

<b>Case Study 2:</b>	<b>Port of Broome</b>
<b>Achievement:</b>	The Port of Broome (the Port) was the winner of the 'Best public sector leadership for injury prevention and management' Work Safety Awards Western Australia 2007.
<b>Background About the award:</b>	<p>The 'Best public sector leadership for injury prevention and management' award recognises government organisations that demonstrate a commitment to continuous improvement in occupational safety and health (OSH) and injury management (IM) performance through the application of leadership and best practice in the workplace.</p> <p>The Port's proactive approach to safety and health management attests to its strong commitment to providing a safe work environment for all employees. Senior management, supervisors and operators are required to attend specific safety training courses to continuously enhance their knowledge of occupational safety and health.</p>
<b>About the organisation:</b>	<p>The Port is a deepwater port servicing Western Australia's Kimberley region. The Port supports livestock export, offshore oil and gas exploration supply vessels, pearling, fishing charter boats, cruise liners and is the main fuel and container receiving point for the region.</p> <p>The Port consists of 12 full time and 40 casual employees (as at July 2007).</p>
<b>Course of Action Audit process:</b>	<p>The Port had not undertaken an external full audit report for a number of years but contracted consultants to review work areas such as the bulk handling facilities in 2003 which resulted in a number of changes being implemented.</p> <p>RiskCover completed a review on the Risks Associated with Dangerous Goods through the Port in September 2006. Subsequent operational changes were made since the report and continue to be refined.</p> <p>The Port used an internal audit system to review all aspects of the safety management system. It was envisaged at the time of the award that it would take approximately six months to complete and then implement the recommended changes as approved by senior management.</p>
<b>Key outcomes of audit:</b>	<p>Since undergoing the internal audit, the Port's Health Safety and Environment (HS&amp;E) focus included:</p> <ul style="list-style-type: none"> <li>• reviewing and implementing the Port's Safety Activity Plan;</li> <li>• reviewing and implementing the Port's data base for recording incidents, injuries and near misses;</li> <li>• the introduction of the Port's HS&amp;E lead and lag indicator data base to ensure activity is completed as per the plan. Target dates were set and the Safety Activity Plan was reviewed during its allocated period to confirm compliance plus the true impact on HS&amp;E that the set activity may have had;</li> </ul>

	<ul style="list-style-type: none"> <li>• a review of the monthly HS&amp;E newsletter for third party operators that use the Port's facilities;</li> <li>• reviewing and developing the Safety Management Systems Manual;</li> <li>• the use of safety meetings as an educational HS&amp;E tool, rather than an avenue to report issues. This has resulted in a noticeably proactive approach from operators;</li> <li>• reviewing and developing a Job Safety Analysis Manual; and</li> <li>• implementing a standardised Tool Box Safety Meeting specifically for arrival of rig tender vessels, casings vessels, passenger vessels, cattle vessels, cargo vessels, etc.</li> </ul>
<p><b>Systems that currently exist:</b></p>	<p>A strong safety culture begins with management commitment and this is evident with the Port enhancing supervisor and operator knowledge of OSH requirements with a strict training regime that is endorsed by the Board of Directors. This training regime includes:</p> <ul style="list-style-type: none"> <li>• 18 nominated operators and supervisors to complete the (Industrial Foundation for Accident Prevention, IFAP) OSH training for supervisors course in mid June 2007;</li> <li>• six full time supervisors to gain a Certificate 4 in front line management through Kimberley TAFE in early July 2007;</li> <li>• the Works Supervisor to attend and successfully complete a course in Oil Spill Management through the Australian Maritime Safety Authority in Adelaide; and</li> <li>• the Security Officers to attend a Port Facilities Security Officers course at the WA Maritime Training Centre in June 2007.</li> </ul> <p>With this training commitment; senior management, supervisors and operators are better able to understand the HS&amp;E requirements and the expectations of the business for their respective positions. This has prompted a noticeable improvement in the Ports overall safety culture. Operators now acknowledge an environment that requires all incidents to be reported for full or minor investigation, dependant on the circumstances and consequences of the initial event.</p> <p>Past practices indicated that operators did not report all incidents or minor injuries on the grounds that this practice was not warranted or necessary, therefore making it difficult for the Port to identify causes of such occurrence and prevent them from recurring. Operators now have a very clear picture that whilst a near miss may have only been a minor incident, the likelihood should the near miss become an injury could be far more serious. Operator safety focus is now an integral part of their daily work routines and not something thought of on a 'post incident' basis.</p>

