

Contractor Management (HSW, Env & DWQ)

Document number: PRO-00808

This document is the property of Seqwater. It must not be copied or reproduced in any way whatsoever without the authority of Seqwater. This document is uncontrolled when printed. An electronic database manages and stores the controlled version.

Ver No.	Description	Document Owner		Document Approver		
		Position	Approval	Position	Approval	Approval Date
17	Amended Version	Manager Health, Safety & Quality	Refer to supporting Info in Rex	Executive General Manager - People, Culture & Safety	Refer to supporting Info in Rex	02/08/2024

Contents

- 1. Purpose 3**
- 2. Scope 3**
- 3. Procedure 3**
 - 3.1. Engaging a Contractor and Seqwater’s duties..... 3
 - 3.2. Stage one – Scoping and Planning..... 3
 - 3.2.1. Hazard Identification..... 3
 - 3.2.2. Establishment of KPI’s 4
 - 3.2.3. Planning 4
 - 3.3. Stage two – Contractor Selection and Engagement 4
 - 3.3.1. HSW, Environment and Water Quality Document Review 5
 - 3.3.2. Pre-Start Meeting 6
 - 3.4. Stage three – Works Execution 6
 - 3.4.1. Kick-off meeting 6
 - 3.4.2. Implementation of Contractor’s SWMS and Management Plans 7
 - 3.4.3. Monitoring of work..... 7
 - 3.4.4. Reporting..... 8
 - 3.4.5. Contractor non-conformance..... 9
 - 3.5. Stage four – Completion 10
 - 3.5.1. Works completion 10
 - 3.5.2. Contractor evaluation..... 10
- 4. Definitions 11**
- 5. Roles and Responsibilities 17**
- 6. References and Related Materials 22**
- Appendix A – Key Performance Indicators (KPIs) Guide..... 24**
- Appendix B - Assurance Guide 28**
- Appendix C – Requirements for an EMP(C)..... 30**

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	2 of 30

1. Purpose

The purpose of this document is to define Seqwater's expectations regarding the health, safety and wellbeing (HSW), environmental and water quality requirements when engaging, monitoring, and managing Contractors.

2. Scope

This Procedure applies to all Seqwater Workers, business, and work activities where Contractors, Consultants, and Labour hire have been engaged to undertake Onsite work, for or on behalf of Seqwater, unless otherwise stated.

Professional Services Contractors undertaking administrative or office-based activities are out of scope of this Procedure.

3. Procedure

3.1. Engaging a Contractor and Seqwater's duties

All Contractors must meet Seqwater's minimum health, safety, environment and quality (HSEQ) and water quality requirements for the role or activity they are being engaged to do as outlined below.

If the work being undertaken is ongoing maintenance work, planned, scheduled or reactive, steps 3.1 – 3.4 are required at the initial engagement of the Contractor. Monitoring is then via the CIS scheduled audits, inspections, desktop audit inspections and at other intervals where deemed necessary.

The Contractor Engagement Checklist ([FRM-01258](#)) can support the implementation of this Procedure.

3.2. Stage one – Scoping and Planning

As part of the scoping and planning phase the Engaging Officer must provide the Contractors with a detailed scope of works. The scope will include potential hazards associated with the proposed work, Seqwater performance expectations (KPIs) and any specific Seqwater HSW, environment and water quality requirements.

3.2.1. Hazard Identification

The Contractor must take all reasonable steps to:

- eliminate risks, so far as is reasonably practicable;
- if it is not reasonably practicable to eliminate risks, minimise those risks as far as reasonably practicable.

The Engaging Officer must advise the Contractor of all known hazards using the Hazard Identification Checklist ([FRM-00944](#)), Environment Minor and Small & Medium Scale Works Checklist ([FRM-00649](#)) and/or within the detailed scope of works.

The Engaging Officer must utilise the following resources to communicate additional information:

- registers – site hazard, project risk, asbestos register and/or confined space register, facility risk registers
- Critical Control Handbook ([MAN-00313](#))
- Principal Contractor HSE Minimum Requirements Guideline ([GDE-00368](#))
- site induction

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	3 of 30

- specific training (e.g., Seqwater Water Hygiene & Materials Training [Course Code: 2764]).

