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9.4 Changing Service Delivery Needs

The tenderer is required to detail how it would go about changing service delivery needs as a result of outcomes identified in the processes listed for the purposes of clauses **Error! Reference source not found.** and **Error! Reference source not found.**.

Downer approaches Customer Service by creating value for our customers and doing our utmost to improve network performance, with the aim of increasing customer satisfaction.

We maintain a high level of adaptability to ensure our service goes beyond minimising complaints, to listening to customers' views and providing prompt solutions that exceed customers' expectations.

An example of us doing that is in this specific contract, taking the six-month caretaker role as maintenance partner to provide Cleansing and Drainage Cleaning services.

Over the summer months the Mornington Peninsula swells in populations, particularly around key events such as Australia Day Weekend, with litter increasing and public exposure heightened. Downer has adapted its service delivery by increasing resources in the lead-up, during and after this event to reduce negative exposure to the Shire and to enhance the community's experience.

These additional resources demonstrate Downer's commitment to delivering an exceptional level of service that meets the changing demands of this contract.

Friday 26/01/2018

- One (1) x additional cleaner at the Village Green, Rosebud
- Two (2) x additional cleaners at Mornington Park
- Six (6) x additional litter crew members at Mornington Park
- Two (2) x Rapid Response to patrol the coastline from Mt Eliza to Portsea collecting dumped rubbish
- One (1) x additional dumped litter crew for to assist the Rapid Response crews and the Clean Team through the heavy volume areas; McCrae – Rye

Saturday 27/01/2108

- Two (2) x Rapid Response to patrol the coastline from Mt Eliza to Portsea collecting dumped rubbish
- One (1) x additional dumped litter crew for to assist the Rapid Response crews and the Clean Team through the heavy volume areas; McCrae – Rye

Sunday 28/01/2018

- Two (2) x Rapid Response to patrol the coastline from Mt Eliza to Portsea collecting dumped rubbish
- One (1) x additional dumped litter crew for to assist the Rapid Response crews and the Clean Team through the heavy volume areas; McCrae – Rye

In addition, Downer committed two Emergency Contact Resources on this contract to enable stakeholders to lodge requests for reactive jobs immediately.

Downer has set itself a delivery standard to responding to stakeholder concerns with nine working days. Downer has met this target, with no exceptions or overdue case for more than four years, on the MPSCs Safer Local Roads contract.

An example of how we have done this on previous contracts in the Mornington Peninsula Safer Local Roads contract, during which we responded to a flooded car park in Rosebud. Due to unusually high rainfall, Downer received a call concerning the flooding at midday. Given the condition and location of the facility (at the back of local shops) Downer re-diverted and mobilised a crew within the area to immediately re-sheet the carpark with crushed rock to repair the potholes before the end of the same business day.



Figure 1: Condition of the Rosebud carpark at midday, prior to Downer's Customer Service response

Downer maintains a transparent and trusted relationship with Mornington Peninsula Shire Council through the collaborative forums described in *Annexure S3-9.3 Operational and Senior Team Meetings*, and by giving Council access to Tableau, our live reporting on works performance, showing the status of all contract works.

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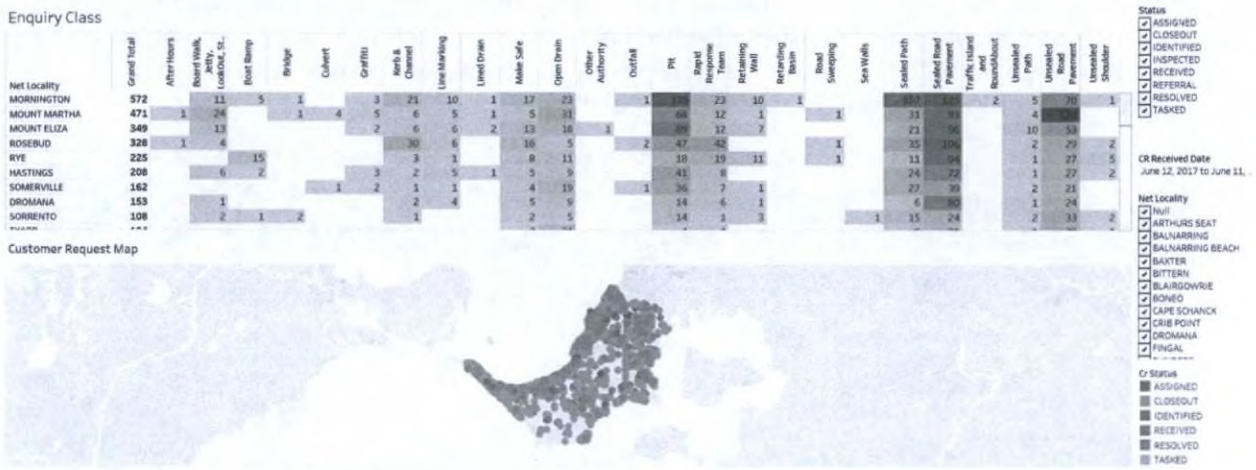


Figure 2: A Tableau screenshot, showing customer enquiries class breakdown by township (taken from the Safer Local Roads contract)

Benefits delivered to Mornington Peninsula Shire Council from Downer's adaptable approach to stakeholder management include:

- Increased customer satisfaction
- Increased knowledge about community concerns and priorities leading to continuous improvement in road maintenance
- Efficient response to customer concerns (no overdue customer service cases over the past four years)
- Enhanced Mornington Peninsula Shire Council reputation, resulting from better service provision.

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Appendix S3-10 Continuous Improvement

Tender Number: 2328 | 13 June 2018

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10. Continuous Improvement and Innovation in Programme Development and Added Value

The tenderers is required to demonstrate its capacity to add value to the work under the Contract by providing detail on its continuous improvement programmes and activities.

The tenderer is required to detail its continuous improvement policies, strategies and processes from both an external and internal focus.

Downer maintains a company-wide culture of continuous improvement in everything we do, and encourages employees in all levels of our organisation, from team member to senior manager, to seek and suggest ways in which we can improve our service provision, safety and business practices.

Downer's extensive set of business improvement and quality management policies form part of our Integrated Management System (IMS), and these procedures underpin and guide every activity we undertake, setting the benchmark for the quality we achieve, and the procedures for monitoring the quality of our service delivery to identify weaknesses and opportunities for improvement.

A key part to Downer's strategy on this contract is to engage with our people to create an environment that supports transparency, continuous improvement and development, specifically, seeking ways to streamline our work processes, improve efficiencies and deliver the best value-for-money outcomes for our customers.

Downer

MORNINGTON BUSINESS
ONE PAGE STRATEGIC PLAN (2018)

Vision
To deliver industry leading and sustainable road network solutions which create value and transparency for our customers through the tailored integration of our market leading capabilities.

Mission
To work closely with our customers to help them succeed, using world-leading innovation and solutions.

Our Pillars & Values		Mornington Strategic Objectives	Measurements	Targets	Our Approach	Leadership (What are our catch cries, our non-negotiables)	Recognition
Zero Harm	Zero Harm is embedded in Downer's culture and is fundamental to the company's future success	Foster a culture where the Mornington business actively promotes and sustains a Zero Harm environment	Number of near miss reports per month	20	Continuous engagement with our internal and subcontracted workforce, collaboratively identifying and delivering on areas for improvement. Promotion of the Near Miss Hotline and participation in the Back 2 Blue program	We have a no blame culture	Monthly award for team member/s who best underpins our 4 pillars.
			Percentage closed near miss reports	>80%			
			Number of Zero Harm engagements (critical risks) per month	44 (22)			
			Number of actions per Zero Harm engagement	44 (22)			
			Number of overdue actions in INX	0			
			Number of Toolboxes delivered/attended monthly	1			
			Number of days working with crews	5			
			Number of subcontractor forums held	2			
			TRIFR	0			
			LTIFR	0			
Delivery	We build trust by delivering on promises with excellence while focusing on safety, value for money and efficiency	Grow service offering to become the local supplier of choice for capital and provisional works by delivering projects safely, to the highest quality, on time and with minimal disruption to the community	Capital Works Secured	$9m	Embedment of PMO into capital works tendering and delivery workflow Embed a culture of continuous improvement through monitoring and reviewing progress of construction, inspection, programmed and routine maintenance activities through 1:1 catch ups, weekly team meetings, monthly toolboxes, zero harm engagements, quality inspections and Process Control meetings	We celebrate success and strive for continuous improvement	
			Number of internal quality inspections per month	44			
			Number of actions per quality inspection	44			
		Streamline our work processes to improve efficiencies and deliver better value for money outcomes to our customers	Percentage Contract compliance with Annexure 3 Inspections and Annexure 4 Activities	95%			
			Number of non-compliances from SUR audits	0			
			Develop, assign and commence tracking budget vs. actual cost and productivity measurements	30/04/2018			
Relationships	We collaborate to build and sustain enduring relationships based on trust and integrity	Provide a streamlined customer service offering that provides speedy and quality resolution for the Customer and the community	Number of open SLR customer requests Number of overdue SLR customer requests Customer survey responses per month Average monthly customer survey results	<100 0 >10 >3.5	Streamline customer service request workflow. Develop centre of excellence in customer interaction through on the job learning, mentoring and training	Satisfaction of the MPSC and its community underpin our success	
		Develop a sound understanding of our customers, their key drivers and needs.	Number of catch-ups with client counterparts per month	1	Strengthening our relationships by investing time in understanding our clients key drivers and needs		
		Engage with our people to create an environment that supports transparency, continuous improvement and development	Number of 1:1 catch-ups with line manager per month	1	Continuous development of our people through Project Gulf, 1:1 catch-ups and rewarding innovation	Our people are our most important asset	
Thought Leadership	We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo	Embed Road Network Management software solutions into the Mornington business	Tableau customised to report on our strategic objectives, measures and targets	30/04/2018	Integrate reporting from AIMS, INX, Lucidity, Near Miss Register and Process Control with Tableau	We celebrate success and strive for continuous improvement	
			Tablets used by every work crew (where applicable)	30/06/2018	Issue and provide support on the use of tablets in-field		

Figure 1: Downer's Strategic Plan, detailing the approach adopted for achieving this contract.

To achieve this aim, Downer uses Tableau, our live reporting tool that measures compliance throughout the contract. This data is live and as reviewed continuously to identify areas of improvement for delivering contract quality and compliance.

If selected as the service provider for this contract, Downer will provide Mornington Peninsula Shire Council with access to this software, ensuring Council can see the status of all works, maintaining transparent communication and opportunities for continuous improvement.

Downer is targeting 95% compliance on this contract, as highlighted on its Strategic Plan, and achieves this target by maintaining an open and transparent approach to service delivery, in which client feedback is sought and welcomed to identify opportunities for continuous improvement. We achieve this by way of client audits, internal audits, operational team meetings and senior management team meetings.

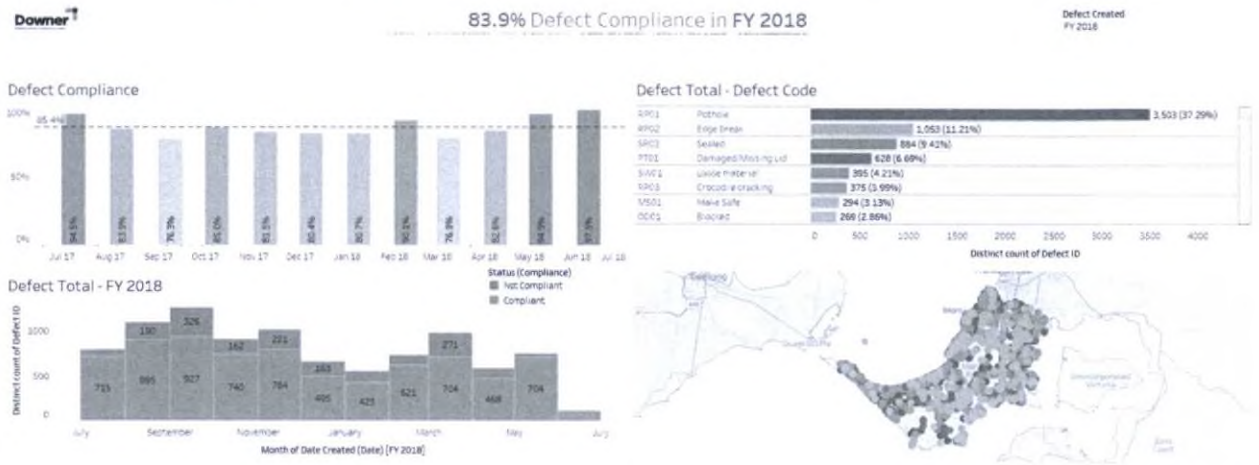


Figure 2: Tableau, provides Downer and Mornington Peninsula Shire Council with full visibility of works status, in real time

This commitment extends through all parts of our operation. Every one of Downer's product manufacturing lines and service delivery provisions is regularly audited to ensure it meets client contract requirements and Downer's quality specifications.

To manage and action non-conformances and business improvement opportunities generally, Downer follows the procedures detailed in the Business Improvement Procedure Detail below.

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Scenario	Business Improvement Type	Commencing Step
An opportunity to improve the IMS, a process or document, or address external feedback is identified	Business Improvement Opportunity (BIO)	Raise a Business Improvement Opportunity, Downer document *DA-QA-FM007 Business Improvement Opportunity*
A negative complaint, verbal or written, is received from the Client or an external party		
Observe a work idea to identify any opportunities for improvement	Quality Process Observation (QPO)	Complete a Quality Process Observation (QPO), Downer document *DA-QA-FM011 Quality Process Observation*
A serious or significant non-conformance with a process or material is identified	Non-Conformance Report (NCR)	Complete a Business Improvement Opportunity or Non-Conformance Report, Downer document *DA-QA-FM009 Non-Conformance Report*
A discrepancy is identified from an internal audit (first- party audit)		
A discrepancy is identified from an external audit: • of a supplier or contractor (second-party audit) • of Downer's operations, goods or services, that is conducted by the client (second-party audit) • conducted by an independent party, e.g. certification parties, or an agent on behalf of the Client (third-party audit)		
Goods do not meet specification, e.g. as a result of Inspection and Test Plan (ITP) monitoring		
A notification needs to be distributed to communicate an outcome	N/A	Prepare and/or update notification of communication outcome

Monitoring and Improving Service Delivery

Downer policy document *DA-QA-PR007 Internal Audits* defines how audits, including contract audits, are scheduled, conducted, and reported. These audits are conducted regularly throughout the life of every contract we work on in order to:

- Identify compliance to requirements, positive and adverse trends, and improvement opportunities
- Ascertain whether procedures and processes comply with the approved head contract, specifications, standards, legislation, and regulatory requirements
- Determine whether the IMS has being effectively implemented and maintained.

On this contract, the Contract Manager will be responsible for developing and managing the contract's audit program, and ensuring this covers all contract functions.

The contract's audit schedule is made specific to the contract, and saved in the contract's document repository.

On completion of each audit, an audit report is prepared and the master copy, detailing any Non-conformance Reports (NCRs) raised. This report is then sent to the functional manager to be actioned, specifically, rectifying any non-conformances and actioning opportunities for improvement.

Periodic follow-up audits may be scheduled over the duration of the project to ensure standards do not fall below the audited level of conformance.

Control of non-conformances

Any non-conforming materials or works, identified during an audit, will be managed in accordance with contract specifications and with Downers business improvement procedures documented in Downer policy document *DA-QA-PR005 Business Improvement.*

On receiving this, the Contract Manager for this contract will ensure:

- Suspect materials are isolated and removed to prevent inadvertent use
- A root cause is identified
- Any weakness in service delivery are identified
- Effective actions are implemented to prevent recurrence.

The Contract or Quality Manager will determine the nature of the non-conformance, then record this and the action(s) required. Rework or repairs will be re-tested and the details will be added to the inspection and test report.

Upon satisfactory completion of the identified actions, an NCR is signed off and, if applicable, any stickers and / or tags used are removed, and the material is removed from isolation. A copy of the signed NCR will be incorporated into the Daily Journal Report or job package.

The Contract Manager will review the Business Improvement Program (BIP) Register weekly. Any corrective action that fails to have the desired effect will be managed in accordance with Downer policy document *DA-QA-PR005 Business Improvement.*

Any complaints received or forwarded on from Mornington Peninsula Shire Council will be recorded by the Contract Manager in the BIP Register and actioned within the appropriate timeframe.

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Following rectification and close-out of corrective actions, Downer commences a lessons-learned process, conducted in conformance to the procedures detailed in Downer policy document *DI-PM-PR025 Lessons Learned – Intermediate and Close-Out*. This process forms a key element of Downer's quality assurance by actively identifying and using learnings to drive continuous improvement.

Staff Training

Another way Downer continuously improves our service delivery is through our people, specifically, choosing the very best people, and maintaining a training program that regularly trains and upskills the people we have.

The Downer Roads Services business is currently upskilling over 100 employees by way of apprenticeships and traineeships. In addition, Downer provides an extensive selection of internal courses employees can take part in to learn new skills such as project management, business and leadership skills. All of these courses are accessed through the Downer Learning Hub, which includes courses such as:

- Leadership in Action (Business Leadership and People Management)
- Championing Change (Change Management)
- Project Principles (Project Management).

Downer also encourages employees to upskill through external registered training organisations, often paying in full or in part for these courses and giving employees study days away from work to complete their course requirements.

Every Downer employee receives a training plan, which identifies their skills and any gaps in these skills where additional training is required. These training plans are reviewed and updated regularly, recording all new skills and training each employee has completed, and encouraging a company culture of continuous learning and improvement.

Employee training plans include details on:

- Formal training courses completed (internal and external)
- Exposure to specialists, technical experts or best practice operators
- Mentoring and coaching completed
- On-the-job guidance and training
- Short-term secondments to other Downer contracts or parent company businesses.

These approach enables training programs to be developed which are tailored specifically to individual staff member requirements.

Safety and Zero Harm

Downer is committed to zero harm, ensuring we maintain business practices that do not harm our people, the public or the environment. A key part of maintaining the highest level of zero harm is our continual monitoring of our performance in this area, and recording of any weaknesses and opportunities for improvement.

Downer's Near Miss Reporting Hotline encourages all people: employees, subcontractors and the community to report any health and safety issues or risks, which Downer then immediately actions and / or rectifies.

Operating 24/7, the hotline provides an easily accessed solution for employees and supply chain partners to report situations that could put them or the community in harm's way.

Since the hotline was implemented in 2012, more than 30,000 reports have been received. This data is collected, recorded and analysed to identify trends that enable Downer to make informed decisions on targeted improvements that have been developed, trialled and implemented on our worksites.

In addition to our Near Miss Hotline, every Downer worksite conducts regular Toolbox meetings, in which hazards, often specific to that contract and geographic area, are reported and managed with critical controls and rectifications designed to protect our people and the environment.

Downer Roads Services business also conducts mandatory Toolbox meetings and safety calls in which all near misses and new ideas are discussed and actioned to encourage continuous improvement in this area.

Innovation

In all contracts, Downer continually looks for ways to innovate, do things better, achieve better outcomes and positively challenge the norm through thought leadership. We do this with the guidance of an established set of processes and incentives designed to encourage innovative thought, and implement workable ideas into our contracts.

On this contract, Downer will maintain and regularly update a Continuous Improvement Register that will record innovative ideas to ensure they are further considered and developed to determine whether they have practical and valuable application.

Downer will include this register as a standing item in operational meetings, to encourage new ideas to be raised, and worthwhile ideas to be actioned. This register will also provide additional impetus to drive our high-achievement culture, which Downer has a proven history of driving, to meet and exceed our customers' expectations. This is achieved through clear performance metrics, empowerment of employees and the provision of personal development for employees that aligns with the KPIs of every contract on which we work.

Smart Drains Technology

Downer, EYEfi and Fujitsu have collaborated to develop a Smart Drain sensor that monitors water levels in stormwater drains.

The Smart Drain sensor has been developed specifically for installation within roadside storm water pits that use side or top entry water inlets, and with either a concrete or grill pit lids.

The data generated from these sensors is then analysed to correlate rainfall activity, measuring water levels and the change in water levels over time. This gives Downer insight into the functioning of each drain and information when drains are blocked or obstructed, alerting work crews to clean them before flooding occurs.

A network of sensors monitors drains in real time, and this reduces the need for manual inspections, resulting in greater efficiency and cost-effective operations.

The system uses sonar sensors and can also use cameras to provide office-based staff a visual inspection remotely, so Downer can see if rubbish or specific issues are causing high water levels within roadside stormwater drains. This again results in greater efficiency and most cost-effective service delivery for Mornington Peninsula Shire Council.

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"Many of our stormwater pits, especially those in flood prone areas could be checked daily or several times per day. This technology informs us quickly that there is a blockage, so we can send someone there immediately and have it removed and cleaned before further flooding and complications arise.

We are proud to be trialling this in the Yarra Ranges as an Australian first and, if the results are positive, we hope it can be adopted throughout the municipality"

- Yarra Ranges Mayor Len Cox

The Smart Drain incorporates a small solar panel on the surface of the drain, providing power to the sensor, which also uses a battery for measurements at night. This is part of Downer's Smart City Internet of Things (IoT) solution, which, when combined with Artificial Intelligence analysis, provides councils and road authorities with a new level of understanding of how assets are performing, to provide better service to customers

Downer sees potential in investing in this technology in Mornington Peninsula to assist in mitigating the issues experienced with accessing the 3,000-plus pits in easements greater than 375mm located on private properties.

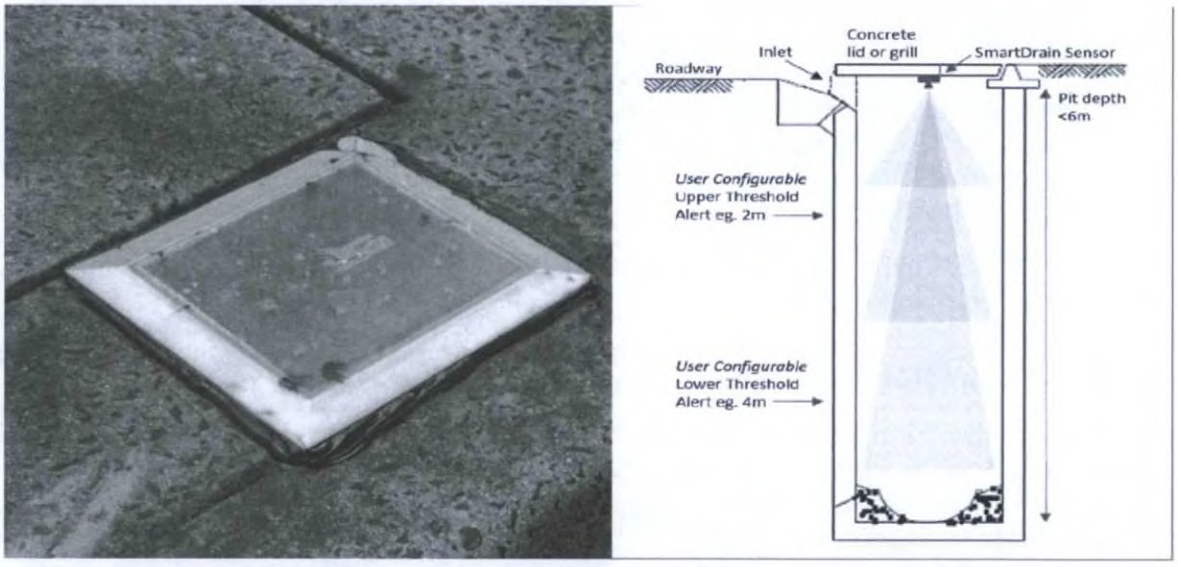


Figure 3: Downer's Smart Drain system sensor and schematic of operations

Recycling waste

Downer intends to take as much as 85% of all materials collected through sweeping and pit/pipe clearing and repurpose this into useable material. This extends our company commitment to delivering environmentally sustainable operations, and the recent opening of the Downer detritus recycling plant in Sydney. This facility is on track to redirect more than 8,000 tonnes of material from landfill per annum, turning this into valuable construction material.

Downer's Reconomy business is now in discussions with local councils in Victoria to build a second recycling plant in Victoria, which will redirect all road sweepings and drain material from landfill and repurpose this into road construction material.

While waiting for this facility to be completed, Downer will invest with our supply chain partner Vins Bins to repurpose over 83% of waste into backfill materials; this will be then on-sold through providers of landscape supplies.

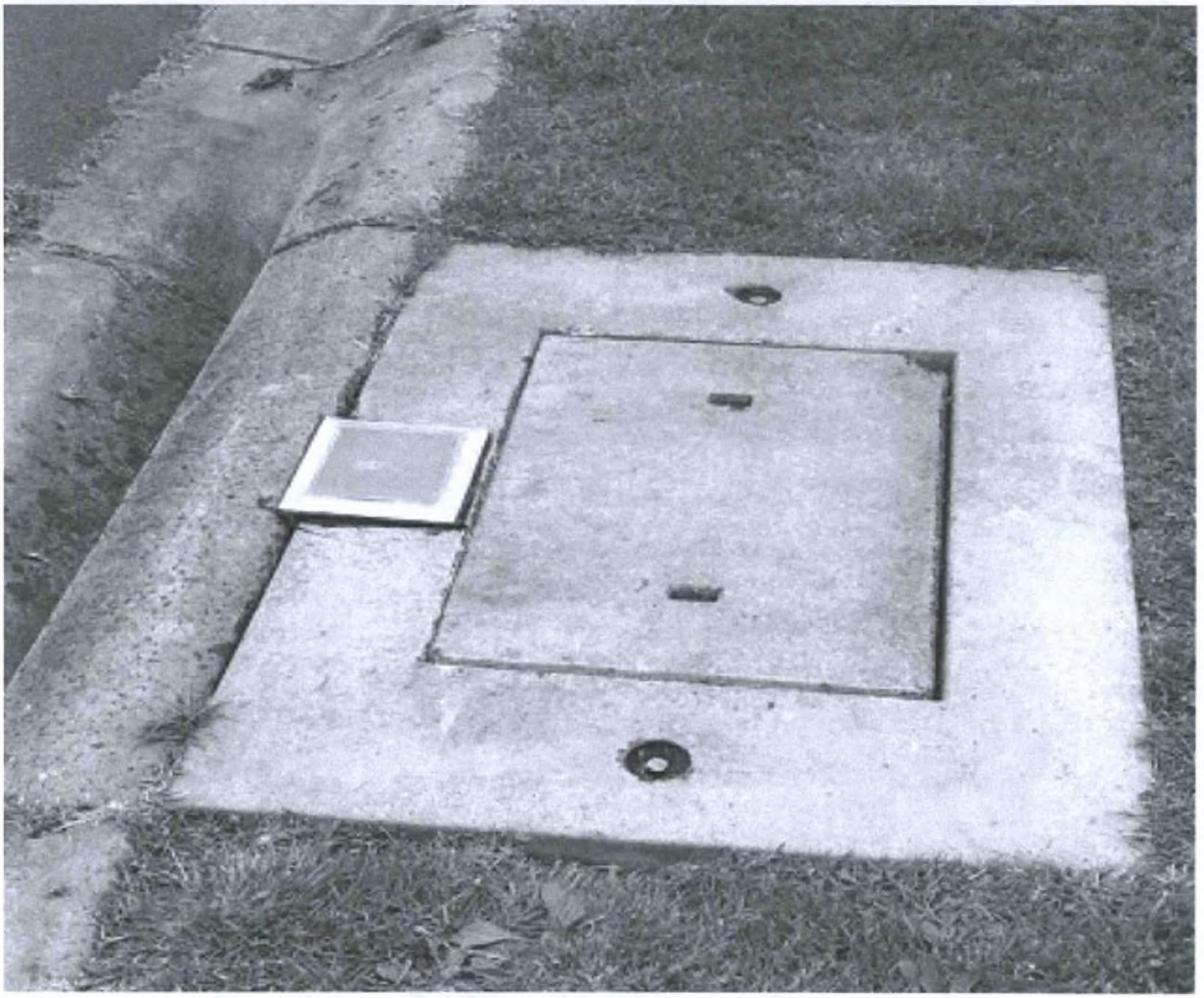


Figure 4: A Downer pit sensor, monitoring water levels to prevent flooding and expensive repairs

Downer EDI Limited
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39 Delhi Road, North Ryde NSW 2113

www.downergroup.com



Appendix S3-11 ES and E Contribution

Tender Number: 2328 | 13 June 2018

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11. Economic, Social and Environmental Contribution to the Mornington Peninsula Region

The tenderer is required to list any economic contribution which it currently makes, or would make if its tender is accepted, to the Mornington Peninsula region. This might include, for example, that the tenderer is already Mornington Peninsula-based, would establish a base in the Mornington Peninsula region if its tender is successful, uses Mornington Peninsula-based suppliers or would employ Mornington Peninsula-based staff.

If the tenderer is nominated as the preferred tenderer, the Principal may elect to negotiate amendments to the Contract to bind the tenderer to its commitments with respect to its economic contribution to the Mornington Peninsula region.

Downer is committed to investing in and supporting the local communities in which we work. We demonstrate this commitment by:

- Providing personalised service, listening and responding to residents' requests
- Procuring locally-sourced products whenever possible
- Employing workers who live in the area
- Sponsoring school and community events
- Conducting regular community engagement sessions.

We see the Mornington Peninsula as an investment, in which we work to support the local community. Since working in the Mornington Peninsula, Downer has donated and supported events including:

- Mayoral Charity Golf Day
- New Year's Eve Celebrations
- Schoolies
- Blessing of the Waters
- Australia Day Celebrations
- ANZAC Day
- The Queen's Baton Relay.

If selected as the service provider for this contract, Downer intends to continue suggesting new contributions we could make in agreement with the Mornington Peninsula Shire Council. Some of these contributions already considered include:

Upskilling Local Subcontractors and Residents

Downer demonstrates its investment in the communities in which we work by conducting regular learning and development programs, in which we upskill local businesses, subcontractors and local residents.

Through these programs Downer has developed long and valuable relationships with specialist local subcontractors and local councils, by sharing our expertise and internal training programs in project management, innovation and safety.

Downer regards our subcontractors as an extension of our business and, an extension of the local community, so supporting these people supports all.

In addition to subcontractors, Downer seeks to assist individual local residents, by employing locally and often assisting local residents with training programs designed to help the secure work or to escalate their career. Downer has enacted this program in other contracts such as the Mornington Peninsula Safer Local Roads contract.

Social and Economic Contribution

Downer provides economic support to the communities in which we work by, as much as possible, employing local residents, engaging with locally based subcontractors, and procuring products from local providers.

For this specific contract, Downer intends to establish three local bases of operation, located in Hastings, Dromana and Rosebud. These bases will inject economic support to the community by way of product procurement and employment.

As well as hiring local and engaging locally-based subcontractors, Downer invests in upskilling local providers, offering a comprehensive range of training and skills development courses for Downer-elected subcontractors.

This range of courses includes industry skills, and ready-for-work programs offered to Indigenous and disadvantaged people. On the caretaker Mornington Peninsula Cleansing and Drainage Cleaning contract, Downer has upskilled and created employment opportunities for locally-based disadvantaged people in partnership with WISE (Disability Employment Service) in Rosebud. As a result of this initiative, Downer now has one person working with us fulltime as a sanitary cleaner.

Downer is also committed to supporting women in the workforce and creating opportunities to increase the number of female employees in our industry. Downer maintains a workforce made up of more than 40% female employees for this specific contract, and seeks to increase that over the life of the contract.

Investing in People's Safety

Downer maintains a commitment to Zero Harm, for our people, and the environment. This commitment has been demonstrated with several award-winning Downer programs including Mission Possible I, in which Downer initiated a 10-meter 'no go' zone between pedestrians and working plant to avoid pedestrian / plant injuries and Mission Possible II, in which we instructed control mechanisms to prevent uncontrolled vehicle rolls.

For this specific contract, Downer has co-invested with our supply chain partners in Reverse Smart technology, to fit all road sweepers used on this contract with autonomous braking, to reduces pedestrian/plant incidents.

All these safety initiatives are highly relevant to Downer's work under this contract, in which numerous vehicles and plant work together to service this contract.