	<p>Now that the Port is reporting every occurrence, statistics reveal that near miss reporting has increased five fold. At first glance this can be viewed as a lag indicator of overall safety performance. However it can also be seen as a lead indicator that gives the Port the opportunity to analyse the type of near misses being experienced. This allows the Port to focus on areas of concern whereas in the past the Port would not be able to set in place checks and balance to reduce potentially serious near miss incidents.</p> <p>The Port lead and lag indicator file enables the business to measure whether they are achieving the targets set in the HS&amp;E plan. The plans objective is to set a variety of safety activities and processes, which are usually documented, and is specifically designed to be a pro-active tool for identifying hazards in the workplace.</p>
<p><b>Leadership in HS&amp;E:</b></p>	<p>The Executives (board of Directors) and Senior Management Team is committed to the improvement and management of HS&amp;E. This can clearly be defined in:</p> <ul style="list-style-type: none"> <li>• Business Leadership and Commitment Manuals;</li> <li>• HS&amp;E statistical file including lead and lag indicators;</li> <li>• minutes of the latest Safety Meeting (communication, safety culture);</li> <li>• CEO has recently reviewed the Port's Dangerous and Hazardous Goods Guidelines; and</li> <li>• monthly Occupations Health and Safety Reports being generated for the Port's Board of Directors.</li> </ul>
<p><b>Linkage to the National OHS Strategy 2002-2012:</b></p>	<ul style="list-style-type: none"> <li>• The Port consistently refers to Codes of Practice and Australian Standards as reference material when reviewing and developing procedures.</li> <li>• The Port sets safety targets as per the HS&amp;E plan.</li> <li>• The Port has a full time HS&amp;E Officer.</li> <li>• The Port views prevention of occupational disease as paramount due to many vessels arriving at the Port from overseas countries.</li> <li>• The Port is going through an implementation process to enable operators to become involved in day to day risk identification and management process through the introduction of the Port Hazard Observation Booklet. This process enables the operator to identify a hazardous event and then gives them the opportunity to recommend an action to reduce the hazard to as low as reasonably practicable or eliminate the hazard all together (where possible).</li> <li>• Throughout the design process of equipment use and procurement the Port adopts the concept of reducing hazards when the design process is in place. The Port recently had some safety concerns with the areas of handling storage of water bunkering hoses. With that in mind, the Port then looked at designing a piece of equipment to reduce the hazards associated with the</li> </ul>

	current methods and practices in place.
<b>Consultation in developing OHS systems:</b>	<ul style="list-style-type: none"> <li>• The Port, through its dealings with the oil and gas sector has developed a strong relationship with Shell Australia which has been conducting a number of drilling operations off the coast of Broome. Shell has helped the Port to continually improve its safety management system, for example the road traffic management plan, audits conducted on the Port by Shell and a recent safety award presented to the Port by Shell.</li> <li>• In July 2000, the Port used the expertise of Quest Consulting to develop its original HS&amp;E Management System.</li> <li>• Consultation plays an integral part in the current HS&amp;E review that the Port is conducting on its Safe Operating Procedures Manual. As these procedures specifically relate to day to day operations the Port recognises the importance of using local knowledge that comes with operator experience when reviewing such procedures.</li> </ul>
<b>Safety outcomes achieved:</b>	<p>Safety outcomes that have been achieved include:</p> <ul style="list-style-type: none"> <li>• the 18<sup>th</sup> Parallel Newsletter;</li> <li>• the Port holds a monthly Port Users Group meeting where representatives from all third parties that use Port facilities attend for updated information on moorings, security, occupational health and safety. It also provides the Port Users Group with an opportunity to discuss and consult on other relevant informative issues; and</li> <li>• as the Port has a number of diverse clients operating within a centrally located area providing resource to the Oil and Gas sector, there is often an opportunity to share knowledge and expertise as well as group training opportunities. The current Supervisor Safety Training, conducted through IFAP, is being used by a Port user business whilst we retain the trainer on location.</li> </ul>
<b>Next steps:</b>	<p>The Port is fully aware of the need for continued improvement in its safety management systems with the large increase in personnel numbers over recent years. There is a probability that operator numbers will continue to rise and therefore its focus will be on the HS&amp;E education of new employees. The new employee induction process recently underwent a total review to focus on the way the business now operates in today's climate, which is vastly different from recent years due to an increase in oil and gas offshore activity.</p>
<b>Achievements since 2007:</b>	<p>The Port has continued to grow since winning a Work Safety Award in 2007. The Port has received another 3 OSH Awards in 2008;</p> <ul style="list-style-type: none"> <li>• IFAP/CGU Safe Way Awards – Gold (Safety Management System)</li> <li>• IFAP/CGU Safe Way Awards – 6 months without a</li> </ul>

lost time injury

- Shell – Living Goal Zero

The Port is in the final stages of implementing a Fitness for Work Policy which will include drug and alcohol testing of employees, contractors and visitors.

A Workplace Injury Management program has been implemented to assist injured workers. It and guides employees through the process of submitting a workers' compensation claim.

Equipment specific inductions are also being implemented to assist new employees. Whilst new employees may possess a valid forklift license, the Port has 4 forklifts of various tonnage and is putting new employees through these inductions to ensure employees are familiar with the operating capabilities within a port environment. Employees involved in accidents will also be required to successfully complete this induction before they are permitted to drive a forklift.

Similar inductions are being implemented for other equipment.

The Port is also currently reviewing Safe Operating Procedures (SOP), which has seen an increase in SOP's currently on hand.