Safety Management Plan

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Safety Management Plan

Contents

1. Purpose and Objective

The Purpose of this document is to outline the structure of the City of Greater Geraldton's WHS Management System (WHSMS) It provides clarity for all City workers, on roles and responsibilities within the system and supports the implementation of the commitments made in the workplace.

2. Definitions

Term	Definition
City	City of Greater Geraldton.
Executive Management Team (EMT)	The City's Senior Leadership group is responsible for strategic decision-making, resource allocation, and reviewing WHS performance.
Hazard	A source or situation with potential to cause harm.
Risk	The likelihood and consequence of an event that may negatively affect safety.
Health and Safety Representatives (HSRs)	Workers elected to represent the health and safety interests of their work group.
Incident	Any occurrence that has resulted in, or could have resulted in (near miss), harm to people, property, the environment, or reputation.
Job Hazard Analysis (JHA)	A tool used to examine a task, identify hazards and implement controls.
Safe Work Method Statement (SWMS)	A document outlining how to manage health and safety risks associated with high-risk work.
Work Health and Safety Management Systems (WHSMS)	The City's framework of policies, procedures, and tools used to manage health and safety.
Employee	Any person directly employed by the City of Greater Geraldton to carry our work on behalf of the city.
Worker	Any person carrying out work for the City, including employees, contractors, subcontractors, labour hire, volunteers, apprentices, and trainees.
Safety Management Plan (SMP)	This document
Risk Assessment	The Process of identifying hazards and determining the control measures needed to eliminate or minimize risk. This can be completed though a JHA, SWMS or SWI.

3. Scope

This Safety Management Plan (SMP) applies to all work activities undertaken by the City of Greater Geraldton, across all business units, facilities, and worksites.

The scope covers:
- All City employees, contractors, subcontractors, labour hire, volunteers, apprentices, and trainees.
- All City-controlled worksites, offices, community facilities, depots, and public spaces where City activities are carried out.

A detailed overview of City services is available in the Corporate Business Plan and Strategic Community Plan published on the City's website.

4. Legislative requirements

The City's WHSMS is underpinned by key Legislation, Regulations, and Codes of Practice that establish legal duties for PCBUs, Officers, Workers, Contractors, and others at the workplace. This section outlines the primary Legislative and Regulatory requirements that guide the City's Health and Safety obligations.

Applicable Legislation includes, but is not limited to:
- **Work Health and Safety Act 2020**
  Defines duties for PCBUs, Officers, Workers, and Others, including consultation and enforcement provisions.
- **Workplace Health and Safety Regulations (General) 2022**
  Specifies requirements for managing hazards, plant, substances, and work practices.
- **Supporting Guidance Materials**
  Including approved Codes of Practice, WorkSafe WA and Safe Work Australia guidance, and relevant Standards.
- **Workers' Compensation and Injury Management Act 2023 (WA)**
  Outlines entitlements and processes for workplace injury, rehabilitation, and return to work.
- **Workers' Compensation and Injury Management Regulations 2023 (WA)**
  Details prescribed requirements under the Act.
- **Code of Practice (Injury Management) 2005**
  Provides practical guidance for injury management systems.

5. WHSMS Requirements and Strategy

The City of Greater Geraldton's Work Health and Safety Management system (WHSMS) provides the framework for managing Health and Safety across all City Operations.

The WHSMS is designed to:
- Eliminate or minimise hazards and risks as far as reasonably practicable
- Provide a clear and traceable system to demonstrate compliance with Legislation
- Support a positive safety culture and
- Drive continuous improvement

The WHSMS includes the following Key elements, which are detailed in Section 6 of this plan:
- Management Commitment
- Planning
- Communication and Reporting
- Hazard Management
- Training and Supervision and
- Continuous Improvement

5.1. WHS Schematic
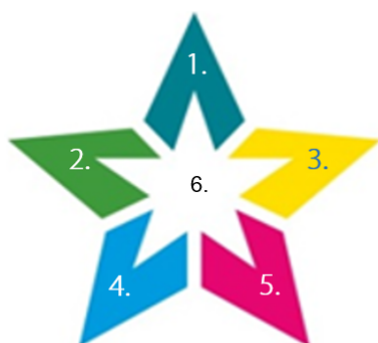
Objective Theme	Detailed Safety Objective
1. MANAGEMENT COMMITMENT	To achieve the highest recognition LGIS offer (Platinum Award) for the management of safety across the City.
2. PLANNING	To establish a WHS Management system that effectively ensures compliance with safety legislation.
3. COMMUNICATION & REPORTING	To ensure all City stakeholders have a clear understanding of safety management at the City.
4. HAZARD MANAGEMENT	To ensure the effectiveness of safety management practices throughout the City.
5. TRAINING & SUPERVISION	To promote a workplace where all workers are trained and adequately supervised
6. CONTINIOUS IMPROVEMENT	To foster a Safety culture in which staff are always looking at ways to improve.