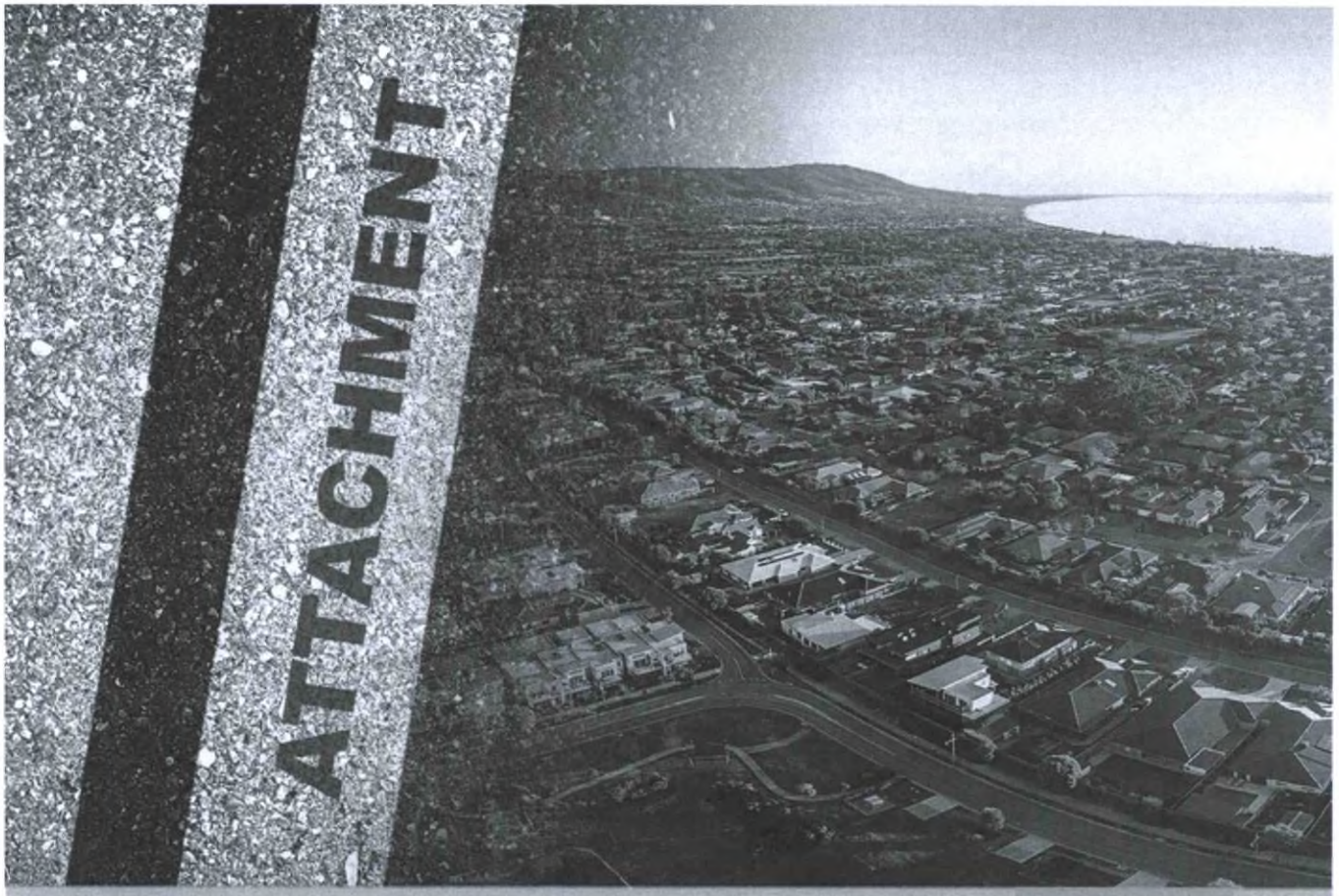
The Mornington Peninsula team have embraced these safety initiatives, and proactively adopt these controls across the network



Figure 1: Downer Mission Possible I and II, Downer's award-winning programs designed to reduce workplace injuries

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Attachment S3-8.9 Document Management Procedures

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

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Procedure

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1 PURPOSE

This procedure describes how to manage documents in Downer controlled document libraries.

2 SCOPE

This procedure applies to Infrastructure Services and Engineering, Construction and Maintenance; and Group, hereafter referred to as Downer.

The target audiences for this procedure are Process Owners, Business Group Quality Managers, and Business Systems Managers.

This procedure applies to documents in the:

- Integrated Management System (IMS) Library
- Group Document Library
- Business Group document libraries.

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Documents not in a Business Group document library must still comply with the ***Downer Group Style Guide***.

This procedure does not apply to:

- the management of records, refer to ***DA-QA-PR009 Records Management***
- the management and control of project documents, refer to ***DI-PM-PR015 Project Document Management & Control – Planning*** and ***DI-PM-PR016 Project Document Management & Control – Execution***.

3 DEFINITIONS

The following terms are used in this document and are included in ***DA-QA-RG001 Definitions Register***.

Business Group	An umbrella term for one or more operational businesses grouped along organisational structure lines rather than functional or capability lines.
Business Review	A broader consultative mechanism whereby a review by stakeholders from separate functions/ lines of business occurs when identified by the Process Owner or Originator as being impacted by the document.
Business Systems Team	The team responsible for the development and maintenance of the IMS and Group document libraries.
Controlled Document	A document which is identified by a document number in a Downer Controlled Document Library.
Document	Unless specified otherwise, references made to "documents" also refers to data. As a minimum, documents include policies, guidelines, procedures, work instructions, forms and flowcharts.
Downer Controlled Document Library	A repository for documents centrally controlled by Downer Group, or for one or more Downer Divisions or for one or more business groups, whereby documents are version controlled and need approval prior to releasing or removing from the repository.
Employee	An individual who has an employment relationship with Downer and is registered in the Downer Payroll system, including permanent, casual or fixed term employees. Contractors and contingent labour hire are specifically excluded.
Group Documents	Documents applicable to all parts of Downer and documents applicable to Group functions, both of which are approved by relevant process owners.
Integrated Management System (IMS)	The document library for all support functions, including Finance, Zero Harm, Quality, HR, and Project Management, that is designed to provide consistent process controls, meet the requirements of external standards, and link and integrate relevant core business processes.
Interlock	A documented reference to the use of/ referece to another Process Owner's document. Interlocks may be 'one-way' or 'return' in nature, whereby following the use of the interlocked to document, the referring document either ends (one-way) or continues (return) using information from the interlocked to document.

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Major Document Change	A change to a document that: ▪ causes a change to its intent or scope, e.g. process/ procedure modification, new process/ procedure/ or other document type introduced, legislative requirements changes, or a change to the applicability of a document to different parts of Downer or to different scenarios; and ▪ is not an administrative update associated with another major document change, e.g. changes to document numbers and/ or names or removing obsolete content. Communication/ training about the major document change must be provided in a way that: ▪ ensures it's impacted audience understands what they must do differently as a result of the change; and ▪ where appropriate, collects a record of attendance/ acknowledgement/ understanding or proof of competency.
Minor Document Change	A change to a document that: ▪ does not cause a change to its intent or scope, e.g. spelling and grammatical corrections, formatting or style edits, document template changes, rebranding, clarifications or cosmetic changes; or ▪ is an administrative update associated with another major document change, e.g. changes to document numbers and/ or names or removing obsolete content. Communication of the minor document change can optionally be provided or will be covered by the communication/ training provided for the associated major document change.
Peer Review	A consultative process Downer uses for reviewing new or updated documents for a Downer Controlled Document Library which includes relevant SME personnel from the function to which the document relates.
Process Compliance Matrix (PCM)	The tool used to map the Downer controlled document libraries and their process owners, as well as other data.
Process Owner	The position responsible for ensuring the establishment, maintenance and improvement of IMS related documentation to reflect the requirements of the business and other stakeholders.
Record	Provides written 'point in time' or historical information/ evidence associated with a completed activity, task, meeting, event, communication or project typically in response to a business process. A record is 'in active' and therefore does not change once it is completed. Records are usually filed and, where needed, archived or destroyed according to legislative and corporate requirements. Examples include processed forms, superseded documents, meeting minutes, emails, training records, reports and archived project documents. Refer to ***DA-QA-RI002 Definitions Document and Record*** for a more expanded and illustrated definition.
SME	Subject matter expert.

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4 REQUIREMENTS AND RESPONSIBILITY

4.1 Records Management

Records and documentation created, obtained or received using this procedure must be managed in accordance with ***DA-QA-PR009 Records Management***, and ***DA-QA-FM013 Master Records Index***.

4.2 Key Responsibilities

The following table provides additional information relating to selected roles in this procedure, as indicated in *Annex A – Document Management Flowchart*.

Role	General Responsibilities	May be performed by...
Originator	▪ Identify new/ updated documents.	any Downer employee.
Process Owner	▪ Determine if new/ updated documents are required ▪ Create/ update documents ▪ Complete document reviews, if applicable ▪ Approve new/ updated documents. The Process Owner may delegate certain steps in this procedure as appropriate.	the functional lead for the function, e.g. EGM or GM.
Quality Manager	▪ Determine suitability of new/ updated documents ▪ Release documents to the Downer Controlled Document Library ▪ Remove documents from the Downer Controlled Document Library.	different roles, depending on the Downer Controlled Document Library, e.g. GM Business Systems, Business Systems Manager, Business Group Quality Manager or Company Secretary.

4.3 Document Management Procedure Detail

This procedure may be initiated by various scenarios, which determine where the procedure commences, as indicated in the following table.

Scenario	Commencing Step
A new document or update to an existing document is required.	Step *1 Identify Document*.
A document needs to be removed from the Downer Controlled Document Library.	Step *8 Remove Document*.

Refer to *Annex B – Document Management Guidance* for additional guidance when performing steps in this procedure.

This procedure is described in the following table and is illustrated in *Annex A – Document Management Flowchart*.

This procedure is written for an individual document's creation/ update or deletion, but may be similarly applied to groups of documents.

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<table>
<tr><th>Step</th><th>Actions</th></tr>
<tr><td>1
Identify Document</td><td>The Originator:
identifies the need for a new document, or an update to an existing document
discusses the new/ updated document with the relevant Process Owner, and takes action as per the following table.
<table>
<tr><th>Discussion Outcome</th><th>If the document is…</th></tr>
<tr><td>Proceed with new/ updated document</td><td>an update to an existing document or a new document for a document type previously used by the Process Owner, the procedure continues at step 3 Create/ Update Document.
part of a new document suite or is a new document type that the Process Owner hasn't used before, the procedure continues at the next step.</td></tr>
<tr><td>Do not proceed with new/ updated document</td><td>This procedure ends. ⊗</td></tr>
</table></td></tr>
<tr><td>2
Discuss New Document Details</td><td>The Process Owner discusses with the Quality Manager the details of the new document, including as applicable:
the document type, format, and structure
any interlocks or impacts to existing documents in the Downer Controlled Document Library.</td></tr>
<tr><td>3
Create/ Update Document</td><td>The Process Owner:
creates/ updates the document, ensuring it is based on and complies with the following mandatory documents:
DA-QA-ST001 IMS Style & Template Standards, which provides general guidance on document types and style, design and writing principles, as well as detailed guidance and instructions on using the current procedure, flowchart and form templates
Downer Group Style Guide
relevant document template, as per Annex C – Document Templates
identifies any legacy documents that will no longer be used on other published Downer Controlled DocumentLlibraries, e.g. DEEMS or Works IMS, (optionally using the "Legacy Summary" tab in DA-QA-FM004 Document Change-Version-Legacy Summary, where numerous documents are involved)
refers to Annex B – Document Management Guidance for requirements and guidance on:
creating/ updating definitions
assigning the document a version number
identifies potential changes to existing documents (owned by the Process Owner or another Process Owner) as a result of the new/ updated document; and where applicable, notifies/ engages relevant process owner(s) to ensure the changes to their documents are correct and any interlocks between the documents work. Refer to the "Logical Fit and Interlocks" design principle in DA-QA-ST001 IMS Style & Template Standards for more information</td></tr>
</table>

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Step	Actions
3 **Create/ Update Document**, continued	▪ assesses the need, and engages the Learning & Development team, as appropriate, to develop new or update existing training if a new document is created or a major document change is made ▪ does ones of the following: ▪ For updates to an existing document that is a 'minor' document change, the procedure continues at step *5 Approve Document.* ▪ For a new document or update to an existing document that is a 'major' document change, the procedure continues at the next step. The Business Systems Team can provide assistance with designing/ drafting documents and using the current document templates.
4 **Complete Reviews**	4.1 Complete Peer Review: The Quality Manager must always be included in the peer review to ensure the document type, format, and structure are correct, and any interlocks or impacts to existing documents in the Downer Controlled Document Library have been correclty identified. The Process Owner: ▪ ensures the new/ updated document is peer reviewed by: ▪ selecting suitable reviewers, e.g. technical peers, functional area representatives impacted by the document, project managers, and the Client (where applicable) ▪ distributing the new/ updated document to reviewers and providing direction on what to review ▪ capturing any comments/ feedback, optionally using ***DA-QA-FM002 Document Review*** or an equivalent ▪ analysing and consolidating comments, and incorporating any agreed comments into the new/ updated document ▪ maintains a record of the completed peer review.
	4.2 Complete Business Review: Following completion of the peer review. The Process Owner: ▪ ensures a business review is completed for the new/ updated document by: ▪ identifying relevant functional and operational stakeholders and Process Owners (i.e. reviewers) to review the new/ updated document; and where applicable, other impacated documents from the additions/ changes ▪ impacted/ updated documents and associated interlocks as a result of the additions/ changes ▪ distributing the new/ updated document to reviewers and providing direction on what to review ▪ capturing any comments/ feedback, optionally using ***DA-QA-FM002 Document Review Feedback*** or an equivalent

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Step	Actions
4 **Complete Reviews**, continued	▪ analysing and consolidating comments, and incorporating any agreed comments into the new/ updated document ▪ maintains a record of the completed business review.
	4.3 Complete Quality Review: Prior to or after peer and business reviews. The Process Owner ensures the new/ updated document is quality reviewed by the Business Systems Team, which includes but is not limited to ensuring: ▪ the correct Downer logo and template is used to create the document ▪ a document number is allocated in accordance with ***DA-QA-ST002 Document Numbering Convention*** or ***DG-QA-ST001 Document Numbering Convention*** ▪ the version number of the document when released is meets the criteria in *Annex B – Document Management Guidance* ▪ if included, definitions are consistent with those in ***DA-QA-RG001 Definitions Register.***
	Next Steps: Following the completion of all reviews, the Process Owner does one or more of the following: ▪ If the document needs to be updated following the outcome of the reviews, the procedure continues at step *3 Create/ Update Document*. ▪ If the document is ready for release to the Downer Controlled Document Library, the procedure continues at the next step. ▪ If a document(s) has been identified for removal from the Downer Controlled Document Library as part of the creation/ update/ review activities, the procedure continues at step 8.
5 **Approve Document**	The Process Owner must approve the release of all documents to the Downer Controlled Document Library. The Quality Manager must approve the release of all Group documents to the Downer Controlled Document Library. The Process Owner: ▪ at their discretion, obtains approval from senior management for the new/ updated document, e.g. where the introduction of a suite of documents or system causes a significant change to business operations across one or more divisions ▪ completes and signs ***DA-QA-FM001 Approval to Release to Document Library*** (optionally using ***DA-QA-FM004 Document Change-Version-Legacy Summary,*** where numerous documents are involved) , ensuring: ▪ all updated documents are identified as a minor or major document change ▪ any legacy documents that will no longer be used are identified against the documents replacing them, optionally using the "Legacy Summary" tab of ***DA-QA-FM004 Document Change-Version-Legacy Summary*** ▪ approvals from any other "co-signatories" for the document, identified in the Process Compliance Matrix (PCM) are included or attached to the Approval to Release to Document Library.

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Step	Actions
5 **Approve Document**, continued	▪ does one or more of the following: ▪ For Group documents, sends the completed Approval to Release to Document Library to the Quality Manager for approval, along with the new/ updated document; and any records of approval or authorisation. The procedure continues at the next step. ▪ For all other documents, sends the completed Approval to Release to Document Library to the Quality Manager, along with the new/ updated document for releasing; and any records of approval or authorisation. The procedure continues at step *7 Release Document*. For minor document changes, the Quality Manager can complete and sign the Approval to Release to Document Library on behalf of the Process Owner.
6 **Approve Group Document**	The Quality Manager: ▪ reviews the new/ updated documents and any records of approval or authorisation, working to resolve any issues with the Process Owner ▪ Approves the the new/ updated documents by signing the Approval to Release to Document Library. If changes are required, the procedure may continue at any of the previous steps, as appropriate.
7 **Release Document**	The Quality Manager: ▪ checks the completed Approval to Release to Document Library and the document's version number to ensure correctness, resolving any issues with the Process Owner, if required ▪ releases the new/ updated document to the Downer Controlled Document Library ▪ updates applicable documents and registers, e.g. PCM ▪ where applicable, updates legacy respositories to point to newly released documents ▪ notifies relevant stakeholders (e.g. process owners of existing documents impacted by the release of the new/ updated document), optionally using ***DA-QA-FM003 Posting Advice for New, Amended or Removed Documents*** or an equivalent. This procedure ends. ⊗

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Step	Actions
8 **Approve & Remove Document**	When a document needs to be removed from the Downer Controlled Document Library. The Process Owner must approve the removal of all documents from the Downer Controlled Document Library. The Quality Manager must approve the removal of all Group documents from the Downer Controlled Document Library. The Process Owner: ▪ completes and signs the ***DA-QA-FM001 Approval to Release to Document Library*** ▪ obtains approvals from any other "co-signatories" for the document, identified in the Process Compliance Matrix (PCM) are included or attached to the Approval to Release to Document Library. ▪ sends the completed Approval to Release to Document Library to the Quality Manager to action.
	The Quality Manager: ▪ reviews the reason(s) for the change, resolving any issues with the Process Owner, if required ▪ ensures the change won't affect the integrity of the Downer Controlled Document Library and complies to quality, safety, and environmental management systems requirements ▪ for Group documents, approves the removal by signing the the Approval to Release to Document Library ▪ removes the document from the Downer Controlled Document Library, ensuring a copy of the superseded document is maintained for audit traceability ▪ updates applicable documents and registers, e.g. PCM ▪ notifies relevant stakeholders of the removal, optionally using ***DA-QA-FM003 Posting Advice for New, Amended or Removed Documents*** or an equivalent. This procedure ends. ⊗

4.4 Process Variations & Exceptions

4.4.1 Project/ Contract Specific Forms

The Quality Manager has the authority to amend standard forms or generate new forms to suit project/ contract specific applications, as per ***DI-PM-PR015 Project Document Management & Control – Planning***, however the following minimum requirements must be met:

- Format must utilise standard document template formats as per *Annex C – Document Templates.*
- Where information about the contract/ project is required to be included and there is no existing provision provided in the document header, the relevant/ required information must be added to the header of the document in Arial, 8pt, not bold, right aligned.
- Client logos may be added to the header, as required.
- The document must be identified by a project number as defined in ***DI-PM-PR016 Project Document Management & Control – Execution***

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- If a new project/ contract form, consider including in the Downer Controlled Document Library as a standard form. Use of the project/ contract form must be included in the project's Project Management Plan.

4.4.2 Minor Document Changes to Existing Documents

Where a major document change (e.g. the introduction of a suite of new documents) requires minor document changes to be made to existing documents (e.g. updating document references), the Quality Manager can make the required minor document changes and complete and sign the Approval to Release to Document Library on behalf of the Process Owner, ensuring the Process Owner is notified of the minor document changes.

4.4.3 Creating Non-Library Documents

To create a non-library document, optionally use ***DA-QA-TP014 Document***, which provides all the standard styles of any other document released to a Downer Controlled Document Library.

4.4.4 Transitional Arrangements

In the case of acquisitions, mergers or organisational restructures there may be a period of time where documents in Business Group document libraries do not comply with this procedure but this period should be minimised.

5 REFERENCED DOCUMENTS

POLICIES

DA-QA-PO001	Business Quality Policy

PROCEDURES

DA-QA-PR009	Records Management
DI-PM-PR015	Project Document Management & Control – Planning
DI-PM-PR016	Project Document Management & Control – Execution

STANDARDS

DA-QA-ST001	IMS Style & Template Standards
DA-QA-ST002	Document Numbering Convention
DG-QA-ST001	Document Numbering Convention

FORMS

DA-QA-FM001	Approval to Release to Document Library
DA-QA-FM002	Document Review Feedback
DA-QA-FM003	Posting Advice for New, Amended or Removed Documents
DA-QA-FM004	Document Change-Version-Legacy Summary
DA-QA-FM013	Master Record Index

TEMPLATES

DA-QA-TP001	Policy
DA-QA-TP002	Procedure
DA-QA-TP003	Procedure Flowchart
DA-QA-TP004	Procedure Flowchart Stencil
DA-QA-TP005	Form - Portrait
DA-QA-TP006	Form - Landscape

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DA-QA-TP007	Project Form – Portrait
DA-QA-TP008	Project Form – Landscape
DA-QA-TP009	Work Instruction
DA-QA-TP010	ZH Standard (Environment)
DA-QA-TP011	ZH Standard (Safety)
DA-QA-TP012	Project Document Template
DA-QA-TP013	Email Template
DA-QA-TP014	Document
DA-QA-TP023	ZH Standard (Critical Risk)

INTERNAL REFERENCE

DA-QA-RI002	Definitions Document and Record
DA-QA-RI011	Procedure Flowchart Icon Sampler
DA-QA-RI012	IMS Template Hierarchy Definition

REGISTERS

DA-QA-RG001	Definitions Register
DI-PM-RG015	Project Document Management and Control Registers

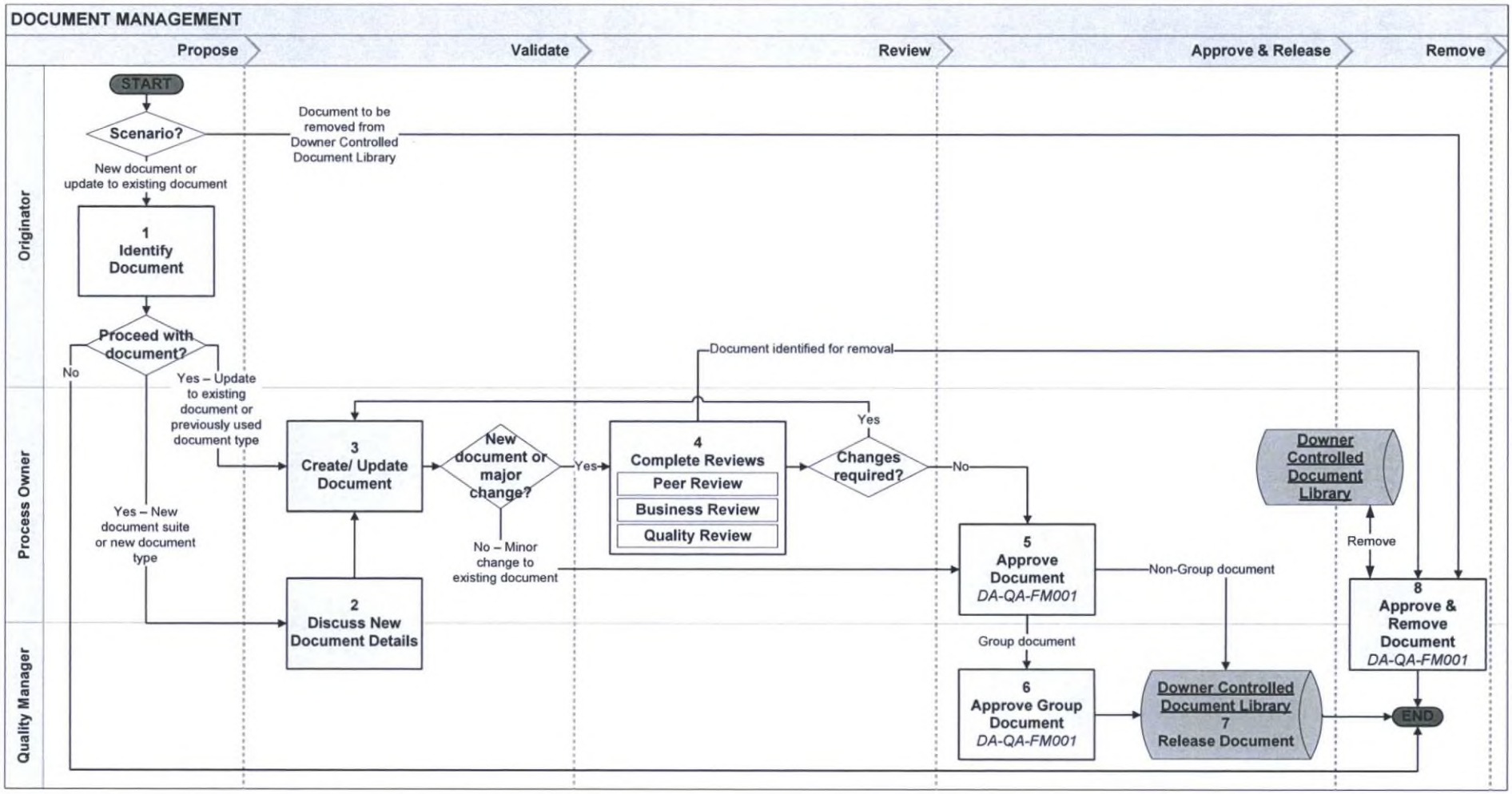
OTHER

ISO 9001 Quality Management System

Downer Group Style Guide

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ANNEX A – DOCUMENT MANAGEMENT FLOWCHART



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ANNEX B – DOCUMENT MANAGEMENT GUIDANCE

Definitions Requirements

As part of creating or updating documents, consideration of standard terminology and their associated definitions must be considered as it is a significant factor impacting document usability and common language used within Downer.

- As terms can be used by one or more functions, definitions must be adopted from those in ***DA-QA-RG001 Definitions Register***.
- Where a Process Owner believes that a definition needs to be amended, they must obtain approval from all Process Owners who use the term in their documents. This is indicated by the "Function" column in ***DA-QA-RG001 Definitions Register***, whereby "Downer" indicates all functions use the term, therefore all functional Process Owners must approve any changes to the term.
- Where an existing definition is potentially being updated, all procedures that define that term must also be reviewed for impact of changing the term and updated for consistency, as appropriate, by the person initiating the change. Relevant documents are found in the "Referenced in" column in ***DA-QA-RG001 Definitions Register***.
- The "Common Terminology" design principle and the "Terminology & Definitions" section of ***DA-QA-ST001 IMS Style & Template Standards*** must be used when creating/ updating definitions.

Any term(s) in the "Definitions" section of a document will be added to ***DA-QA-RG001 Definitions Register*** where they are:

- new terms that do not currently exist in ***DA-QA-RG001 Definitions Register***; or
- to replace an existing term and are supported by approval from all Process Owners of the functions listed in the "Function" column in ***DA-QA-RG001 Definitions Register*** term .

Peer & Business Reviews

Objectives of peer and business reviews include:

- assisting in development of new or updating of existing documents for a Downer Controlled Document Library
- focusing on content, e.g. technical, roles and responsibilities, and contractual
- using selected Downer personnel as 'Reviewers' to add value and assist the Originator to develop a draft of the document to satisfy the relevant Downer Controlled Document Library, contractual, and operational/ technical requirements
- determining if the document is "fit for purpose" and providing content for improvement
- identifying, resolving and removing agreed issues; and
- providing for quick turn-around of documents under development or amendment.

Document Identification

All documents in a Downer Controlled Document Library shall be allocated a unique identifier comprising a document number and document name.

The document identifier for each document shall follow the convention defined in ***DA-QA-ST002 Document Numbering Convention*** or ***DG-QA-ST001 Document Numbering Convention***, as applicable to the Downer Controlled Document Library.

Document Versioning & Training Record Traceability

The version number for new documents commences at 1.0.

When a document is updated, the version number will change as follows:

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Change Type	Version Number Rules
Major Document Change	Version number changes to the next whole number, e.g. from version 1.0 to 2.0.
Minor Document Change	Version number changes to the next secondary number, e.g. from version 4.2 to 4.3.
Draft Change	A draft document will take the new proposed version number followed by the identifier "Draft v0.", e.g.: ▪ The first draft of a major document change to a document with current version 1.0 will be: 2.0 Draft v0.1 ▪ The first draft of a minor document change to a document with current version 1.0 will be: 1.1 Draft v0.1

Submission of documents to the Quality Manager must ensure:

- the version number in the footer of the document(s) is the final 'to-be-published' version number, i.e. any reference to "Draft" is removed; and that the version number is the same in all sections in the document; and
- the version number is only in the footer and not included in the file name.

Version numbers and history shall be maintained in the Downer Controlled Document Library.

Training records and materials shall align to whole number versions of the parent document (e.g. 1.0 or 2.0) as they are only updated following major document changes to the parent document.

Issue of Documents

Hard Copy:

Unless maintained on a controlled document register, all printed documents are uncontrolled. The Quality Manager determines the need for controlled document distribution, and where required, ensures the following are recorded at minimum for each distribution:

- Document Type
- Document Number
- Document Title
- Version Date; and
- List of persons receiving documents.

DI-PM-RG015 Project Document Management and Control Registers or an equivalent, may be used/ adapted to maintain a record of hard copy distributions.

The Quality Manager must ensure that any changes are communicated to users.

Data Storage Devices:

Where the Downer network is not available at a specific site, the Quality Manager or delegate may export the documents from the Downer Controlled Document Library to a data storage device (e.g. CD or USB drive) for use at the site.

The data storage device is controlled by whoever creates and issues the device. The contents of the data storage device must be listed prior to issuing, as per guidance provided above for Hard Copy distributions a.

Control of Documents

Use of Electronic Documents:

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ISO 9001 Quality Management System and good business practice do not support the use of uncontrolled documents. Users should therefore not rely on the document without first checking that it is the current version by looking at the version number in the footer of the document in the Downer Controlled Document Library, and comparing it to any printed copy.

Exporting Documents:

Saving documents from the Downer Controlled Document Library onto computer hard drives is prohibited, except when required as supporting information for projects and tendering. Altering and then printing electronic documents from the Downer Controlled Document Library is strictly prohibited.

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External Documents:

External documents such as client documents (e.g. project specifications, project drawings, and industry group documents) must be stored and controlled in a manner defined by the Quality Manager.

External documents such as legislation and standards that are required to meet legal and certification requirements must be identified and their distribution controlled.

Computer Files & Data Backups

Documents within the Downer Controlled Document Library and filed on Downer servers are backed up daily.

All users of personal computers, where business critical information is applicable, must ensure that files are backed up onto a suitable data storage device.

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ANNEX C – DOCUMENT TEMPLATES

The templates in the following table are applicable to documents released to a Downer Controlled Document Library.

Document Type	Template	File Format
Policy	*DA-QA-TP001 Policy*	Microsoft Word
Procedure	*DA-QA-TP002 Procedure*	Microsoft Word
Procedure Flowchart	▪ *DA-QA-TP003 Procedure Flowchart* ▪ *DA-QA-TP004 Procedure Flowchart Stencil* ▪ *DA-QA-RI011 Procedure Flowchart Icon Sampler*	Microsoft Visio
Form	▪ *DA-QA-TP005 Form – Portrait* ▪ *DA-QA-TP006 Form – Landscape* ▪ *DA-QA-TP007 Project Form – Portrait* ▪ *DA-QA-TP008 Project Form – Landscape*	Microsoft Word
Template	*DA-QA-TP012 Project Document Template*	Microsoft Word
	DA-QA-TP013 Email Template	Microsoft Outlook
	DA-QA-RI012 IMS Template Hierarchy Definition	Microsoft Powerpoint
Work Instruction	*DA-QA-TP009 Work Instruction*	Microsoft Word
Zero Harm Standard	▪ *DA-QA-TP010 ZH Standard (Environment)* ▪ *DA-QA-TP011 ZH Standard (Safety)* ▪ *DA-QA-TP023 ZH Standard (Critical Risk)*	Microsoft Word
MS Excel Templates	Downer Group Excel template - Open Excel, the new template should open automatically. If Microsoft Excel templates are required as forms, the appropriate headers and footers must be applied as per *DA-QA-TP005 Form Template - Portrait*	Microsoft Excel

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Document Type	Template	File Format
Guide	None currently. Guides include information on one or more of the following: ▪ General information that gives background or the 'story' behind a topic or other IMS document. ▪ Guidance or additional information that assists the user in completing steps of a procedure, e.g.: ▪ Information describing other models that apply to the procedure, e.g. learning and development lifecycles. ▪ Guidance on what to consider when making discretionary decisions, e.g. at what point would you progress a harassment claim. ▪ References to other documents that may be used to assist the user in performing the procedure, e.g. samples, websites, or training resources. ▪ Volumous information that is mandatory in nature and referred to from the procedure, i.e. it must be used when completing steps of a procedure. Guides do not duplicate information covered in policies or procedures, nor do they state the requirement to use or complete forms, other tools or documents when executing the procedure. The structure of guides is flexible, whereby different types of information is included as appropriate and logical.	Microsoft Word

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Attachment S3-8.9 Environmental Inspection Checklist

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

Downer

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Environmental Inspection Checklist

Workplace / Location:		Date:	/ /	Time:	:

PERSONS INVOLVED OR CONSULTED DURING INSPECTION				
Name	Signature		Name	Signature

The inspection checklist is to be updated to be site specific. Refer to site specific Risk Registers, EMP or ZHMP.

