



Contractor Management Procedure

A Guide for Southern Ports Representatives Managing Contractors

DOCUMENT CONTROL

Revision Number	Description	Reviewed by	Approved by	Review Date	Issue Date
01	Initial release of Contractor Safety Process and Checklist Procedure - Albany	Safety & Security Officer	General Manager - Albany		09/05/2022
02	Combined Contractor Management Procedure for all ports.	Squad review	Chief Operations Officer	13/11/2023	27/11/2023
03	Review and Updated Document	Group HSE Manager	Chief Operations Officer	05/04/2024	05/04/2024
04	Appendix A updated Diving & Waterside Activities added and Work Afloat removed	Group HSE Manager	Chief Operations Officer	31/07/2024	31/07/2024

AUDIT

This Procedure shall be reviewed or revised:

- where a Risk Assessment or Audit identifies a need to review
- when legislative changes impact this Procedure
- following a significant incident involving this Procedure
- at least every two years.

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1 INTRODUCTION

1.1 Purpose

This Contractor Management Procedure is designed to complement the Southern Ports [Contractor Handbook](#) and Permit documentation provided to Contractors.

This Procedure describes processes for *Southern Ports Representatives* to manage and supervise Contractors, administer a contract or Scope of Work, ensure safe management practices and outcomes during the work being undertaken, and ensure the Contractor is compliant with their Health Safety Environment and Security obligations for their work at Southern Ports.

Note This Procedure is not a template for contract management but provides tools to better manage and supervise. Clear instructions and simple checklists are provided to assist with managing and supervising the Contractor.

1.2 Scope

In Scope	Out of Scope
Management and supervision of Contractors by <i>Southern Ports Representatives</i> to: <ul style="list-style-type: none"> Administer a Contract or Scope of Works. Ensure safe management practices and outcomes during the work being undertaken. Ensure the Contractor is compliant with their Health, Safety, Environment and Security obligations for their work at Southern Ports. 	<ul style="list-style-type: none"> Arrangements for engagement of Contractors, which are described in the Southern Ports Procurement and Contracting Standard. Management and supervision of Contractor activities conducted by leaseholders on Port land which are under the full control of the lessee. Actions conducted by port license holders when exercising exclusive control provisions. Actions of the public (non-shipping) inside the marine boundaries.

1.3 References

1.3.1 Legislation, Standards and Codes of Practice

Southern Ports maintains a subscription to Safety Law via Environment Essentials (www.enviroessentials.com.au) to ensure it has a listing of current applicable Work Health and Safety and Environmental Legislation. Additional specific requirements include the below:

Table 1: Legislation, Standards and Codes of Practice

Reference	Title
Marine Notice 11/2016	Bridge Resource Management and Expected Actions of Bridge Teams in Australian Pilotage Waters
Main Roads WA	Chain of Responsibility
Marine Notice 06/2022	Coastal pilotage
Safe Work Australia	Guide for Managing the Risk of Fatigue at Work
Australian Marine Pilots Institute	Guidelines for Marine Pilotage Standards in Australia
International Maritime Organisation	International Convention for the Prevention of Pollution from Ships (MARPOL 73/78)
International Maritime Organisation	International Maritime Dangerous Goods Code
Australian Maritime Safety Authority	International Safety Management Code (Marine)
Australian Maritime Safety Authority	International Standard for Maritime Piloting Organizations
Australian Maritime Safety Authority	Marine Order 76 – Health – Medical Fitness 2017

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Table 1: Legislation, Standards and Codes of Practice

Reference	Title
Australian Maritime Safety Authority	National Plan for Maritime Environmental Emergencies
WA	Navigation Act 2012
ARC Infrastructure (WA)	Network Safe Working Rules 2020
WA	Port Authorities Act 1999
WA	Port Authorities Regulations 2001
WA	Ports Legislation Amendment Act 2019
WA	Shipping and Pilotage Act 1967
Australian Maritime Safety Authority	Standards for the Medical Examination of Seafarers and Coastal Pilots 2020
WA	State Hazard Plan - Maritime Environmental Emergencies
AS 3846-2005	The handling and transport of dangerous cargoes in port areas

Note Under current Work Health and Safety laws, only the [Work Health and Safety Act 2020](#) and [Work Health and Safety \(General\) Regulations 2022](#) apply to Southern Ports. The [Work Health and Safety \(Mines\) Regulations 2022](#) specifically exclude “an operation carried out by a Port authority at the Port”, as defined in the [Port Authorities Act 1999](#) from the definition of “mining operations”.