6. WHSMS Elements

The City's Work Health and Safety Management System (WHSMS) is built on key elements that work together to manage risks, meet Legislative obligations, and promote a strong safety culture. The following subsections outline these elements and describe how they are applied across the organisation.

6.1. Management Commitment

The City is committed to providing a safe and healthy workplace for all Workers, Contractors, Volunteers, Visitors, and the Community.

This will be achieved by:
- Reducing the risk of injury, illness, and damage across all operations.
- Setting clear WHS objectives and targets and striving for continuous improvement.
- Implementing best practice WHS principles.
- Ensuring compliance with all relevant Legislation, Codes of Practice, and Standards.
- Consulting and engaging with workers and stakeholders on WHS matters.
- Supporting injured workers through structured and timely return to work processes.
- Allocating sufficient resources to support the WHSMS.

This commitment is demonstrated through the City Safety Strategy and supported by the WHSMS.

The WHSMS is reviewed at least every two years by the Executive Management Team, following consultation with the Health and Safety Committee.

The WHS Policy and WHSMS are accessible via the City's Intranet (Safety Hub), the City's website, and as hard copies displayed in workplaces.

6.2. WHSMS Implementation

The effectiveness of the City's Work Health and Safety Management System relies on how it is put into practice. Implementation involves providing the necessary resources, assigning clear responsibilities, and ensuring that safe systems of work are consistently applied across all departments and worksites.

6.2.1. Resourcing

The City maintains a dedicated WHS Team, reporting to the Manager People, Safety and Wellbeing, the team consists of a Senior Safety Specialist and three WHS Advisors who:

- Provide strategic and technical advice on Work, Health and Safety practices.
- Develop, coordinate, and review the WHSMS.
- Support leaders and workers in implementing safe systems of work.

Resourcing for the WHSMS is determined though the City's Annual Business Plan and budgeting process. Each department is responsible for allocating operational funds to meet WHS requirements.

Where additional resources are required, such as budget, personnel, time, equipment or external services, a business case is submitted to ensure the WHSMS can continue to be effectively implemented.

6.2.2. Responsibility and Accountability

Leadership is a key driver of a positive safety culture. While Managers and Leaders have specific responsibilities, every worker shares responsibility for health and safety.

Role	Responsibilities
CEO	• Exercise due diligence to ensure the City meets its legal obligations under the WHS Act 2020. • Demonstrate visible leadership and commitment to Health and Safety. • Provide the resources necessary to implement and maintain the Safety Management Plan (SMP) and Work Health and Safety Management System (WHSMS). • Promote cooperation and consultation between Management, Workers, and Health and Safety Representatives. • Ensure Contractors, Volunteers, and Visitors are not exposed to hazards as far as reasonably practicable. • Participate in Significant Incident Debriefs and Safety Inspections to demonstrate commitment.
Directors and Managers	• Exercise due diligence to ensure compliance with WHS Legislation, Policies, and Procedures. • Ensure systems are in place for Hazard identification, Risk management, Incident reporting, and Contractor management. • Review WHS Policies, Plans, and Management systems regularly for effectiveness. • Allocate appropriate financial and physical resources to support health, safety, and wellbeing. • Define, document, and communicate accountabilities and responsibilities across all levels, including contractors. • Review audit reports, incident investigations, and safety performance data, and ensure corrective actions are completed. • Lead by example by actively participating in inspections, consultation processes, and safety initiatives.
Coordinators and Supervisors	• Direct and supervise workers to ensure tasks are planned and completed safely. • Ensure compliance with all City Procedures (e.g. Checklists, Permits, Approvals). • Conduct pre-start meetings to review planned work and discuss WHS issues. • Report hazards, incidents, and near misses promptly through City reporting systems. • Develop or ensure availability of Risk assessments such as JHAs and SWMS for high-risk activities, in consultation with workers. • Allocate tasks based on worker qualifications, skills, and competence. • Conduct regular workplace inspections and take corrective action when hazards or breaches are identified. • Consult and cooperate with Health and Safety Representatives and Workers on changes affecting health and safety.
Human Resources (HR)	• Coordinate Injury Management and return to work programs in line with Operational Policy 022 – Injury and Illness Management and HS-PRO-017 Fitness for Work Procedure. • Support Employees and Supervisors by facilitating tailored return to work plans, including consultation with treating practitioners. • Maintain confidentiality of medical and personal information in accordance with City Procedures and Legislation. • Ensure appropriate record-keeping for all injury management and rehabilitation processes.
Health and Safety Committee	• Operate in accordance with Section 77 of the WHS Act 2020. • Provide a forum for consultation on WHS matters. • Review incidents, inspections, audits, and trends, and recommend improvements. • Contribute to the development and review of WHS Policies and Procedures. • Communicate outcomes to Workers and monitor follow-up actions.

