
- All members of the public visiting or passing through Melbourne and Launceston airports have the right to a safe airport experience.
- Safe and compliant aerodrome operations requires a cooperative approach between APAC and the airlines using Melbourne and Launceston airports.



**Lyell Strambi, CEO**

# Scope and Application:

## Scope

The scope of the Standard covers all APAC activities that impact, or have the potential to impact the safety of aerodrome operations, the health and safety of people and the protection of APAC assets. The Standard is intended to be scalable by airport (APAM or APAL), Business Unit or Department, by informing the development of Group Level Safety Documents (GLSD) that manage:

- Safety – ensuring that APAC safety values are not compromised and striving to provide aerodromes, workplaces and public areas that are free from the risk of accidents, incidents or injuries.
- Health – promoting and improving the physical and mental health and wellbeing of the APAC workforce.

## Application

The APAC Safety Management Standard applies to the entire lifecycle of APAC activities, processes and assets. This includes all aspects of planning, procurement, construction, development and delivery, operation, maintenance, facilities management, commissioning, decommissioning, acquisitions, remediation and rehabilitation. Third Parties are encouraged to adopt the intent and nature of the performance requirements in this document. Where the Standard specifically states that an Element, or requirement within an Element, applies to Third Parties, that Element or requirement must be adopted by Third Parties.

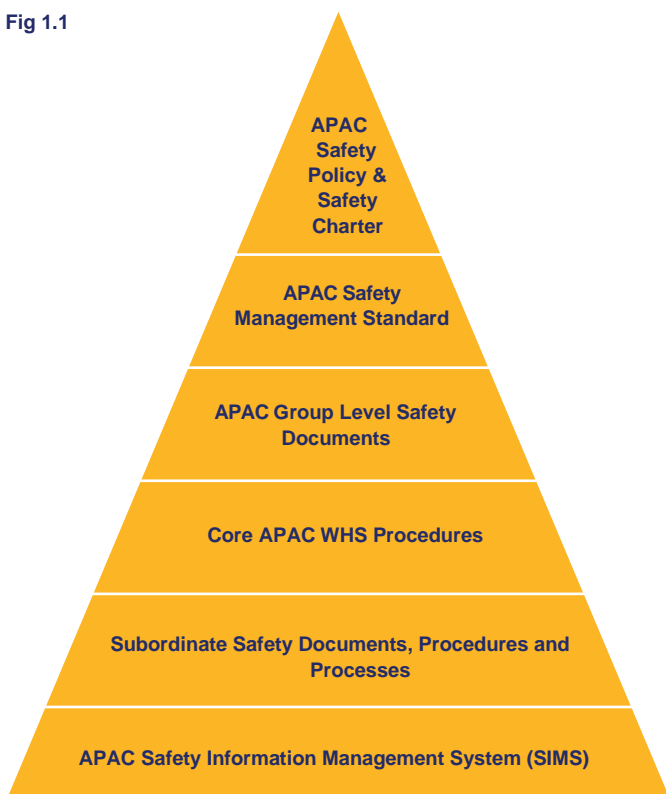
Whilst the Standard is intended to be scalable, its application is mandatory for all applicable elements, and it is the responsibility of the airport (APAM or APAL), Business Unit or Department to develop GLSDs that respond to the requirements set out in the Standard.

These GLSDs, together with the APAC Safety Strategy and the five core APAC WHS Procedures will collectively become the APAC Safety Management System, accessible to all APAC staff via the company Intranet (Albert).

For example, an APAM Business Unit can achieve compliance with the Standard by identifying the elements of the Standard that are applicable to its operations, and then develop a GLSD that responds to the relevant elements and incorporates the five core APAC WHS Procedures. The APAC safety team would then be required to review and endorse the GLSD to ensure it meets the intent of the Standard, and facilitate periodic third party audits of the GLSD to monitor compliance and encourage continual improvement.

Fig 1.1 illustrates the APAC Safety Management System.

Fig 1.1



### APAC Safety Policy:

Written policy endorsed by the CEO, stating APAC's commitment to the protection of the health and safety of employees, visitors, other people at work and the public.

### APAC Safety Charter:

A set of guiding behavioural principles for APAC leaders and employees to practice, promote and demonstrate the APAC Safety Culture.

### APAC Safety Management Standard:

Mandatory document providing a high-level overview of the intent and requirements of each Safety Management Element.

### APAC Group Level Safety Documents (GLSD):

GLSDs respond to the relevant Elements of the APAC Safety Management Standard and are developed by the responsible Business Unit or Department. GLSDs are owned and maintained by the respective Business Units or Departments and periodically audited by the Safety team. GLSDs collectively 'become' the APAC Safety Management System.

**Core APAC WHS Procedures:** Five mandatory WHS procedures that apply across the entire organization. These five WHS Procedures are listed on the following page.

### Subordinate Safety Documents, Procedures and Processes:

Documents, procedures and processes to support the achievement of the GLSDs, such as Standard Operating Procedures (SOP), HIRACs, Inductions, Risk Assessments, Safe Work Method Statements, forms, checklists and training materials.