The [Port Authorities Act 1999](#) requires specific Marine Orders to be applied to ensure safe operations in Port Waters. Marine Orders are issued by the Australian Maritime Safety Authority and can be accessed at <http://www.amsa.gov.au/>. There are also specific local Marine Notices issued by Port Harbour Masters.

1.3.2 Southern Ports Documents

Key [Policies and Procedures](#) are available to Contractors from the public southernports.com.au website.

Southern Ports documents referenced in this Procedure are shown in Table 2 below.

Table 2: Southern Ports Documents

Reference	Title
D23/2427	Authority to Work Form
D23/6142	Authority to Work and Permits Procedure
D23/2697	Contractor Handbook
D18/12420	Code of Conduct and Ethics
D23/1204	Engineering Design Guideline
D19/796	Incident Event Management and Cause Analysis Procedure
D19/2700	Procurement and Contracting Standard
D21/4959	Records Management Policy
D18/11692	Risk Management Framework
D18/24902	Work Health and Safety Management Plan
D16/397	Workplace Inspection Form

1.4 Terms and Definitions

Terms used in this Procedure are defined in Table 3 below.

Table 3: Terms and Definitions

Term	Definition
Authority to Work	An Authority to Work is a document approved by an authorised and competent Southern Ports <i>Supervisor, Manager or Superintendent</i> to authorise any task undertaken by a Contractor within a Port's marine or land boundaries.
Contract Owner / Lead	The <i>Contract Owner</i> is generally the Southern Ports budget sponsor or senior employee who is impacted by (and accountable for) the contract outcomes. May also be the <i>Southern Ports Representative</i> .
Contractor Manager	The <i>Contractor Manager</i> is the operational representative within the business unit (commercial skills necessary) responsible for day-to-day management of the contractor. The <i>Contractor Manager</i> acts as a single point of contact for suppliers on all contract matters and monitors contract performance and compliance.
Contractor	Southern Ports engages the Contractor to conduct work. Contractor includes any employees of the Contractor and other subcontractors engaged by the Contractor.
Contractor Handbook	The Contractor Handbook provides guidance on the rules, procedures, policies, standards and conditions of entry (and expectations of Southern Ports) that apply to Contractors who access Southern Ports sites of Albany, Bunbury or Esperance. It can also be used as a reference for others such as consultants and Port Users.
Control Measure	An action taken to eliminate or minimise health and safety risks so far as is reasonably practicable. A hierarchy of control measures is set out in the Work Health and Safety (General) Regulations 2022 to assist duty holders to select the highest control measures reasonably practicable. Note The Work Health and Safety (General) Regulations 2022 also refer to a control measure as a risk control measure or a risk control.
Contractor Supervisor	The <i>Contractor Supervisor</i> is the Contractor employee responsible for management of the Contractor staff and their works and discharge of the contract.
Critical/Construction Risk Assessment Workshop (CRAW)	A Critical/Construction Risk Assessment Workshop is a critical examination of health and safety hazards. The Risk Assessment is held to ensure compliance with the requirements of the Work Health and Safety (General) Regulations 2022 .
Direct Supervision for embedded contractor / labour hire	Contractor and labour hire workers who have been identified as requiring to utilise Southern Ports safe systems of work, must be managed as direct workers and embedded in work teams with a Southern Ports Supervisor. Apprentices and trainees must be supervised according to the legal requirements for their training level.
Hazard	A situation or thing that has the potential to harm. Hazards at work may include collision, fall from height, entanglement, stored energy, asphyxiation, noisy machinery, mobile plant and equipment, spills and loss of containment of chemicals into the environment, electricity, confined spaces, a repetitive job, bullying and violence.
Health and Safety Representative	A <i>Health and Safety Representative</i> is a worker who has been elected by their work group under the Work Health and Safety Act 2020 to represent them on health and safety matters.
Job Hazard Analysis	A Job Hazard Analysis is a Risk Assessment required for tasks that require a Permit or non-routine tasks that do not already have a documented safe system of work. It focuses on the relationship between the worker, the task, the tools and equipment, and the environment and identifies control to reduce or eliminate the hazard. The Job Hazard

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Table 3: Terms and Definitions