Workers	• Take reasonable care for their own health and safety and that of others. • Follow WHS instructions, procedures, training, and policies. • Wear PPE issued by the city. • Use Equipment as per instructions. • Report hazards, incidents, and near misses promptly. • Participate in safety activities such as pre-starts, toolbox talks, inspections, and JHA/SWMS development. • Suggest improvements and contribute to a positive safety culture.
Work Health and Safety Team	• Provide strategic and technical advice on WHS matters. • Facilitate inductions, training, and promote hazard reporting. • Monitor compliance with the WHSMS and intervene to stop unsafe work if required. • Audit SWMS, JHAs, and other WHS documents to ensure they are in place, understood, and effective. • Lead or assist in incident investigations, maintain WHS Registers, and report on performance.
Health and Safety Representatives	• Represent workers in WHS matters under Section 68 of the WHS Act 2020. • Raise WHS concerns that have been brought to their attention. • Accompany inspectors during site visits and assist with investigations. • Participate in WHS Committees and consult on changes affecting their work group. • Where trained, issue Provisional Improvement Notices (PINs) or direct unsafe work to cease.

6.2.3. WHS Service Delivery Model.

The City's WHS Team provides advisory and support services to all departments through a balanced service delivery model:
- **Onsite support (50%)** – Providing guidance, education, observations, and engagement with Workers and Leaders.
- **Compliance activities (50%)** – Conducting audits, inspections, and reviews of WHS documentation, and monitoring Legislative updates.

This model ensures the WHS Team remains both accessible to the workforce and effective in maintaining compliance.

6.2.4. Recognition and Reward

The City recognises that positive reinforcement is essential to building a strong safety culture. The WHS Reward and Recognition Program is designed to:

- Engage with workers to work safely.
- Encourage the sharing of ideas to improve safety and wellbeing.
- Promote a culture where workers feel confident to speak up about unsafe situations or practices.

6.3. Planning

Effective planning ensures the City identifies legal obligations, sets clear objectives, and develops practical systems to manage health and safety risks. This section outlines the processes that guide how the WHSMS is planned, documented, and continually aligned with operational needs.

6.3.1. Legal Compliance

The City is committed to complying with all relevant Workplace Health and Safety Legislation at both State and Commonwealth level.

The WHS Team monitors changes to Legislation, Regulations, and guidance materials and updates the WHSMS accordingly. Workers have access to current WHS Legislation and guidance via the Safety Hub on the intranet, and hard copy.

6.3.2. Objectives and Targets

Objectives and targets are established to measure the performance of the WHSMS and focus attention on priority areas. They are set every five years in line with the WHSMS review and are implemented across all departments.

Each objective and target include a clear purpose, accountability, timeframe, and method of measurement.

The Following have been set as the City's Objectives and targets:

#	Objective	Target	Purpose	Measure
1.	Improve Safety Leadership	All Executives complete 8 leadership walks per year.	Demonstrate visible WHS leadership and reinforce management commitment	Implementation Plan and Inspection Schedule Monitored by WHS and reported to the Health and Safety Committee
2.	Improve Safety Leadership	All HSRs to conduct one HSR walk a quarter and accompany Executives on leadership walk if requested for support and guidance.	Increase worker engagement and operational WHS leadership	Inspection spreadsheet maintained by WHS and reported quarterly to the Health and Safety Committee
3.	Improve Safety Performance	Increase hazard and near miss reporting by at least 5% compared to previous year.	Lead indicators prevent incidents and demonstrate a proactive safety culture	Review of incident and hazard register.
4.	Improve Safety Performance	85% of incidents and hazard reports closed within a month.	Timely response to manage risk effectively.	Review of incident and hazard register
5.	Improve Safety Performance	Reduce LTIFR and LTISR (Lost Time Injury Frequency and Severity Rates)	Focus on lowering the number and impact of serious injuries	End-of-month WHS Report
6.	Improve Safety Training	100% of new workers complete WHS induction training within 4 weeks of commencement	Ensure new workers understand the WHSMS and safety requirements	IBIS training records

6.3.3.   Documentation

The City's WHSMS is supported by a structured document hierarchy to ensure consistency and accessibility.