### APAC Safety Information Management System (SIMS):

A database used for incident management, reporting lead and lag safety metrics and analysing safety performance trends.

# Responsibilities:

## Responsibilities

### APAM:

Business Unit Chiefs and Executives are accountable for the implementation of the performance requirements outlined in this document and associated Group Level Safety Documents (GLSD) for their respective Business Units or Departments. All other APAM personnel must comply with the performance requirements in the Standard and as outlined in their respective GLSDs.

### APAL:

The General Manager is accountable for the implementation of the performance requirements outlined in this document and the associated GLSD. All other APAL personnel must comply with the performance requirements in the Standard and as outlined in their respective GLSDs.

### Safety Team:

The APAC Safety team is responsible for monitoring the application of the APAC SMS, providing ongoing support and coaching in achieving the principles of the Standard, and the facilitation of periodic audits of each Business Unit or Departmental GLSD.

## APAC Safety Management Standard Elements

The APAC Safety Management Standard consists of 14 Elements and has been developed to be consistent with the requirements of:

- CASA Manual of Standards Part 139 – Aerodromes (Chapter 25 – Safety Management Systems) and;
- ISO 45001:2018 – Occupational Health and Safety.
- WorkSafe requirements and Compliance Codes (VIC and TAS)

Each Element contains a statement of intent and a set of specific mandatory performance requirements to be achieved in order to comply with that Element.

This document should be used in conjunction with the five core APAC WHS Procedures which are:

1. Risk Management Procedure (APAC-WHS-PRO-001)
2. WHS Issue Resolution Procedure (APAC-WHS-PRO-002)
3. WHS Incident and Investigation Procedure (APAC-WHS-PRO-003)
4. WHS Contractor Engagement and Safety Management Procedure (APAC-WHS-PRO-004)
5. Fatigue Management Procedure (APAC-WHS-PRO-009)

***The APAC Safety Culture is everyone's responsibility. We all play a leadership role, regardless of position or discipline.***



# Element 1: Leadership and Accountability

## Intent

APAC managers, employees and contractors understand their safety accountabilities and obligations and demonstrate leadership and commitment to continual safety improvements.

### 1.1 Demonstrate safety leadership:

- Managers who are responsible for APAC Business Units, Departments and/or teams are required to:
- Practice the principles of the APAM / APAL Safety Charter and Safety Culture program.
- Contribute towards the achievement of the APAC Safety Strategy.
- Regularly engage their teams on safety matters to promote safety initiatives and drive continual improvement.
- Provide resources and support necessary for effective safety management.
- Ensure the APAC Positive Safety Intervention program is practiced.
- Participate in the APAC Safety in Action program and promote the proactive identification of safety hazards.
- Conduct regular safety inspections and periodic Business Unit / Department safety performance reviews.
- Participate in incident investigations.
- Participate in the risk review process and manage Hazard Identification, Risk Assessment and Control (HIRACs) and Business Unit Risk Registers (Eg: ensure HIRACs are reviewed regularly and hazards and risks are closed within defined timeframes).

- Manage the implementation of, and compliance with, Group Level Safety Documents and subordinate safety documents, procedures and processes relative to their area.

### 1.2 Establish expectations and manage safety behaviours:

- Managers who are responsible for APAC Business Units, Departments and/or teams are required to:
- Ensure all personnel have the opportunity to commit to the APAM or APAL Safety Charter by becoming a Safety Charter signatory.
- Include relevant safety responsibilities and accountabilities in position descriptions.
- Include safety leadership and performance as part of the APAC performance review process.
- Define safety expectations for Third Parties and ensure these are communicated and understood.
- Promote and practice the APAC Positive Safety Intervention program and educate personnel about their authority and obligation to intervene in unsafe situations.

## The APAM Safety Charter's 5 Principles:

1

I acknowledge that there is no task or activity so critical that safety should be compromised. Safety will never be compromised for operations or cost.

2

I recognise that all people working, visiting or passing through Melbourne Airport have the right to a safe airport experience.

3

I am empowered and encouraged to continually seek improvements in safety excellence, to question work practices and to report safety concerns of any magnitude.

4

I understand that I have the unqualified approval and support of the Senior Leadership Team to intervene in any activity where safety or wellbeing may be compromised, and that this is expected of me.

5

Safety at APAM is something that can be discussed, investigated and explored without blame or risk of penalty. We practice a 'no blame' approach to safety and recognise trust as the key predictor of our safety culture.

## Element 2: Legal and Other Requirements

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### Intent

Relevant safety legislative requirements are identified, accessible, understood and complied with.

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#### 2.1 Identify applicable aviation, health and safety and public safety legislative requirements for all activities undertaken within the airport precinct:

- Identify relevant CASA legislation, health and safety legislation, local laws, license conditions and permit obligations required to support responsible APAC activity.
- Identify and implement where possible, best practice safety standards, such as Compliance Codes, Guidance Notes, Australian Standards, WorkSafe Positions, Advisory Circulars (AC) and non-statutory guidance material.
- Maintain a legal register that includes all relevant safety-related legal requirements and best practice safety standards.