Term	Definition
	Analysis must be reviewed prior to each task commencement and periodically throughout the task to ensure risk controls remain adequate.
Kick-off Meeting	A kick-off meeting is the first meeting held with the contractor at the prior to mobilisation.
Ring Fence	A ring-fence is a legal and physical barrier that segregates a portion of the company's area of work from the rest . The area of work then comes under the exclusive control of the 2nd company who is the Principal Contractor and has full legal liability and control of that area of work. No other party may enter that area without permission of the controlling entity.
Risk Assessment	A Risk Assessment identifies hazards and the required controls to minimise risk to safety, health, environment and community. May include Safety in Design, Group Risk Assessments, Safe Work Method Statement, Job Hazard Analysis, Stop & Think, or a combination of the above.
Safe System of Work	A documented safe system of work is specific to the task being carried out and identifies and controls all plant, equipment and environment risks at the location they are being carried out. Examples include a Job Hazard Analysis, Safe Work Instruction or Safe Work Method Statement. Additionally, for all high risk and non-routine repeated tasks or wherever there is a change to the task step, plant equipment or environmental conditions, a documented task level Risk Assessment must be completed or amended. For example, the documented safe system of work is amended to clearly identify additional hazards.
Safe Work Method Statement	A Safe Work Method Statement is required under the Work Health and Safety Act 2020 for works considered high risk construction. At Southern Ports, the terms Safe Work Method Statement and Safe Work Instruction are used interchangeably. A Safe Work Method Statement breaks jobs down into a logical sequence of steps, identifies hazards, addresses control measures to mitigate risks, and identifies who is responsible for implementing the controls. A Safe Work Method Statement assists in ensuring that all workers have identified the correct and current competency for the task being performed, a full understanding of the risks involved in the work activities, or tasks they are performing, by setting out logical instructions required to carry out a job.
Southern Ports Representative	The <i>Southern Ports Representative</i> is the Southern Ports <i>Manager</i> , <i>Superintendent</i> or <i>Supervisor</i> assigned and authorised to liaise with the Contractor on behalf of the Southern Ports <i>Contract Owner</i> .
Subcontractor	Describes entities or employees of entities that perform activities or services governed by a contractual arrangement between a contractor and the entity and who is not directly controlled or supervised by Southern Ports Authority. Subcontractors must comply with the same requirements as contractors.
Workers	Workers at Southern Ports include Employees, Contractors and consultants who are performing work (but not Visitors).
Workplace	An area, ship, vehicle, building, or other structure, where employees work or are likely to occupy in the course of their work.

2 CONTRACT MANAGEMENT

The process by which Southern Ports engage and manage Contractor related risks varies.

The Southern Ports [Procurement and Contracting Standard](#) details:

- how we decide on a method to procure goods or services and reach a decision to outsource;
- how Southern Ports search for or invite potential Contractors;
- how Southern Ports assess Contractors for a good fit to our operations; and
- the methods by which Southern Ports will procure the goods or services.

Table 4: Minor Contractors and Principal Contractors/Utilities Process

Type	Form of Engagement	Description	Examples	Management Process
Labour Hire and Individual Contract Workers embedded in Southern Ports teams (No equipment)	Contracted Services Labour Only <ul style="list-style-type: none"> • Standard Purchase Order Terms and Conditions. • Consultant Agreement with Purchase order terms and conditions. 	Labour Hire or office based professional consultant.	<ul style="list-style-type: none"> • Veterinarians • Surveyor • Trade labour supervised directly in a Southern Ports work team such as boilermakers and fitters. • Professional Services Consultant such as lawyers, safety and environment specialists and engineers. 	<ul style="list-style-type: none"> • Vendor onboarding in Felix/Synergy for Finance / Human Resources / Industrial Relations / Insurance / legal. • Work Health and Safety prequalification requirement relates to required competencies and licenses for the position (not completing prequalification questionnaire) • Engage with Human Resources and procurement to onboard individual through approved vendor. • Where the worker is a 'Young worker', a young worker's Risk Assessment is conducted upon engagement by the Southern Ports Supervisor and reviewed regularly. (On the Job Training, Site Familiarisation, task familiarisation, line of site supervision for apprentices) • Individuals directly supervised by Southern Ports, are trained in Southern Ports processes. • Individuals follow Southern Ports management systems.
Minor Works /Services with Labour and Equipment Hire	Contracted Services, Labour and Equipment <ul style="list-style-type: none"> • Minor Works Contract 	Small company or sole trader with no or developing Work Health and Safety Management Systems with or without specialised tasks.	Sole trader specialised service that performs work in the operational areas, such as: <ul style="list-style-type: none"> • Plumber • Electrician. • Hygienist • Logistics and material handling 	<ul style="list-style-type: none"> • Vendor onboarding in Felix/Synergy for Finance/Human Resources/Industrial Relations/Insurance/legal/ Work Health Safety and Environment • Work Health Safety and Environment prequalification required to assess Work Health and Safety system and determine which procedures / plans Contractor will follow; answer questions applicable to their scope of work