INSPECTION CRITERIA *Scope of inspection to include contractors & subcontractors*	**C / NC / NA** *Compliant* *Not Compliant* *Not Applicable*	**IMMEDIATE ACTIONS TAKEN/ GENERAL COMMENTS**
Zero Harm Risk Management (*DA-ZH-PR028*)		
Risk assessments (SWMS/ Be A Star) on site include relevant environmental hazards and controls.		
Waste Management (*DA-ZH-ST063*)		
All sites (including car parks and compounds) are clean and litter free.		
Waste streams segregated where possible with no evidence of cross contamination.		
All bins required are supplied, labelled and covered. Easily accessible and collected regularly by a licenced waste contractor.		
All concrete washout/ waste disposed appropriately.		
Soil and Water Management (*DA-ZH-ST064*)		
All site access points are stabilised and adjoining public roads are free of mud and dirt.		
All erosion and sediment controls are correctly installed and maintained.		
No evidence of soil erosion or sediment deposition.		
Stockpiles <2 metres high, with a 2:1 or greater batter, and away from natural drainage lines.		
Temporary toilets and associated warning devices in working order.		
Water taps, hoses and pipes in working order and no evidence of leaks.		
Oil water separators in working order and emptied regularly.		
Biosecurity (Weed, Pathogen or Pest) Management (*DA-ZH-ST067*)		
Site biosecurity certification is implemented (stickers/ records).		
New infestations are not evident.		
Vehicles are washed down in a well maintained, designated wash down bay.		
Environmental Noise and Vibration (*DA-ZH-ST066*)		
All works are restricted to the specified hours of operation.		
Noise/ vibration impact controls are in place.		
Air Quality Management (*DA-ZH-ST070*)		
Dust suppression controls are implemented and there is no visible dust leaving site.		

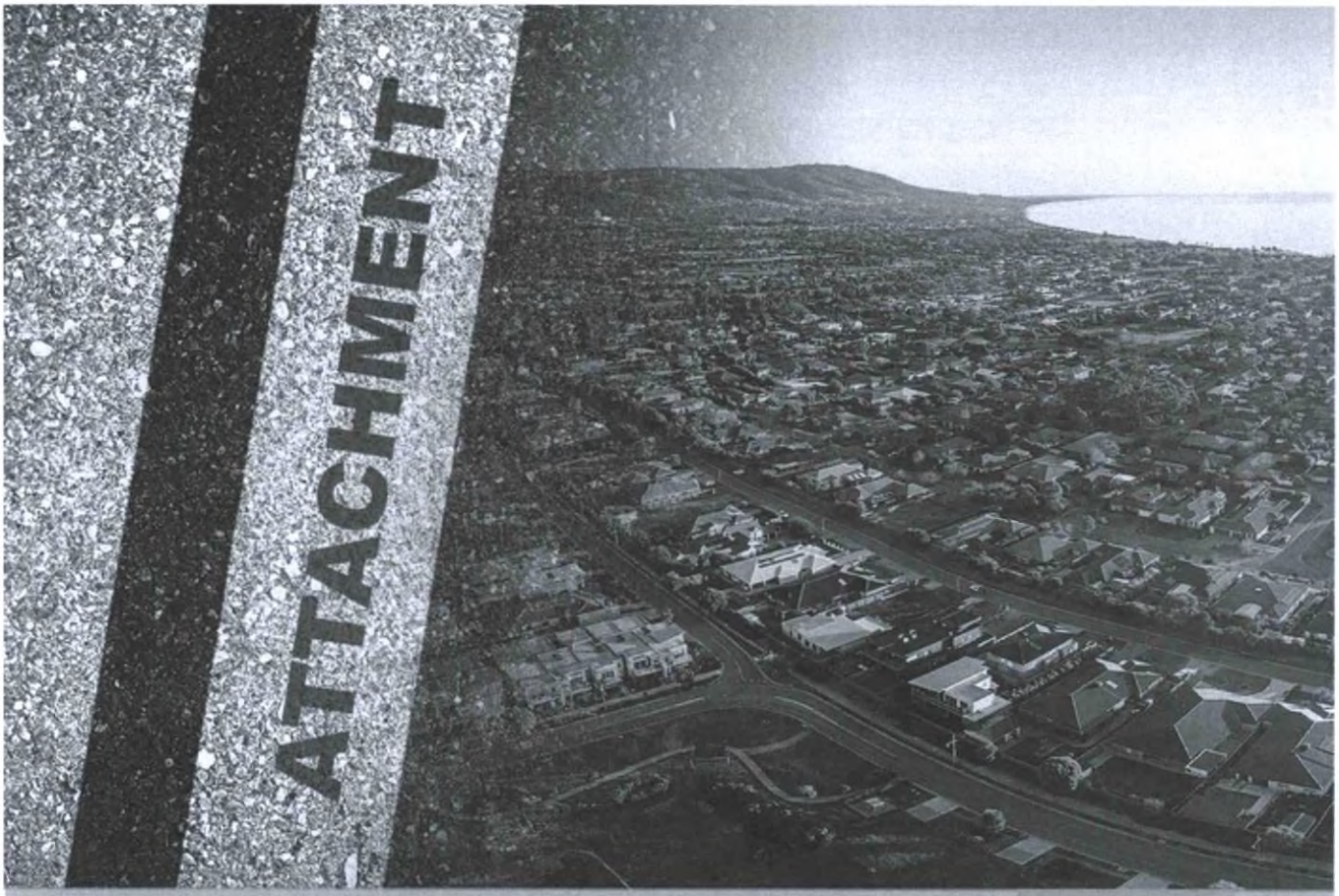
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Environmental Inspection Checklist

Vehicles/ plant transporting fill material have covered loads.		
Stack and vehicle exhausts are free from black smoke or significant visual emissions.		
Flora and Fauna Management (*DA-ZH-ST071*)		
All vegetation clearing or disturbance is approved and undertaken in compliance with permits and/ or site management plans.		
Boundary fencing/ flagging is installed to prevent access to protected areas.		
Controls in place to minimise disturbance to flora and fauna are maintained and effective.		
Disturbed/ exposed areas are stabilised and revegetated progressively.		
Heritage Management (*DA-ZH-ST076*)		
Heritage areas are known to site personnel, fenced, signed, and protected from disturbance.		
Hazardous Chemicals and Dangerous Goods (*DA-ZH-ST024*) and *DA-ZH-ST054 Hazardous Chemicals and Dangerous Goods Storage Principles and Transportation*		
Chemicals are correctly stored as per Australian Standard requirements, including appropriate segregation, minimum clearances around bulk fuel storage containers, and bunding is free of rubbish or waste water.		
All chemicals on site have a valid Safety Data Sheet. (<5 years old)		
Spill response equipment on site is relevant for works, available for all work crews, readily accessible and fully stocked.		
Drip trays are available for use during refuelling.		
Waste drums and IBC's are regularly emptied and disposed of.		
Fire Management (*DA-ZH-ST041 Hot Work*)		
Adequate firefighting equipment is available.		
Hot works permits are available and adhered to for all hot work activities.		
All fire restriction are monitored, communicated to work crews and adhered to.		
Energy Management		
All vehicles, plant (generators) and equipment (lights and appliances) not in use is switched off.		
OTHER ISSUES IDENTIFIED		
INSPECTION SIGN OFF		
Total number of corrective Actions Identified:		
Signature of Responsible Manager:		

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Attachment S3-8.9 Environmental Management Certificate

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

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QCS MANAGEMENT (P) LTD.

MANAGEMENT SYSTEMS CERTIFICATION

Certificate of Registration

Awarded to:

DOWNER INFRASTRUCTURE SERVICES AND ENGINEERING, CONSTRUCTION & MAINTENANCE

HEAD OFFICE: LEVEL 11, 303 COLLINS STREET, MELBOURNE, VIC 3004, AUSTRALIA

(This is a multi site certification, other sites are referred in annexure – A)

The Environment Management System has been assessed successfully and found to comply with the requirements of the international standard

ISO 14001:2015

Scope of Certification

DOWNER WORKS ACROSS THE FULL INFRASTRUCTURE VALUE CHAIN INCLUDING DESIGN, CONSTRUCTION, COMMISSIONING, OPERATIONS, MONITORING, ASSET MANAGEMENT, MAINTENANCE, REFURBISHMENT, RENEWAL AND REPLACEMENT

(Detail description of scope referred in annexure B)

Certificate Number : QCSMPL/INT/E/J/1130

Initial Registration date	: 01/08/2016	1ST Surveillance Audit Before: May 2017
Issue Date	: 09/09/2016	2ND Surveillance Audit Before: Feb 2018
Certificate Expiry Date	: 31/07/2019	3RD Surveillance Audit Before: Nov 2018

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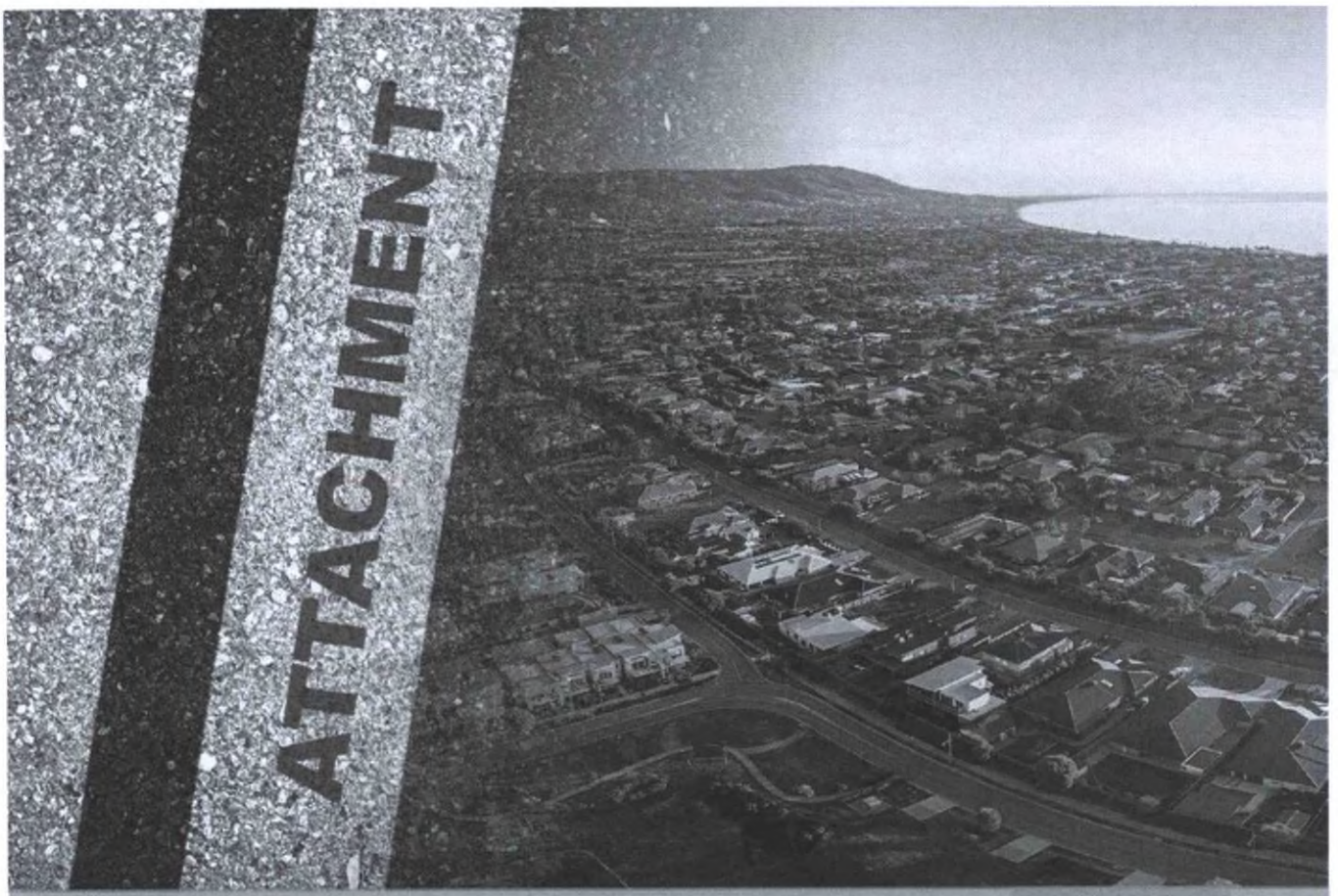
MEMBER OF MULTILATERAL RECOGNITION ARRANGEMENT IAF

I & S

Partha Bagchi
(Managing Director)

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Critical Location: QCS Management Pvt. Ltd. 37E/1(310) 2nd street, Modern Park, Santoshpur, kolkata-700075, West Bengal, India.



Attachment S3-8.9 Environmental Management Plan

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

Downer

Relationships creating success

CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN

Project or Facility Name

Contract No. Contract No.

Document Preparation & Control	Document Review
Name – Project Manager Name – Project Engineer	Name – Construction Manager
Document Approval	**Signature**
Name – Construction Manager	

Project Document Version	Date
Project Document Version Number	Date

Document Version History			
Version No.	**Date**	**Document Status**	**Brief Description of Change(s) from Previous Version**

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2. Replace any grey variable text with information as indicated, including in the document header, then removing highlighting.
3. For use in a workshop or facility not related to a project, delete the "Contract No." details above and replace all replaces to "contract number" and "project" throughout the document with the workshop/ facility details, where applicable.
4. Read and apply instructions as indicated in *blue italic text*, then delete instructions.
5. Ensure the Project Specific Requirements tables in each section are completed as prompted, e.g.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

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1 PURPOSE

This plan defines the environmental management principles, processes, procedures, systems, tools, and templates implemented for use throughout the duration of the project.

This plan is subordinate to the Project Management Plan (PMP) which has been developed to:

- satisfy the requirements of the contract; and
- support the Project Team in completing the requirements of the project.

2 DOCUMENT SCOPE

The scope of this management plan applies to Infrastructure Services and Engineering, Construction and Maintenance; and New Zealand, hereafter referred to as Downer.

This plan applies to all aspects of environmental management for the project.

The target audiences for this plan are all Downer workers, and any other relevant stakeholders.

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3 PROJECT MANAGEMENT FRAMEWORK

The Downer project management framework aligns and integrates the project functions which define the project's delivery methodologies and processes. The Project Management Plan (PMP), as a key element of the project management framework, is the integration document which identifies and details both the standard Downer project management practices, structure, and execution methods and any project specific requirements for the project.

The PMP incorporates a number of subordinate management plans which provide the specific functional detail required to successfully delivery the project, as illustrated in the following figure.

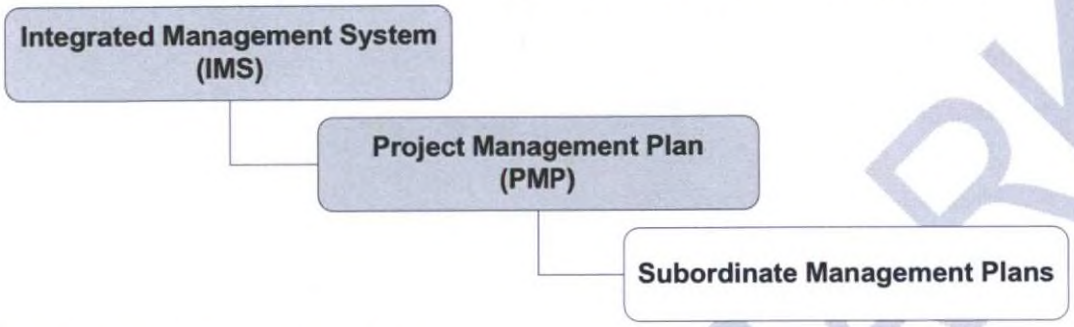


Figure 1: Project Management Plan Structure

The plans reference any IMS documents (including but not limited to, procedures, work instructions, and forms), client specific requirements, and project specific documents required to execute the project.

The PMP provides project specific details including, but not limited to, the following:

- Project information, i.e. background, project location, and project description
- Scope of work, i.e. scope of work narrative, basis of design, battery limits, and scope of services; and
- Project objectives and values, i.e. objectives, overarching principles, values, and key performance indicators (KPIs) for the project.

All positions in the Project Team have a clearly defined role and set of responsibilities that are included either in the PMP or relevant subordinate management plan. All members of the Project Team are made aware of and understand their responsibilities prior to commencing work on the project. Refer to *Annex A – Project Roles & Responsibilities* for the roles and responsibilities for environmental management.

The PMP and subordinate management plans are audited throughout the duration of the project to maintain compliance, and updated as required. Updates to the PMP and subordinate management plans are subject to the document review and approval process detailed in the PMP.

4 REFERENCED DOCUMENTS

Add/ remove references as required, then delete this instructional text.

CONTRACT AND MANAGEMENT PLANS

Document Number	Project Management Plan
Document Number	Quality Management Plan
Document Number	Emergency Preparedness Management Plan

POLICIES

DG-ZH-PO001	Environmental Sustainability Policy

PROCEDURES

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DA-QA-PR007	Internal Audits
DA-ZH-PR003	Training and Competency Management
DA-ZH-PR006	Incident Reporting and Investigation
DA-ZH-PR007	ZH Project Planning and Performance Reporting
DA-ZH-PR013	Communication and Consultation
DA-ZH-PR015	Emergency Preparedness and Response
DA-ZH-PR022	Visitor and Contractor Management
DA-ZH-PR028	Zero Harm Risk Management
DA-ZH-PR031	Zero Harm Change Management
DA-ZH-PR077	Greenhouse Gas & Energy Reporting
DA-ZH-PR116	Zero Harm Inspections and Observations
DI-RM-PR003	Project Risk and Opportunity Management
STANDARDS	
DA-ZH-ST024	Hazardous Chemicals and Dangerous Goods
DA-ZH-ST054	Hazardous Chemicals and Dangerous Goods Storage Principles and Transportation
DA-ZH-ST063	Waste Management
FORMS	
DA-ZH-FM063.1	Waste Estimation Record
DA-ZH-FM063.2	Waste Disposal Register
DA-ZH-FM067.1	Hygiene Inspection Form
DA-ZH-FM015.2	Spill Response Equipment Needs Assessment Form
DA-ZH-FM116.9	Environmental Inspection Checklist
DA-ZH-FM149.1	Vegetation Disturbance Permit
REGISTERS	
DA-QA-RG001	Definitions Register
OTHER	
10 Environmental Principles	

5 DEFINITIONS

The following terms are used in this document and are included in ***DA-QA-RG001 Definitions Register.***

CEMP	Construction Environmental Management Plan
Downer Worker	All individuals working for Downer as: employees, contingent labour hire, contractors, subcontractors, apprentices, trainees, and work experience students.
EMS	Environmental Management System

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Integrated Management System (IMS)	The documented management system for agreed operational arrangements for all support functions including Finance, Zero Harm, Quality, HR, Project Management. The IMS is designed to provide consistent process controls, meet the requirements of external standards, linking and integrate relevant core business processes.
INX InControl	The Zero Harm database used to record, investigate and follow-up events, including audits, hazards, incidents, inspections, meetings, observations, risk assessments, reviews, and suggestions.
PMP	Project Management Plan
Safe Work Method Statement (SWMS)	A document that identifies hazards associated with each step of a work process and the controls that are required to minimise risk to people, environment, and property.
Subcontractor	An individual or organisation that signs a contract with Downer to perform part or all of the obligations of a Downer contract, including the performance of work, i.e. provision of labour and/ or labour services. Examples of subcontractors include contingent labour hire, independent contractors, consultants and cartage contractors.
Zero Harm (ZH)	Health, safety, environment and community.

6 STANDARDS & LEGISLATION

6.1 Legislation & Regulatory Requirements

Downer is aware of the importance of complying with all applicable environmental measures, and where practicable, exceeds the minimum legislative and regulatory requirements. Downer's obligations include conditions of regulatory approvals as well as the generally applicable Environmental Acts and their subsidiary legislation. Downer and the Project Team monitor changes to environmental legislation through monthly updates on environmental law changes provided by EnviroLaw, and ensure compliance is maintained throughout the project's lifecycle.

Project Specific Requirements

The specific environmental legislation and standards applicable to this project are listed in the following table.

Insert all relevant legislation required for the execution of environmental management for the project in the table below. Add/ remove rows as required, then delete this instructional text and any instructional text in the table below.

Environmental Legislation
Project Specific Legislation *(e.g. works approval, review of environmental factors, licence requirements, and clearing permits).*

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Project Specific Requirements
Commonwealth Legislation
Environment Protection and Biodiversity Conservation Act 1999
Environment Protection and Biodiversity Conservation Regulations 2000
National Greenhouse and Energy Reporting Act 2007
National Greenhouse and Energy Reporting Regulations 2008
Ozone Protection and Synthetic Greenhouse Gas Management Act 1989
Ozone Protection and Synthetic Greenhouse Gas Management Regulations 1995
State-based Legislation
Australian Standards and Guidance Material
ANZECC 1992 Australian Water Quality Guidelines for Fresh and Marine Waters
AS 1940 The Storage and Handling of Flammable & Combustible Liquids
AS 2436 Guide to Noise and Vibration Control on Construction, Demolition and Maintenance Sites
AS 3780 The Storage and Handling of Corrosive Substances (similar standards exist for other classes of dangerous goods)
AS 4326-2008 The Storage and Handling of Oxidising Agents
AS/NZS 3833 The Storage and Handling of Mixed Classes of Dangerous Goods, in Packages and Intermediate Bulk Containers
IECA 2008 – Best Practice Erosion and Sediment Control
ISO 14001 Environmental Management Systems – Requirements with Guidance for Use

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7 PROJECT DESCRIPTION

To avoid duplication refer to the PMP for the project details relevant to all subordinate management plans, including but not limited to:

- Scope of Work
- Battery Limits
- Exclusions; and

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- Location.

7.1 Environmental Sensitivities Control Map

An Environmental Sensitivities Control Map must be included in in Annex C for all projects that may encounter the following:

- *Endangered Ecological Communities (EEC)*
- *known cultural heritage sites*
- *known fauna habitat to be protected*
- *watercourses, wetlands and natural springs*
- *acid sulphate soils.*

The Environmental Sensitive Control Map must include:

- *project boundaries*
- *environmental protection boundaries*
- *designated 'No-Go Zones'; and*
- *Surface water flow.*

Where an Environmental Sensitivities Control Map is not required for the project, delete this section.

The Environmental Sensitivities Control Map for the project, detailing project boundaries, environmental protection boundaries, designated 'No-Go Zones' and surface water flow, is included in *Annex C – Environmental Sensitivities Control Map*. The Environmental Sensitivities Control Map covers the:

- Endangered Ecological Communities (EEC)
- known cultural heritage sites
- known fauna habitat to be protected
- watercourses, wetlands and natural springs
- acid sulphate soils.

Include additional aspects in the list above where applicable, then delete this instructional text.

8 ENVIRONMENTAL MANAGEMENT OVERVIEW

8.1 Objectives & Targets

In consideration of ***DG-ZH-PO001 Environmental Sustainability Policy***, the Client's contractual requirements, and any identified hazards and/ or risks for the project, Downer has developed a standard set of objectives and targets that are applicable to all projects, as per the following table. These objectives and targets are managed to ensure that all identified, as well as potential environmental impacts that could reasonably be expected to occur during the construction works, fall within acceptable and agreed limits. This is achieved through pro-active environmental management planning prior to carrying out particular elements of work.

Focus Area	Objective	Target
Legal Compliance	▪ Compliance with all legal requirements. ▪ Undertake the project in accordance with environmental approvals.	▪ No regulatory infringements, including PINS and prosecutions. ▪ 100% compliance with statutory approvals.

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Focus Area	Objective	Target
Monitoring	Complete internal environmental audits in accordance with the pre-planned audit schedule.	Complete 100% of scheduled environmental audits.
Reporting	Promote a positive reporting culture. Ensure all environmental observations, hazards and near misses and incidents are entered into **INX InControl**. Ensure actions are closed out by the nominated due dates.	0 actions arising from incident overdue >30 days.
Planning	Ensure that Downer workers are provided with regular and up-to-date information on environmental aspects for the duration of the project.	Review the content of the CEMP prior to 25% of the scheduled project duration to maintain the currency of information provided to Downer workers and others.
Risk Management	Ensure that Downer workers are familiar with hazards and risks associated with the execution of the scope of work (work under contract).	The Project Risk Register, controls, and treatment plans are regularly reviewed and communicated to the Project Team in accordance with ***DI-RM-PR003 Project Risk and Opportunity Management***.
Consultation	Ensure that Downer workers are regularly consulted on matters that affect the environment.	Conduct pre-start meetings (daily), and toolbox meetings (monthly).
Training	Ensure Downer workers are provided with training to enable work practices to be undertaken that are safe and minimise risk to the environment.	All Downer workers undertake, as a minimum, the two levels of induction training, i.e. project specific induction and Downer site specific induction.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

8.2 Risk Management

Throughout the duration of the project risks are identified, assessed, and controlled using of a number of different tools.

The identification of environmental activities and the respective potential impact to the environment is determined following a review of the:

- contract and its associated environmental conditions
- consent conditions as applied by the State and Federal governments and detailed in the associated Environmental Impact Assessment (EIA) document; and
- actual scope of work and consideration of all applicable legislation, standards, and other conditions.

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Risk is managed during the project's phases (i.e. Handover & Initiation, Planning, Start-Up, Execution, and Close-Out) in accordance with the project's Project Management Plan (PMP).

The Project Risk Register details the relevant environmental aspects, their associated impacts, the mitigation control, and a rating of their significance. Refer to *Annex B – Project Risk Register Excerpt* for an excerpt of the Project Risk Register detailing the environmental risks for the project.

The significant environmental risks for the project, by risk ranking A and B inherent risks, are detailed in the table below. The procedures and control measures for the identified significant project aspects have been developed and are defined in section 14 Managing High Risk Activities

While on site, the processes, tools, and control hierarchy used to manage risk are defined in ***DA-ZH-PR028 Zero Harm Risk Management***. Risk assessments are completed as follows:

- A Project Risk Register is developed by relevant members of the Project Team, in consultation with the Client. Unless specified otherwise by the Client, the Project Team is responsible for maintaining the Project Risk Register.
- All high risk tasks are assessed by having a SWMS developed for them using the SWMS Form, as per ***DA-ZH-PR028 Zero Harm Risk Management***.
- A SWMS Register is developed for the project as per ***DA-ZH-PR028 Zero Harm Risk Management***.
- Zero Harm start-up (i.e. pre-commencement) toolbox talks are conducted to communicate key hazards, risks, and the SWMS, and are documented accordingly.
- Zero Harm pre-start and risk control assessments are conducted prior to commencing work each day.

Project Specific Requirements

- The significant environmental risks for the project are:

ID	Risk	Risk Rating	CEMP Reference

- Insert any additional project specific requirements or 'No further project specific requirements'.

8.3 Change Management

Zero Harm related changes in the workplace are managed using ***DA-ZH-PR031 Zero Harm Change Management***, which describes the change management process of:

- initiate and plan the change
- consult on the change
- approve the change
- implement the change; and
- review the change.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

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8.4 Subcontractor Management

Subcontractors comply with the requirements of the subcontract agreement, which includes the details of all environmental requirements while performing works under the control and direction of Downer.

Subcontractor personnel adopt the same responsibilities as outlined for Downer personnel, inclusive of reporting all matters relating to health, safety, and the environment.

Pre-qualification evaluation and assessment, engagement, review and on-site management and monitoring of subcontractors is undertaken as per the project's Project Management Plan (PMP) and ***DA-ZH-PR022 Visitor and Contractor Management***.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

9 TRAINING & AWARENESS

Downer recognises the importance of employee training and induction, and the critical role it plays in supporting the safe and environmentally responsible conduct of project operations.

Downer promotes the following:

- A person must not undertake an activity that pollutes, or might pollute, the environment unless the person takes all reasonable and practicable measures to prevent or minimise any resulting environmental harm.
- In determining what activities are required to be taken, the following are considered (amongst other things):
  - The nature of the pollution or potential pollution and the sensitivity of the receiving environment.
  - The current state of technical knowledge and likelihood of successful application of the activities that might be taken.
  - The financial implications of the activities that might be taken, as those implications relate to the class of person undertaking activities of the same or a similar kind.

Downer manages project activities in such a manner as to:

- minimise impact to the environmental; and
- educate personnel on their responsibilities relating to protecting the environment.

All personnel have environmental management responsibilities, and Downer ensures that these responsibilities are communicated to all personnel via appropriate environmental management training, including the initial environment induction.

9.1 Environmental Principles

Downer has established ***10 Environmental Principles*** that is a set of fundamental principles that all projects adhere to at all times. The Environmental Principles are prominently displayed on-site in communal areas and/ or on notice boards.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

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9.2 Inductions

Environmental awareness training is provided to all personnel involved with the project, including all subcontractors and visitors, via inductions, as per ***DA-ZH-PR003 Training and Competency Management.***

A project specific induction is delivered to all personnel and subcontractors highlighting the hazards specific to the site, and the controls necessary to manage them appropriately. Induction handbooks and associated training presentations may be used for the induction. Personnel are re-inducted annually. The environmental component of the induction is tailored for each group of inductees (as applicable) to ensure that specific components of work are adequately addressed. This method of environmental awareness training ensures that all personnel are aware of:

- the importance of conformance with environmental policy and procedures and the requirements of the CEMP and associated sub-plans (if applicable)
- ***10 Environmental Principles***
- the significant environmental aspects of the project works and the environmental benefits of improved work performance
- their roles and environmental responsibilities for achieving conformance with environmental policy and procedures and with the CEMP, including site emergency preparedness and response requirements; and
- the potential consequences of departure from specified operating procedures.

The project's environmental induction is valid for a period of 12 months, after such time the person undertakes refresher training.

All personnel, including subcontractors, attend inductions prior to commencing work on the project. Records of inductions are recorded in the project's training matrix.

Project Specific Requirements

The following topics are covered by the induction with the aim of instilling an understanding of the environmental impacts of daily work practices and activities, and to encourage alternative practices, where feasible:

Add/ remove topics covered by the induction as applicable, then delete this instructional text.

- Company statement
- Regulations and compliance
- Waste management
- Hydrocarbon management
- Heritage areas
- Water management
- Weed management
- Dangerous and feral animals
- Hazardous substances
- Event/ incident management; and
- Insert any additional project specific requirements. *Delete if there are no other project specific requirements.*

9.2.1 Visitor Inductions

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Subcontractors that attend site on an intermittent basis, e.g. a delivery driver, are typically inducted on a visitor basis. Subcontractors are assessed by the relevant member of the Project Team on a case-by-case situation to determine if a subcontractor is required to undertake a visitor induction or full site induction.

A visitor induction is valid for a period of 2 weeks.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

9.3 Training

Employee training and competency requirements are reviewed annually, or as an employee's role changes.

Downer maintains a database of training records and employee competencies that provides capabilities such as tracking expiry of time limited competencies and programming of training requirements.

Personnel who undertake activities with significant environmental risk complete specialist environmental training, which is conducted by Downer (with support of the Client), in addition to the environmental induction.

Specialist training includes, but is not limited to:

- erosion and sediment control principles and practise
- dust control procedures
- response in heavy rain events
- vehicle wash down procedures
- emergency response procedures; and
- hazardous materials spill response.

Selected personnel, including all plant service personnel, undertake awareness training in the correct use of spill response kits.

The Zero Harm Advisor undertakes relevant Zero Harm supervisor training as required by the Client.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

10 COMMUNICATIONS

10.1 General Communication

Achieving effective communication between all parties is critical to ensure that the requirements of this CEMP are met.

Downer uses a number of methods to communicate with employees, subcontractors, and visitors. The requirements, frequency, information, and methods of recording communication are outlined in the project's Project Management Plan (PMP), ***DA-ZH-PR013 Communication and Consultation***, and ***DA-ZH-PR028 Zero Harm Risk Management***.

Typical methods of communication on site:

- pre-start meetings

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- Zero Harm start-up (i.e. pre-commencement) toolbox talks
- Zero Harm inductions
- noticeboards
- toolbox talks; and
- environment alerts.

Pre-start and toolbox meetings include delivering key environmental messages and audit and inspection results, and communicating environmental risks for the scheduled activities.

Pre-start meetings are minuted and the minutes reviewed and signed by the meeting chairperson, and made available to all Downer workers and visitors (if applicable) on site.

The Zero Harm Manager ensures that relevant documentation is filed electronically, and hard copies made available to personnel. Hard copy documentation made available to personnel typically includes:

- the project's Emergency Preparedness Management Plan
- standard operating procedures
- work instructions
- client procedures/ policies
- fatal risk control standards
- risk assessments
- minutes of meetings; and
- copies of pertinent legislation and codes of practice.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

10.2 Dispute Resolution

Downer's dispute resolution process meets the requirements of the Work Health and Safety Regulation 2011 and is included in ***DA-ZH-PR013 Communication and Consultation***.

Other disputes raised that are not applicable to Zero Harm are managed in accordance with the project's Project Management Plan (PMP).

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

10.3 External Communication

Direct communication with the media and general public is not permitted. Any requests from the media or general public are referred to the Project Manager who takes action in accordance with the project's Project Management Plan (PMP).

All direct communication with statutory authorities is approved by the Project Manager or the Zero Harm Manager.

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The Client typically also has specific requirements relating to external communications.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11 MONITORING & CORRECTIVE ACTION

11.1 Audit & Inspection

Downer conducts internal environmental audits in accordance with *DA-QA-PR007 Internal Audits* to ensure the ongoing adequacy and effectiveness of the CEMP and **EMS**, and to facilitate continuous improvement.