The hierarchy includes:

- Policy
- Standards
- Processes and procedures
- Risk assessments
- Tools (supporting documentation)
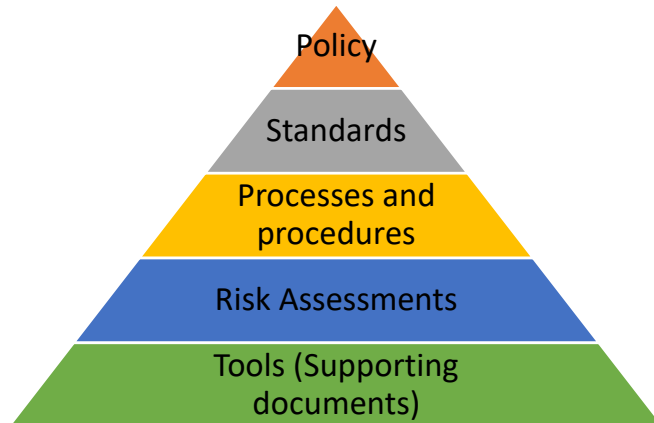
6.3.4.   Policies

Policies are statements of commitment that set the direction for Health and Safety across the City. They are developed and endorsed by the CEO or Executive Management Team and confirm the City's obligation to comply with WHS Legislation and continually improve performance. All WHS-related policies are published on the City's website and intranet (Safety Hub), with hard copies displayed in workplaces where appropriate.

6.3.5.   Standards

Standards are external publications that establish recognised specifications and safe practices. They provide guidance to ensure that plant, equipment, systems, and processes are safe, reliable, and consistent. The City applies relevant standards, including Australian Standards, International Standards, Codes of Practice, Specifications, and Guidelines, as required by Legislation or industry best practice.

6.3.6.   Processes and Procedures

Processes and procedures describe how specific tasks, activities, or systems are to be carried out. They provide step-by-step guidance to ensure work is performed safely, consistently, and in line with City requirements. All WHS procedures and Corporate processes are formally approved through the City's document approval process, published on the intranet (Safety Hub), and reviewed at least every five years in consultation with relevant stakeholders.

6.3.7.   Risk Assessments

Risk assessments and supporting safe work documents (such as Safe Work Instructions, Take 5s, JHAs, and SWMS) are used by workers to ensure tasks are carried out safely. Tasks and activities are broken into steps to identify potential hazards, assess associated risks, and outline the required control measures. These documents also reference relevant Legislation, Standards, or Codes of Practice, and identify any mandatory training or competencies needed to perform the work safely.

6.3.8.   Tools (Supporting Documentation)

Supporting documentation is provided to help workers apply the WHSMS in daily operations. These tools include forms, templates, registers, checklists, and databases. All current tools and supporting resources are available to workers via the Safety Hub on the intranet and workplace safety noticeboards.

6.3.9. Document and Data Control

All WHS documents are managed through the City's Electronic Document Management System and are reviewed in accordance with the WHS Document Control Register. Documents are created, approved, reviewed, and superseded in line with Operational Policy - 053 - Document Management protocols - Version 7

Sensitive information, including medical or personal records, is stored securely in accordance with confidentiality requirements.

6.3.10. Record Management

WHS records are maintained in line with Operational Policy 053 Document Management. This ensures records are accurate, secure, and available for audit, compliance, and continuous improvement purposes.

6.3.11. Emergency Preparedness and Response

Each City Facility has a Site-specific Emergency Response Plan (ERP) developed in accordance with AS 3745–2010 and the City's approved template. ERPs are stored in the electronic document management system, with hard copies available at each facility. ERPs include:

- Location and type of emergency response equipment
- Designated muster points
- Procedures for evacuation, rescue, first aid, and damage control
- Contact details for emergency services
- Names and contact details of the warden hierarchy

Each Facility's Emergency Control Organisation (warden hierarchy) receives training at least biannually, and evacuation drills are conducted annually, either as practical exercises or desktop scenarios.