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Table 4: Minor Contractors and Principal Contractors/Utilities Process

Type	Form of Engagement	Description	Examples	Management Process
	<ul style="list-style-type: none"> Standard Purchase order terms and conditions. 		<p>Minor Works</p> <ul style="list-style-type: none"> Landscaping Cleaning company Traditional Owner company Engineering (ensuring engineering class is aligned with the scope of work – e.g. structural engineer for structural engineering work etc) 	<ul style="list-style-type: none"> Individual completes all Work Health and Safety training, induction and Security access requirements Risk Assessment prior to commencement conducted with Southern Ports, reviewed regularly through infield inspections Safe work method statement must be developed and submitted to Southern Ports by contractor. Plant and Equipment Risk Assessment prior to mobilisation to site. Individuals directly supervised by Southern Ports, are trained in Southern Ports processes for those tasks. Individuals attend all worker meetings for the area they are working in. Southern Ports Supervisor (or Contract Owner) and Work Health Safety & Environment Representatives undertake regular inspections and interactions, identified in the scope KPIs and risk assessments for the work.
Mid to Major Works	<p>Contracted Works & Embedded Contractors.</p> <ul style="list-style-type: none"> Mid-Major Works Contract. Construction Project Contractor 	<p>Company with specialised services and undertakes work that is identified as construction under the Work Health and Safety (General) Regulations 2022 or that has High Risk Work.</p>	<p>Trade companies such as:</p> <ul style="list-style-type: none"> Scaffolders Electricians in shutdown works, High Voltage Fencing Road works Rail Work on Southern Ports owned Rail Corridor and associated infrastructure Cranes and Lifting Equipment Construction & Demolition (including asbestos removal) Shutdown including maintenance Drilling Fire Equipment Installation 	<ul style="list-style-type: none"> Vendor onboarding in Felix/Synergy for Finance/Human Resources/Industrial Relations/Insurance/legal/ Work Health Safety and Environment. Work Health Safety and Environment prequalification required to assess Work Health and Safety system. Pre-qualification process identifies maturity of Work Health Safety & Environment Management System and whether: <ul style="list-style-type: none"> They operate under their own system; Be provided with a subbie pack to develop Safe method of work; or Work under Southern Ports systems with Southern Ports supervision. <p>There are specified Southern Ports procedures that the contractor must always follow including Isolation and Lock out and Authority To Work.</p>

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Table 4: Minor Contractors and Principal Contractors/Utilities Process

Type	Form of Engagement	Description	Examples	Management Process
			<ul style="list-style-type: none"> Information and Communications Technology installations Marine and Contractors Working over water (Stevedores, tugs, divers, pile remediation, seaweed wracking and so on). 	<ol style="list-style-type: none"> Develop agreed Key Performance Indicators and reporting schedules. Southern Ports supervisor (or contract owner) and <i>Work Health Safety & Environment Representatives</i> undertakes regular inspections, interactions. <p>This Procedure and the Southern Ports Procurement and Contracting Standard to be followed.</p>
Major Works	Inclusive of offsite design and construction packages, major works contractors will be managed using the process outlined from 3.2 forward.			
Utilities and Appointed Principal Contractor	Utilities works <ul style="list-style-type: none"> Services works under access agreement. contracted work. 	Utilities companies. Appointed Principal Contractor (must be the only company working in the area for the entire duration of the proposed work)	<ul style="list-style-type: none"> Horizon Power Telstra NBN Western Power Water Corporation Rail operator 	<ul style="list-style-type: none"> Vendor onboarding if we are paying for services is limited to Financial / Legal / Insurance information. Work Health and Safety prequalification not required regardless of whether we are paying for service or not. Utilities services manage on work and workers under their own systems with full and exclusive control of work area. Determine scope of work and assess if there are any interactions / interfaces that require management. Determine if location and scope can be ring fenced, if so, who is the responsible for undertaken management of the exclusion zone (this should be the person conducting a business or undertaking – for example the Utility company) Agree to induction requirements if inside security access area. Review with legal. <p>In these instances, other Contractors and Southern Ports personnel must comply with the entry requirements to the works areas and exclusion zones. (Induction, visitor access under person conducting a business or undertaking supervision and so on)</p>

1.5 Vendor Onboarding

All potential Contractors are provided with a link to the [Contractor Handbook](#).