#### 2.2 Manage, monitor and review safety legislative requirements:

- Communicate applicable legal and other health and safety requirements to affected personnel.
- Implement an assurance program to periodically assess compliance with legal and other health and safety requirements.
- Document, acquit and communicate to affected personnel any changes resulting from the periodic assessments.

#### 2.3 Ensure the APAC Safety Essentials are known, communicated and complied with:

- Communicate the APAC Safety Essentials to all personnel, including APAC employees and Third Parties.
- Ensure all APAC employees undertake training in the APAC Safety Essentials.
- Ensure Third Parties comply with the APAC Safety Essentials.



# Element 3:

## Safety Culture

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### Intent

A commitment to safety is established and maintained at all levels, by investing equally in the three elements of the APAC Total Safety Culture, being people, practices and the working environment.

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#### 3.1 Demonstrate visible, authentic safety leadership:

- The principles of the APAM and APAL Safety Charter are practiced daily by APAC employees, managers and Executives.
- Employees receive training in the APAC safety culture program (via APAC Learning Online), and guidance material is available to all APAC personnel.
- Safety matters are discussed in team meetings. Collaboration across Business Units and Departments is encouraged to develop solutions to safety challenges.
- The reporting and ownership of safety hazards is recognised as everyone's responsibility and adequate commitment of resources is provided to mitigate identified risks.
- Safety inspections are treated as 'business as usual' and conducted regularly by personnel in leadership positions.
- Safety initiatives and programs are developed at the Departmental level to demonstrate visible safety leadership.

#### 3.2 Build a high trust working environment:

- Processes are in place to ensure individuals are able to report errors or near misses without fear of reprimand or punishment.
- The APAC Way behaviours are taught, encouraged and recognised.
- Processes that facilitate worker engagement in safety are fostered and promoted.
- Trust is recognised and promoted as the catalyst to a positive safety culture (trust = ability, integrity and care).
- Everyone is empowered to apply and practice the principles of the APAM or APAL Safety Charter.
- Safety matters (hazards, omissions, corrective actions, improvement opportunities) are addressed promptly and feedback is provided to the reporting parties and in team meetings.
- Individuals are recognised for safety efforts and achievements are celebrated.

#### 3.3 Establish and maintain a culture of positive intervention:

- All employees are trained in the APAC Positive Safety Intervention program.
- All employees are champions of the APAC Positive Safety Intervention program and Departmental participation is measured and reported on.
- Positive Safety Interventions are recognised and rewarded.
- Third Parties are encouraged to be involved in the APAC Positive Safety Intervention program.

#### 3.4 Safety assurance programs incorporate Human Factors and are aimed at achieving a state of subjective mindfulness and safety awareness:

- Safety inspection templates are not over-prescriptive and challenge the user to observe their environment and to 'be present.'
- Safety programs recognise that situational awareness is paramount when in a working / operational environment.
- Safety assurance programs consider the limitations of the human brain for storing information and operating from the conscious mind (training is available from the APAC Safety team).
- Safety programs incorporate both intrinsic motivators (individual values, beliefs and attitudes around safety) and external motivators (responsibilities, accountabilities, consequences and management expectations).



# Element 4: Training, Awareness and Competency

## Intent

Employees and Third Parties are aware of relevant APAC safety requirements and information, instruction and training is provided. Contractors and Service Providers are pre-qualified by APAC in the area of safety management.

### 4.1 Develop Safety awareness for all APAC activities and operations:

- Ensure all new employees receive Safety inductions and additional Safety awareness training commensurate with the risks associated with their function (Eg: relevant APAC PlaneSafe Training modules).
- Ensure all Third Parties working at Melbourne Airport undergo the online Melbourne Airport Safety and Environment Induction.
- Deliver training to APAC employees on how to identify and report hazards, near misses and incidents and how to implement effective controls.
- Implement processes to help make employees aware of hazards, risks, controls and expected behaviours.
- Maintain training and induction records for APAC employees.
- Periodically review safety training processes and content for currency, after safety incidents and when material changes to processes or controls are implemented.
- Conduct refresher training at a frequency determined as appropriate by the Safety team.

### 4.2 Manage Health and Safety competency:

- Incorporate Safety leadership into the performance review process for all employees.
- Ensure Safety training includes competency assessments.
- Obtain and maintain licences, qualifications, competency and training records for all employees including expiration dates as their positions require.
- Ensure employees only perform tasks or activities they are trained, qualified or competent to undertake (APAC Safety Essential #2).



# Element 5: Hazard and Risk Management

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## Intent

Aviation hazards, health and safety hazards and public safety hazards are identified and associated risks are assessed, managed and eliminated or reduced to as low as reasonably practicable.

