



## 4.53 CHANGE MANAGEMENT PROCEDURE

### 1.0 PURPOSE AND SCOPE

The purpose of the management of change process is to ensure that change is introduced safely, and that operations, including railway operations, continue to be undertaken in a manner that is as safe as is reasonably practicable.

An effective management of change process also aids in consistent decision making and provides assurance that the MWPA continues to operate in compliance with applicable laws and within the conditions and restrictions on their accreditation.

This procedure is mandatory for operation of a Rail Safety Management System. It is to be used for change management processes in the following circumstances;

- (i) For **Rail** when:
  - new operating procedures or infrastructure within the Rail Terminal are to be commissioned;
  - existing infrastructure is modified, relocated or removed;
  - a new rail operator is brought into the terminal; or
  - changes in legislation mandate changes to procedures within the terminal.
- (ii) For Other Operations listed below :
  - The Bulk Handling Facility (e.g. structure, conveyors, towers, chutes and amenities)
  - The Berth 4 & 5 Shiploaders
  - Changes to all utilities
  - Interface and connection points to MWPA equipment in the Mineral Users area
  - Navigational Aids
  - Fishing Boat Harbour

Consider using the Request For Work (RFW) procedure for modifications to operational processes. However whenever a significant change is identified (similar to those stipulated in Rail) the process outlined within this document must be identified, completed and recorded.

### 2.0 RESPONSIBILITIES

**General Manager - Landside Operations** is responsible for ensuring the procedure is implemented and used during the planning and introduction of changes.

**Engineering Manager** is responsible for ensuring changes to infrastructure are planned and introduced using the procedure.

**Rail Terminal Operations** staff are responsible for participating in the consultation and risk assessment process associated with the introduction of changes. (**Rail only**)

Parties to the MWPA Rail Interface agreement are responsible for the communication of changes to infrastructure or procedures to their affected staff.

### **3.0 PROCESS**

#### **3.1 Establish the context of the change and consult with Stakeholders**

Each management of change process should:

- describe the level of safety validation documentation requirements, including whether a project safety plan is required;
- specify whether independent safety validation is required and how that is to be achieved;
- identify the authority responsible for granting or refusing approval for implementation of the change; and
- provide criteria and guidance on the extent and nature of the consultation and briefing that should be carried out for the level of safety validation being applied.

Changes that involve new or modified assets, plant, equipment or information technology for which a project life cycle applies should be subject to processes that consider the life cycle of the project, including:

- concept and feasibility;
- definition of requirements;
- design;
- implementation;
- installation and commissioning;
- operations and maintenance;
- decommissioning and disposal;
- health safety and environmental responsibilities;
- impact on MWPA current and future budget;.
- Security responsibilities.

Identify stakeholders for inclusion in consultation. Stakeholders may include:

- MWPA Board, Executive, and Senior management;
- Rail Regulator;
- Parties to the MWPA Rail Interface Agreement;
- HSE Committee;
- Rail Terminal operations staff;
- Local government;
- The community.

#### **3.2 Undertake risk assessment**

Conduct a risk assessment using procedure 1.7 Business Risk Management. Consider the potential impacts on:

- current activities;
- operational interfaces;
- the safety management system;
- Port Security Plan interfaces;
- any existing risks and common cause failures;
- the level of risk before and after the proposed changes; and
- the level of residual risk, endeavouring to achieve a level of residual risk following implementation of the change that is at least the same or better than the residual risk that existed prior to the implementation of the change.

Risk assessment of proposed changes should extend to consideration of opportunities to improve previously existing risk controls.

Where the change involves a potential increase in risks to another party, the management of change process should cover how those risks are likely to be increased and subsequently managed.

Where existing risk controls are removed, a disposition statement should be prepared indicating what controls have been removed, why they have been removed and how the associated risks are to be managed.

### **3.3 Evaluate levels of change and develop implementation plan**

The implementation plan should address:

- plans for introducing the change including modifications to the safety management system;
- communication, whereby changes regarding operations, equipment and procedures are effectively communicated throughout the organisation and, for rail, to the Parties of the Rail Interface Agreement;
- requirements for instruction and training;
- any additional resources required to implement the change, for example supervision or verification;
- documents that need to be revised, for example, operating procedures, risk registers, training material, interface coordination plans, emergency plans and management of change documentation itself; and
- plans for monitoring and reviewing the change following implementation.

### **3.4 Document changes and obtain internal approvals**

Consolidate documentation on the change including any supporting records (such as external reports, quotes, or findings). The change should be clearly documented and gain sign off from the appropriately authorised person or persons.

An independent safety validation should be undertaken where the proposed change relates to major projects. This should be undertaken by an appropriately experienced and/or qualified person who is sufficiently independent from the change

### **3.5 Review the safety management system**

Review, and revise where necessary:

- the safety management system;
- Port Security Plan;
- risk register;
- emergency plans and
- interface co-ordination plans.

### **3.6 Notification to Office of Rail Safety**

Check Regulation 5 of the Rail Safety Regulations 2011 to determine if the change must be notified to the rail safety regulator with the prescribed timeframe. Click on the link below to access the prescribed form to advise these changes.

[http://www.transport.wa.gov.au/mediaFiles/rail-freight/rail\\_change\\_advice\\_notification.doc](http://www.transport.wa.gov.au/mediaFiles/rail-freight/rail_change_advice_notification.doc)

### 3.7 Implementation

Implement the change using the approved implementation plan.

### 3.8 Monitoring and Review

At the first relevant group safety meeting (such as HSE Committee or Rail Safety Group) following the implementation of a change, the agenda will include an item concerning all changes implemented since the last meeting. The meeting will consider the management of changes against the following criteria:

- Have any new risks eventuated or pre-existing risks increased after implementation?
- Have any pre-existing risks been reduced or eliminated?
- Are additional risk controls, implemented as part of the change, appropriate?
- Have performance targets for the change been set, and where applicable organisational key safety performance targets been reviewed?
- Has training been provided to staff affected by the change?
- Has a post implementation competency assessment been conducted to ensure the training provided was adequate for facilitating the change?
- Is there a process to revise the risk assessment as new information accumulates?
- Could any improvements be made to the change process?

## 4 REFERENCES

- 1.6 Records Management Procedure
  - 1.7 Business Risk Management Procedure
  - 2.4 Health Safety and Environmental Responsibilities
- MWPA Rail Interface Agreement

**Custodian:** General Manager – Landside Operations

**Approval:** P Klein  
Chief Executive Officer  
30 May 2016