Contractors and suppliers of goods and services must comply with all Southern Ports onboarding and mobilisation requirements prior to commencing any work activity for or on behalf of Southern Ports, including:

- Corporate and Site-Specific Inductions;
- Risk and Hazard Management Training;
- Health and Fitness for Work assessments; and
- Maritime Security Identification Card and Port Access Card requirements.

(Hold Point) A FELIX>D365 Legal and functional assessment is conducted by Southern Ports, including ISO compliance identification and Work Health, Safety, Environment, and Quality Performance History.

- The Contractor shall assess their own HSES Management Plan against the Southern Ports requirements and mark their compliance on the Self-Assessment tool.
- The Contractor shall submit their HSES Management Plan and Self-Assessment along with their tender to the Procurement Contract Specialist.
- The Contract Lead shall send the Contractor HSES Management Plan and Self-Assessment to the Health, Safety and Environment team for review.

Contractor Health, Safety, Environment and Security Management Plan and their Self-Assessment are reviewed by the relevant Health, Safety and Environment team member.

Post award, a *Southern Ports Representative* is appointed for each contract. The *Southern Ports Representative* (Contractor Manager) is responsible for managing, monitoring and reporting on Contractor Health, Safety, Environmental and Security compliance and performance.

Refer to the Contractor Management Flowchart in [Appendix C](#).

1.6 Request for Quote

A Request for Quote is the process by which suppliers are invited to provide their best price against a set scope.

Suppliers may be approached verbally, via email or other method as advised by the Procurement Team.

A Request for Quote may be initiated by any authorised purchaser in accordance with the Delegation of Authority.

1.7 Contractor Work Health Safety and Environment Assessment

The Contractor is provided with a Work Health Safety and Environment prequalification questionnaire and the [Contractor Handbook](#).

Once the Contractor has completed and returned the questionnaire to the *Southern Ports Representative* with their supporting evidence, the *Southern Ports Representative* is to engage the Health Safety and Environment team to assess the Contractor documents.

Any identify gaps should be addressed by Contractors prior mobilisation.

- Where the Contractor has not populated the provided tool in the appropriate manner, referencing the name of the document, the section and page number with in the document where the performance criteria is addressed, their plan will not be assessed.

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- Contractor Health, Safety, Environment and Security Management Plan and their Self-Assessment are reviewed jointly by the Contract Manager and the relevant Health, Safety and Environment team within 5 days, and document recommended actions.
- All recommended actions shall be assigned a priority of extreme, high, medium or low, assigned a due date, and the Contract Owner / Lead notified.
- The Contract Owner / Lead shall notify the Contractor of the reviewed Self-Assessment.
- The Contractor shall address the recommended actions by updating their HSES plan and Self-Assessment or Fort-e-buy questionnaire for review. This shall be repeated until at least the extreme and high recommended actions, as a minimum have been addressed by the Contractor.
- Once the extreme and high actions have been satisfactorily addressed the Health and Safety Generalist (or Project HS Advisor, as applicable) shall endorse the Contractor's HSES plan.

1.8 Contract Award

Following Vendor Onboarding and Request for Quote the contract is awarded. Post award, a *Contract Owner* is appointed for each contract. The *Contract Owner* may directly supervise the Contract Supervisor and their team, or day-to-day supervision may be delegated to a *Southern Ports Representative* to manage, monitor and report on Contractor Health, Safety, Environmental and Security compliance and performance.

The *Contract Owner* should supply a baseline risk and hazard analysis of common area hazards that Southern Ports is aware of within the area the awarded Contractor will work and which the Contractor may be exposed to.

As a part of establishment of the contract terms for the contractor:

- Agreement of which Health, Safety, Environment and Security system Contractors will follow (must meet or exceed minimum Southern Ports requirements).
- Set Key Performance Indicators for contract and frequency of review.
- Key Leader review (Contractor Organisational Chart).
- Contractor to assign an Administrator to mobilise workers through the respective Southern Ports security and training competency requirements.
- The Contractor is to provide to the Contract Owner a Training Competency Matrix for workers relevant to the tasks they will be performing.