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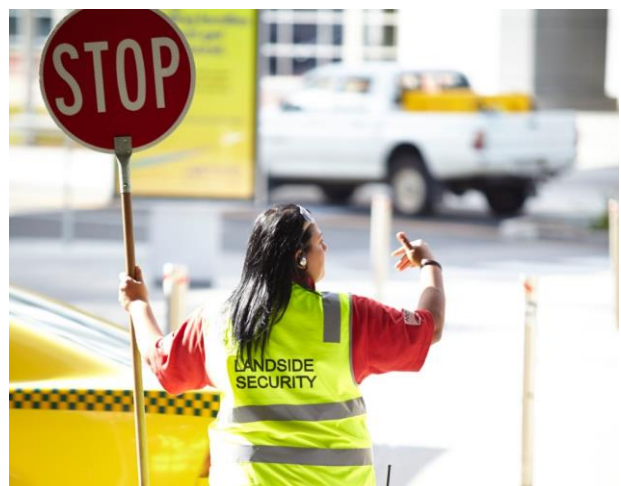
**Definition of a hazard:** An unsafe condition, situation, behaviour or act that gives rise to risk and has the potential to cause harm to people, the environment, plant or infrastructure.

### 5.1 Hazard and Risk Identification:

- Apply the hazard and risk identification process as described in the APAC Risk Management Procedure (APAC-WHS-PRO-001).
- Implement hazard identification programs at the Departmental level.
- Involve employees, Health and Safety Representatives (HSR), Safety team personnel, Supervisors and Managers in hazard and risk identification processes.
- Promote the identification and reporting of hazards as they relate to health and Safety, public Safety and aviation Safety.
- Establish hazard identification as a leading indicator.
- Set individual and team targets for the number of Safety hazard identification exercises conducted.
- Utilise the APAC Threat and Opportunity Management system (ATOM) for reporting Safety risks and monitoring their close-out (Safety risks include Aviation, WHS, OHS and Public Safety).
- Intervene when hazards or risks are identified as per the APAC Positive Safety Intervention program, when safe to do so.

### 5.2 Risk Assessment:

- Apply the risk assessment process as described in the APAC Risk Management Procedure (APAC-WHS-PRO-001).
- Identify and assess Safety risks associated with APAC activities, plant, equipment and infrastructure using the APAC Risk Assessment template and/or Safe Work Method Statements or Job Safety Analysis.
- Involve workers, HSRs, Safety team personnel, Supervisors and Managers in risk assessment processes as appropriate.
- Document Safety risks in a controlled risk register or departmental-specific Hazard Identification, Risk Assessment and Controls register (HIRAC) using ATOM.
- Involve appropriate technical and functional representation from relevant APAC Departments in risk assessments.
- Involve relevant external stakeholders in risk assessments (Eg: Third Parties whom may be affected by the outcome of decisions made).
- Document and communicate the outcome of risk assessments to relevant stakeholders (internal and external).



### 5.3 Risk Treatment:

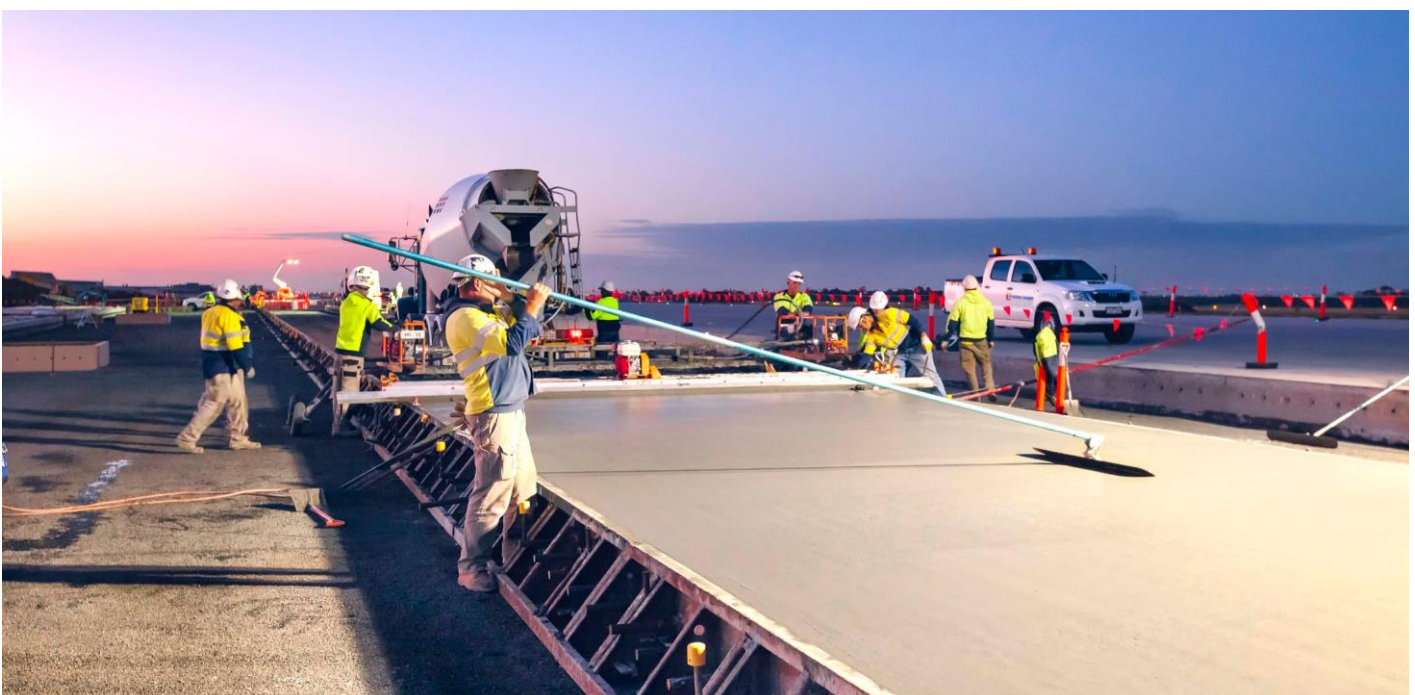
- Utilise the APAC Risk Management Handbook for the treatment of Safety risks.
- Involve employees, HSRs, Safety team personnel, Supervisors and Managers in risk treatment processes as appropriate.
- Always aim to eliminate the hazard or risk. Where elimination is not reasonably practicable, apply the Hierarchy of Controls to reduce the risk to as low as reasonably practicable.
- As a minimum, develop risk treatment strategies for “High” and “Significant” rated Safety risks with clearly defined accountability for implementation.
- Apply the timelines in Fig 2.1 for the closing-out of Safety hazards and risks.
- Monitor the close-out of Safety hazards and risks using ATOM and SIMS.
- Establish the close-out of Safety hazards as a leading indicator.
- Apply the risk treatment process as described in section 5 of the APAC Risk Management Procedure (APAC-WHS-PRO-001).