6.3.12. WHS incident and Hazard Response

Workers must take immediate action to make the site safe following an incident or hazard. Once the area is safe, they must notify their supervisor and submit an incident or hazard report through the Safety Hub.

6.3.13. Employee Wellbeing and Injury Management

The City promotes and supports a holistic approach to wellness which allows employees to realise their potential both professionally and personally, thereby resulting in improved employee productivity and engagement. The annual program supports a healthy body, mind, and lifestyle and includes (but are not limited to), education and upskilling opportunities, health screenings, access to the Employee Assistance Program, accredited Mental Health First Aid officers, financial wellbeing plans, and flexible working arrangements.

Furthermore, the City is committed to assisting both work related and non-work related injured workers to return to work as soon as medically appropriate. The Injury Management process recognises that success relies on the active participation and cooperation of the injured worker.

Injury Management within the Western Australian Workers Compensation System is a comprehensive approach with the ultimate goal being to facilitate the return-to-work process. The City uses the LGIS Workcare Injury Management System in conjunction with the following policy and process:

- Operational Policy 043 – Fitness for Work
- Operational Policy 022 – Injury and Illness Management
- HS-PRO-017 – Fitness for Work Procedure
- Promapp – Lodge Workers' Compensation Claim

- Promapp – Develop a Return to Work Program associated with a Workers' Compensation Claim
- Promapp – Implement and Manage Graduated Return to Work Plan
- Promapp – Engage a Workplace Rehabilitation Provider associated with a Workers' Compensation Claim
- Promapp – Manage Workers Compensation Claim

Injury Management of non-work related injuries involves understanding employer obligations, supporting employee recovery and ensuring a safe return to work. Whenever possible, suitable duties will be arranged internally having regard for the injured worker's medical restrictions. The following policy and processes detail Injury Management of non-work related injuries:

- Operational Policy 043 – Fitness for Work
- Operational Policy 022 – Injury and Illness Management
- HS-PRO-017 – Fitness for Work Procedure
- Promapp – Manage Non-work related Injury or Illness

6.3.14. Visitor Management

All visitors to City sites must sign in on arrival and comply with site safety requirements. Visitors must:

- Be accompanied by an inducted person at all times
- Wear PPE where required
- Follow directions from City staff

Visitors are not permitted to perform work or use machinery. Those who do not comply with safety requirements may be asked to leave the site.

6.3.15. Contractor Management

The City requires all Contractors engaged for services, supply, construction, development, manufacturing, or maintenance to complete the prequalification process, which includes assessment of legislative compliance and insurance. Contractor Management is undertaken in accordance with HS-PRO-029 Contractor Management Procedure.

Contractors must:

- Demonstrate compliance with WHS Legislation and City Standards
- Provide contract-specific WHS Management documents before commencing work
- Complete required City inductions (general and/or project-specific)
- Ensure adequate supervision and provide evidence of worker competency
- Follow all City procedures and instructions relating to hazards, standards, and safe systems of work

The City monitors contractor WHS performance through documentation reviews and site inspections.

6.4. Consultation and Reporting

The City promotes open, two-way communication to ensure workers, contractors, and stakeholders can raise safety concerns, contribute ideas, and participate in decision-making. Effective consultation and reporting support transparency, collaboration, and continuous improvement.

6.4.1. Consultation Methods

The City ensures workers and stakeholders are provided with opportunities to participate in WHS Consultation and reporting. Consultation is undertaken through a variety of methods, including:

- City wide emails
- Toolbox and Team meetings
- Intranet announcements
- Quarterly Work, Health and Safety Committee Meetings
- Consultation through elected Health and Safety Representatives (HSRs)
- Worker participation in developing WHS documents such as SWMS, JHAs, and Plant Risk Assessments
- Employee wellbeing surveys
- Training feedback and review

6.4.2. Elected Health and Safety Representatives

The City facilitates the nomination and election of Health and Safety Representatives (HSRs) in accordance with the WHS Act 2020. HSRs provide a formal avenue for workers to raise WHS issues and participate in consultation processes. Their detailed functions and responsibilities are outlined in Section 6.2.2 of this plan.