Environmental audits are planned and scheduled with all other project audits, and detail the type of audit, duration, auditors (including the Lead Auditor), and dates. Refer to the project's Quality Management Plan for further information.

The findings from internal audits on the implementation of the CEMP and **EMS** for the project are provided to the Project Manager. Any client requirements for audits are also defined in the project's Quality Management Plan.

Audits are conducted by the Zero Harm Manager or nominated qualified delegate.

In addition to planned internal audits, the Project Team verifies environmental conformance to the CEMP as per the reviews in the following table and *DA-ZH-PR116 Zero Harm Inspections and Observations.*

Type of Review	Goal	Frequency
Solid Wastes	▪ Recycling where practical and economically feasible. ▪ Appropriate use of landfill site for disposal. ▪ Appropriate placement and use of site amenities.	▪ Spot checks of recycling facilities. ▪ Informal daily, formal monthly inspections
Flora and Fauna	Compliance with section *14.3 Flora and Fauna Management* of this plan.	Informal daily, formal monthly inspections
Erosion and Sediment Control Measures	Implementation, monitoring, and maintenance of all soil erosion and sediment control measures defined in section *14.6 Erosion and Sediment Control* of this plan.	Informal daily, formal monthly inspections.
Work Site Storage and Handling of Fuels, Oils, Chemicals, and Paints	Compliance with dangerous substances regulations and hydrocarbons and chemicals procedures defined in section *14.2 Hydrocarbon and Chemical Management* of this plan.	Informal daily, formal monthly inspections.
Hydrocarbon and Oil Spills	Compliance with section *14.2 Hydrocarbon and Chemical Management* of this plan.	Continuous monitoring by Environmental Advisor and/ or Site Supervisor. Spot checks of sites and formal monthly inspections

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Type of Review	Goal	Frequency
Air Quality and Dust Management	Compliance with section *14.5 Air Quality Management* of this plan.	Continuous monitoring by Environmental Advisor and/ or Site Supervisor. Spot checks of sites and formal monthly inspections
Applicable Impact Mitigation Strategies	Compliance to SWMS requirements and the CEMP.	Informal daily, formal monthly
Housekeeping	▪ Tidy work site with no litter and all waste contained in appropriate containers. ▪ Containers to be emptied and disposed of at appropriate intervals.	Informal daily, formal monthly inspections

Whenever practicable, personnel conducting an audit address identified deficiencies during the course of the inspection. In all other cases the Supervisor is responsible for ensuring action and a date for completion is assigned to each outstanding action. The Environmental Advisor monitors the progress of rectification of any outstanding corrective actions.

Results of all audits are made available to personnel via pre-start, and/ or toolbox meetings.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.2 Client Audits

Any client or third party audit requirements to verify the effectiveness of the CEMP are captured in the audit schedule as per the project's Quality Management Plan.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.3 Subcontractor Audits

Subcontractors are required to undertake audits of their work space, as communicated to the Subcontractor through the tender and contract. Compliance with this requirement is a contract deliverable and is defined in the Supplier Data Requirements. Refer to the Project Management Plan for further information on project procurement management. The environmental audit requirements are communicated to the procurement personnel for inclusion in the tender documents.

The reviews listed in the table in section *11.1 Audit & Inspection* also apply to subcontractor activities and workspaces.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific*

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Project Specific Requirements
requirements have been included above.

11.4 Compliance Tracking

Compliance tracking is undertaken on a continuous nature during construction using Downer's compliance management system **INX InControl**, which allows authorised users to:

- access the Compliance Tracking Database, Incident Reporting Database, and Complaints Register; and
- sort and evaluate the compliance status of all conditions at any time.

The Compliance Tracking Database includes a protocol to address:

- auditing requirements
- reporting requirements; and
- incident response mechanisms.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.5 Environmental Non-Compliance

Non-compliances raised by the Client and via internal project audits are registered and controlled in accordance with ***DA-ZH-PR006 Incident Reporting and Investigation*** and using **INX InControl**.

Possible non-compliances include non-compliance with the management measures outlined in this CEMP. All non-compliances are registered and controlled using **INX InControl**.

Where detected, any non-compliance or environmental impact exceeding specified limits are investigated by the Environmental Advisor to determine the extent of possible non-conformance. The non-compliance is corrected as soon as possible with necessary action taken to prevent recurrence.

All non-compliances are reported to the Client and clearly identify the corrective/ preventative actions to be taken and the close-out date.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.6 Environmental Complaints

Third party environmental complaints are managed in accordance with ***DA-ZH-PR013 Communication and Consultation***. Specifically the Environmental Advisor:

- records complaints as an incident in **INX InControl**
- investigates and verifies complaints, and assesses if excessive off-site impacts have occurred
- implements corrective measures including modification of construction methods and operational techniques to avoid recurrence or minimise ongoing adverse impacts
- completes monitoring/ additional investigations to verify the adequacy of the recommendations, as required

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- notifies the complainant of actions taken; and
- continues to monitor activity, if required.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.7 Environmental Breach

Subcontractors found to be in breach of this CEMP are managed in accordance with the subcontract under which they have been engaged.

Employees who breach the requirements of this CEMP are managed in accordance with the Workplace Relations Management processes defined in the Project Management Plan. Personnel found to be grossly negligent or commit an intentional environmental breach are removed from site and managed in accordance with the project's Workplace Relations Management processes.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.8 Reporting

Environmental performance is reported for the project in accordance with ***DA-ZH-PR007 ZH Project Planning and Performance Reporting***.

Environmental performance is reviewed and documented via minutes of scheduled project meetings utilising inputs from the Environmental Advisor, Construction Manager, and Zero Harm Manager.

As per ***DA-ZH-PR077 Greenhouse Gas & Energy Reporting***, monthly reporting for Downer includes:

- greenhouse gas and energy data; and
- waste generation and water consumption data, gathered using the Environmental Data Collection Record described in ***DA-ZH-PR077 Greenhouse Gas & Energy Reporting***.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

12 INCIDENT MANAGEMENT

In accordance with ***DA-ZH-PR015 Emergency Preparedness and Response***, the Project Team establishes an Emergency Preparedness Management Plan (EPMP) for the project which addresses all emergency response scenarios. Common types of environmental emergencies include:

- sewage spills (to land or to water)
- emulsion spills (to land or to water)
- hydrocarbon spills (to land or to water)

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- sediment discharge (to land or to water)
- unexpected finds (cultural heritage); and
- damage to heritage items or protected flora and fauna.

In the event of an incident that may have resulted in a near miss or an impact to the environment or community, Downer employees are expected to respond appropriately in accordance with ***DA-ZH-PR006 Incident Reporting and Investigation***.

The Construction Manager (or Site Manager), Supervisor(s), Zero Harm Manager and environmental personnel workshop and identify the potential for and responses to environmental incidents and emergency situations for the project. The workshop includes:

- a review of all audit findings, including external audits
- a review of the operation of environmental procedures, processes, forms, checklists, and any other documents referenced in the CEMP and sub-plans
- a review of any design or activity modifications
- a review of environmental incidents and community complaints; and
- modifications to the CEMP and/ or sub-plans, as required.

The outcomes of the workshop are registered in **INX InControl**, and any actions assigned are followed-up through to completion.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

13 DOCUMENT CONTROL & MANAGEMENT REVIEW

All project documents are generated, numbered, approved, revised, transmitted, and stored in accordance with the Document Management and Control processes defined in the Project Management Plan.

The CEMP review ensures the suitability, effectiveness, and adequacy of the CEMP. The CEMP is formally reviewed annually (as a minimum) and whenever the CEMP, risk, and/ or activities change from the scope/ content.

The review is conducted by a review team comprising the Project Manager (or delegate) and the Zero Harm Manager, and considers performance against the CEMP with respect to incident trends and findings from internal and external audits.

The Project Manager (or delegate) ensures any changes to the CEMP as a result of review/ change is communicated to personnel.

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

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14 MANAGING ENVIRONMENTAL ASPECTS

The following sub-sections detail the controls and supporting information for the environmental risk aspects for the project.

Each of the following sub-sections can be edited to include any project specific or Client specific requirements relevant to the specific environmental aspect. Alternatively, delete any of the following sub-sections as required depending on the project risk profile and the identified environmental aspects that require more detailed management. In each instance the entire sub-section should be deleted if not required.

14.1 Waste Management

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with waste management.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
DA-ZH-FM063.1 Waste Estimation Record must be completed to determine appropriate waste storage and disposal requirements.	Site Manager/ Environmental Advisor
Construction Phase	
Segregated bins will be provided for construction waste, general waste and recycling. These bins provide adequate containment considering predicted amount of waste to be generated, fire safety, pest, odour and dust control and the protection of soil and water.	Site Manager
Liquid waste, including waste items with a potential to leak, will be stored in a suitably covered, ventilated and bunded area.	Site Manager
▪ All on-site toilet systems (excluding potable portaloo type systems that are standalone or trailer mounted and sewage/ wastewater treatment plants) must be supplied and fitted with: ▪ Alarms on the waste storage tanks to indicate when storage tanks are at 90% full of volume capacity ▪ Automatic cut off valves on the potable water supply when the waste storage tanks are at 90% full of volume capacity; and ▪ Push taps (time flow taps). ▪ Ensure the volume of the potable water tank does not exceed 90% of the volume of the wastewater storage tank. ▪ Carry out daily inspections of on-site septic systems. ▪ Maintain inspection and maintenance records. ▪ Immediately report any waste water leaks, spills, or overflows regardless of volumes. ▪ Repair faulty or leaking equipment. ▪ Monitor the waste water storage tank and organise removal of liquid waste as required. ▪ Monitor the water supply tank and organise filling as required. ▪ Ensure that taps and toilets are not left running.	Site Manager

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Management Measures & Mitigation Strategies	Responsibility
Regulated waste will be stored in appropriately sealed, marked containers and in a bunded area.	Site Manager
A Safety Data Sheet for each waste that has the potential to pose a risk to health or the environment will be available to personnel exposed to the waste.	Site Manager
Waste will be removed as it accumulates and regularly from site.	Site Manager
The final destination of waste of any kind will be determined after careful consideration has been given to all available reuse and recycling options. Any waste material that is unable to be recycled will be disposed of using an authorised waste facility.	Site Manager
A waste tracking system will be implemented tracking waste to the receiving facility. ***DA-ZH-FM063.1 Waste Estimation Record*** or ***DA-ZH-FM063.2 Waste Disposal Register*** may be used for this purpose.	Site Manager
All waste will be contained or covered during transportation to prevent spillage or loss.	Site Manager
Regulated wastes will be disposed of by a waste contractor licenced to remove such waste, and include the generation and recording of appropriate transport and disposal dockets.	Site Manager
All sewerage waste will be regularly collected and transported by a transport company licenced to transport liquid waste.	Site Manager
Post-construction Phase	
All wastes will be removed from site at the completion of the project	Site Manager

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14.2 Hydrocarbon and Chemical Management

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with hydrocarbon and chemical management.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
DA-ZH-FM015.2 Spill Response Equipment Needs Assessment Form will be completed to determine appropriate spill response equipment needs.	Environmental Advisor/ Zero Harm Advisor

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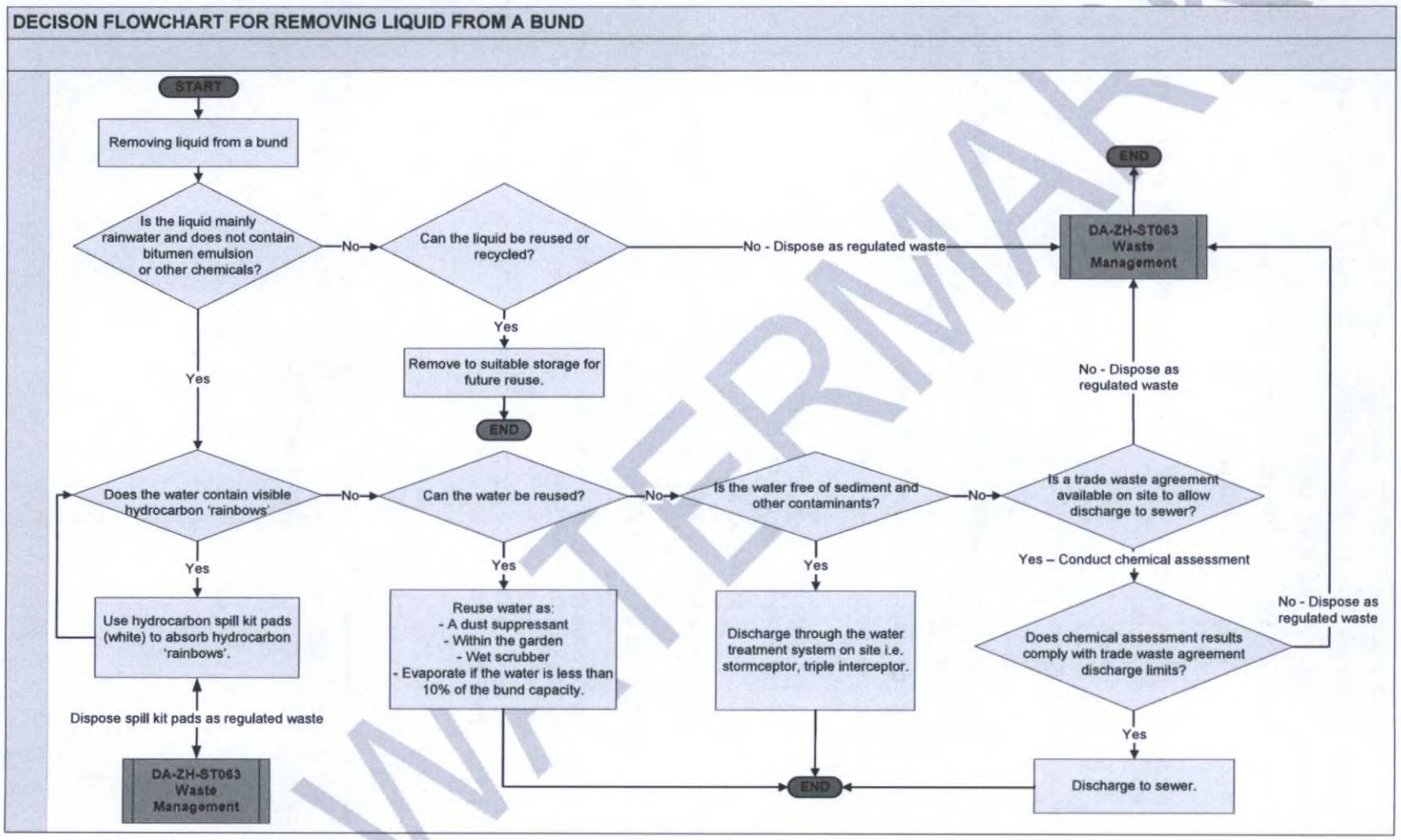
Management Measures & Mitigation Strategies	Responsibility
Construction Phase	
Hazardous chemicals will be stored in a bunded area ensuring the following requirements: ▪ Bund constructed of impervious materials. ▪ Located at least 50m from waterways or drainage channels. ▪ Contains at least 25% of the total volume stored or at least 110% of the largest container, whichever is larger. ▪ The storage vessel(s) are back from the bund wall (or shielded) to prevent jetting of the liquid outside of the bund.	Site Manager
A register and copy of SDSs of all hazardous substances and fuel and oil storages will be maintained in accordance with ***DA-ZH-ST024 Hazardous Chemicals and Dangerous Goods***.	Site Manager
Hazardous chemicals will be segregated in accordance with ***DA-ZH-ST024 Hazardous Chemicals and Dangerous Goods***.	Site Manager
For oxygen, acetylene and other compressed gases: ▪ cylinders in use will be adequately restrained (i.e. chained to a trolley or other appropriate device) ▪ full and empty cylinders in storage will remain upright and restrained to a wall (or similar) in an area away from sources of heat ▪ empty cylinders will be stored separately to those that are full ▪ cylinders of like gases will be stored together, except in the case of oxy/ acetylene secured to a trolley for use; and ▪ oxygen and fuel gasses will be stored separately from corrosive and flammable gases.	Site Manager
The disposal of hazardous chemicals and dangerous goods will be undertaken in a safe manner that complies with ***DA-ZH-ST063 Waste Management***.	Site Manager
Removal of liquid from a bund will be completed in accordance with *section 14.2.1 Decision Flowchart for Removing Liquid from a Bund* of this plan.	Site Manager
Hazardous chemicals management will be formally inspected weekly using ***DA-ZH-FM116.9 Environmental Inspection Checklist***.	Environmental/ Zero Harm Advisor
Inspection of open storage facilities will be undertaken before and after significant (>10 mm) rainfall events to ensure adequate capacity remains.	Site Manager/ Environmental Advisor/ Zero Harm Advisor

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14.2.1 Decision Flowchart for Removing Liquid from a Bund

The following flowchart has been extracted from standard *DA-ZH-ST054 Hazardous Chemicals and Dangerous Goods Storage Principles and Transportation.*



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14.3 Flora and Fauna Management

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with flora and fauna management.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
Land and/ or vegetation disturbance will not occur without an approved ***DA-ZH-FM149.1 Vegetation Disturbance Permit*** or client equivalent in place. Refer to *Annex D – Example Vegetation Disturbance Permit* for a completed example.	Site Manager
Where native flora and fauna is or has the potential to be impacted, a suitably qualified person(s) will complete an ecological assessment to ascertain quality of flora and fauna that may be adversely affected by the project/ works controlled by Downer. A 'suitably qualified person' is a person with the relevant tertiary qualification, e.g. environmental science or ecology, and the minimum amount of experience.	Site Manager
Sensitive flora and fauna areas will be highlighted in the site induction and on site control maps.	Site Manager
Construction Phase	
All clearing or disturbance of vegetation will be kept to a minimum and only with an approved Vegetation Disturbance Permit.	Site Manager
Personnel will not be permitted to intentionally feed, harass, harm, injure or kill fauna.	Site Manager
Fauna will only be handled by approved and appropriately trained fauna handlers.	Site Manager
All on the job fauna incidents and/ or mortalities will be reported and entered into **INX InControl**.	Site Manager
The establishment of access points, machinery and truck turning areas, parking areas and temporary stack sites will be determined early to minimise impact.	Site Manager
Materials will be placed on established lay down areas.	Site Manager
No spoil or stockpiles will be placed on native vegetation without approval by a suitably qualified person.	Site Manager
Protective fencing (physical barriers) and appropriate signage will be installed around native vegetation and monitored/ maintained appropriately.	Site Manager
At least one fauna escape ramp (e.g. scramble matting, ramps, ladders, or battered slopes) will be installed on each excavation that is going to remain open for longer than 24 hours. Escape ramps will not exceed 45 degrees.	Site Manager
Where long trenches (>30m) are excavated, fauna escape ramps will be installed at a minimum distance of 25m for the length of the trench. For example, a cable trench 100m in length would have four (4) fauna escape ramps installed at 25m intervals.	Site Manager

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Management Measures & Mitigation Strategies	Responsibility
End caps will be fitted to all open pipework to prevent fauna access.	Site Manager
All plant/ vehicles will be operated to minimise disturbance and spread any weeds or pests.	Site Manager
Flora and fauna management will be formally inspected weekly using ***DA-ZH-FM116.9 Environmental Inspection Checklist.***	Environmental Advisor

Project Specific Requirements
▪ The client name vegetation permit is document number and name or reference.

14.4 Environmental Noise and Vibration

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with environmental noise and vibration.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
The location of nearby residences and other sensitive land users likely to be impacted by Downer operations will be identified.	Site Manager
If nearby residences or others sensitive land users are likely to be adversely impacted, the project may require a more detailed Environmental Noise and Vibration Management Plan approved by the local regulator.	Site Manager
Construction Phase	
Work will be completed in accordance with state-based approved hours for construction noise (refer to section *14.4.1 Approved Hours of Work* of this plan)	Site Manager
All plant and equipment will be adequately maintained, kept in good operating order and operated in an appropriate and efficient manner. Any unusually noisy equipment will be investigated and rectified.	Site Manager
The hierarchy of controls will be followed to avoid/ reduce noise and vibration, where possible.	Site Manager
Vehicle reversing will be limited, where possible.	Downer workers
Environmental noise and vibration management will be formally inspected weekly using ***DA-ZH-FM116.9 Environmental Inspection Checklist.***	Environmental Advisor/ Zero Harm Advisor

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*

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Project Specific Requirements
▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14.4.1 Approved Hours of Work

The following table defines the approved hours of work for the project in accordance with state-specific guidelines as well as any addition project specific requirements mandated by the client name.

BL = Background level noise calculated or prescribed. The description, definition and calculation differ in each jurisdiction.

The following table is a guideline only, and the appropriate regulatory authority definitions and approval conditions must be referred to. It is always necessary, regardless of the legal requirement, to talk to the appropriate regulatory authority for construction projects about the management of noise and vibration. Delete the state/ references not applicable to the project and include any client specific requirements.

State/ Reference	Time of Day	Comments
QLD *Environmental Protection Act 1994 - SECT 440R*	6.30am to 6.30pm Monday to Saturday	Building works outside of these hours are permitted, as long as they do not result in audible noise at the nearest noise sensitive place.
NSW *Interim Construction Guideline July 2009*	Recommended standard hours: ▪ Monday to Friday 7.00am to 6.00pm ▪ Saturday 8.00am to 1.00pm ▪ No work on Sunday or public holidays	▪ Noise affected premises BL + 10dB(A) LAeq (15minute). ▪ Noise of 75dB(A) LAeq (15minute) represents a highly noise affected premises.
	Outside recommended standard hours	Noise affected premises BL + 5 dB(A) LAeq (15minute).

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State/ Reference	Time of Day	Comments
ACT *Noise Environmental Protection Policy 2010*	Industrial areas: ▪ 6.00am to 8.00pm Other areas: ▪ For less than 2 weeks 7.00am to 8.00pm Monday to Saturday, and 8.00am to 8.00pm on Sunday and public holidays ▪ For more than 2 weeks 7.00am to 6.00pm Monday to Saturday, excluding public holidays Road works not on a major road: ▪ 7.00am to 8.00pm on Monday to Saturday and 8.00am to 8.00 pm on Sunday and public holidays	For building work approved by a building permit.
VIC *Noise Control Guideline October 2008*	Recommended standard hours: ▪ Monday to Friday 7.00am to 6.00pm ▪ Saturday 7.00am to 1.00pm Road repairs: ▪ 7.00am to 6.00pm Monday to Saturday ▪ 9.00am to 6.00pm Sunday and public holidays	Noise Control Guideline must be followed.
	Outside standard hours: ▪ 6.00pm to 10.00pm Monday to Friday ▪ 1.00pm to 10.00pm Saturday ▪ 7.00am to 10.00pm Sunday and public holidays	Noise affected premises BL + 10dB(A) LAeq (15minute) within 18 months Noise affected premises BL + 5dB(A) LAeq (15minute) after 18 months
	Night works: ▪ 10.00pm to 7.00am Monday to Sunday	Noise must be inaudible.

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State/ Reference	Time of Day	Comments
TAS *Environmental Management And Pollution Control (Miscellaneous Noise) Regulations 2004*	Recommended standard hours: ▪ 7.00am to 6.00pm Monday to Friday ▪ 8.00am to 6.00pm Saturday ▪ 10.00am to 6.00pm Sunday and statutory holidays	Consult the relevant authority.
SA *Environment Protection (Noise) Policy 2007*	7.00am to 7.00pm, Monday to Saturday and excluding public holidays	▪ Source noise level (continuous) doesn't exceed 45 dB(A) or BL if higher; or ▪ Source noise level (maximum) doesn't exceed 60 dB(A) or BL if higher. Outside these hours or conditions, approval from the Environment Protection Authority (EPA) is required.
WA *Environmental Protection (Noise) Regulations 1997*	7.00am to 7.00pm excluding Sunday and public holidays	▪ The LA10 noise level at the sensitive premises must be below 45 decibels and 40 decibels if the noise is tonal, unless the following controls are implemented: ▪ the construction work is carried out in accordance with control of environmental noise practices set out in section 4 of *AS 2436-2010 Guide to Noise and Vibration Control on Construction, Demolition and Maintenance Sites*; and ▪ the equipment used on the premises is the quietest reasonably available. ▪ The local regulator (i.e. council/ environment regulator) may require a noise management plan to be submitted prior to carrying out work. If unsure of whether a noise management plan is required, contact the regulator for clarification.

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State/ Reference	Time of Day	Comments
	7.00pm to 7.00am including Sunday and public holidays	▪ The construction work is carried out in accordance with control of environmental noise practices set out in section 4 of *AS 2436-2010 Guide to Noise and Vibration Control on Construction, Demolition and Maintenance Sites* ▪ The equipment used on the premises is the quietest reasonably available. ▪ A noise management plan must be completed and provided to the regulator no later than 7 days before the construction work commences. The plan must be approved by the regulator's CEO prior to commencement. ▪ At least 24 hours before the construction work commences, written notice of the proposed construction work is provided to all occupiers of all premises effected by the works. ▪ Unless it was reasonably necessary for the construction work to be carried out at that time.
NT *Noise Guidelines for Development Sites June 2011*	▪ 7.00am to 7.00pm Monday to Saturday ▪ 9.00am to 6.00pm Sunday and public holidays	If *AS 2436-2010 Guide to Noise and Vibration Control on Construction, Demolition and Maintenance Sites* is followed, construction noise levels should not exceed: ▪ in residential use areas, BL plus 5 dB(A) LAeq ▪ in mixed commercial/ residential use areas, 60 dB(A) LAeq total ▪ in commercial use areas, 65 dB(A) LAeq total ▪ in industrial use areas, 70 dB(A) LAeq total. Outside of these conditions a noise and vibration plan must be submitted to the Environment and Heritage Division.

Project Specific Requirements
▪ The client name approved work hours requirements are detailed below. ▪ Insert specific noise related hours of work details.

14.5 Air Quality Management

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with air quality management.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	

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Management Measures & Mitigation Strategies	Responsibility
Areas or plant that can impact on air quality will be identified.	Site Manager
The site induction will include dust and air quality management.	Site Manager
Construction Phase	
Consideration will be given to purchase the newest available technology for any new plant and equipment procured to minimise energy use and avoid air emissions.	Site Manager
Vegetation removal and topsoil stripping will be undertaken on a campaign basis, to reduce the area of exposed ground at any one time.	Site Manager
Unnecessary vehicle movements will be eliminated by carpooling where practicable and ensuring vehicles remain on designated tracks.	Site Manager
Dust mitigation strategies will be implemented, e.g. water carts and sprinklers.	Site Manager
Visual dust monitoring will be undertaken continuously and additional controls implemented as required.	Site Manager
Emissions monitoring will be conducted in accordance with approval conditions and/ or protection licenses and permits.	Site Manager

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14.6 Erosion and Sediment Control

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with erosion and sediment control.

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Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
A site map will be completed that highlights: ▪ north point and plan scale ▪ approximate grades and directions of falls (contours 0.5m for gradients <15%, 1m for gradients 15-30% and 2m slopes >30%) ▪ site boundaries, adjoining roads and sensitive surroundings ▪ construction access points ▪ site office, car park and location of stockpiles ▪ proposed construction activities and limits of disturbance ▪ approximate location of trees and other vegetation designated "No Go Zones" ▪ existing and proposed drainage patterns and discharge points ▪ clean water diversion of upslope runoff around the disturbed areas ▪ location and details of proposed erosion and sediment control measures ▪ location of stockpile areas, including topsoil storage, protection and reuse methodology; and ▪ creek crossings and mitigation controls.	Site Manager
Construction Phase	
The smallest possible area of land disturbance will only be exposed for the shortest possible time by: ▪ rehabilitating disturbed areas quickly (as required by local guidelines) ▪ limiting vehicle movement to existing tracks ▪ maintaining access tracks in sound condition to limit the likelihood of vehicles not using the track ▪ diverting clean water around stockpiles, hazardous substances storage areas etc. ▪ where possible, limiting the height of stockpiles to less than 2.5m and battering the sides to 2:1 or flatter; and ▪ where possible, covering stockpiles or seed stockpiles with sterile seed.	Site Manager
Drip trays and spill kits are essential and will be in place when using mobile refuelling locations.	Site Manager
A drain warden, mesh and gravel inlet filter, geotextile inlet filter, sandbags or other locally approved method to cover drains/ water inlets will be used to reduce the sediment load.	Site Manager
Erosion and sediment controls will be formally inspected weekly using ***DA-ZH-FM116.9 Environmental Inspection Checklist***.	Zero Harm Advisor

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*

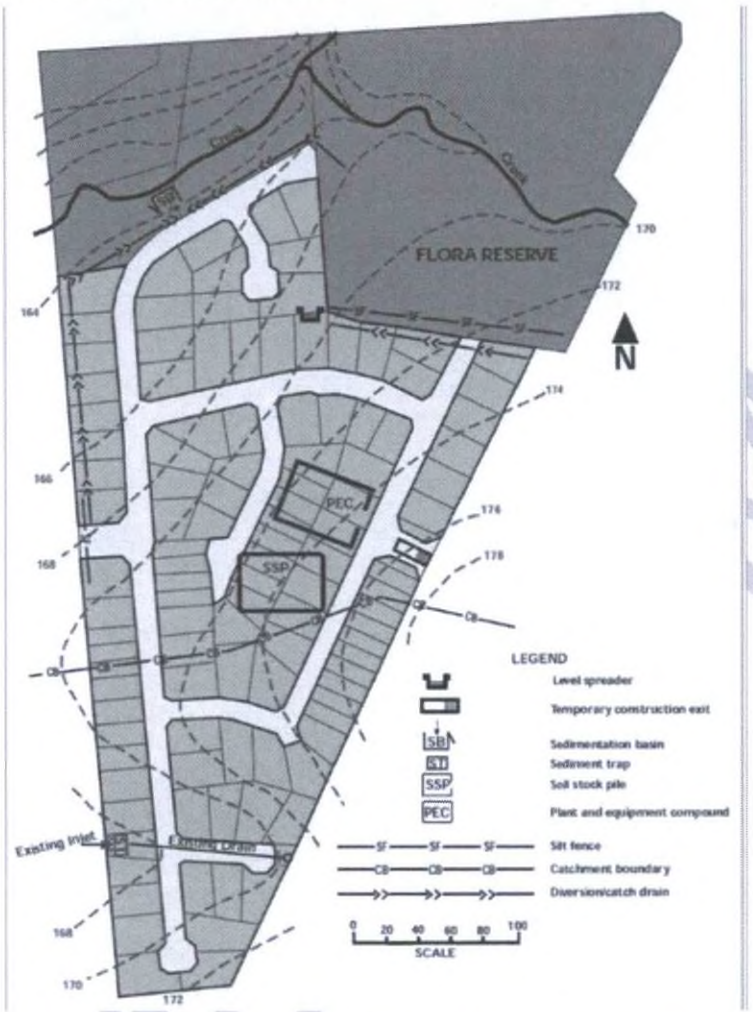
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Project Specific Requirements
▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14.6.1 Erosion and Sediment Control Map

The following is an example map only. Remove and insert the relevant erosion and sediment control map for the project, then delete this instructional text.



14.7 Greenhouse Gas Management

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with greenhouse gas management.

Management Measures & Mitigation Strategies	Responsibility
Construction Phase	
Opportunities to reduce energy usage and associated greenhouse emissions will be identified.	Site Manager

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Management Measures & Mitigation Strategies	Responsibility
All plant and equipment will be maintained to ensure that maximum operating efficiency can be attained.	Site Manager
Energy usage will be reviewed in accordance with procedure ***DA-ZH-PR077 Greenhouse Gas and Energy Reporting***.	Site Manager
Site energy usage will be monitored and monthly reports provided to the Client in accordance with NGER requirements.	Zero Harm Advisor

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14.8 Cultural Heritage

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with cultural heritage.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
▪ When planning a high impact activity such as ground disturbance, compaction, vibration, or disturbance to trees, it will be determined if a heritage site could be impacted upon. ▪ The land owner, the local Aboriginal authority, and the local government authority will be consulted, and a national and state-based search will be completed.	Project Manager
Construction Phase	
The location of the known heritage sites and artefacts will be displayed and communicated.	Site Manager
All known heritage sites and artefacts will be protected using exclusion fencing, or a similar physical barrier.	Site Manager
The location of the heritage sites and artefacts will be communicated to all personnel in accordance with ***DA-ZH-PR013 Communication and Consultation***.	Site Manager
The removal or destruction of a known heritage site will not occur unless in accordance with a permit or other approval from an appropriate regulatory authority.	Site Manager
Cultural heritage management will be formally inspected weekly using ***DA-ZH-FM116.9 Environmental Inspection Checklist***.	Zero Harm Advisor

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Management Measures & Mitigation Strategies	Responsibility
▪ If unknown suspected heritage sites or aboriginal artefacts are found during the course of works, work in the area will immediately cease, the area barricaded, and the project's emergency plan implemented to limit potential impacts. ▪ Heritage stakeholders will be liaised and cooperated with, and works will not recommence without further instructions. ▪ If an adverse unintended result occurs to known significant sites, procedure ***DA-ZH-PR006 Incident Reporting and Investigation*** will be implemented immediately.	Downer workers

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14.9 Biosecurity

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with biosecurity.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
Where a biosecurity risk is present on or adjacent to the site, a suitably qualified person(s) will complete a survey and assessment. A 'suitably qualified person is a person with the relevant tertiary qualification, e.g. environmental science or ecology, and the minimum amount of experience.	Site Manager
Construction Phase	
The location of biosecurity risks and control requirements will be communicated to all personnel in the site induction.	Site Manager
Where necessary, biosecurity management signs will be erected at strategic locations prior to any construction or clearing to restrict access to infested areas and ensure personnel use designated access tracks.	Site Manager
Where a biosecurity threat is detected or suspected, it will be demarcated, avoided and/ or treated as per the most recent information available from the relevant state biosecurity or agriculture department.	Site Manager
Where applicable, all vehicles and machinery will be thoroughly washed to remove all soil/ mud and plant material prior to entering site. It is recommended that this requirement is included under special conditions of the contract (where not already included) and provide ***DA-ZH-FM067.1 Hygiene Inspection Form.***	Site Manager

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Management Measures & Mitigation Strategies	Responsibility
Biosecurity management will be formally inspected weekly using ***DA-ZH-FM116.9 Environmental Inspection Checklist.***	Site Manager

Project Specific Requirements
▪ Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.* ▪ After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

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ANNEX A – PROJECT ROLES & RESPONSIBILITIES

The Project Manager works with the relevant functional managers and human resources personnel to ensure adequate resources are in place for the project, as per the project's Project Management Plan (PMP).