### 5.4 Monitor, Review and Communicate:

- Utilise the APAC Risk Management Handbook for the escalation and reporting of “Significant” and “High” rated Safety risks.
- Review associated critical controls after the occurrence of any actual or potential “Major” and “Catastrophic” incident.
- Regularly review, discuss and communicate Safety risk treatments within Departments and laterally across the organisation.
- Review risk management processes to ensure compliance with AS/NZS ISO 31000 Risk Management – Principles and Guidelines.
- Apply the risk monitoring, review and communication process as described in the APAC Risk Management Procedure (APAC-WHS-PRO-001).

Potential risk rating		Timeline for closing-out
	High	2 weeks
	Significant	3 weeks
	Medium	5 weeks
	Low	8 weeks
	Very Low	10 weeks

Fig 2.1: Timelines for closing-out health and safety hazards



# Element 6: Planning, Objectives and Targets

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## Intent

APAC safety objectives and targets are established as an integral part of business planning processes and action plans are implemented to achieve safety targets and drive continual improvement.

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### 6.1 Ensure early engagement with stakeholders when planning development projects

- Ensure internal stakeholders are engaged at the early planning stages of development projects to ensure MOS Part 139 requirements, aerodrome licence conditions and WHS/OHS requirements are considered, including Safety in Design.
- Ensure external stakeholders (including Third Parties) are engaged at the early planning stages of development projects to ensure their operating requirements and any safety issues are considered.

### 6.2 Align Safety objectives with the APAC Way and the APAC Safety Strategy

- Establish and communicate Departmental Safety objectives and key performance indicators (KPI) that align to the APAC Safety Strategy.
- Document and communicate Departmental Safety objectives and targets across the organisation.
- Establish leading and lagging metrics to measure Safety performance and incident/accident prevention efforts.
- Regularly review leading and lagging metrics and use trends locally, to identify focus areas for Safety improvement.

### 6.3 Develop Safety Action Plans to meet objectives and targets:

- Establish Departmental action plans for achieving Safety objectives and targets (eg: Safety Action Plans for Safety Strategy Initiatives).
- Managers who are responsible for APAC Business Units, Departments and/or teams provide appropriate resources to achieve their respective Safety Action Plans.
- Progress on Safety Action Plans is communicated to all employees within the relevant Business Unit, Department or team.
- The achievement of Safety objectives and targets is recognised and celebrated.



# Element 7:

## Procurement, Contractor Engagement and Safety Management

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### Intent

To embed Safety considerations and opportunities as an integral part of APAC procurement processes and to assist in striking a balance between 'qualified trust' and 'client tension' when engaging and managing Third Parties.