3 PRE-MOBILISATION

Pre-mobilisation Contractor management activities are conducted after contract award and prior to mobilisation.

1.9 Critical / Construction Risk Assessment Workshops

(Hold Point) The *Southern Ports Representative* shall ensure that the critical or construction Risk Assessment meets requirements laid out in the [Contractor Handbook](#).

The Risk Assessment is to comprise of a minimum of the following components:

- **Mobilisation:** A Responsibility matrix and communications plan. Early works / Site Establishment (may contain elements that will be included into the General Works).
- **General Works:** such as Working Outdoors, Fitness for Work, Fatigue, Cranage, Elevated Work Platforms, Hot Works, Loading and Unloading, Night Shift.
- **Scope of Works:** (the "General Works" will be an appendix to the Scope of Works). The Scope of Works will be summarised and contain a series of hold points that align with the schedule of works detailed in the contract document.

- **High Risk Construction Work**
- **Demobilisation.**

Post award and prior to commencement, additional Hazard and Risk Assessments may be required to evaluate additional Health, Safety, Environmental and Security hazards and risks arising from the Contractor's activities and operations. Refer to the Contractor Checklist in [Appendix A](#).

Examples of Project or construction work that may require a Critical/Construction Risk Assessment Workshop are included at [Appendix B](#).

1.10 Simultaneous Operations

Where there are multiple work activities or tasks that take place concurrently, near each other, an in-person workshop shall be facilitated by the Southern Ports representative, this shall include any Southern Ports direct employees who are required to work in the area and the activities they are undertaking. Following CRAW process, documented.

1.11 Contractor Scope of Work document review

The *Southern Ports Representative* is to request and first review, in consultation with Health, Safety and Environment teams, the Contractor's working documents, to ensure they meet or exceed the minimum requirements for Southern Ports. These include:

- hazardous materials risk assessments and manifest;
- risk based commissioning plan;
- training matrix and copies of licences required for the work;
- safe work method statements;
- job Risk Assessments;
- Contractor permits and safe system of work documents.

1.11.1 Work Methodology

As part of the contract tender / request for quote submission, the Contractor must supply a detailed Works Methodology. The *Southern Ports Representative* must ensure the Work Schedule is compared, and compatible, with the Works Methodology, and that all work can be done safely and efficiently, in the time prescribed, using the resources and equipment listed.

1.11.2 Contractor Health Safety and Environment Plan

The Contractor must provide a plan in the form of a detailed Risk Assessment covering:

- Task activities and the risk control specific to those tasks.
- Mobilising personnel and equipment to site.
- Set up of Contractor site yard which may include offices, amenities, parking and fencing.
- Vehicle access must be as noted in a project Traffic Awareness Plan.

1.12 Span of Control

The *Southern Ports Representative* or their delegate should be available with reasonable notice and be able to inspect Contractor works. Consider the following points in determining how the span of control can function.

- Is the Southern Ports Representative and the Contractor's supervision adequately experienced for this work?

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- Duty of Care requires that “suitable and adequate” supervision must always be provided. The Southern Ports representative will assess the contractors’ fulfillment of this requirement on an ongoing basis.
- Is the Contractor’s Span of Control supervision adequate and sufficiently experienced for this work and will this person be always present? Supervisors must not undertake work.
- The Contractor must supply all details including qualifications and experience of the Contractor’s personnel working at Southern Ports. These must be reviewed and accepted by the Southern Ports Representative before any Contractor mobilises to site.
- The need for specialist environmental professionals must be agreed on a case-by-case basis with Southern Ports where there is the potential for significant impact on the environment. In this case, the minimum qualifications must be tertiary level qualifications in environmental management and/or science. At a minimum, the Tier 1 mining contractor should have a specialist enviro, with others on a case by case basis

1.12.1 Traffic Awareness Plan

If required, a Traffic Awareness Plan compatible to Southern Ports requirements must be supplied by the Contractor to the *Southern Ports Representative* before Contractor mobilisation to site. The Traffic Awareness Plan will cover setting up any site offices and yard, onsite work and machinery movement and parking.

1.13 Site Preparation

Southern Ports Representative is to ensure the work area for the Contractors is identified / established and prepared for the Contractor. This may include identification and provision of facilities for the Contractor to use, wash down and clean-up of work area and barricading prior to scope of works being undertaken.