6.4.3. Resolution of WHS Issues

The City follows a structured process to ensure WHS issues are resolved in a timely and effective manner:

1. Workers report hazards or safety issues to their supervisor as soon as practicable.
2. If not resolved, the issue is addressed with the worker's Health and Safety Representative (HSR), Supervisor, and Manager.
3. If still unresolved, the matter is escalated to the Manager People, Safety and Wellbeing, in consultation with the relevant Manager and Director.
4. Where further resolution is required, the process outlined in HS-PRO-031 Communication and Consultation Procedure is followed.

All issues are recorded in the WHS Actions Register, with corrective and preventative actions assigned, monitored, and closed out.

6.5. Hazard Management

The City actively identifies, assesses, and controls hazards to reduce risks to health and safety as far as reasonably practicable. This section outlines the processes used to manage risks and implement corrective actions across all work areas.

6.5.1. WHS Risk Management

The City manages Workplace Health and Safety risks in line with its Risk Management Framework. The framework includes the City's Risk Matrix and guidance on conducting Risk Assessments and defines risk classification and tolerance levels.

All Risk Management activities are guided by the Hierarchy of Controls, with priority given to eliminating hazards where practicable. Where elimination is not possible, risks are minimised through substitution, engineering, administrative controls, and the use of personal protective equipment.

6.5.2. Inspections and Corrective Actions

The City conducts regular workplace inspections at all levels of the organisation. Leaders undertake scheduled safety walks, while workers and Health and Safety Representatives (HSRs) complete workplace inspections and HSR consultation walks focusing on hazard identification.

Preventative and corrective actions arising from inspections, incidents, or reported hazards are recorded in the WHS Actions Register, with responsibility assigned to the relevant business area. Progress is monitored until actions are completed.

6.5.3. Incident/Hazard Reporting and Investigation

All incidents and hazards must be reported through the City's electronic reporting system, which automatically notifies the worker's line supervisor and Safety Team. The Safety Team reviews new reports daily.

Investigations are undertaken in accordance with HS-PRO-034 Incident Management Procedure and are proportionate to the potential severity of the incident. Health and Safety Representatives (HSRs) may be involved in the investigation process. Corrective and preventative actions are documented in the WHS Actions Register and monitored until closed out.

6.6. Training and Supervision

Competent and informed workers are essential to maintaining a safe workplace. This section outlines the City's approach to providing training, inductions, and supervision to ensure all workers can perform their tasks safely and in compliance with WHS requirements.

6.6.1. WHS Induction and Training

All workers must complete a general WHS induction when commencing employment, as well as a site-specific induction delivered by their line supervisor.

Leaders are required to complete Supervisor Training, delivered by the WHS Team or an external party. The WHS Team also provides ongoing awareness by attending toolbox and team meetings to present on relevant WHS topics across the organisation.

6.6.2. Training needs

The City provides structured training to ensure workers have the skills and knowledge required for their roles. Training may be delivered internally or through external providers, in accordance with Operational Policy 008 – Learning and Development.

Training needs are identified through Legislative or Code of Practice changes, employee performance reviews, and gap analyses. Managers and Supervisors receive additional WHS training to ensure they can effectively manage safety outcomes and support their teams.

6.7. Measurement, Review and Improvement

Continuous improvement is achieved through monitoring, review, and evaluation of WHS performance. This section explains how the City measures safety outcomes and utalises findings from audits, reports, and data analysis to strengthen the WHSMS.

6.7.1. WHS Metrics

Data is collected and reviewed by the Executive Management Team and the Safety Committee. This includes:
- Incidents reported (monthly and year to date)
- Hazards reported (monthly and year to date)
- Open and ongoing corrective actions
- Medically treated and lost time injuries (with year on year comparison)
- Types of incidents reported
- Completion rates of corrective actions within required timeframes

6.7.2. External Audits

The WHSMS is audited by third-party providers (such as LGIS) at regular intervals to verify compliance and identify improvement opportunities. Outcomes are communicated to the City, and corrective actions are assigned as required.

6.7.3. Internal Audits

Internal audits are conducted in line with HS-PRO-036 Safety Auditing Procedure and the WHS Inspection Schedule available on the Safety Hub. These audits assess compliance with the WHSMS, supporting documents, and risk registers, and cover both City and Contractor activities.

Document Control

Approval	Date	Position	Name
Edited By:	18/12/2025	Work Health and Safety Advisor	Jack McDougall
Document Owner:	18/12/2025	Manager People Safety & Wellbeing	Natalie Hope
Approved By:	18/12/2025	Various	Safety Committee

Revision #	Date	Section(s) Changed	Brief Description of Change
1.0	18/12/2025	All	New document – previous document retired.