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#### 7.1 Establish Safety in procurement processes:

- Ensure the APAC Procurement Principles, Policy and Guidelines document is referred to prior to any procurement.
- Complete the APAC WHS Procurement Checklist prior to purchases (APAC-WHS-CHK-007).
- Apply the requirements of the APAC WHS Contractor Engagement and Safety Management Procedure for the engagement and safety management of Contractors (APAC-WHS-PRO-004).
- Adopt relevant performance standards and other technical requirements in the design and selection of plant, equipment, services and processes (eg: Australian Standards).
- Conduct a risk assessment in accordance with the relevant legislation/code of practice prior to the purchase of any goods.
- Complete the APAC Plant Risk Assessment template prior to the purchase of any plant and/or equipment (APAC-WHS-TEM-013).
- Ensure all procured plant and equipment have risk assessments.
- Ensure Safety Data Sheets (SDS) are provided for all hazardous substances or chemicals prior to purchase and a Chemical Risk Assessment is conducted where required.
- Maintain Departmental SDS registers.
- Establish procedures for the safe storage and handling of hazardous substances and dangerous goods.
- Ensure that Health and Safety Representatives (HSR) are involved in risk assessments, and risks associated with any purchase are communicated to affected persons.
- Ensure that control measures for identified risks are implemented and appropriate persons are trained in those control methods.

#### 7.2 Identify a Safety framework for the delivery of Capital Projects:

- Ensure that Contractors develop a project-specific Health and Safety Management Plan for each Capital Project.
- Ensure that APAC health and safety requirements are communicated to Contractors for incorporating in their Health and Safety Management Plans prior to the commencement of works.
- Apply the Corporate Research Centre Guide to Best Practice for Safer Construction, 2007 to major Capital Projects.
- Ensure Safety in Design reviews/workshops are conducted and documented for all Capital Projects.
- Ensure Contractors apply suitable Safety assurance programs through the duration of the works (eg: audits and inspections).
- Communicate Health and Safety learnings from previous Capital Projects, including significant incidents and successful safety initiatives, to Contractors prior to the commencement of works.

#### 7.3 Identify a Safety framework for the delivery of Service Provider works:

- Ensure that Service Providers develop a Health and Safety Management Plan specific to the provision of services.
- Ensure that APAC health and safety requirements are incorporated in Service Providers' Health and Safety Management Plans prior to the commencement of works.
- Ensure Service Providers apply suitable Safety assurance programs through the duration of services (eg: audits and inspections).
- Communicate Health and Safety learnings from previous Service Provider engagements, including significant incidents and successful safety initiatives, to Service Providers prior to the commencement of services.

# Element 8: Incident Management

## Intent

Incidents are reported, managed and investigated and corrective actions identified and implemented. Improvement opportunities and learnings are shared and adequate resources are in place to facilitate effective incident response.

**Definition of an Incident:** An event that caused injury, impact or damage to people, the environment, plant or infrastructure, or resulted in a breach of Safety, security or environmental legislation.

**Definition of a Potential Incident:** An unplanned event or unsafe act that could have caused injury, impact or damage to people, the environment, plant or infrastructure but due to the circumstances, did not (commonly known as a Near Miss).

### 8.1 Facilitate a positive reporting culture:

- Report all incidents and potential incidents regardless of the severity, and implement the required processes to ensure Third Parties and visitors do the same.
- Utilise the APAC Enterprise Risk Matrix to classify incidents by their potential consequence.
- Ensure all incidents and potential incidents are reported via the Safety Information Management System (SIMS) or directly to the APAC Safety team within the required time frames (see Fig 3.1). Implement the required processes to ensure Third Parties and visitors do the same.
- Provide feedback to reporting parties, Third Parties and employees on the findings of incident investigations and incident trends relative to their area.
- Ensure the timely reporting of regulator-reportable incidents and preserve the incident site unless it is not safe to do so.

### 8.2 Investigate Incidents:

- Ensure incidents and potential incidents are investigated by the responsible parties, for the purposes of identifying corrective actions and preventing reoccurrence.
- Ensure all incidents or potential incidents that carry a potential consequence classification of 'Major' or 'Catastrophic' are investigated using an APAC-approved incident investigation model (ICAM or TapRoot) and their corrective actions and learnings are shared across the organisation.
- Ensure that a member of the Safety team is invited to participate in all 'Major' or 'Catastrophic' classified incidents (based on potential consequence). Implement the required processes to ensure the same for Third Party incident investigations.
- Utilise the hierarchy of controls when determining corrective actions, always aiming to eliminate the contributing factor / root cause / hazard first (Above the Line corrective actions). Implement the required arrangements to ensure the same for Third Parties.
- Ensure workers, Health and Safety Representatives (HSR) and other potentially affected parties are involved in the identification of corrective actions.
- Ensure that corrective actions are assessed for the introduction of new hazards and risks, and implement the required arrangements to ensure the same for Third Parties.

Potential Consequence		Timeline for reporting
	Catastrophic	ASAP and no later than the same shift the incident occurred
	Major	ASAP and no later than the same shift the incident occurred
	Moderate	Within 24 hours
	Minor	Within 24 hours
	Limited	Within 24 hours

Fig 3.1: Timelines for reporting incidents

- Respond to, report and investigate incidents and potential incidents in accordance with section 8 of the APAC Incident & Investigation Procedure (APAC-WHS-PRO-003).
- Review all incident investigations against the requirements of section 8.2 of the Standard, and provide feedback to the incident owners on improvement opportunities or departures from the above points.