The Project Manager ensures that the specific roles, inter-relationships, and lines of reporting for the project are defined in the project's organisational structure, and may assign:

- an individual to a specific role
- the responsibilities for the specific role to themselves; or
- the responsibilities for the specific role to other project team members.

Refer to the PMP for further information.

Project Manager

Typical Responsibilities

- Visibly committing to and implementing environmental practices as defined in the CEMP.
- Overseeing site occupation and project delivery compliance to the CEMP, and ensuring environmental records are maintained and made available upon request to government agencies.
- Reporting project environmental status and environmental incident to the Client.
- Reviewing and participating in environmental incident investigations and nominated corrective measures.
- Attending project and environmental meetings.
- Participating in environmental audits.
- Initiating environmental reviews with the Environmental Advisor to facilitate continual improvement.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

Construction Manager

Typical Responsibilities

- Ensuring environmental works are carried out in accordance with the CEMP and applicable sub-plans, and Downer procedures.
- Co-ordinating and facilitating SWMS activities for their area of responsibility.
- Ensuring all personnel, including subcontractors and visitors, undertake project defined induction and training, and are aware of any evacuation and emergency procedures.
- Reporting environmental incidents to the Project Manager and the Environmental Advisor as they are identified.
- Consulting and liaising with the Client on environmental matters, and informing the Environmental Advisor of any issues.
- Ensuring daily and weekly environmental inspections are carried out and actions identified are implemented immediately.
- Participating with the Environmental Advisor in the investigation of incidents in their area of responsibility.
- Ensuring environmental issues are raised at site toolbox meetings.
- Participating in emergency response as part of the Emergency Response Team.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

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Site Supervisor

Typical Responsibilities

- Ensuring environmental works are carried out in accordance with the CEMP and applicable sub-plans, and Downer procedures.
- Reporting environmental incidents to the Project Manager and the Environmental Advisor as they are identified.
- Participating with the Environmental Advisor in the investigation of incidents in their area of responsibility.
- Ensuring environmental issues are raised at site toolbox meetings.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

Environmental Sustainability Manager (Governance Role)

Typical Responsibilities

- Providing senior support to the Project Manager and Environmental Advisor/ Zero Harm Advisor to ensure environmental works are carried out in accordance with the CEMP and the respective sub-plans, and Downer procedures.
- Conducting periodic reviews and audits to verify compliance with this plan.
- Providing technical support to site staff.
- Assisting in the investigation of any incidents.
- Consulting, as necessary, with the Client on environmental matters.

Project Environmental Manager or Zero Harm Manager

The project team organisational structure will include a Project Environmental Manager or Zero Harm Manager as defined in the Project Management Plan.

Typical Responsibilities

- Providing senior support to the Project Manager and Environmental Advisor to ensure environmental works are carried out in accordance with the CEMP and applicable sub-plans, and Downer procedures.
- Providing technical support to site staff.
- Assisting in the investigation of any incidents.
- Consulting with the Client on environmental matters, as required.
- Maintaining effective Zero Harm systems in the field by developing maximum employee and subcontractor participation.
- Participating actively in project team Zero Harm meetings.
- Assisting in achieving zero environmental incidents for the project.
- Maintaining a useable library of environmental documentation.
- Undertaking weekly and monthly environmental inspections across all areas of the site and presenting alerts or findings at toolbox meetings.
- Undertaking regular system/ project environmental audits and producing high quality environment audit reports.
- Provide environmental guidance in resolving issues with a view to continuous improvement and elimination of any environmental incidents.

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- Co-ordinating and delivering environmental training, including for environmental management, spill response, and spill prevention.
- Assisting field personnel in the development of project specific documentation, e.g. SWMS.
- Assisting in the preparation of the Project Risk Register and the environmental induction of project personnel.
- Monitoring and reporting on energy, greenhouse gas and waste management, including sewage disposal.
- Being familiar with and implementing the requirements of the Client's CEMP, as required.
- Being familiar with and implementing the requirements of this CEMP, as required.
- Complying with any regulations or statutory obligations for environmental management.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

Environmental Advisor/ Zero Harm Advisor

Typical Responsibilities

- Visibly committing to environmental procedures and instruction, and maintaining environmental records defined within this CEMP.
- Reporting to the Environmental Manager, Zero Harm Manager, Project Manager, and Construction Manager on environmental issues, as required.
- Providing environment planning (inclusive of impact mitigation measures) and discipline technical support to the Project Manager and project team.
- Assisting the Construction Manager/ Environmental Manager in providing environmental training and inducting all site personnel, including subcontractors and visitors.
- Providing environmental input to the formulation of SWMS, as required.
- Consulting and liaising with the Client on environmental matters, including compliance with all regulatory requirements.
- Resolving and/ or facilitating solutions to site environmental issues and problems.
- Liaising with relevant regulatory authorities and stakeholders, as required.
- Reviewing and participating in environmental incident investigation, and nominating corrective measures.
- Carrying out environmental inspections.
- Initiating environmental reviews with the Project Manager and facilitating continual improvement.
- Directing the workforce (in consultation with the Project Manager) to stop work in order to achieve compliance with the environmental requirements of the head contract, as covered in the CEMP and applicable sub-plans, or to prevent environmental damage.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

Downer Worker

Typical Responsibilities

- Visibly committing to environmental procedures and instruction.
- Completing required inductions as specified in this CEMP.
- Participating in the formulation of SWMS.

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- Implementing environmental controls as detailed in inductions, SWMS, all aspects of this CEMP and applicable sub-plans, compliance documents, procedures, and standards.
- Reporting environmental incidents and issues to the relevant Supervisor or to the Environmental Advisor.
- Using equipment provided to reduce environmental hazards or emissions.
- Participating in daily and weekly environmental inspections.
- Contributing to the overall project goal for zero environmental impacts and incidents by making suggestions for improvement where identified.
- Complying with all aspects of this CEMP and all associated compliance documents, permits, procedures, and standards.
- Conducting risk assessments and providing SWMS to Downer prior to construction.
- Undertaking induction(s) as defined by this CEMP and complying with project environmental instructions.
- Providing to Downer details of all hazardous substances, contained within Safety Data Sheets (SDS), proposed for use in subcontractor scope.
- Providing other environmental related data to Downer as defined by this CEMP, including data for NGER, waste generation, and water consumption.
- Attending site meetings when requested.
- Reporting, investigating, and implementing corrective measures arising from associated environmental incidents.
- Attending environmental training and awareness sessions.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

Zero Harm Administrator

Typical Responsibilities

- Reporting to the Environmental Manager, Zero Harm Manager, Project Manager, and Construction Manager on environmental issues, as required.
- Visibly committing to environmental procedures and instruction, and maintaining environmental records defined within this CEMP.
- Providing administrative support to the environmental team, specifically:
  - **INX InControl** administration
  - inductions and registrations
  - audit and inspection results
  - incident reports; and
  - verification of competency (VOC) and training record updates.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

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ANNEX B – PROJECT RISK REGISTER EXCERPT

Insert an excerpt from the Project Risk Register detailing the environmental risks for the project, then delete this text.

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ANNEX C – ENVIRONMENTAL SENSITIVITIES CONTROL MAP

Where applicable, insert the project's Environmental Sensitivities Control Map, then delete this text.

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ANNEX D – EXAMPLE VEGETATION DISTURBANCE PERMIT

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Vegetation Disturbance Permit

Project Name
Project Document Number & Version: Project Document Number & Version Number

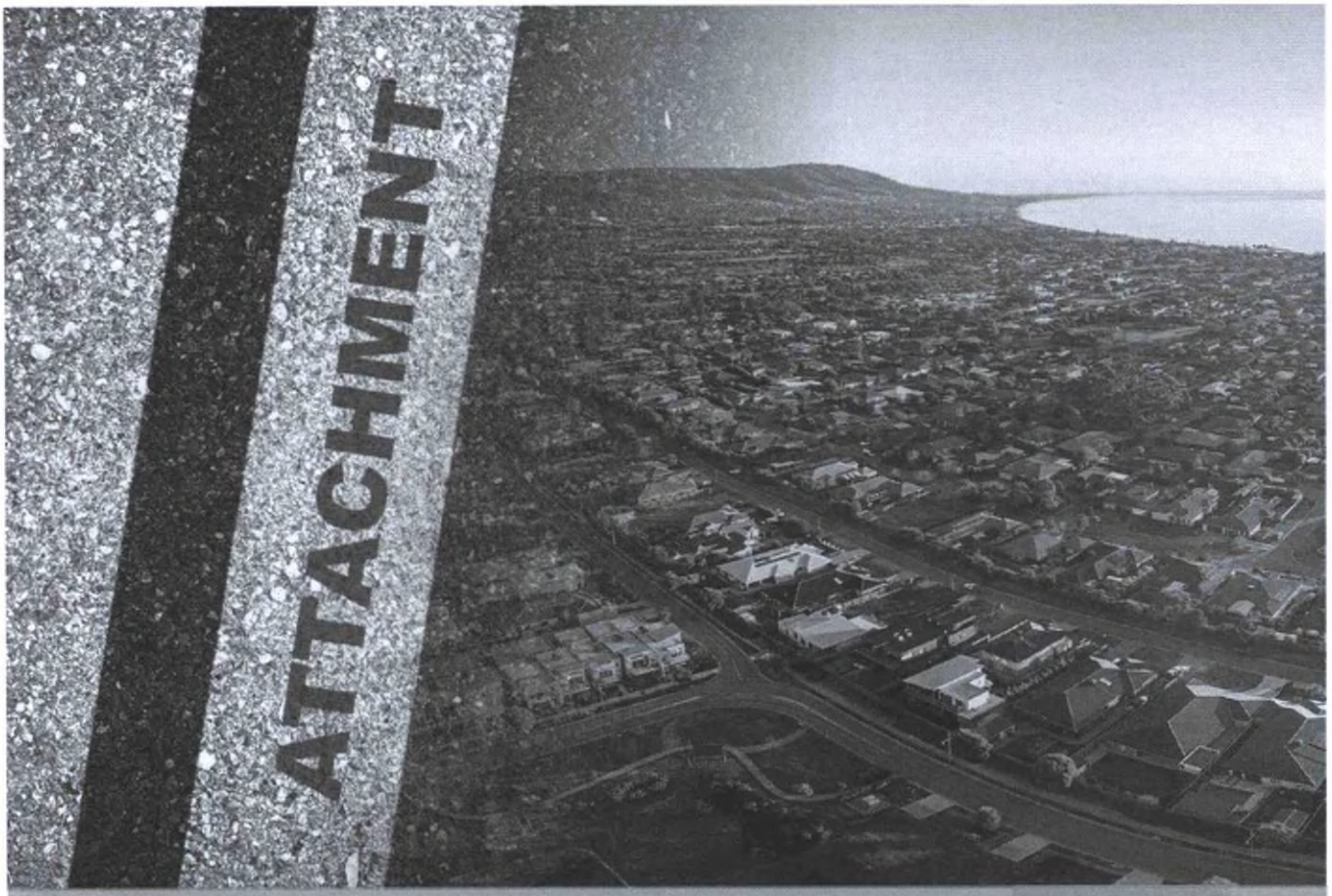
FORM HANDLING INSTRUCTIONS
▪ Use this permit where a hold point for a vegetation disturbance is nominated and agreed to by the project during the project's Planning phase, unless an alternative or equivalent land and vegetation disturbance procedure is mandated by the Client. ▪ For further information on vegetation disturbance, refer to ***DA-ZH-ST149 Vegetation Disturbance***

SECTION 1 – WORK DETAILS & PERMIT VALIDITY – WORK SUPERVISOR OR SITE ENGI			
Date Requested:		Name:	
Project Name:		Map Attached?	Yes ☐
Company:			
Permission is requested to disturb the following area:			
Purpose of disturbance?			

SECTION 2 – PERMISSIBILITY – ENVIRONMENT OFF ERO H OFFICER			
Consideration	**Y**	**No**	**Requirement**
Has the area to be disturbed been inspected?			
Is the disturbance consistent with the project's planning and consent conditions and legislative requirements?	☐		

SECTION 3 – ENVIRONMENTA SSE CONTROLS – ENVIRONMENT OFFICER OR ZERO HARM OFFICER			
Consideration	**Yes**	**No**	**Comment/ Requirement**
Is an ecological pre rance survey required as per plan approvals and or permit	☐	☐	*Include pre-clearance survey reference.*
Are there any specific st lder notificatio ocedures that to be followed?	☐	☐	
re there additional uirements from p or crown pr rty owners?	☐	☐	
a require for bioseurity/ control w he disturbance a refer ***-ZH-ST067 Bio anagement.***	☐	☐	
Has an e sion and sediment control plan (site advisory sheet) been prepared for the activity? Refer to ***DA-ZH-ST064 Soil and Water Management.***	☐	☐	*Include site advisory sheet reference.*

EXAMPLE



Attachment S3-8.9 Environmental Sustainability Policy

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

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ENVIRONMENTAL SUSTAINABILITY POLICY

Downer is a leading provider of services to customers in global markets including Transportation, Energy and Resources, Industrial, Infrastructure and Commercial Services, and Facilities.

Our goal is to...

- minimise the short and long term impact of our activities on the environment and local communities through responsible environmental sustainable management within design, planning, delivery, construction, manufacturing and operation;
- promote a positive culture through implementing initiatives that foster sustainable innovation; and
- optimise our products and services to relentlessly improve our environmental sustainability performance and improve the sustainable use of natural resources.

We commit to ...

- complying with relevant environmental legislation, appropriate industry guidelines and standards, customers and regulatory agency requirements;
- implementing responsible resilient work practices that minimise the impact on local communities;
- implementing and maintaining an environmental management system consistent with International Standard AS/NZS ISO 14001 which integrates requirements throughout the overarching operational systems;
- establishing, monitoring and reviewing environmental sustainability objectives and targets and identify opportunities to improve our environmental sustainability;
- evaluating the performance, effectiveness and compliance of our environmental management systems through regular audits and reviews;
- implementing effective controls to identify, evaluate, eliminate or reduce adverse environmental risks from our work activities;
- take all practical steps to prevent pollution and protect biodiversity and ecosystems;
- driving innovation to identify sustainable supply chains, reduce operational energy, waste, and water consumption, reduce emissions, and mitigate climate change;
- procuring goods and services to minimise environmental risk and maximise environmental sustainable opportunities and benefits for the total life cycle;
- providing education, training and encouragement to our workforce, and business partners to understand their responsibilities for the implementation of environmental sustainability principles and practices; and
- displaying this policy, making it publically available and sharing it with interested parties.

I & S

Grant Fenn
CEO and Managing Director

I & S

Steve Killeen
CEO New Zealand

I & S

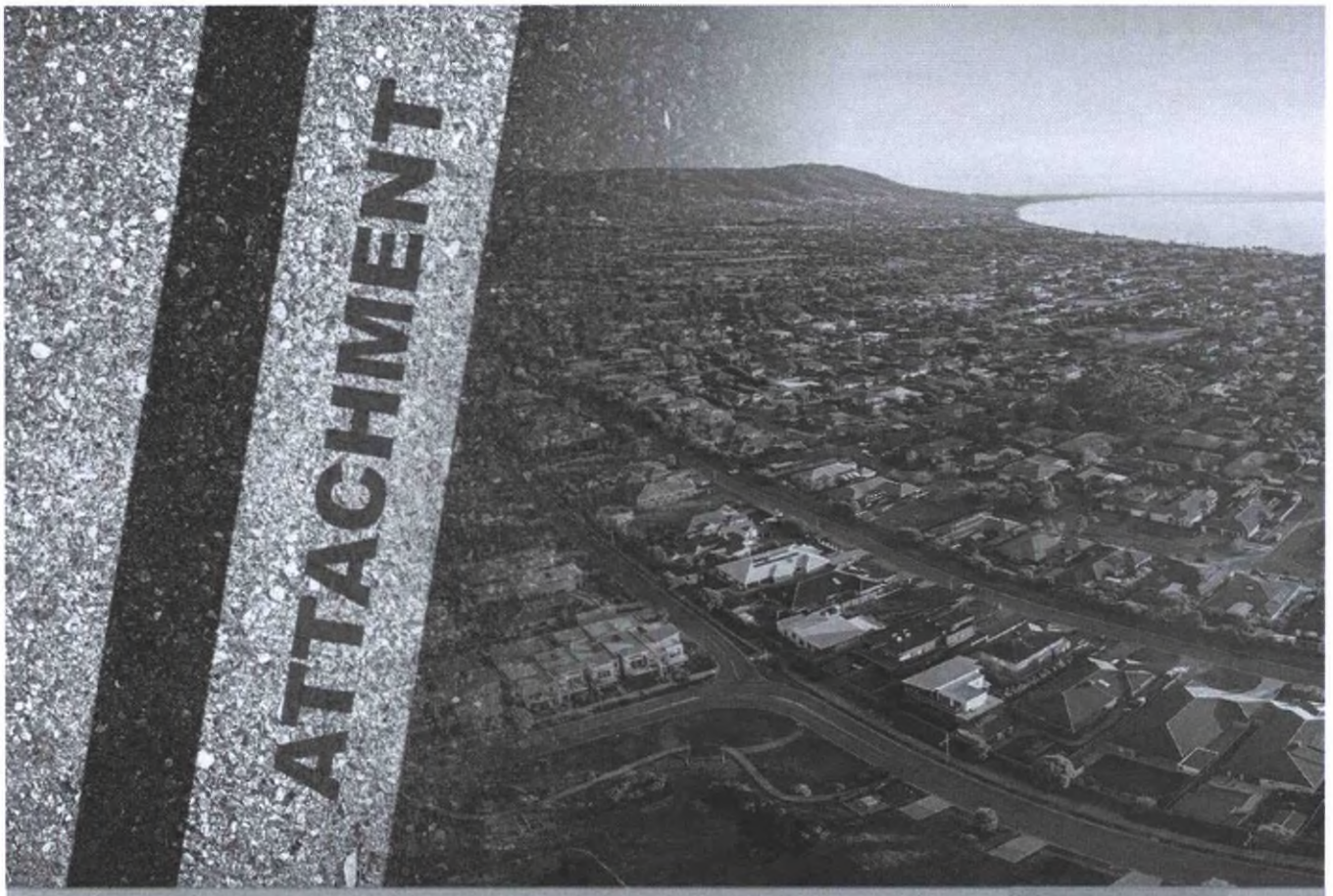
Sergio Cinerari
CEO Infrastructure Services

I & S

Brendan Petersen
CEO Mining, Energy and Industrial Services

I & S

Dana Nelson
CEO and MD Spotless



Attachment S3-8.9 Record Management Procedures

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

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Records Management

Procedure

1 PURPOSE

To define processes and responsibilities for record management including creation, receipt, maintenance, use and disposition of records.

2 SCOPE

This procedure applies to all Downer Australia (DA) records generated through the use of the Integrated Management System (IMS) whether hardcopy or in electronic form.

Transitional Note: This procedure supersedes ***MS036 Records Management*** in the **Works IMS**, ***E-DC-P01 Documentation and Archiving*** in the **DEEMS**, ***PG-QA-P8 Records Management*** in the **CPGR IMS** and ***DCT-MSP-016*** in the **Emerging Sectors IMS**.

3 DEFINITIONS

Functional Manager	Manager / leader across cross-functional roles that has responsibility for overseeing core business functions and services, comprising; ▪ Commercial & Risk; ▪ Project Management; ▪ Finance and Administration; ▪ Business Services; ▪ Procurement; ▪ Human Resources; ▪ Zero Harm; ▪ Quality

4 REQUIREMENTS AND RESPONSIBILITY

4.1 General

The management of records is essential for Downer Australia (DA) to protect and preserve records as evidence of actions. Records enable DA to:

- Meet legislative and regulatory requirements including archival, audit and oversight activities,
- provide protection and support in litigation including the management of risks associated with the existence of, or lack of, evidence of organisational activity,
- demonstrate evidence of conformance to the prescribed arrangements in the DA **IMS**,
- demonstrate evidence of ongoing adherence and compliance to the DA **IMS**,
- protect the interests of the organisation and the rights of employees, clients and present and future stakeholders,
- support and document current research and development activities, developments and achievements,

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4.2 Regulatory Environment

It is the responsibility of each Functional Manager to identify the regulatory environment that affects their activities and requirements to document their activities in accordance with ***DA-QA-FM013 Master Records Index*** (MRI).

4.3 Responsibilities for Creation, Capture and Retention

It is the responsibility of each operational and Functional Manager (HR, Finance, and Commercial etc.) or delegate to create, capture and retain relevant records for the required periods. All identified records, locations and responsibilities shall be listed in the ***DA-QA-FM013 Master Records Index*** (MRI).

Records shall be managed in accordance with ***DA-QA-FM013 Master Records Index*** (MRI).

4.4 General Record-Keeping Requirements

Persons responsible for record keeping shall ensure that records are:

- complete,
- legible,
- generated using approved forms where applicable,
- identified with the job number or unique traceability number if required,
- signed where required,
- distributed, filed, indexed and stored in the manner defined in this procedure

Hard-copy records shall be filed in an appropriate manner eg manila folders, loose-leaf ring binders or filing cabinets, for effective retrieval, minimises damage or deterioration and prevents loss.

4.5 Archiving, Storage and Retrieval of Records

The process consists of the flowchart in *Annex A* and the following notes.

4.5.1 Project Records

Following the receipt of a Final Certificate from the client, the Project Manager or delegate shall collect, review and archive all the Project records listed in ***DA-QA-FM013 Master Records Index*** in the Projects section.

Where an electronic record is used for any of these records, the location of the electronic record should be noted on the hard copy file.

4.5.2 Office Records (HR,Commercial, Financial, Employees, Plant & Equipement & Other)

When office records have served their immediate purpose or if storage space is required, the Functional Manager or nominee shall ensure collection, review and archiving of the records listed in ***DA-QA-FM013 Master Records Index*** in accordance with *Section 4.5.3* below.

Ensure all records listed as confidential in ***DA-QA-FM013 Master Record Index*** are maintained as confidential and available on a restricted; as needs basis only, approval from the Functional Manager should be obtain prior to retrieval.

4.5.3 Archive initiation

The following requirements shall be met when it is necessary to place records into archive storage:

- All job files, documents or records where ever possible are to be removed from ring bound files and placed in manila folders, envelopes or packaged.
- Each manila folder, envelope or package is to be identified as to its contents (job number, job title, broad content description) and placed in an archive box.
- Archive boxes should not be over- filled or overloaded.

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- Archive box is to be clearly labelled with a unique identifier (eg: barcode, job number etc.) to allow retrieval. This unique identifier shall be referenced in the archive register so that the contents and retention times of each archive are known. Retention times shall be in accordance with ***DA-QA-FM013 Master Record Index***. ***DA-QA-FM014 Sample Archive Register*** (or equivalent) may be used to record this information and a copy kept inside the box if required.
- The archive box is then stored in an archive facility (internal or external).

4.5.4 Retrieval of Archives

The following requirements shall be met for retrieval of records/boxes from the archives:

- Retrieve archive from the archive facility via the unique identifier.
- Records/box may be temporarily removed for copying purposes or viewed whilst box is out of archive. Make copies if necessary and return the records/box as soon as possible.
- Under no circumstance shall the records be altered, defaced or destroyed. They are to be regarded as originals and if there is a need to update them, this should only be done on a copy.
- Return the record/box to the archive facility.

4.5.5 Archive Disposal

Annually (or more frequently as deemed necessary) the Functional Manager or delegate shall ensure the archive contents are reviewed and:

- Determine which records are due for disposal.
- Complete ***DA-QA-FM015 Destruction Authority*** and forward it to the Functional Manager for authorisation.
- On authorisation of the ***DA-QA-FM015 Destruction Authority***, the Functional Manager will arrange for records to be disposed of by a suitable method or alter the destruction date on the register and endorse Destruction Authority accordingly. Ensure records that are confidential, such as financial records, are disposed of accordingly.
- Retain and file the ***DA-QA-FM015 Destruction Authority*** as a record of actions taken. It shall be filed with the archive records

4.6 Record Retention Periods

Retention periods should be based on criteria such as:

- the requirements of applicable legislation or regulations;
- specific client or contract requirements;
- warranty or defects liability periods;
- the likelihood of a particular record being of assistance in protecting the company against any defective product, service litigation or future work injury compensation claims;
- personnel records shall be retained indefinitely;
- DA Group Policies and Procedures;
- For records retention periods not defined in the MRI, it shall be seven years.

5 REFERENCED DOCUMENTS

POLICIES

DA-QA-PO001	Business Quality Policy

FORMS

DA-QA-FM013	Master Records Index (MRI)

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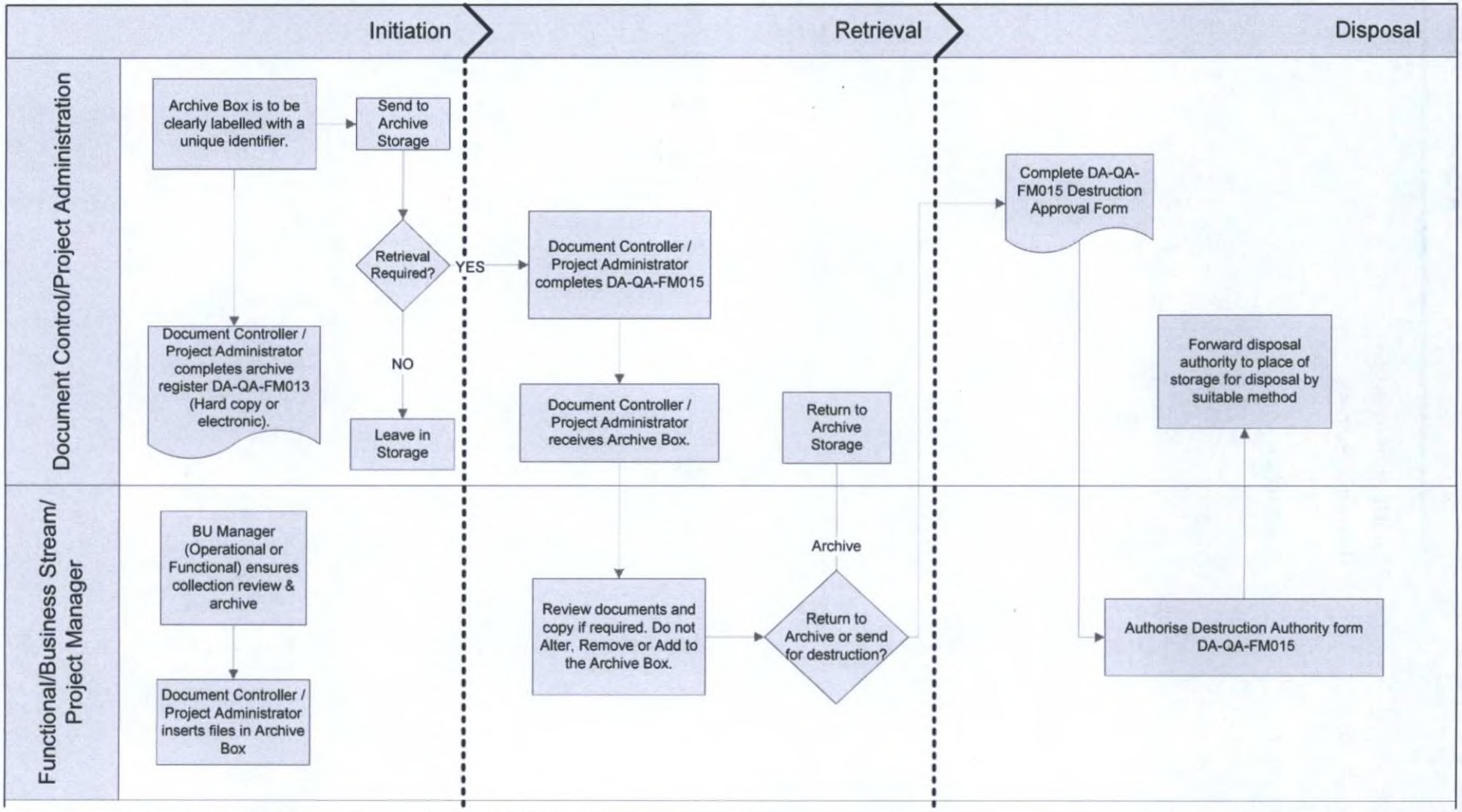
DA-QA-FM014	Sample Archive Register
DA-QA-FM015	Destruction Authority

OTHER

AS ISO 1548.1	Record Management

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ANNEX A – ARCHIVE INITIATION, RETRIEVAL AND DISPOSAL FLOWCHARTS



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Attachment S3-8.9 Zero Harm Management

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

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1 PURPOSE

This procedure details the requirements to manage zero harm risks.

This procedure defines the minimum requirements in Downer to ensure:

- workplace hazards are identified
- the risk associated with each identified hazard is assessed and understood
- decisions regarding the appropriate control measures are reviewed and approved by a risk owner; and
- control measures are implemented and continually monitored to be effective.

All activities in this procedure are consistent with the Downer policies and procedures listed in section *5 Referenced Documents*.

2 SCOPE

This procedure applies to Infrastructure Services and Engineering, Construction and Maintenance; hereafter referred to as Downer.

The target audiences for this procedure are all Downer workers at corporate, regional, and site/ project levels.

This procedure applies to risk management related to Zero Harm hazards and risks, including hazard identification, risk assessment, criteria for risk control measures, and implementation, verification and review of control measure effectiveness.

This procedure does not apply to risk management for non-Zero Harm related hazards and risks.

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This procedure sits within the following phase of the Opportunity and Bid Methodology:



This procedure sits with the following phases of the Project Management Process:



3 DEFINITIONS

The following terms are used in this document and are included in ***DA-QA-RG001 Definitions Register***.

Acceptable Risk	A level or weighting of risk which is considered sufficiently low so as not to require any changes to the situation presenting the risk, i.e. "so far as is reasonably practicable" (SFAIRP).
Bowtie Analysis (BTA)	An analytical method for identifying and reviewing controls intended to prevent or mitigate a specific unwanted event.
Cause	A reason, trigger or an initiating event or condition that may lead to an unwanted event occurring (other than the failure of a control).
Competent	Having suitable qualifications (whether by experience or training or both) with the appropriate subject matter skills and knowledge to undertake a work task/ activity/ function safely, correctly, effectively and efficiently.
Consequence	A statement that describes the outcome following an unwanted event occurring.
Control	A human act, a physical object (engineered) or a technological system (or a combination of each) intended to prevent or mitigate an unwanted event. There are three types of controls: preventative controls, recovery controls, and escalation factor controls.
Critical Control	A highly relied upon control that is crucial to preventing the occurrence of an unwanted event or mitigating the consequences of the unwanted event if it did occur. The absence or failure of a critical control would significantly increase the risk despite the existence of the other controls.
Critical Risk	A potential unwanted event that could result in one or more fatalities, and/ or significant environmental harm (where the potential or real impact is a 5 or 6 level consequence on the Downer risk matrix).
Critical Risk Activity	An occupational activity or task that has the potential to result in a level 5 or 6 consequence as per the Downer risk matrix.
Downer Worker	All individuals working for Downer as: employees, contingent labour hire, contractors, subcontractors, apprentices, trainees, and work experience students.