Alternately the Southern Ports Representative and the Contractor establish an agreement to accept area as is and the contractor take responsibility for establish their work area within their allocated footprint.

1.14 Site Access Control

Southern Ports representative is to ensure the Contractor is provided access to the relevant site access control procedures. The *Southern Ports Representative* shall consider security and access arrangements for work being conducted by the Contractor.

There are legislative requirements to maintain direct supervision of Contractors to meet our duty of care. For example, where the Contractor has a consultant on site for less than two days that is inducted as a Visitor, they must be appropriately escorted on site.

1.14.1 Maritime Security Identification Cards

Persons attending site to work unescorted must comply with current Maritime regulations, including being the holder of a current Maritime Security Identification Card (or Port Identification Card for the Port of Bunbury).

An inducted Maritime Security Identification Card holder may escort a non-Maritime Security Identification Card holder on a conditional basis. Contact the Port Security Officer for advice on when this dispensation may be given.

4 MOBILISATION

1.15 Inductions

Every person attending site must have completed the applicable inductions and obtain the requisite access pass from Security.

1.15.1 Worker Induction

Workers employed by the Contractor will be required to successfully complete the Southern Ports *Site Induction*, and any relevant high risk licences on them at all times.

It is the Contractor's responsibility to ensure its workers have completed the Southern Ports *Health, Safety, Environment and Security Induction*.

1.15.2 Visitor Induction

A Visitor Induction is required for any person who needs to come onto Site / Company controlled land for a short period (two days maximum) but will not be undertaking any physical work.

The Visitor Induction brings the visitor's attention to health and safety obligations and the hazards associated with the area they are visiting.

Site / Company Visitors must always be escorted by a fully inducted person. The escorted person must always remain under the control and within reasonable distance and contact of the person escorting them.

1.16 Kick-off Meeting

A kick-off meeting is the first meeting held with the contractor manager prior to mobilisation. Where appropriate the Southern Ports *Contract Owner / Lead* and Contractor are generally included.

1.17 Plant and Work Area Inspections

(Hold Point) Registerable plant and equipment are inspected for compliance with legislation, relevant Australian Standards and load limits for berths by competent person, any defects managed prior to use.

1.18 Documentation

As part of the mobilisation process, all required Permits and Authority to Work, Job Hazard Analysis / Safe Work Method Statements and supporting documents must be completed, submitted by the Contractor and approved by an authorised *Approver*. Refer to the [Authority to Work and Permits Procedure](#).

Duty of Care requires that the Contractor must supply suitably trained, competent, and licenced persons, to conduct the proposed works.

Copies of applicable licences and competencies must be supplied upon request to the *Southern Ports Representative*.

1.19 Scope of Works Review

Operations and review follow the mobilisation phase of Contractor management.

5 OPERATIONAL CONTROLS

1.20 Communications

The Contractor communicates with their *Southern Ports Representative* and the agreed daily, weekly or monthly and participate project progress and update meetings and work area inspections as required. This must include Workplace Inspections, Field Interactions and Hazard reporting.

The Contractor is responsible for ensuring their Health, Safety, Environment and Security processes meet or exceed those of Southern Ports and for managing their workers to meet Southern Ports requirements and obligations in the same way.

The Key Performance Indicators to be measured in the contract should be identified in the sourcing step before the contract is awarded. Both parties will need to agree:

- what Key Performance Indicators will be measured;
- how they will be measured; and
- who is responsible for tracking performance and how frequently.

Key performance indicators and reporting timelines will have been determined and agreed to between the Contractor prior to the commencement of the work activities.

As part of the Contract Management Plan development, the *Southern Ports Representative* will need to determine if any additional measures are necessary to track performance.

1.21 Work Area Inspections and Audits

1.21.1 Work Area Inspections

The Contractor must allow *Southern Ports Representatives* access at any time to mobile plant, equipment, personnel and records, when requested either verbally or documented, to enable Southern Ports to inspect or audit any aspect of the Contractor's work activities relevant to health, safety, environment and security.

1.21.2 Audits

Contractors may be required to provide or as directed participate in Compliance Audits of their Health, Safety, Environmental and Security Management Systems as it relates to the works.

Audits will be scheduled as often as Southern Ports require.