### 8.3 Incident Trend Analysis:

- Conduct regular analysis of incident trends in Business Unit Safety Committees and in the Safety, Security and Environment Steering Group (SSESG).
- Department / Business Unit leaders participate in annual Departmental incident trend analysis exercises led by the Safety team.
- Apply incident learnings and prevention efforts across the organisation.

Note: Emergencies are managed in accordance with the Airport Emergency Plan (AEP). The definition of an emergency is a situation that requires the activation of the AEP.



# Element 9: Communication, Consultation and Reporting

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## Intent

Effective communication, representation and participation mechanisms exist to identify Safety risks, escalate Safety matters, identify Safety achievements and facilitate the sharing of knowledge throughout APAC.

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### 9.1 APAC employees are consulted on Safety matters:

- Employees are encouraged to be represented on Health and Safety issues.
- Designated Work Groups (DWG) are established and Health and Safety Representatives (HSR) are elected to represent their DWG on health and safety matters.
- Employees are consulted and involved in the management of Health and Safety matters.
- Issue resolution procedures are communicated to all APAC personnel, posted on OHS/WHs noticeboards and made easily accessible.

### 9.2 Information and ideas regarding Safety are shared:

- Business Unit Safety Committees (APAM only) are established to discuss Safety matters, review Safety performance and escalate Safety issues to the APAC Safety, Security and Environment Steering Group (SSESG).
- Safety information, incidents, learnings, strategies, objectives and risk control measures are shared between Business Units, Departments and airports.
- DWGs have OHS/WHs noticeboards that are accessible to all employees and display information as required under State OHS/WHs legislation.
- Safety Alerts / Notices are developed and distributed internally by the Safety team to communicate key Safety information and learnings from significant incidents.
- Contract Managers and Project Managers distribute Safety Alerts / Notices to Third Parties as required.





# Element 10: Health, Hygiene and Wellbeing

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## Intent

APAC personnel are assessed for their fitness to work and wellbeing programs are made available to all employees. Processes and programs are in place to protect APAC personnel from health hazards associated with APAC activities.

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### 10.1 Manage Fitness for Work Requirements:

- Ensure APAC personnel undertake a pre-employment medical assessments (for certain roles) that assesses position- specific fitness for work requirements.
- Implement the APAC Fatigue Management Procedure (APAC-WHS-PRO-009).
- Implement the corporate Drug and Alcohol Management Plan (DAMP) for APAC employees and the airside DAMP for SSAA employees.
- Manage APAC employee injury and illness cases in accordance with state and federal legislative workers compensation and return to work requirements.
- Establish role-specific Return to Work (RTW) plans for injured APAC employees.
- Identify and comply with regulatory Fitness for Work requirements (including statutory and non-statutory guidance material).

### 10.2 Support Employee Wellbeing:

- Identify and implement wellbeing and mental health initiatives across APAC.
- Make available to employees, information, resources and training material to increase awareness of mental health and reduce stigma.
- Implement the APAC Psychological Wellbeing Strategy via the APAC Mental Health Committee.

### 10.3 Manage occupational exposure:

- Ensure those APAC employees who will be exposed to occupational noise undertake pre-employment occupational noise exposure baseline assessments.
- Conduct periodic re-assessments and surveillance for all APAC personnel exposed to occupational noise in accordance with state and federal OH&S/WH&S legislation.
- Develop and implement Management Plans to manage risks associated with occupational noise and worker exposure to asbestos, lead, radiation and/or contaminated land.
- Identify and comply with additional state and federal regulatory Occupational Exposure requirements (including statutory and non-statutory guidance material).

### 10.4 Health and Hygiene Controls:

- Conduct periodic health and hygiene assessments of workplaces and public areas (can be conducted by Third Parties on behalf of APAC).
- Identify and implement appropriate controls in response to health and hygiene assessments, to protect APAC employees, Third Parties, visitors and the public from health and hygiene hazards.



# Element 11: Change Management and Improvement

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## Intent

Planned and unplanned material changes are assessed for Safety impacts and managed to prevent the introduction of uncontrolled risks. Improvement opportunities are realised, communicated and implemented as part of the continual improvement process.

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### 11.1 Manage change:

- Processes are in place to ensure permanent or temporary changes are assessed for Safety impacts, including public Safety. This includes changes to equipment, operations, personnel or processes.
- Safety hazards or risks that are introduced or altered as a result of a change, are assessed by technically competent personnel and mitigated to an acceptable level.
- A Change Management register is maintained by Business Units or departments.
- Proposed material changes are communicated to HSRs and all other personnel whom the change has the potential to impact, with their input, involvement and feedback encouraged.
- Ensure relevant documents, procedures, plans and records are updated to reflect changes.
- All of the above points are executed prior to material changes being approved (except in emergency situations).