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Escalation Factor	A failure mechanism of a control, i.e. the method of how the effectiveness of a control is either reduced or defeated. The outcome of a failed control would escalate or increase the level risk.
Hazard	An energy source that, if released in an unplanned or uncontrolled way, can cause an unwanted event, i.e. something with the potential to cause harm.
RACI	An industry wide acronym typically used as the basis for a matrix to describe the participation by various roles in completing tasks or deliverables for a project or business process in terms of who is: ▪ Responsible (R) – responsible for actually doing or completing the task ▪ Accountable (A) – responsible for ensuring that the task is completed ▪ Consulted (C) – consulted for their subject matter expertise required in order to complete the task; and ▪ Informed (I) – need to be kept informed about status of task completion.
Residual Risk	The level of risk remaining after controls have been implemented, based on the magnitude and likelihood of the consequence with consideration of the effectiveness of current controls.
Risk	The effect of uncertainty on objectives, usually measured in terms of the likelihood that particular consequences of an unwanted event will be experienced.
Risk Assessment	A methodical process to identify, evaluate and estimate the level of risk associated with a particular hazard.
Risk Assessment Matrix	The standard Downer tool used for ranking and displaying risks by defining ranges for consequences and likelihood.
Risk Control Effectiveness	How well each control measure addresses the cause and/ or consequence of the risk and can be validated through the assurance/ verification process.
Safe Work Method Statement	A safe work method statement specifies the hazards relating to high risk construction work and any associated health and safety risks, describes the measures to be implemented to control the risks, and describes how the control measures will be implemented, monitored and reviewed.
Work Instruction	Work instructions provide low level detailed instructions on how to perform routine activities.
Zero Harm	Health, safety and environment.

4 REQUIREMENTS AND RESPONSIBILITY

4.1 General Requirements

The management of Zero Harm risk in Downer is comprised of a comprehensive, layered approach that includes the following:

- the Downer Group Risk & Opportunity Management Framework, which establishes the process and tools for identification, assessment, and management of risk
- this procedure, which is specific to the management of Zero Harm risk; and
- the Critical Risk Management Process, which emphasises the importance of controlling critical risks that have the potential to result in fatalities or significant injuries or harm to the environment.

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The following list of requirements applies to managing Zero Harm risks at Downer.

- The assessment of all Zero Harm risk within Downer must be in accordance with ***DG-RM-FR-001 Downer Group Risk and Opportunity Management Framework***. Exceptions to this are included in section *4.3.4 Procedure Variations & Exceptions.*
- Controls for critical risks (i.e. risks with a potential consequence rating of 5 or 6) are identified and analysed using the bowtie analysis method. Critical controls must be communicated via project and/or site risk registers, Zero Harm Management Plans, Safe Work Method Statements (SWMSs) and associated project and/or site training programs, and verified regularly through management observations, audits and inspections.
- Zero Harm risk assessments must be led by suitably competent Downer workers with knowledge, skills, and experience commensurate with the level of complexity.
- All Zero Harm risk assessments must be conducted in consultation with at least four people, including but not limited to:
  - a person(s) who possesses a thorough understanding and/ or technical knowledge of the assessment scope, i.e. a subject matter expert (SME)
  - members of the workforce exposed to the risks
  - frontline supervisors, managers and/or health and safety representatives; and
  - other relevant stakeholders who may be affected by the risk assessment outcome, e.g. other business operators or clients, property owners, or regulatory authorities.
- Information from risk analyses must be summarised and communicated to relevant Downer workers so they are aware of the risks in their work area and the control strategy that needs to be in place to manage them. To comply with work health safety and environment legislation, Downer workers must be consulted on these risks and control measures in accordance with ***DA-ZH-PR013 Communication & Consultation***.
- Relevant employee Health and Safety Representatives (HSR), if established, must be engaged in the risk assessment process, with subsequent outcomes discussed at toolbox meetings and/ or Zero Harm Committee meetings.
- Risk management requires that an acceptable risk response is defined and that risk ownership is assigned. The risk management response is prioritised based on the risk evaluation and the risk acceptance threshold. Control measures are selected and applied in accordance with the risk management hierarchy of controls to ensure that risks are reduced so far as is reasonably practicable (SFARP).
- Risk analysis and management outcomes must be communicated to stakeholders and integrated into operational planning in order to prioritise resources and proactively improve performance. Identified risks must be re-evaluated and updated on a regular basis to ensure that they accurately reflect current work activities and conditions.
- A risk owner must be assigned to all risks identified in the relevant risk register, e.g. Project Risk & Opportunity Register or Zero Harm Risk Register. The risk owner is accountable for the overall management of the risks. The risk owner must approve all risks to which they have been assigned and actively monitor the health of their risk profiles.

4.1.1 Safe Work Method Statements (SWMSs)

A Safety Work Method Statement (SWMS) is a document, signed by the customer, the project manager/ site supervisor and each person involved in doing work under the SWMS; that sets out for one or more 'high risk construction work activities':

- identification of the work that is high risk construction work
- a specification of hazards relating to the high risk construction work and the risks to health and safety
- a description of the measures to be implemented to control the risks; and
- a description of how the control measures are to be implemented, monitored and reviewed.

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SWMSs are required for the 18 'high risk construction work activities' defined in the *Work Health and Safety* Regulations and for high risk activities nominated by Downer as per *Annex C – List of High Risk Activities* of this procedure.

SWMS are not required for 'work of a minor nature', as defined by *Safe Work Australia.*

A SWMS's primary purpose is to help supervisors, Downer workers and any other persons at the workplace/ site to confirm, understand and monitor the control measures that have been established to carry out any high risk construction work in a safe and healthy manner, before commencement of the work.

SWMSs must be written by a person with sufficient subject matter expertise in performing the high risk construction activities, in consultation with a Zero Harm Representative and Downer workers who will be directly engaged in the high risk construction work.

SWMS must not include and are not intended to be (but may refer to) other work instructions, procedures, risk registers or standards when detailing control measures.

4.1.2 Monitoring and Continual Improvement Requirements

- Control measures must be implemented, regularly monitored, inspected, and maintained to ensure the expected level of protection is provided. Where applicable, the following methods must be used to monitor and document effectiveness and implementation of controls:
  - Critical risk verification activities (observations, audits and inspections)
  - Zero Harm permits
  - Behavioural observations and inspections; and
  - Consultation with relevant stakeholders, including Downer workers, clients, and contractors.
- Managers must ensure the frequency and method of monitoring is commensurate with the residual risk level identified in their risk registers.
- While all levels of controls are important, priority must be given to monitoring and verifying the effectiveness of critical controls. Critical controls need to be assessed for adequacy and effectiveness, and monitored to identify any weakness or deficiencies that can affect their performance. Refer to ***DG-ZH-PS028.1 Critical Risk Management Process*** for further information.
- Targets for verification of critical risk controls are set for senior management, operational managers and supervisors and must be monitored, measured and reported quarterly.

4.2 Records Management

Records and documentation created, obtained or received using this procedure must be managed in accordance with ***DA-QA-PR009 Records Management*** and ***DA-QA-FM013 Master Records Index***.

4.3 Zero Harm Risk Management Procedure

4.3.1 Procedure Summary

The following table provides a high level summary of this procedure.

Phase	Activity	Key Outcome
Opportunity	Pre-tender risk assessment	Critical Zero Harm risks identified
Handover/ Initiation	Handover meeting	Critical Zero Harm risks transferred
Planning	Risk workshop	Zero Harm Risk Register developed, critical risks identified and control strategy integrated from existing bowties

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Phase	Activity	Key Outcome
Start-Up	Hazard specific risk assessments Risk communication	Risk assessments completed (e.g. for plant, chemicals, traffic, and contractors) Control strategy from risk register communicated to the workforce via induction, toolbox meetings, ZH meetings, pre-start briefings, etc.
Execution	Risk assessments Control verifications Incident analysis	SWMSs and pre-starts completed Monitoring implementation and effectiveness of the control strategy against the scope of work Incident investigations
Close-Out	Lessons learned review	Zero Harm lessons learned completed

4.3.2 Procedure Detail

This procedure is described in the following table and is illustrated in *Annex A – Zero Harm Risk Management Flowchart.*

The steps in the following table also apply to the establishment and operation of Downer facilities, however not all steps will be applicable.

For Category 1 and 2 projects the role of "Project Manager" in this procedure may be completed by the relevant business General Manager, where applicable.

Step	Actions	RACI Role
Opportunity Phase		
1 **Identify Critical or Systemic Safety Risks in Pre-Tender Risk Assessment**	The Bid Manager ensures: ▪ Zero Harm risks that have the potential to impact on cost and schedule through significant health, safety, or environmental effects are identified as part of the bid risk allocation in the Project Risk & Opportunity Register, e.g. remediation of contaminated soils or removal of asbestos ▪ critical or systemic safety risks that are escalated from analysis of safe design, safety in constructability, site safety, environmental impact, and sustainability or other Zero Harm risk assessments are considered, including how these could affect the achievement of Downer's project objectives ▪ risk controls are selected in accordance with the highest reasonably practicable level of the hierarchy of controls (refer to Table 2 in *Annex B – Risk Assessment – Determining the Risk Level*) ▪ any design work undertaken during the Opportunity phase attempts to eliminate Zero Harm risk ▪ the top 3 Zero Harm risks are identified in ***DG-OB-TP006 Approval to Submit Bid - TCC*** ▪ the Project Board approves the Project Risk & Opportunity Register.	A: Bid Manager R: Project Board

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Step	Actions	RACI Role
1 **Identify Critical or Systemic Safety Risks in Pre-Tender Risk Assessment**	Failure to identify and assess Zero Harm risk during the Opportunity phase can impact on project costs and timelines. Decisions made about risk controls and budget allocations during this phase reduce the ability to make safer choices at later phases. Refer to ***DI-GD-PR001 Opportunity and Bid Management Methodology*** for further information on the Opportunity phase.	A: Bid Manager R: Project Board
Handover/ Initiation Phase		
2 **Complete Handover & Review Project Risk & Opportunity Register**	The Operational Business Manager ensures the: ▪ project objectives, scope, risks, opportunities, and financial constraints are adequately handed over from the Bid Manager, and understood by the project management team and key stakeholders to assist with successful delivery of the project ▪ handover meeting(s) includes a review of the Project Risk & Opportunity Register ▪ handover meeting(s), provides the Project Team with an understanding of any commitments made during the bid process for managing Zero Harm risks and potential cost impacts ▪ handover meeting(s) includes representation by Zero Harm personnel. Refer to ***DI-GD-PR006 Bid Handover*** for further information on bid handovers.	A: Operations Business Manager C: Bid Manager
Planning Phase		
3 **Develop Zero Harm Risk Register**	The following inputs must be used when developing the Zero Harm Risk Register: ▪ site inspections conducted to identify site conditions, location(s), assets and substances used, and full scope of work ▪ risk information obtained from the Client or industry, where applicable ▪ project/ site specific hazards, including public safety hazards (e.g. school zones, high risk vehicle intersections, and railway crossings), identified as associated with the operations, products, or services. The Project Manager ensures: ▪ a facilitated risk assessment workshop is completed during the pre-construction stage(s) using ***DA-ZH-FM028.8 Construction Risk Assessment Workshop***, to identify risks for projects, new contracts, and/ or new scopes of work ▪ a Zero Harm Risk Register is developed as per the following table:	A: Project Manager

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<table>
<tr><th>Step</th><th>Actions</th><th>RACI Role</th></tr>
<tr><td>3
Develop Zero Harm Risk Register, continued</td><td>
<table>
<tr><th>Scenario</th><th>Requirement</th></tr>
<tr><td>For a fixed worksite (e.g. depot, manufacturing facility, client site or office facility)</td><td>A separate Zero Harm Risk Register</td></tr>
<tr><td>Category 3, 4 or 5 project (as per DG-OB-RI001 Categorisation Table)</td><td>A separate project-specific Zero Harm Risk Register</td></tr>
<tr><td>Category 1 or 2 project (as per DG-OB-RI001 Categorisation Table)</td><td>Included in the Zero Harm Risk Register for that business</td></tr>
</table>

all identified hazards are risk assessed with appropriate control measures determined, implemented and monitored
residual safety risks from design risk assessments are transferred to the Zero Harm Risk Register
appropriate controls for all Zero Harm risk assessments are selected considering the relevant Zero Harm hierarchy of controls (refer to Table 2 in Annex B – Risk Assessment – Determining the Risk Level)
unless specified otherwise by the Client (if applicable), the Zero Harm Risk Register is recorded and maintained by the business unit/ project
the Project Board approves the Zero Harm Risk Register
the Zero Harm Risk Register is reviewed at intervals according to the risk profile of the work (e.g. more often if there are high-risk activities being undertaken) or when the work schedule changes
the frequency and criteria for reviews of the Zero Harm Risk Register are set based on risk severity/ project duration/ complexity and incident occurrences
lessons learned are included in reviews of the Zero Harm Risk Register
the intervals of Zero Harm Risk Register reviews are documented in the Zero Harm Activity Plan (created using DA-ZH-FM007.1 Zero Harm Activity Plan)
improvements identified from reviews of the Zero Harm Risk Register (and SMP/ ZHMP, where applicable) are implemented in consultation with relevant personnel in line with DA-ZH-PR031 Zero Harm Change Management.

In some instances a combination of controls at various levels of the control hierarchy is required to effectively control the risk.
Over and above the requirement for a Zero Harm Risk Register, the Client may also request the submission of a Safety Management Plan (SMP) or Zero Harm Management Plan (ZHMP).
The completed Construction Risk Assessment Workshop document is the Zero Harm Risk Register.
</td><td>A: Project Manager</td></tr>
</table>

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Step	Actions	RACI Role
4 **Analyse Critical Risks**	The Project Manager ensures: ▪ the Zero Harm Risk Register identifies critical risks and controls for any risk rated 5 or 6 and includes clear timeframes and responsibilities for implementation of the control strategy ▪ a bowtie analysis is reviewed (or completed if one doesn't exist) for any risk with a potential consequence rated 5 or 6, and any identified critical controls are included in the critical control verification program. Where the work scope involves manufacturing new products or working at the Client's premises, the procedure continues at step *5 Identify Risks for the Manufacture of New Products* or step *6 Identify Risks When Working at Client Premises* (as relevant); otherwise the procedure continues at step *7 Complete Hazard Specific Risk Assessments.*	A: Project Manager
5 **Identify Risks for the Manufacture of New Products**	When manufacturing new products the Project Manager ensures: ▪ the following (where applicable) are considered to identify and suggest controls for packaging, use, life, and disposal: ▪ development of a Safety Data Sheet (SDS); and ▪ plant risk assessments ▪ the risks associated with any new products are communicated, where appropriate. Where the work scope involves working at the Client's premises, the procedure continues at the next step, otherwise the procedure continues at step *7 Complete Hazard Specific Risk Assessments.*	A: Project Manager
6 **Identify Risks When Working at Client Premises**	The Project Manager ensures: ▪ where Downer is required to provide its services within or near a client's workplace, hazards at the workplace are identified, risk assessed, controlled as per the hierarchy of controls (refer to Table 2 in *Annex B – Risk Assessment – Determining the Risk Level*), documented, and communicated within the workplace as defined by the Safety Management Plan (SMP) or Zero Harm Management Plan (ZHMP), where applicable ▪ mutual arrangements are communicated with all parties for the implementation, monitoring, and review of respective risk controls for hazards impacting on the Client or project ▪ new high risks identified through the review of the Zero Harm Risk Register are transferred to the relevant SWMS ▪ adherence to client requirements where it is stipulated in the contract, or where an assessment is made which identifies the Client's process as more adequate to the project risk ▪ where a client process is to be adopted, ***DA-ZH-PR031 Zero Harm Change Management*** is used to approve the use of client documentation or Downer documentation which has been amended to incorporate client requirements.	A: Project Manager

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Step	Actions	RACI Role
Start-Up Phase		
7 **Complete Hazard Specific Risk Assessments**	The Project Manager: ▪ ensures Zero Harm managers/ advisors lead the application of the risk assessment tools and processes as subject matter experts (SMEs) ▪ approves the outcomes of applying the risk assessment tools and processes ▪ ensures Zero Harm teams incorporate the outcomes of the completed risk assessments into project/ contract pre-commencement workshops, inductions, communications, generic SWMSs and work instructions, as appropriate ▪ ensures risk assessments relevant to specific plant, equipment, or substances are reviewed on a 2 yearly basis (as a minimum) or as soon as practicable following any: ▪ incident where the plant, equipment, substance or activity was a contributory factor ▪ new information which may affect the safe use of the plant, equipment or substance ▪ changes to the activity or working environment ▪ relevant legislative changes relating to the risk assessment process or the specific hazard; or ▪ request by a Health and Safety Representative, or regulatory body ▪ ensures plant risk assessments are recorded using the Plant Assessor online tool, or ***DA-ZH-FM028.3 Plant Risk Assessment*** where Plant Assessor is not available ▪ ensures hazardous chemical and dangerous goods assessments are recorded using ***DA-ZH-FM024.1 Hazardous Chemicals and DG Risk Assessment*** ▪ ensures that prior to purchasing goods or services, or plant and equipment (including supply, inspection, maintenance, commissioning, and isolation) the following is considered (where applicable): ▪ plant risk assessments and current maintenance records; and ▪ Safety Data Sheet (SDS) for chemicals and corresponding risk assessments ▪ ensures traffic management risk assessments are recorded using ***DA-ZH-FM135.1 Traffic Management Risk Assessment*** ▪ ensures the hierarchy of controls (refer to Table 2 in *Annex B – Risk Assessment – Determining the Risk Level*) is implemented to ensure that risks associated with purchasing of goods and services, and plant and equipment is eliminated or minimised so far as is reasonably practicable (SFARP)	A: Project Manager

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Step	Actions	RACI Role
7 **Complete Hazard Specific Risk Assessments**, continued	▪ ensures the engagement of contractors and labour hire is subject to a Zero Harm evaluation in accordance with ***DA-ZH-FM022.3 Contractor Evaluation Form***. Refer to ***DA-ZH-FM022.5 Contractor Evaluation Guidance*** for additional guidance on contractor evaluations.	A: Project Manager
8 **Complete Zero Harm Start-Up Toolbox Meeting**	The Project Manager ensures: ▪ a project Zero Harm start-up (pre-commencement) toolbox meeting is conducted: ▪ before work commences on the first shift for all new sites and projects; and ▪ for Downer workers when it is their first day on site ▪ the agenda for the Zero Harm start-up (pre-commencement) meeting includes the following information, as a minimum: ▪ key aspects of the Safety Management Plan (SMP) or Zero Harm Management Plan (ZHMP), where it exists; and ▪ key site hazards and risks, including all relevant critical risks and Safe Work Method Statements (SWMSs) ▪ Zero Harm start-up (pre-commencement) meetings are documented and actions recorded using ***DA-ZH-FM013.1 Toolbox Meeting Agenda and Minutes*** (or similar).	A: Project Manager
Execution Phase		
9 **Develop & Review SWMSs**	The Project Manager ensures: ▪ critical risks and high risk activities (refer to *Annex C – List of High Risk Activities* for a list) are identified prior to commencing work using ***DA-ZH-FM028.2 Safe Work Method Statement (SWMS)*** ▪ the content of SWMSs is restricted to the high risk activities associated with a work process and the controls required to manage them ▪ the Zero Harm Risk Register is checked when developing the controls for identified hazards, and hazards not previously identified are added to the register ▪ controls required to manage critical risks and high risk activities identified in the Zero Harm Risk Register are transferred to relevant Safe Work Method Statements (SWMS) ▪ SWMSs are signed by Downer workers undertaking the work to indicate they have been involved in the development and/ or review of the SWMS and understand the controls identified for the work ▪ generic SWMSs are reviewed and amended where necessary at the beginning of a new activity or commencement of the activity at a new location to identify any new hazards and/ or increased risks	A: Project Manager R: Supervisor C: Downer Worker

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Step	Actions	RACI Role
9 **Develop & Review SWMSs**, continued	▪ supervisors determine the frequency of SWMS review for routine/ repetitive high risk activities ▪ adequate information, training, instruction, and supervision is provided when undertaking high risk activities ▪ all SWMSs developed by contractors and/ or subcontractors are reviewed for completeness and effectiveness, as per ***DA-ZH-PR022 Visitor and Contractor Management*** ▪ a register of SWMSs being used onsite is established, optionally using ***DA-ZH-FM028.6 SWMS Register***, to facilitate ease of access and review of currency. ✎ ***DA-ZH-FM028.5 Manual Handling Risk Assessment*** may be used as an alternative to ***DA-ZH-FM028.2 Safe Work Method Statement (SWMS)*** for manual handling activities or in addition to the SWMS where the activity is more complex and requires a detailed assessment. ✎ Refer to ***DA-ZH-FM028.7 SWMS Development Guidance/ Checklist*** for guidance on developing SWMSs.	A: Project Manager R: Supervisor C: Downer Worker
10 **Provide Work Instructions**	The Project Manager ensures: ▪ work instructions that incorporate relevant controls are available for routine or repetitive work activities where the activity is not covered by other procedures/ processes and detailed instructions are required on how to perform routine activities ▪ workers carrying out these activities are periodically instructed in the requirements of work instructions relevant to their work through toolbox meetings, pre-start meetings, or other communication methods. ✎ Content of work instructions may be drawn from superseded SWMSs that no longer meet the high risk activity criteria.	A: Project Manager
11 **Complete Pre-Starts & STARs**	🕒 Daily. ! Pre-start meetings are mandatory daily worksite communications of risk management. The Project Manager ensures: ▪ pre-start meetings are conducted: ▪ before starting work each day on a worksite ▪ during shift handover ▪ if there are new or hazards or an increase in risks during the course of the shift; and ▪ for multi-crew members if there are interfaces between work activities ▪ critical risks and high risk activities and the relevant controls associated with the day's activities are discussed at pre-start meetings and meeting records are signed off by all Downer workers on the job	A: Project Manager R: Downer Workers

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Step	Actions	RACI Role
11 **Complete Pre-Starts & STARs**, continued	▪ pre-start meetings are documented using ***DA-ZH-FM028.4 Zero Harm Pre-Start Meeting Record*** (or an equivalent) ▪ any new or changed hazards or risks during the course of the shift are controlled and communicated via additional pre-start meetings and recorded using ***DA-ZH-FM028.4 Zero Harm Pre-Start Meeting Record***. The Stop, Think, Act, Review (STAR) process may be implemented as an additional personal risk review completed prior to or during work activities, particularly when a change in the task, work environment or plant / equipment occurs. A STAR may be undocumented unless mandated by contract conditions or by the business/ management team. An equivalent Zero Harm pre-start meeting record may be used if it is a controlled business unit or project form and contains (as a minimum) the fields in ***DA-ZH-FM028.4 Zero Harm Pre-Start Meeting Record***.	A: Project Manager R: Downer Workers
12 **Complete Toolbox Meetings**	Monthly (as a minimum). The Project Manager ensures: ▪ a documented toolbox meeting is conducted for routine risk communication and training in procedures and/ or work instructions ▪ toolbox meetings are documented and actions recorded using ***DA-ZH-FM013.1 Toolbox Meeting Agenda and Minutes*** (or similar).	A: Project Manager
Close-Out Phase		
13 **Review Zero Harm Risk Register for Lessons Learned**	The Project Manager ensures Zero Harm lessons learned documented over the course of the project are considered during lessons learned completed at project close-out. Refer to ***DI-PM-GU025 Lessons Learned Guide*** for additional guidance on lessons learned. This procedure ends. ⊗	A: Project Manager

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4.3.3 Procedure Variations & Exceptions

The following table contains the allowable exceptions for the assessment of Zero Harm risks for Infrastructure Services; and Engineering, Construction and Maintenance.

Exception	Actions	Responsibility
Prioritisation of Zero Harm Risk	▪ The control of health, safety, and environmental risks must be prioritised using Table 1 in *Annex B – Risk Assessment – Determining the Risk Level.* ▪ Risks are prioritised by their residual risk rating, which guides the level of sign-off and requirement for further risk reduction measures. This necessarily overlaps with the priority for ongoing monitoring. Refer to Table 3 in *Annex B – Risk Assessment – Determining the Risk Level.*	Project Manager
So Far As Is Reasonably Practicable (SFAIRP)	▪ In accordance with work health safety and environment legislation, Zero Harm risk must be reduced so far as is reasonably practicable (SFAIRP). ▪ In determining what is "reasonably practicable", managers must give due consideration to the level of risk, the degree of harm that might result from the hazard or the risk, availability, feasibility and knowledge of controls, resources, and associated costs. ▪ Managers must ensure so far as is reasonably practicable (SFAIRP) that selected risk controls do not expose workers to new risks (e.g. modification of plant without assessing changes to existing hazards or controls or the introduction of new hazards). ▪ Upon introducing new or changed risk controls to the workplace, relevant risk assessments must be reviewed and updated accordingly.	

5 REFERENCED DOCUMENTS

GROUP DOCUMENTS

PROCESSES

DG-ZH-PS028.1	Critical Risk Management Process

OTHER

DG-RM-FR-001	Downer Group Risk & Opportunity Management Framework

OTHER DIVISIONAL DOCUMENTS

PROCEDURES

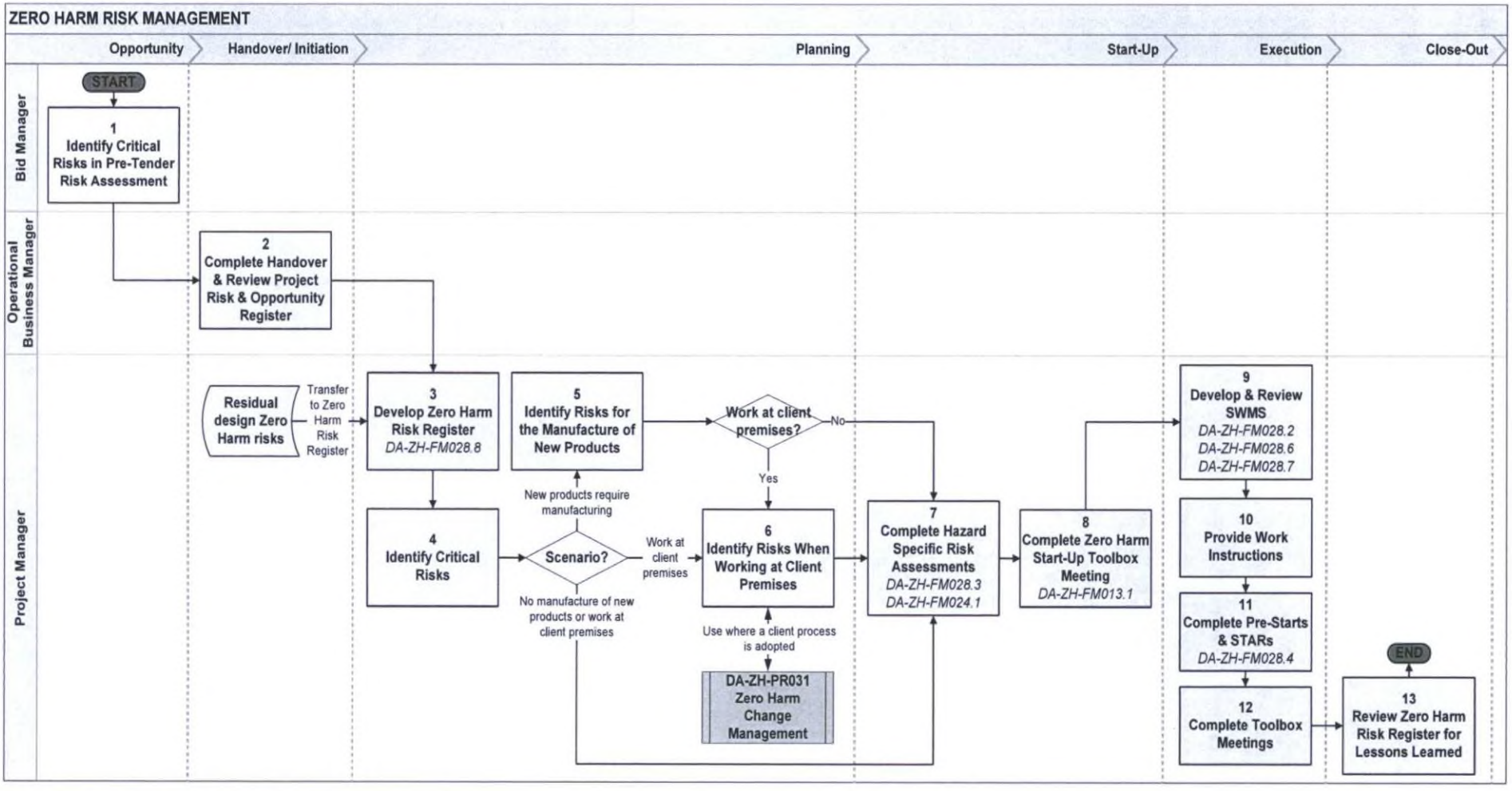
DA-QA-PR009	Records Management
DA-ZH-PR013	Communication & Consultation
DA-ZH-PR022	Visitor and Contractor Management
DA-ZH-PR031	Zero Harm Change Management
DA-ZH-PR116	Zero Harm Inspections & Observations
DI-GD-PR001	Opportunity and Bid Management Methodology

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DI-GD-PR006	Bid Handover
FORMS	
DA-QA-FM013	Master Records Index
DA-ZH-FM007.1	Zero Harm Activity Plan
DA-ZH-FM013.1	Toolbox Meeting Agenda & Minutes
DA-ZH-FM022.3	Contractor Evaluation Form
DA-ZH-FM022.5	Contractor Evaluation Guidance
DA-ZH-FM024.1	Hazardous Chemicals and DG Risk Assessment
DA-ZH-FM028.2	Safe Work Method Statement (SWMS)
DA-ZH-FM028.3	Plant Risk Assessment Form
DA-ZH-FM028.4	Zero Harm Pre-Start Meeting Record
DA-ZH-FM028.5	Manual Handling Risk Assessment Form
DA-ZH-FM028.6	SWMS Register
DA-ZH-FM028.7	SWMS Development Guidance/ Checklist
DA-ZH-FM028.8	Construction Risk Assessment Workshop
DA-ZH-FM135.1	Traffic Management Risk Assessment
DI-CM-FM003	TCC Presentation Submit
TEMPLATES	
DG-OB-TP006	Approval to Submit Bid - TCC
GUIDES	
DI-PM-GU025	Lessons Learned Guide
REGISTERS	
DA-QA-RG001	Definitions Register
INTERNAL REFERENCE DOCUMENTS	
DG-OB-RI001	Categorisation Table

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ANNEX A – ZERO HARM RISK MANAGEMENT FLOWCHART



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ANNEX B – RISK ASSESSMENT – DETERMINING THE RISK LEVEL

Risk levels are determined after due consideration is given to the effectiveness of existing control measures. The level of risk that still exists after control measures have been implemented is referred to as the level of residual risk. In some cases the initial risk level (risk without controls) may need to be considered.

Table 1 – Prioritisation of Zero Harm Risks

Residual Risk Level	Action Required	Suggested Timing	Authority to Proceed
A	Immediately cease the activity. Take action to reduce residual risk to C or below.	Immediate	Not applicable
B	Take action to reduce residual risk to C or below.	Immediate	Not applicable
C	Review current controls to attempt to lower the risks further if possible. Closely supervise and monitor the effectiveness of existing risk controls.	Normally within 1 month	Supervisor or above
D	Monitor the effectiveness of risk controls. Reduce the risk further if practicable.	Ongoing control as part of a management system	Worker

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Table 2 – Zero Harm Hierarchy of Controls Guidance

! The Project Manager must ensure the following hierarchy of control is consistently applied in the control of Zero Harm risks.

Control	Guidance/ Examples	
Elimination	▪ The most effective control measure involves eliminating the hazard and associated risk. ▪ The best way to do this is by, firstly, not introducing the hazard into the workplace. For example, the risk of a fall from height can be eliminated by doing the work at ground level.	**Most Preferable**
Substitution	▪ Substitute the hazard with something safer. ▪ Replace a hazardous item, material or process with a safer alternative or significantly reduce the magnitude of the hazard so the potential consequences are greatly reduced, e.g. use water based chemicals rather than solvent based chemicals.	
Isolation	▪ Isolate the hazard from people. ▪ This involves physically separating the source of harm from people by distance or using barriers, e.g. install guard rails around exposed edges and holes in floors, use remote control systems to operate machinery, store chemicals in a fume cabinet, and separate forklift traffic from pedestrians.	
Engineering	▪ Use engineering controls. ▪ An engineering control is a control measure that is physical in nature, including a mechanical device or process, e.g. use mechanical devices such as trolleys or hoists to move heavy loads, place guards around moving parts of machinery, install residual current devices (electrical safety switches), and set work rates on a production line to reduce fatigue. ▪ Design in controls or redesign the equipment or work process.	
Administrative	▪ Procedures, standards and work methods designed to minimise exposure to a hazard and control the hazard. ▪ For example, develop procedures on how to operate machinery safely, limit exposure time to a hazardous activity, and use signs to warn people of a hazard. Rely on human behaviour and supervision, and used on their own, tend to be least effective in minimising risks.	
Personal Protective Equipment (PPE)	▪ Specialised clothing and equipment to protect workers from the hazard, e.g. ear plugs, safety glasses, gloves, high-visibility clothing, aprons, respirators, and face masks.	**Least Preferable**

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Table 3 – Priority Level for Treating Risk

Risk Level	Group	Division	Business Stream/ Business Unit	Projects	Required Responses
	Escalation & Delegation				
A	ExCo	Div ELT	BU ELT/ BU COO	COO/ EGM	Action: Where possible, take immediate action to reduce the risk and exposure. Senior leaders need to authorise risk acceptance if no further action is taken. Divisional executive management should determine whether further escalation at the Group level and ExCo is required. Monitoring: Frequent review of risk exposure and actions taken to reduce rating or exposure by senior leaders (at least monthly).
B	CEO	CEO	BU COO/ EGM	GM	Action: Identify and implement controls and senior leaders need to authorise risk acceptance. Monitoring: Frequent review of risk, risk control effectiveness and risk reduction measures by senior leaders (at least monthly).
C			GM	PM	Action: Manage risk by implementing controls as identified. Take additional measures to further reduce the risk if permitted following a cost benefit analysis Monitoring: Review risk and exposures by mid-level management over the medium term (at least 3 monthly)
D			PM	PM	Action: Manage risk by implementing controls as identified. Monitoring: Review risk and exposures by management over the longer term (at least 6 monthly).