The Audit Report, along with any identified non-compliances, observations, and recommendations, is to be submitted to Southern Ports within ten (10) business days of the date indicated for completion of the Audit.

The resulting Action List and expected completion dates for any recommendations are to be clearly identified.

1.21.3 Interactions

Interactions with Contractors during the operations phase include Critical Control Verifications, Leadership Engagement and other interactions.

The status of any identified Corrective Actions is to be tabled at project meetings as per contract agreement.

1.22 Project Performance Review

Project performance is reviewed during the operations phase of the works to monitor Key Performance Indicators for Work Health, Safety, Environment and Quality agreed in the contract or work terms and conditions. Key Performance Indicators are reported daily and reviewed weekly.

1.22.1 Incident and Accident Reporting

Notifiable and reportable incidents are to be notified to the *Southern Ports Representative* without delay. The Contractor must report any incident, near miss or damage as soon as reasonably practicable to their *Southern Ports Representative*.

Contractors are to cooperate at all times with their Southern Ports representative to ensure Southern Ports meets legislative obligations in a timely and efficient manner.

Incident Event Management and Analysis process must be followed inclusive of escalation / notification timeframes.

1.23 Scope of Work Changes

(Hold Point) If a change of the scope of works is required at any time, the Risk Register should be reviewed and appropriate Management of Change Process considered.

1.24 Stop Work Authority

Ensure the Contractor is aware of the Southern Ports Stop Work Authority.

Note Sometimes the most important work you can do is to stop working. You have the authority and responsibility to stop working if a situation is unsafe. If you participate in a task that you do not feel safe undertaking, stop working and report to your supervisor. The task will need to be re-assessed and appropriate controls put in place before the task can be resumed.

Examples of where Work should be stopped and reassessed include:

- if the work methodology is required to be changed from the risk assessed and approved method
- there is a material change in job scope;
- equipment (including Personal Protective Equipment) is not working as it should;
- workers are unsure how to use the equipment or perform the task;
- there is a significant change of weather conditions;
- visibility declines due to darkness or brightness;
- there is a near miss incident;
- there is an emergency.
- No approved supervisor identified for the scope of works while work is being undertaken (A supervisor must be on site at all times)

All workers have the full support of the executive leadership team and local management to stop what they or someone else is doing, and report to the Supervisor, if they think it is unsafe.

1.25 Close Out

The *Southern Ports Representative* is to ensure planned pack up and clean-up is completed by the Contractor before signing off on completion of the works.

For major works, the *Project Manager* is to complete a Project Close Out Report.

Contractor Management Procedure

For more information, see the Southern Ports [Engineering Design Guideline](#) and [Procurement and Contracting Standard](#).

APPENDIX A: CONTRACTOR CHECKLIST

[Form - ALL - Contractor Checklist](#)

APPENDIX B: EXAMPLES OF WORK REQUIRING A CRAW

Examples of project or construction work that may require a Critical / Construction Risk Assessment Workshop (CRAW) are shown in Table 5 below.

Table 5: Examples of work Requiring a Critical / Construction Risk Assessment Workshop

Work	Required	Not Required
Labour Hire and Individual Contract Workers embedded in Southern Ports teams (No equipment) <ul style="list-style-type: none"> • Veterinarians • Surveyor • Trade labour supervised directly in a Southern Ports work team such as boilermakers and fitters • Professional Services Consultant such as lawyers, safety and environment specialists and engineers. 		X
Labour with Specialised Tasks, Contracted Works with Labour and Equipment Hire. Sole trader specialised service that performs work in the operational areas, such as: <ul style="list-style-type: none"> • Plumber • Electrician • Hygienist • Logistics and material handling • Minor Works • Landscaping • Cleaning company • Traditional Owner company. 		X
Mid to Major Works by trade companies such as: <ul style="list-style-type: none"> • Scaffolders • Electricians in shutdown works, High Voltage • Fencing • Road works • Rail Work on Southern Ports owned Rail Corridor and associated infrastructure • Cranes and Lifting Equipment • Construction & Demolition (including asbestos removal) • Shutdown including maintenance • Drilling • Fire Equipment Installation • Information and Communications Technology installations • Marine and Contractors Working over water (Stevedores, tugs, divers, pile remediation, seaweed wracking and so on). 	X	
Utilities and Appointed Principal Contractor <ul style="list-style-type: none"> • Horizon Power • Telstra • NBN • Western Power • Water Corporation • Rail operator. 	X	