# Element 12: Operations and Maintenance

## Intent

Facilities, plant and equipment owned or managed by APAC is maintained, inspected, tested and operated using systems and procedures that manage risks.

### 12.1 Assess risks associated with facilities, plant and equipment:

- Identify and assess hazards and risks associated with facilities, plant and equipment.
- Eliminate or reduce associated risks as far as is reasonably practicable utilising the hierarchy of controls.
- For plant and equipment provided to APAC by others, ensure a risk assessment is provided by the supplier wherever possible and reviewed by APAC prior to receiving the plant or equipment.
- Populate all known hazards and risks in the appropriate HIRAC (using ATOM).
- Ensure Third Parties adopt the above processes.

### 12.2 Implement “Safe Systems of Work”:

- Implement and maintain “safe systems of work” that comply with regulatory and other applicable requirements.
- Provide information, training and instruction on the “safe systems of work” to those who will be operating, maintaining, inspecting or testing the plant and equipment.
- Implement an inspection and assurance program to assess compliance with the above requirements.
- Ensure Third Parties adopt the above processes.

### 12.3 Safely manage plant, equipment and systems:

- Implement an inspection, testing and maintenance regime aligned with regulatory and manufacturer requirements.
- Develop an inspection schedule and maintain records of the inspection, testing and maintenance regime.
- Maintain a ‘Lock out / Tag out’ program to ensure the Safety of workers undertaking maintenance work, repair work, or other work on ‘live’ or energised equipment.
- Provide training to relevant personnel on ‘Lock out Tag out’ programs.
- Manage the integrity of all facilities, plant and equipment to ensure ongoing safe operation.
- Maintain records of equipment certification.
- Ensure any plant or equipment that is faulty or presents uncontrolled risks is tagged ‘out of service’ and unable to be operated / used whilst in that state.
- Implement a process to verify equipment that has been out of service or replaced is safe and operating correctly prior to use.
- Ensure Emergency Plans are established and communicated to affected parties/personnel for APAC owned facilities, plant and equipment.
- Ensure Third Parties adopt the above processes.



# Element 13: Public Safety

## Intent

To ensure the Health and Safety of members of the public is not placed at risk by the conduct of undertakings by APAC, its Contractors, Service Providers or other parties engaged directly or indirectly by APAC. All members of the public visiting or passing through Melbourne or Launceston airports have a safe airport experience.

### 14.1 Identify areas that have a public interface and manage risks:

- Implement processes to ensure Capital Projects, services or other works in the airport precinct assess the potential for public interface.
- Assess risks associated with public interface and eliminate or reduce those risks to as low as reasonably practicable.
- Incorporate public Safety elements into all Safety inspections.
- Ensure Positive Safety Interventions are conducted in public areas in addition to work sites.
- Assess material changes to work processes, equipment or plant used, operations or personnel for public Safety impacts.
- Apply the APAC Minimum Public Safety Requirements for every project, job or task.

### 14.2 Report hazards that present risks to the public:

- Report all hazards in public areas to the APAC Safetyteam and/or SIMS.
- Implement processes and programs that actively seek to identify Health and Safety hazards in public areas.
- Intervene on any unsafe conditions that have the potential to give rise to a public Safety risk.
- Intervene on any unsafe behaviours by members of the public that may place themselves or others at risk (Eg: unsafe driving, overloaded luggage trolleys, at-risk travel on escalators or travellators).



# Element 14: Auditing and Performance Management

## Intent

Safety objectives are achieved and compliance standards met through processes of monitoring, inspection, auditing and management reviews. Safety programs are measured for progress, trends and effectiveness.

### 15.1 Manage HIRACs / Business Unit Risk Registers and corrective actions:

- Implement and maintain corrective action management and tracking processes that incorporate HIRACs, Safety Action Plans, audits, inspections, Hazard Hunts, internal reviews and self-assessments.
- Provide adequate resources to support the timely close-out of corrective and preventative actions and audit findings.
- Always endeavour to assign corrective actions that are 'above the line' (Elimination, Substitution, Isolation and Engineering).

### 15.2 Implement a Health and Safety Assurance Program:

- Develop, implement and maintain documented Safety assurance programs to support compliance with the Safety Management Standard and Group Level Safety Documents (GLSDs).
- Ensure Safety assurance programs incorporate Hazard Hunts, Safety inspections, Safety audits and Positive Safety Interventions, and details their frequencies together with responsible persons.
- Conduct dedicated periodic Safety management reviews of GLSDs, HIRACs, Safety incident trends and Third Party Safety performance for continual improvement.
- Ensure Safety inspections are conducted at regular intervals by APAC employees in operational management positions.
- Ensure health surveillance is conducted at regular intervals and improvement opportunities implemented.
- Conduct periodic Safety audits, review findings and implement recommendations.



***“Beneath every behaviour is a feeling. And beneath every feeling is a need. And when we meet that need rather than focus on the behaviour, we begin to deal with the cause not the symptom.”***

**-Ashleigh Warner, Psychologist**



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