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ANNEX C – LIST OF HIGH RISK ACTIVITIES

High risk activities include, but are not limited to:

- Confined space entry
- Working at height/ risk of falling >2m
- Hot work
- Working on/ near energised electrical installations/ services
- Working in the vicinity of mobile plant
- Uncontrolled movement of vehicles or loads
- Working near traffic or within a rail corridor or near shipping lanes
- Working in isolation
- Hazardous manual handling
- Asbestos removal/ disturbance
- Demolition of load bearing structures
- Use of explosives
- Tilt-up/ precast concrete
- Excavation/ trenching >1.5m
- Electrical work (High Voltage and Low Voltage)
- Handling/ transporting hazardous substances and dangerous goods
- Stored energy
- Working near or over water with risk of drowning
- Crane operation and rigging (including booms and EWPs)
- Artificial extremes of temperature
- Work on telecommunication towers
- Work on/near chemical, fuel or refrigerant lines
- Contaminated or flammable atmospheres
- Structural alterations/ temporary support structures (including scaffolding)
- Work on near pressurised gas distribution mains or piping
- Occupational diving
- Work in a tunnel or shaft
- High risk health hazards *(ECM use only)*

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Attachment S7-1.1 Downer HS Policy

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

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HEALTH & SAFETY POLICY

Our goal is Zero Harm. This means that we will care for and protect our people, the business, the communities in which we operate, and the environment.

We believe that...

- all incidents are preventable
- safety is everyone's responsibility
- the behaviour of our leaders influences safety
- anyone can stop an unsafe act; and
- we can learn and improve.

Our commitment is to...

- accept no performance level other than Zero Harm
- ensure that safety is maintained as the primary value of our company
- provide a safe and healthy workplace
- empower our employees and contractors to participate in the identification, elimination or control of risks and hazards
- consult with our employees, contractors, and their representatives, clients, and suppliers as appropriate in the quest for safer workplaces
- comply with relevant Work Health Safety, Mining, Road and Rail Safety laws, regulations, industry codes of practice, licences and project requirements
- maintain, measure, report and review safety objectives and targets, and provide adequate resources to achieve these;
- maintain safety management systems that conform to recognized standards, and strive for continuous improvement
- develop and maintain a positive safety culture
- ensure that our people are trained and competent
- seek continuous improvement through effective review
- provide adequate resources to ensure safety objectives can be achieved
- ensure that this policy is available to interested parties; and
- encourage our people to extend their commitment to safety and good health beyond the workplace.

Employees and contractors shall share the responsibility and...

- present for work in a safe and fit manner
- promptly report incidents, unsafe practices and conditions; and
- comply with procedures, training, instruction and Cardinal Rules.

I & S

Grant Fenn
CEO and Managing Director

I & S

Cos Bruyn
CEO New Zealand

I & S

Sergio Cinerari
CEO Infrastructure Services

I & S

David Overall
CEO Mining

I & S

Brendan Petersen
CEO Engineering, Construction & Maintenance

I & S

Michael Miller
CEO Rail



Attachment S7-1.2 Downer OHS Certification

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

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MSC.5051.0001.1917

JAS-ANZ

M5130113IK

QCS MANAGEMENT (P) LTD.

MANAGEMENT SYSTEMS CERTIFICATION

Certificate of Registration

Awarded to:

DOWNER INFRASTRUCTURE SERVICES AND ENGINEERING, CONSTRUCTION & MAINTENANCE

HEAD OFFICE: LEVEL 10, 567 COLLINS STREET, MELBOURNE, VIC 3000, AUSTRALIA

(This is a multi site certification, other sites are referred in annexure – A)

The Occupational Health & Safety Management System has been assessed successfully and found to comply with the requirements of the international standard

OHSAS 18001:2007

Scope of Certification

DOWNER WORKS ACROSS THE FULL INFRASTRUCTURE VALUE CHAIN INCLUDING DESIGN, CONSTRUCTION, COMMISSIONING, OPERATIONS, MONITORING, ASSET MANAGEMENT, MAINTENANCE, REFURBISHMENT, RENEWAL AND REPLACEMENT

(Detail description of scope referred in annexure B)

Certificate Number :QCSMPL/INT/OHS/J/1132

Initial Registration date	: 01/08/2016	1ST Surveillance Audit Before: May 2
Issue Date	: 09/09/2016	2ND Surveillance Audit Before: Feb 2018
Certificate Expiry Date	: 31/07/2019	3RD Surveillance Audit Before: Nov 2018

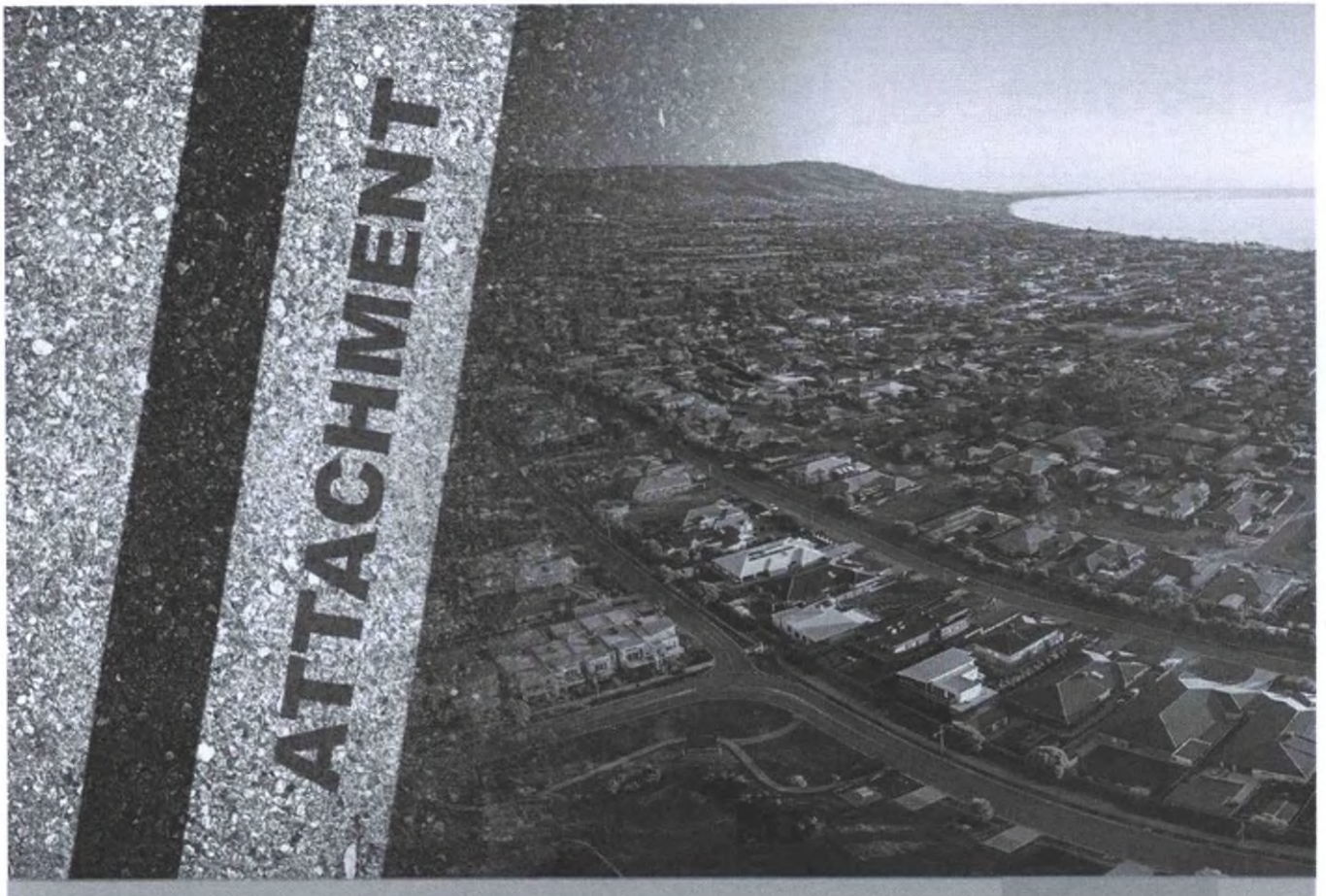
The continual validity of the certificate is conditional to compliance with the terms and conditions of QCS's management systems certification scheme regulations (Annexure – 15) provided with the certificate. This certificate cannot be treated as a legal document & remains the property of QCS management Pvt Ltd which needs to be returned to them on request. To check the validity of the certificate kindly log on to www.qcspl.com or www.jas-anz.org

I & S

Partha Bagchi
(Managing Director)

This certificate was issued electronically and remains the property of QCS Management Private Limited. and is bound by the conditions of the certification contract. This certificate can be verified at www.qcspl.com. Printed copies can be validated at www.qcspl.com/search company & www.jas-anz.org/register or contact us at +91-8697724963/75

Critical Location: QCS Management Pvt. Ltd. 37E/1(310) 2nd street, Modern Park, Santoshpur, kolkata-700075, West Bengal, India.



Attachment S7-1.3 Downer Zero Harm OHS Plan

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

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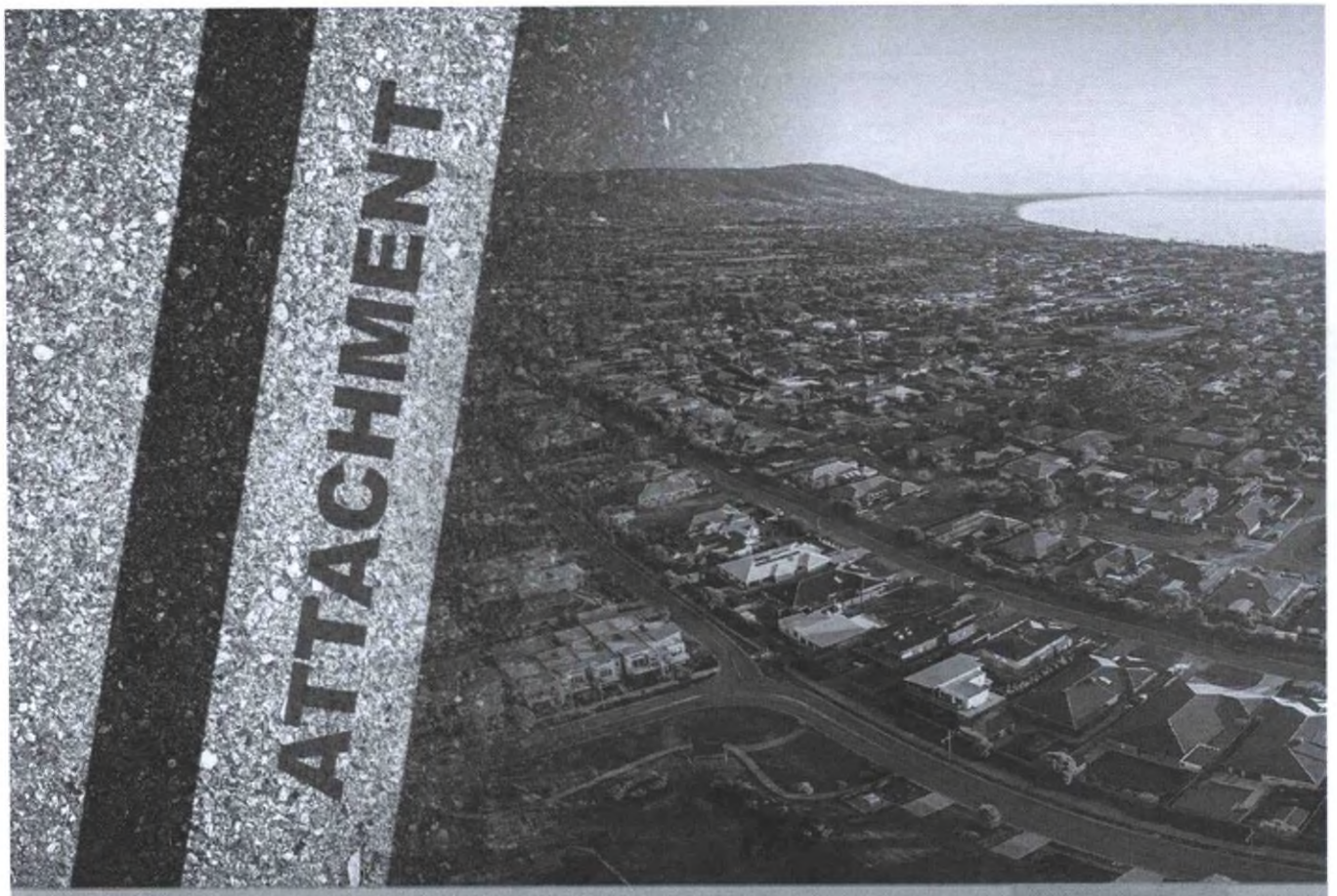
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Attachment S7-2.3 Incident Hazard Report Form

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Incident/ Hazard Report Form

Incident Type: *Tick*	☐ Injury/ Illness	☐ No Harm	☐ Environment	☐ Plant/ Equipment/ Vehicle	☐ Security
	☐ Property	☐ Systems	☐ Theft	☐ Process Loss	☐ Other

Person/s Injured or Involved *(e.g. reporting)* in the Incident:	**NAME:**	**EMPLOYMENT STATUS:**	**RELATIONSHIP TO INCIDENT:** *(E.g. Person injured or reporting etc.)*
		☐ Emp ☐ Cont ☐ Client ☐ Public ☐ Emp ☐ Cont ☐ Client ☐ Public	

Team:		Project No:		Incident Location:	

Date of Incident:		**Time:**		☐ am ☐ pm	**Date Reported:**		**Time:**	☐ am ☐ pm
Incident Reported To:								

Contractor Incident:	☐ NO	☐ YES	Company Name:	
Authorities or Emergency Services Notified	☐ NO	☐ YES	Provide Details:	

Names of Witnesses:	**NAME:**	**EMPLOYMENT STATUS:**	**CONTACT NUMBER:**
		☐ Emp ☐ Cont ☐ Client ☐ Public	
		☐ Emp ☐ Cont ☐ Client ☐ Public	

INCIDENT CLASSIFICATION:

ACTUAL (Consequence)	☐ 1 Very Low	☐ 2 Low	☐ 3 Med	☐ 4 High	☐ 5 Very High	☐ 6 Extreme	**Overall Rating:**
POTENTIAL (C) Rating: **(L)**	☐ 1 Very Low ☐ 1 Rare	☐ 2 Low ☐ 2 Unlikely	☐ 3 Med ☐ 3 Possible	☐ 4 High ☐ 4 Likely	☐ 5 Very High ☐ 5 Almost Certain	☐ 6 Extreme	☐ A ☐ B ☐ C ☐ D

WHAT HAPPENED? *(Describe the incident and sequence of events – attach extra pages if required)*

IMMEDIATE ACTION TAKEN TO PREVENT A RECURRENCE:

INJURY DETAILS: ☐ **NA**

Occupation of Injured Person:								
Employment Status:	☐ Full time	☐ Part time	☐ Casual	Shift Details:	☐ Day Shift	☐ Night Shift	☐ On-Call	
					Shift Start Time		Scheduled Shift End Time	
	☐ Cntr	☐ Client	☐ Public		Hours into shift		Overtime	☐ Y ☐ N
Classification:	☐ Fatality		☐ Lost Time	☐ Medical Treatment			☐ First Aid / Minor Injury	
Treatment Provided:					Referred to Doctor		☐ Y ☐ N	
					Hospitalised		☐ Y ☐ N	
Current Status:	☐ Normal Duties		☐ Modified Duties	☐ Off Work	☐ Other			

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Incident/ Hazard Report Form

Nature of Injury: *Refer Appendix 1 Table1A*		Agency of Injury: *Refer Appendix 1 Table 1C*			
Mechanism of Injury: *Refer Appendix 1 Table 1B*		Body Part: *Refer Appendix 1 Table 1D*			☐ L ☐ R
VEHICLE, PLANT, EQUIPMENT OR PROPERTY INVOLVED: ☐ **NA**					
Description:		ID/ Rego:		Damage Estimate:	$
Description:		ID / Rego:		Damage Estimate:	$

ENVIRONMENTAL IMPACT: ☐ **NA**				
Type of Impact:	☐ Flora	☐ Noise Pollution	☐ Cultural/Heritage	☐ Water Pollution
	☐ Air Pollution	☐ Land Pollution	☐ Fauna	☐ Public/Community
Volume or Area of Impact:				

PERSON/S INVOLVED IN INVESTIGATION:			
Name:		Name:	
Name:		Name:	

CONTRIBUTORY FACTORS *Select the factors which contributed to the incident.*

PEOPLE	ENVIRONMENT	EQUIPMENT	PROCEDURES	ORGANISATION
☐ **1.** Inadequate training and skill level	☐ **10.** Adverse weather conditions	☐ **19.** Poor design (ergonomics, guarding etc.)	☐ **26.** Poor availability of procedures	☐ **31.** Inadequate change management
☐ **2.** Poor compliance to established procedures	☐ **11.** Poor house keeping	☐ **20.** Inadequate inspection & Maintenance	☐ **27.** Poor communication of procedures	☐ **32.** Inadequate supervision & monitoring
☐ **3.** Errors of judgment or memory lapses	☐ **12.** Limited visibility	☐ **21.** Poor availability of equipment	☐ **28.** Complexity of procedures	☐ **33.** Poor systems and methods of work
☐ **4.** Poor familiarity with the task, equipment & environment	☐ **13.** Wet or slippery surfaces	☐ **22.** Poor suitability for intended purpose	☐ **29.** Poor compliance to procedures	☐ **34.** Poor risk mgmt (failure to identify or control hazards)
☐ **5.** Risk taking tendencies	☐ **14.** Presence of gas, vapour or dust	☐ **23.** Unsuitable substances	☐ **30.** Limited applicability to the task or conditions	☐ **35.** Poor communication and information
☐ **6.** Physical limitations	☐ **15.** Slopes and gradients	☐ **24.** Mechanical failure		☐ **36.** Effectiveness of training
☐ **7.** Stress	☐ **16.** High noise levels	☐ **25.** Inadequate PPE		☐ **37.** Workplace culture
☐ **8.** Time pressures	☐ **17.** Extreme heat or cold	**40. OTHER:**		☐ **38.** Poor contractor management
☐ **9.** Intentional or wilful damage	☐ **18.** Restricted work space			☐ **39.** Inadequate resources

Cause No:	Reason for Selecting:

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Incident/ Hazard Report Form

CORRECTIVE ACTIONS REQUIRED		
☐ 1. Provide more complete job instruction	☐ 4. Enforce work rules, revise standards	☐ 7. Re-enforce employee training
☐ 2. Review job planning, regulate job pace	☐ 5. Provide proper or additional PPE	☐ 8. Modify plant or equipment
☐ 3. Develop or revise SWMS	☐ 6. Provide proper or additional tools/equipment	☐ 9. Contact third party to correct issue
☐ 10. Other:		

ACTION NO:	ACTION REQUIRED	BY WHO	BY WHEN	STATUS
				☐ Open ☐ Closed
				☐ Open ☐ Closed
				☐ Open ☐ Closed
				☐ Open ☐ Closed

REPORT SIGN-OFF & ACKNOWLEDGEMENT			
Responsible Manager:		Signature:	
Person Injured or Raising Report:		Signature:	

Risk Assessment Matrix		Likelihood				
		1. Rare *Less than 1% chance*	2. Unlikely *Greater than 1% chance*	3. Possible *Greater than 10% chance*	4. Likely *Greater than 50% chance*	5. Almost Certain *Over 90% chance*
Consequences	6 – **Catastrophic**. Examples: ■ Multiple fatalities ■ Significant irreversible effects to 10s of people ■ Very serious long term environmental impact.	B	B	A	A	A
	5 – **Extreme**. Examples: ■ Single fatality ■ Severe Irreversible effects to one or more person ■ Serious medium-term environmental impact.	C	B	B	A	A
	4 – **Severe**. Examples: ■ Moderate irreversible disability to one or more persons ■ Moderate short-term environmental impact	C	C	B	B	A
	3 – **High**. Examples: ■ Hospitalisation required ■ Medium-term impairment to one or more persons ■ Minor effects on biological or physiological environment.	D	C	C	B	B
	2 – **Medium**. Examples: ■ Reversible disability requiring medical treatment ■ Limited environmental damage to a minimal area.	D	D	C	C	B
	1 – **Low**. Examples: ■ No treatment or minor first aid only ■ Small environmental impact.	D	D	D	C	C

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Incident/ Hazard Report Form

TABLE 1 INCIDENT CATEGORIES

A NATURE OF INJURY

- 01 Fracture (excluding vertebral column)
- 02 Fracture of vertebral column with or without mention of spinal cord lesion
- 03 Dislocations
- 04 Sprains and strains of joints and adjacent muscles (include acute trauma sprains and strains only)
- 05 Intracranial injury including concussion
- 06 Internal injury of chest, abdomen and pelvis
- 07 Traumatic amputation, including enucleation of eye (loss of eyeball)
- 08 Open wound not involving traumatic amputation
- 09 Superficial injury
- 10 Contusion with intact skin surface and crushing injury, excluding those with fracture
- 11 Foreign body on external eye, ear, nose, respiratory, digestive or reproductive (including choking)
- 12 Burns
- 13 Injuries to nerves & spinal cord without evidence of spinal bone injury
- 14 Poisoning and toxic effects of substances
- 15 Effects of weather, exposure, air pressure (including bends, drowning, electrocution)
- 16 Multiple injuries (only where no principal injury can be identified)
- 17 Damage to artificial aids
- 19 Other and unspecified injuries
- 21 Deafness
- 22 Eye disorders
- 28 Other diseases of the nervous system and sense organs
- 31 Disorders of muscle, tendons, (inc synovitis, tenosynovitis, bursitis)
- 41 Dermatitis and other eczema
- 51 Hernia
- 61 Infectious and parasitic diseases
- 71 Diseases of the respiratory system (inc asthma, legionnaires, asbestosis)
- 81 Diseases of circulatory system (incl. heart disease, hypertension)
- 91 Cancers
- 98 Other diseases

B MECHANISM OF INJURY

- 01 Falls on the same level stumbling)
- 02 Falls on the same level (including trips and slips)
- 03 Falls from stairs / steps
- 04 Falls from a height
- 07 Struck, Body hit by moving object
- 08 Struck, Body contact with stationary object
- 09 Struck, Body to body contact by person
- 12 Crushing – Pinchin
- 13 Crushing – Cutting or tearing
- 14 Crushing – Puncture
- 15 Crushing – Bite
- 16 Crushing – Bite by animal
- 17 Crushing – Bite by insect
- 19 Suffocation
- 25 Chemical - corrosion
- 28 Chemical - poisoning
- 35 Thermal effect - external source hot/cold object
- 38 Thermal effect - internal body heating/cooling
- 43 Electric – radiation effect
- 47 Acute over-exertion of body or part of body
- 48 Unspecified mechanism of injury
- 49 Mechanical vibration
- 50 Acoustic Sound – long term exposure sound
- 51 Acoustic Sound – Sharp sudden sound
- 52 Pressure
- 53 Body – repetitive movement
- 54 Body – muscular stress
- 55 Exposure to biological factors
- 56 Exposure mental stress
- 57 Slide or Cave-in
- 58 Vehicle accident
- 98 Other and multiple mechanisms of injury
- 99 Unspecified mechanisms of injury

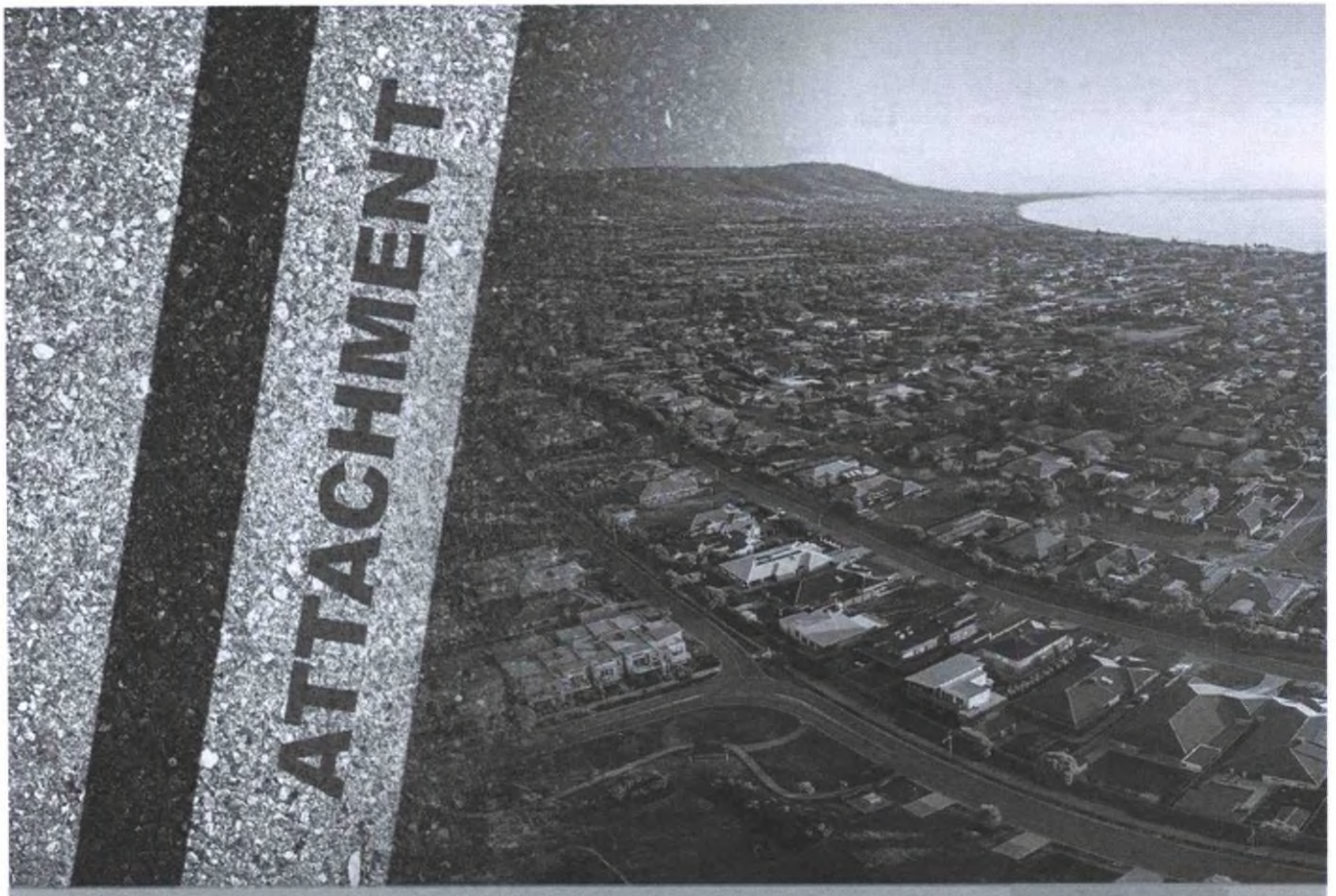
C AGENCY OF INJURY

- 01 Machinery and fixed plant
- 02 Mobile plant
- 03 Road transport
- 04 Other transport
- 05 Powered equipment, tools and appliances
- 06 Non-powered hand tools
- 07 Non-powered equipment
- 08 Chemicals
- 09 Non-metallic substances
- 10 Other materials, substances or objects
- 11 Outdoor Environment
- 12 Indoor Environment
- 13 Underground Environment
- 14 Live animals
- 15 Non-living animals
- 16 Human agencies
- 17 Biological agencies
- 18 Non-physical agencies
- 19 Rolling stock
- 98 Other and multiple mechanisms of injury
- 99 Unspecified mechanisms of injury

D BODY PART

- 01 Eye
- 02 Ear
- 03 Face
- 04a Head (other than eye, ear and face)
- 04b Nose
- 04c Mouth
- 04d Teeth
- 04e Lips
- 05 Neck
- 06a Back Upper
- 06b Back Middle
- 06c Back Lower
- 07 Trunk (other than back and excluding internal organs)
- 08a Shoulder
- 08b Arm Upper
- 08c Elbow
- 08d Arm Lower
- 09a Hand
- 09b Wrist
- 09c Fingers
- 09d Thumb
- 10a Hip
- 10b Leg Upper
- 10c Knee
- 10d Leg Lower
- 11a Foot
- 11b Ankle
- 11c Toes
- 12a Internal organs (located in the trunk)
- 12b Lungs
- 12c Heart
- 13 Non Physical
- 98 Multiple locations (more than one of the above)
- 99 General and unspecified locations

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Attachment S7-2.5 Hazardous Chemicals

Tender Number 2328

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Hazardous Chemicals and Dangerous Goods

Standard

This standard defines the general, planning and safe use and handling requirements for Hazardous Chemicals and Dangerous Good.

Note: For Storage, Disposal and Transportation and of Hazardous Chemicals and Dangerous Good, refer ***DA-ZH-ST054 Hazardous Chemicals and Dangerous Goods Storage Principles and Transportation.***

Where a Downer Infrastructure client prescribes an alternative methodology for on-site processes that is of an equal or higher standard, the client's methodology shall be applied.

For further information and external references, refer ***DG-ZH-CG024 Hazardous Substances and Dangerous Goods*** and ***DG-ZH-CG023 Safety Data Sheets.***

Key Definitions
Hazardous Chemicals are any substance, mixture or article that satisfies the criteria of one or more *Globally Harmonised System of Classification and Labelling of Chemicals* (GHS) hazard classes, including a classification in Schedule 6 of the 2012 WHS Regulations. They are classified mainly on the basis of immediate (acute) or long term (chronic) health effects.
Dangerous Goods (DG) are types of hazardous substances/chemicals or articles that pose a risk to people, property or the environment, due to their chemical or physical properties. They are usually classified with reference to their immediate risk and are listed in the Australian Dangerous Goods Code (ADG). Refer *Annex 1* for Dangerous Goods classifications
Safety Data Sheets (SDS) contains information on the identity of the product and any hazardous ingredients, potential health effects, toxicological properties, physical hazards, safe use, handling and storage, emergency procedures, and disposal requirements specific to the chemical. Safety Data Sheets (SDS) and/or container labels will typically state whether a chemical/substance is classified as *hazardous*. Hazardous chemicals can also be classified as a Dangerous Good as defined above (in such instances a class label will be prominently displayed).
ChemWatch Database is the software application used by Downer Infrastructure to manage Dangerous Goods and Hazardous Chemicals including registers/manifests and Safety Data Sheets. ***Refer Link:*** ***http://jr.chemwatch.net/chemwatch.web/account/autologin?domain=downerediaus&login=EVERYONE&password=Downer2113***

Planning / General Requirements	Responsibility
Establish Hazardous Chemicals / Dangerous Goods Registers	
CHEMWATCH Ensure a register of all Hazardous Chemicals and Dangerous Goods is established for their respective site(s), recorded and maintained within the **ChemWatch database**; A **hard copy** of the register, including a current copy of the SDS for each Hazardous Chemical and Dangerous Good shall be maintained in a safe location on site and readily accessible to and to authorities in the event of an emergency. A copy of the risk assessment (refer below) for each chemical/substance shall also be filed with the register; Registers shall be reviewed annually, or immediately following the introduction, removal or significant change to Hazardous Chemicals / Dangerous Goods on site. The register must include, but should not be limited to the following information: ▪ name and address of the site; ▪ date the register was last reviewed;	Managers

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Hazardous Chemicals and Dangerous Goods

Planning / General Requirements	Responsibility
▪ product name of each chemical/substance; ▪ chemical or other names where applicable; ▪ issue date of the SDS (must be within 5 years); ▪ whether the chemical/substance is classified as *Hazardous* and/or a Dangerous Good (including the Dangerous Goods class where applicable – refer *Annex 1*); ▪ location where the chemical/substance is stored; ▪ approximate quantity stored on site; and ▪ manufacturer or distributor; **Additionally for Dangerous Goods (DG):**  ▪ names of at least two (2) persons who may be contacted in an emergency; ▪ maximum quantity of each Dangerous Goods class (including specific quantities of each packaging group within the class where applicable) – refer *Annex 1*;	Managers
Risk Assessment Requirements	
Ensure a risk assessment is conducted on the use, handling, transport and storage and disposal of all Hazardous Chemicals and Dangerous Good within their respective areas and consider any potential exposure issues. Risk assessments should be based on the Safety Data Sheet (SDS) and shall be conducted within the **ChemWatch database** for storage, safe use and handling, transport and disposal. Where this is not possible, risk assessments shall be documented via the use of a ***DA-ZH-FM024.1 Hazardous Chemicals and DG Risk Assessment***. For the safe use/handling of anything classified as *hazardous*, the risks and controls shall be incorporated into a Safe Work Method Statement (SWMS).  *A copy of each risk assessment shall be readily accessible to workers who may be exposed to the chemical/substance in the workplace (a hard copy of the risk assessment may be filed in the central substance register and/or displayed at the point of chemical/substance use).*	Managers
Emergency Preparedness and Response	
Appropriate emergency planning shall be undertaken to address foreseeable emergencies arising from interaction with Hazardous Chemicals and Dangerous Good, and to meet statutory/regulatory requirements. Emergency planning shall address procedures and facilities necessary to control the following scenarios: ▪ Fire (e.g. the type, location and quantity of fire extinguishers and hose reels etc); ▪ Spill (e.g. the type, location and quantity of spill kits); ▪ Injury arising from substance exposure (e.g. the type and location of first aid kits, safety showers and eye wash stations) A Fire Risk Evaluation (conducted by a competent person externally) should also be undertaken (according to risk) at site/project facilities.	Managers

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Hazardous Chemicals and Dangerous Goods

Planning / General Requirements	Responsibility
Ensure appropriate emergency training is provided to workers who may interact with Hazardous Chemicals or Dangerous Goods. Refer ***DA-ZH-PR015 Emergency Preparedness and Response*** for further guidance. Where a person has been determined (by a medical practitioner) that any exposure to Hazardous Chemicals / Substances has affected or influenced their health status, they shall be put on a health monitoring schedule for frequency checks to determine any changes in their health. Refer ***DA-ZH-PR081 Health Assessment and Surveillance*** for further information and Schedule 14 of the 2012 WHS Regulations	Managers
Safety Data Sheets (SDS)	
Ensure a valid SDS (ie. with an issue date ***within the last 5 years***) is obtained for all Hazardous Chemicals and Dangerous Good within their respective areas; In all possible instances SDS shall be obtained from the **ChemWatch database**. Where this is not possible, the SDS shall be obtained from the substance supplier or manufacturer; A valid copy of each SDS shall be readily accessible to workers at or near the point of substance use; A copy of each SDS shall also maintained in the site/project Hazardous Chemical and Dangerous Goods Register; Periodically review SDS to ensure all have an issue date ***within the last 5 years***.	Managers / Supervisors
Training / Competency	
All personnel who work with hazardous chemicals and/or dangerous goods shall be adequately trained / given instructions commensurate with the level of risk, with consideration to: ▪ Hazard recognition, Handling, Limits of exposure(s), PPE, symptoms of exposure(s), First aid and treatment for exposure(s);	Managers

On the Job	Responsibility
Safe Use and Handling	
In accordance with risk assessment outcomes and SDS recommendations, safe methods of use and handling shall be established for all Hazardous Chemicals and Dangerous Good within their respective areas; Safe methods of use and handling shall be appropriately documented (eg. via Work Instructions; SWMS if the chemical/substance is classified as *hazardous*) and all persons who interact with chemicals/substances shall be appropriately trained in the safe use and handling methods (refer Training and Instruction below). Due consideration should be given to the following principles in the determination of safe methods for use and handling ensure: ▪ appropriate ventilation in the area of use; ▪ ignition sources are strictly controlled where flammable substances are used/handled; ▪ workers are well protected from harmful exposures that may arise through inhalation	Managers / Supervisors

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On the Job	Responsibility
Safe Use and Handling	
of gas/vapour, ingestion, skin and eye contact (this may require specific items of PPE to be worn such as gloves, goggles, respirators, overalls etc.); ▪ reaction between incompatible substances is avoided (e.g. ensure containers used to decant substances do not contain residual amounts of reactive substances); ▪ appropriate spill catchments are provided (including measures to prevent discharge into the surrounding environment); ▪ appropriate emergency facilities, including first aid, fire protection and spill kits, are freely available where required.	Managers / Supervisors
Decanting of Chemicals/ Substances and Dangerous Goods	
Where Hazardous Chemicals or Dangerous Goods are decanted/transferred into a second container or mobile tanker for use in the workplace or transport, the following requirements apply: ▪ The second container must be compatible with the substance (e.g. non-reactive); ▪ Unless the entire contents are used immediately (and the container thoroughly cleaned), the second container must be labelled with: ▪ The product name of the substance; and if a Dangerous Good – the class label and subsidiary risk label. **Bulk Transfer of Dangerous Goods** Additionally for bulk DG transfer (e.g. Bituminous Products), a ***DA-ZH-FM024.2 Dangerous Goods Transfer Permit*** shall be implemented before transfer/discharge. This includes the verification of the ullage (unfilled space) of the receiving tank/vessel or Intermediate Bulk Container (IBC) (e.g. via external gauges, cable gauges, dipsticks, visual aids etc.). There should also be consideration to any residual products in the receiving tank/vessel or IBC, particularly where there is risk of chemical reaction or rapid release/expansion (e.g. bitumen transferred into vessels containing water and/or emulsions).	Managers / Supervisors

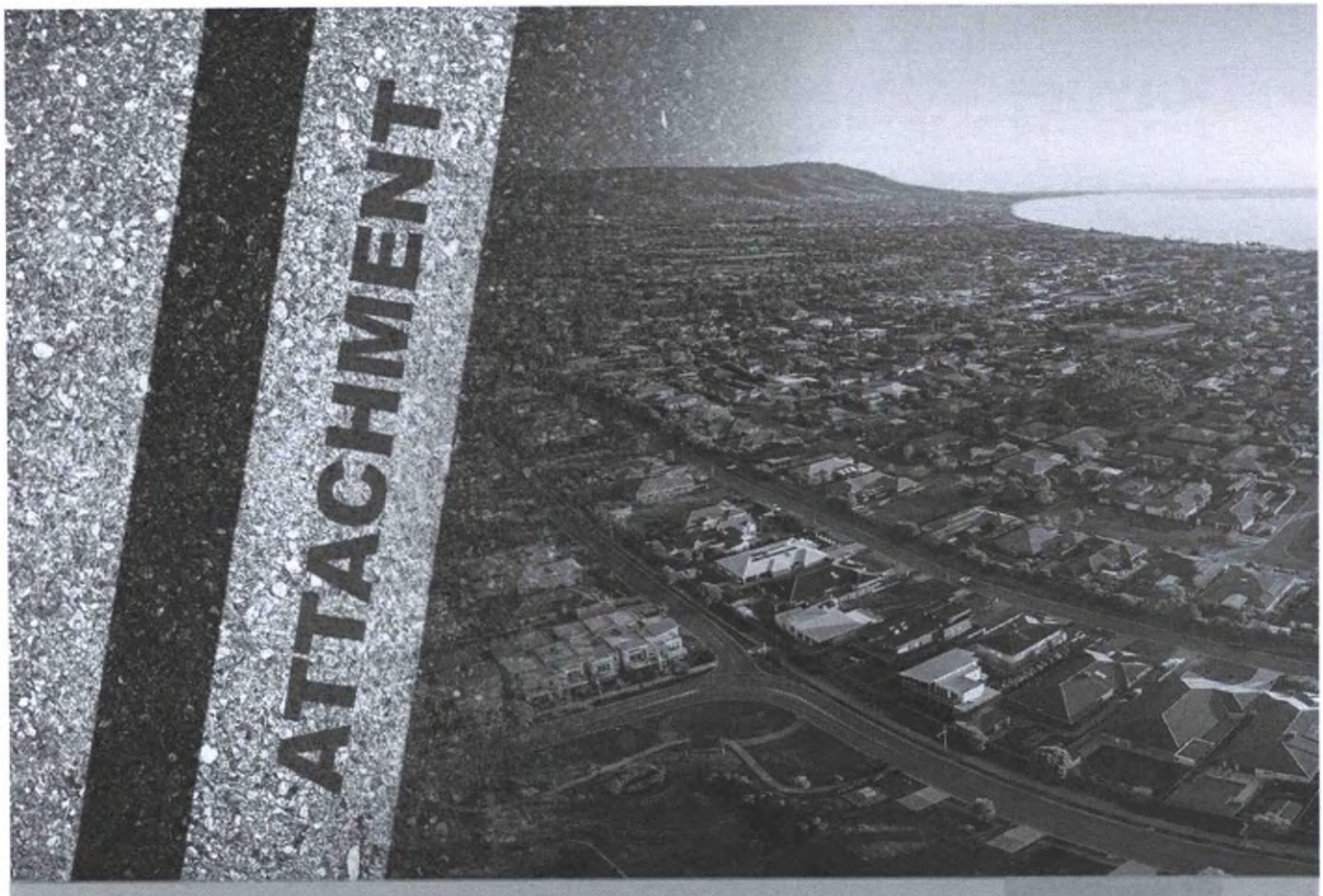
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ANNEX 1: CLASSIFICATION OF DANGEROUS GOODS (EXAMPLES ONLY)[1]

Class		Description	Examples	Class		Description	Examples	Class		Description	Examples
1		Explosives	Fireworks, Ammunition, Gelignite	4.1		Flammable Solids	Sulphur	6.1		Toxic Substances	Sodium cyanide
2.1		Flammable Gases	Acetylene, Propane Gas (LPG)	4.2		Spontaneously Combustible	White phosphorus, Activated carbon	6.2		Infectious Substances	Clinical or Medical waste
2.2		Non-flammable, Non-toxic gases	Nitrogen, Carbon dioxide, refrigerant gases	4.3		Dangerous when wet	Sodium Metal, Calcium carbide	7		Radioactive Material	Tritium
2.3		Toxic Gases	Chlorine (Gas), Ammonia	5.1		Oxidizing Substances	Sodium peroxide, Calcium hypochlorite (pool chlorine)	8		Corrosive Substances	Hydrochloric Acid, Sodium Hydroxide
3		Flammable Liquids	Ethanol, Methanol, Hexane	5.2		Organic Peroxides	Methyl Ethyl Ketone peroxide	9		Miscellaneous Dangerous Substances and articles	Elevated Temperature Bitumen, Asbestos, Dry Ice

1. Australian Code for the Transport of Dangerous Goods by Road & Rail (ADG7); Seventh Edition (incorporating Corrigendum 1) 2011; National Transport Commission (NTC); *http://www.ntc.gov.au*

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Attachment S7-2.5 IMS Overview

Tender Number 2328

Mornington Peninsula Shire Cleaning and Drainage Services

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IMS Overview

Guide

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1 PURPOSE

This document provides guidance on the Integrated Management System (IMS), and communicates to customers and interested parties an overview of Downer's Quality, Safety and Environmental Management Systems.

2 SCOPE

This guide applies to Infrastructure Services and Engineering, Construction and Maintenence; hereafter referred to as Downer.

The target audiences for this guide are all Downer workers, customers and any other interested parties.

This guide applies to:

- the Integrated Management System (IMS) for Infrastructure Services and Engineering, Construction and Maintenance only; and
- all service lines covered in the scope of Downer's external certifications for quality, safety and environment.

This guide does not apply to the IMS for any other Downer divisions.

3 DEFINITIONS

Terms used in this document are defined in ***DA-QA-RG001 Definitions Register***.

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4 OBJECTIVES OF THE IMS

The objectives of the IMS include the following:

- To be the single source of truth and repository for all business processes including business support functions and operational capabilities.
- To provides the framework to meet all the requirements of Downer's certified management systems.
- To helps Downer meet its business objectives.
- To be a prime enabler of the 10 Quality Principles (see *Annex A – 10 Quality Principles*)
- The documents that form the IMS are those that are published on the iDowner Intranet IMS library.
- To meet Downer's business requirements and statutory obligations as outlined in the following table.

Description	Includes
External requirements	▪ Legislation (acts and regulations). ▪ Australian Standards referenced in legislation ▪ Statutory licenses ▪ Statutory advisory standards ▪ Statutory codes of practice ▪ Industry codes ▪ Customer-specified site safety rules and regulations.
Internal requirements	▪ Downer business or project plans ▪ Performance objectives/ targets in safety, environment and quality ▪ Risk registers and risk assessments.
Safe work practices	▪ Industry-recognised work practices ▪ Customer-specified work practices ▪ Downer procedures, safe work method statements (SWMS) and work instructions.

4.1 Management System Certification

Downer maintains certification for the following 3 management standards:

- ISO 9001 Quality Management
- ISO 14001 Environmental Management
- OHSAS 18001 Safety Management

The IMS represents Downer's Quality, Safety and Environmental Management Systems and this document represents Downer's 'Quality Manual'.

4.2 Rail Accreditation

Downer maintains accreditation against AS4292 Rail Safety Management Systems and with various State Rail Regulators.

4.3 Federal Safety Commission Accreditation

Downer maintains accreditation from the Federal Safety Commission against the Australian Government Building and Construction Accreditation Scheme.

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5 THE IMS STRUCTURE

5.1 The Capability Model

The IMS structure is based on the capability model, with the advantage being that the IMS structure is not dependant on the organisational structure.

Downer maintains certain capabilities in order to deliver products and services to the markets and service lines it serves. The capabilities are designated as:

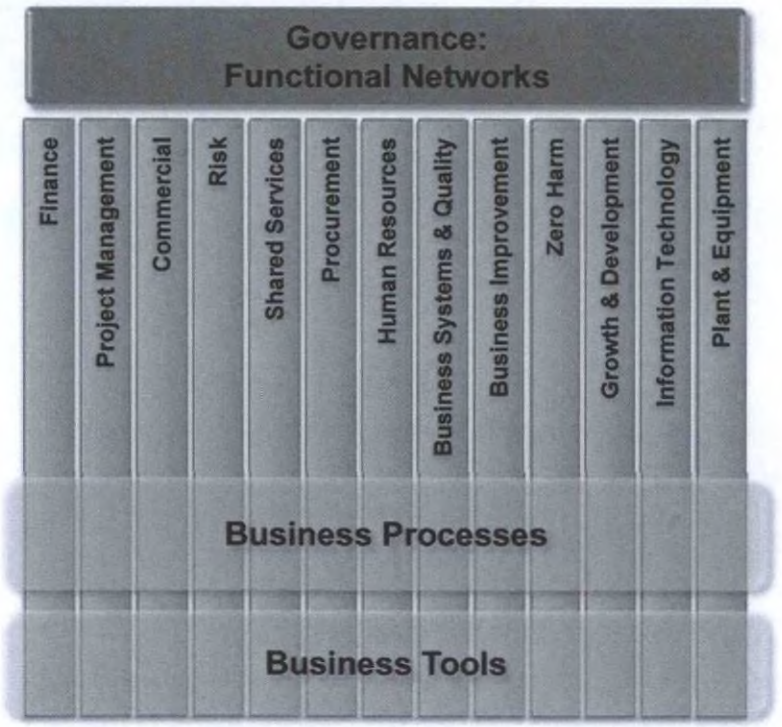
- business support functions across Downer that support all business groups within the company (e.g. Safety, Environment, Finance, Quality, and Commercial); and
- operational capabilities (e.g. Renewable Energy Installation, Civil Infrastructure Services, Pavement Surfacing, Electrical & Instrumentation, and Structural, Mechanical & Piping), which are how Downer manufactures and delivers products, projects and services to its customers.

5.2 Capability Network Structure & Responsibility

To facilitate the capability model a people network structure has been set up comprising subject matter experts (SMEs) from across the business formed into capability networks. Each network has a leader who is the process owner for all documented processes produced by the network.

Each capability network is responsible for their content of the IMS with the Business Systems Quality network providing the governance for the IMS to ensure the quality and integrity of the IMS is maintained. The following objectives of the capability networks are illustrated in the figure below:

- Standardise and simplify Downer's internal business functions.
- Create natural owner groups to lead the simplification, standardisation and improvement of business processes and systems.
- Include the development of policies and procedures.
- Take ownership of Downer's core supporting system tools (fit for purpose and common across business).

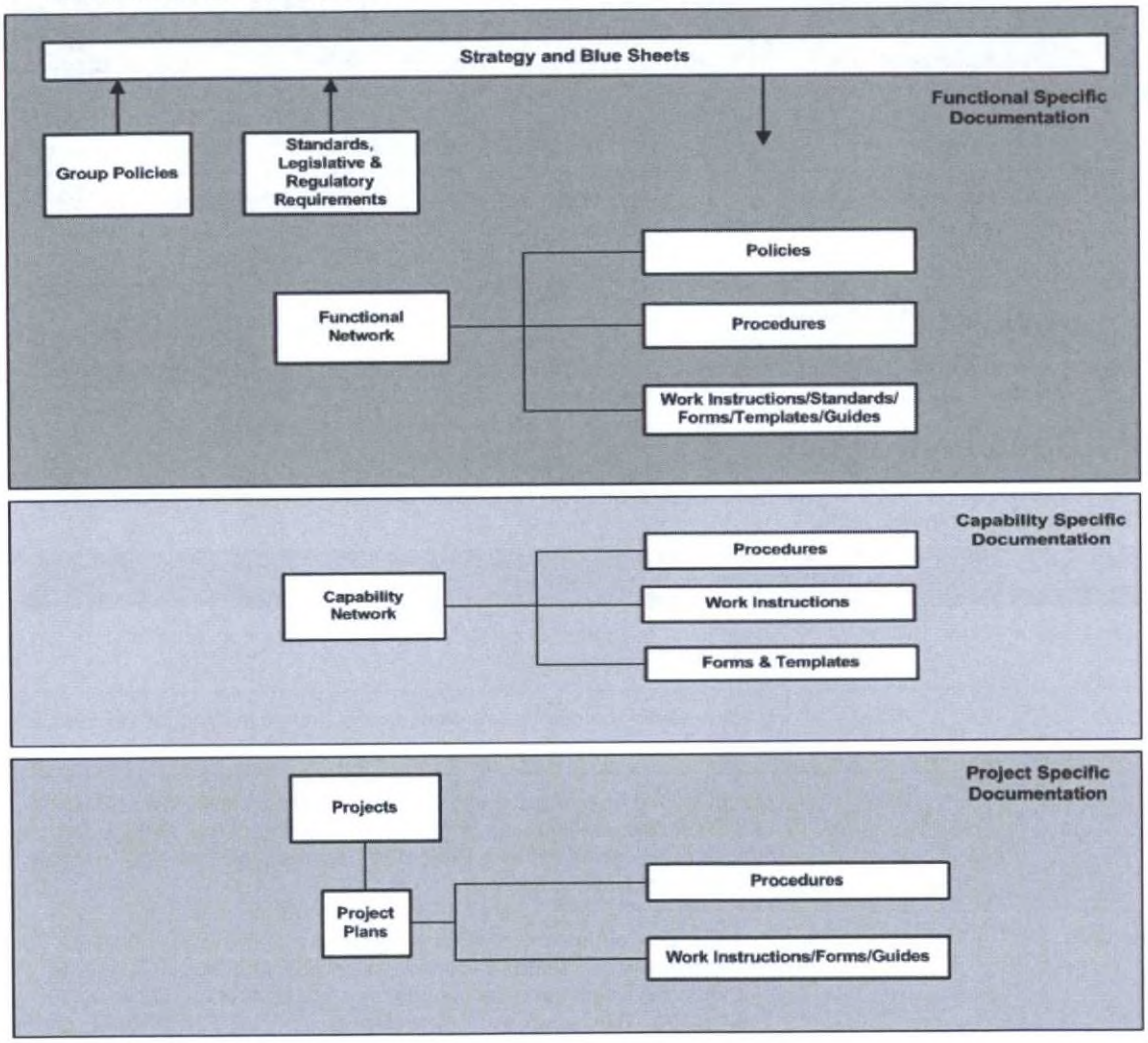


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5.3 IMS Document Categories

The IMS comprises 3 categories of documents:

- A set of functional specific documents that contain the business support processes
- A set of capability (operational) specific documents that apply to the operational business processes; and
- Project specific documents which draw documents from both the functional and capability level documents for use by the project.



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5.4 Document Management

Document management is applied at 3 levels in Downer and there is a procedure for each. These levels are summarised in the following table.

Level	Applicability	Related IMS Procedure	Tools
Controlled Libraries	IMS, Business Group libraries	*DA-QA-PR001 Document Management*	iDowner SharePoint libraries
Project Documents	All categories of project, i.e. Category 1 to 5	*DI-PM-PR015 Project Document & Control – Planning*	iDowner SharePoint libraries, lists and registers, Aconex and Team Binder enterprise document management applications
Facility Documents	Manufacturing and workshops facilities	*DA-QA-PR014 Facility Document Management*	iDowner SharePoint libraries or lists or registers or spreadsheets for the document register

5.5 Intellectual Property

All IMS documents remain the property of Downer, and must not be reproduced, photocopied or disclosed in any part to any third party without the prior permission of the relevant CEO, EGM or GM.

5.6 Document Types

The various document types, their document type code and a description of documents that comprise the IMS are described in the following table.

Document Type	Code	Description
Process Control Matrix	PCM	A top level document that maps all IMS corporate documentation to the appropriate process owner.
Policies	PO	Declaration of the company's commitment and objectives for key result area.
Process	PS	A high level process document that doesn't contain low level process detail. Its often the overview or framework document that defines a high level process such as a Project Management methodology or Risk Management Framework
Procedures	PR	Procedures are the core national procedures that cover the business processes and risk controls. They describe and mandate the systems, methods and forms used to plan, manage and control our activities. They define WHAT shall be done and by WHOM, WHEN, WHERE and HOW it is achieved.
Blue Sheets	BS	A top level document that identifies and spells out goals and the steps required to achieve it.
Forms	FM	Forms provide numerous 'fields' that prompt the user for required information/ data/ facts, as required by a procedure or work instruction. A form's entire contents are contained within tables/ cells, e.g. data capture forms and MS excel workbooks, e.g. application forms, checklists, MS Excel workbooks.

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Document Type	Code	Description
Template	TP	A document used as a standard structure and format to create another IMS/ project/ function/ capability document/ form/ template.
Guides	GU	Guides are an overview document and typically provide information around the WHY or WHAT of a particular topic. Guides may include, principles and contextual/ background/ 'storytelling' information as well as additional information to assist a user to complete steps of a procedure
Safe Work Method Statements	SWMS	Documents that identified hazards associated with each step of a work process and the controls that are required to minimise risk to people, environment and property.
Risk Registers	RR	Defines the risk and opportunity profile of a project using the Downer Project Risk Rating Matrix. Its purpose is to establish the project context then identify, assess, treat and monitor project risks.
Standards	ST	Standards define the minimum requirements to be adhered to for any particular topic.
Inspection & Test Plans	ITP	Identify project-specific inspection, testing and other verification requirements.
Work Instructions	WI	Provide low level detailed instructions on HOW to perform activities and are typically referred to from a parent procedure, e.g. how to complete an activity in a software application or how to complete a particular step in a parent procedure.

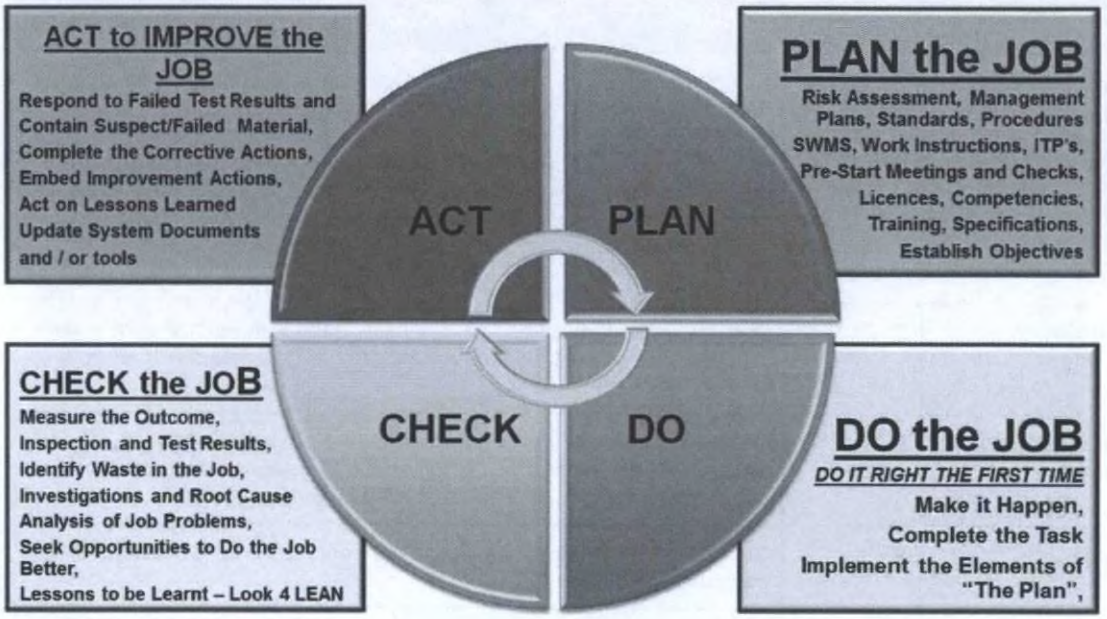
5.7 Main Features of the IMS

- The IMS draws on the best practice principles and requirements of national and international management system standards.
- The General Manager Business Systems has overall responsibility for managing national third party certification, maintenance, integrity, quality and governance of the IMS.
- The relationship between the IMS and the standards listed below is represented in ***DA-QA-RG009 IMS to ISO and OHSAS Standards Map.***
- A key tool of the IMS is the ***Process Compliance Matrix*** (PCM01) which lists all IMS documents and also maps all IMS documentation to the appropriate process owner.
- The IMS facilitates the implementation of the Business Quality Policy and the ten quality principles shown in *Annex A – 10 Quality Principles* is also a prime enabler for this policy. The key point that underpins many of the principles is a full understanding and appreciation of Downer's obligations to its customers both internal and external. The logo represents a "Q" for quality and demonstrates that the Customer is the centre and focus of all of Downer's activities.
- The IMS incorporates appropriate mechanisms to promote continuous improvement, based on the "Plan, Do, Check, Act" model illustrated in the following figure.

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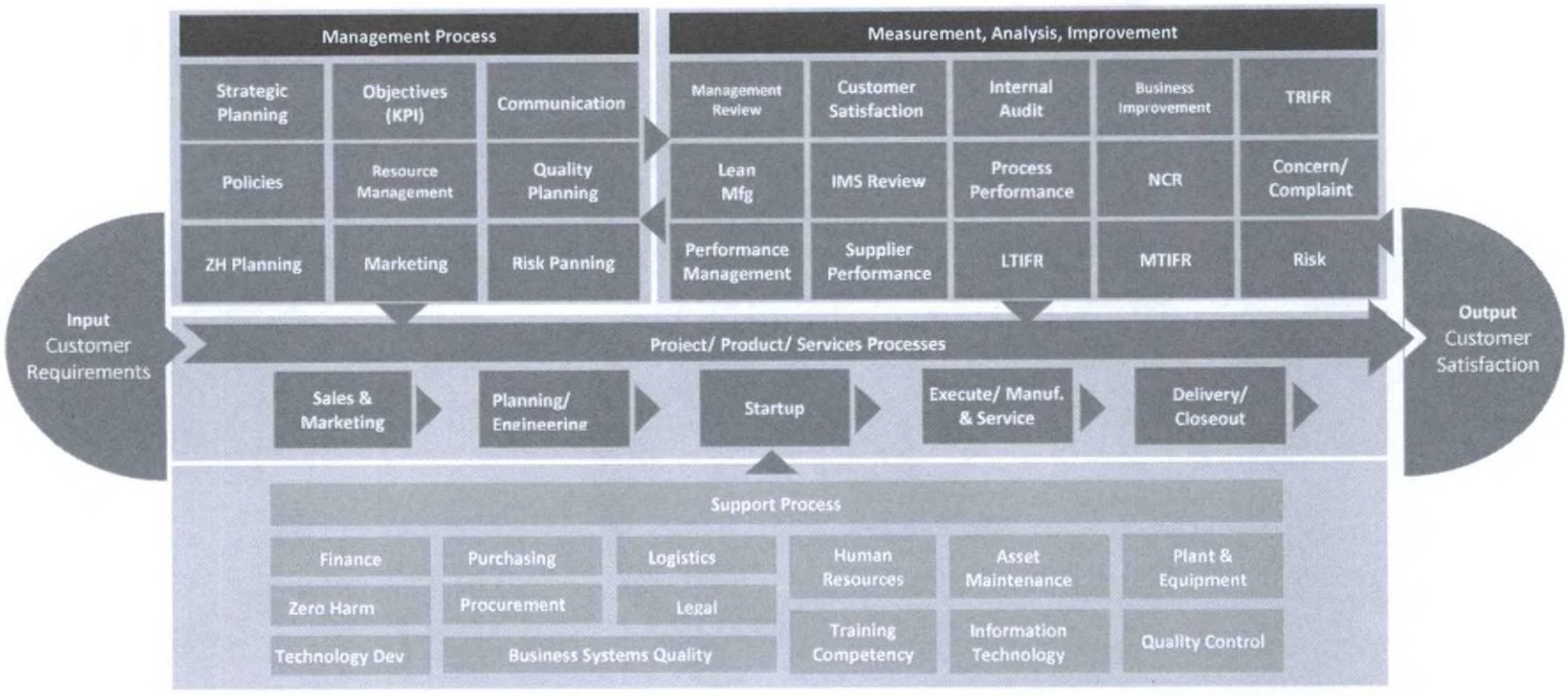
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6 IMS PROCESSES INTERACTION

The figure below illustrates the interactions between the processes of the IMS.



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ANNEX A – 10 QUALITY PRINCIPLES



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Annexure 13

Tender Addendums

Cleansing & Drainage Cleaning Services
Contract No. 2328

MORNINGTON PENINSULA
Shire

MORNINGTON PENINSULA Shire

Tender Addendum No.1

Tender Addendum No: 1 (One) Date: 4 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tender Addendum No.1

Reference is made to A4 -14. Footpath Sweeping and Cleansing (NFS) Work Method Requirements, Item 2 which should read;

The contractor must develop a program within one month of the commencement to perform the deep cleaning of footpaths activity within high profile precincts, to be completed in the first 12 months of the contract. Thereafter, the contractor must develop a program such that these footpaths are cleaned within a 24-month program.

Please Note: No additional time will granted for the closing date as stipulated within Tender CN2328 due to this Tender Addendum.

Regards

Mornington Peninsula Shire

MORNINGTON PENINSULA Shire

Tender Addendum No.2

Tender Addendum No: 2 (Two) Date: 7 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tender Addendum No.2

Reference is made to Tenderlink Forum Question Detailed data breakdown report question from the 06/06/2018.

Please see attached spreadsheet named A4-18 Clear Pits and Pipes easement clarifications.

Please Note: No additional time will granted for the closing date as stipulated within Tender CN2328 due to this Tender Addendum.

Regards

Mornington Peninsula Shire

MORNINGTON PENINSULA Shire

Tender Addendum No.3

Tender Addendum No: 3 (Three) Date: 7 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tender Addendum No.3

Reference is made to Annexure 4 - Activities and Routine Maintenance Services - Cleansing & Drainage Cleaning Agreement, A4-14 Footpath Sweeping and Cleaning (NFS) Work Method Requirements No.3 has incorrectly been stated and should read:

3. Sweeping of shopping precincts shall be carried out outside commercial trading hours in order to avoid vehicular and pedestrian traffic. Sweeping of footpaths shall be carried out between the hours of **10:00 pm** ~~5.00am~~ and 8.30am. Deep cleaning must be undertaken during the hours of 10.00 pm and 5.00am. Any variation to these hours should be determined by agreement with the contract superintendent.

Please Note: No additional time will granted for the closing date as stipulated within Tender CN2328 due to this Tender Addendum.

Regards

Mornington Peninsula Shire

MORNINGTON PENINSULA Shire

Tender Addendum No.4

Tender Addendum No: 4 (Four) Date: 8 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tender Addendum No.4

Reference is made to Annexure 4 - Activities and Routine Maintenance Services - Cleansing & Drainage Cleaning Agreement, A4-7 Street Sweeping (NSS) Work Method Requirements No.12 has incorrectly been stated and should read:

12. Care shall be taken to minimise disruption within residential areas, with hours of operation to be approved by the Superintendent. Sweeping of car parks within High-Profile precincts shall be carried out **outside of commercial business trading hours.** ~~between the hours of 4.00am and 8.30am.~~ **Restrictions to these hours maybe directed by the contract superintendent in response to noise sensitive areas at any period throughout the contact term.**

Please Note: No additional time will granted for the closing date as stipulated within Tender CN2328 due to this Tender Addendum.

Regards

Mornington Peninsula Shire