If any fatality risks are identified the Contractor must make sure the critical controls implemented are equal to, or above those referred in the Critical Control Handbook ([MAN-00313](#)), associated Seqwater procedures and relevant legislation.

3.2.2. Establishment of KPI's

Implementing performance management activities is a fundamental element for Contractors delivering the expected HSW, environmental and water quality performance. Where Contractors are undertaking Onsite works HSW, environmental and water quality KPIs must be included as part of all engagements.

Both parties will need to agree:

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

The inclusion of HSW, environmental and water quality KPIs to be measured in the Contract must be identified and agreed with the Contractor during the Procurement Process prior to the Contract is signed.

Refer to Appendix B for additional information on establishing and managing KPIs.

3.2.3. Planning

The following should be considered when planning a work activity:

- the scope and timing of the work activity (may require a site inspection to confirm scope);
- the resources required to perform the work activity (including skills, training, qualifications, and inductions);
- Stakeholders involved in, or impacted by, the work activity (includes internal and external Stakeholders, HSW, environment, water quality, community relations, etc.);
- Seqwater specific inductions and training required;
- HSW, environmental and water quality KPIs for the works;
- risk control measures required to perform the work (including SWMS, high-risk work permits, isolation instructions, major works permit (MWP), project works permit (PWP));
- engage the Cultural Heritage Officer and Environmental Team to complete risk assessments for the purpose of identifying any potential risks and impacts, to meet legislative requirements.
- Identify whether further assessment, and approvals, including consultation with external stakeholders, may be required in the detailed business case / scope of works stage to mitigate harm and ensure legislative compliance.
- requirement for Contractors to develop work health and safety management plan (WHSMP), environmental management plan, water quality management plan.
- Is notification to the regulator required e.g.: Construction works that involves demolition work, asbestos removal, lead removal, pre-works notifications under development approvals or accepted development requirements, etc.

3.3. Stage two – Contractor Selection and Engagement

Seqwater has prequalified Contractors under several panel arrangements. This includes the Works and Services Standing Offer Arrangement (WSSOA), reactive maintenance, MCS works and systems, planning and design, and Seqwater collaborative maintenance contract.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	4 of 30

If the work required cannot be undertaken under one of these arrangements, the Engaging Officer as part of the Contractor selection and engagement process must verify that the Contractors have a risk management process (e.g. HSW and environmental management system, HSW and environmental documentation) in place. The Engaging Officer must also verify that the Contractors hold current licences and tickets for the work they are undertaking.

The Engaging Officer must advise the Contractor (including prequalified Contractor) of the HSW, environmental and water quality documentation that is required prior to commencing work.

Once work has been confirmed to commence, the Engaging Officer is to notify site Stakeholders of any potential HSW, environmental and water quality issues that may arise from works being undertaken where required. This process is also managed through the site access component of the PASS Procedure ([PRO-01820](#)).

The Contractor is responsible for undertaking a risk assessment and developing safety, environmental and water quality documentation that is specific to the site and works they are undertaking. It is also the responsibility of the Contractor to ensure that their SWMS has appropriate controls included to manage all hazards identified and that all workers understand these controls.

3.3.1. HSW, Environment and Water Quality Document Review

All Contractors’ (and Sub-Contractors) job specific SWMS must be submitted, reviewed, and endorsed by the Engaging Officer prior to work commencing Onsite. This review must verify whether the documents address the hazards associated with the scope of works and/or identified in the hazard identification checklist. The SWMS Review Checklist ([FRM-00627](#)) must be completed for all SWMS reviews. If the work involves High Risk Construction Work where deemed necessary by the Engaging Officer a review of the Contractors documentation can be done in consultation with the HSW, HSEQ, Environment and Catchment, Land and Heritage teams

WHS Management Plan (WHSMP)

All Construction Projects must have a written WHSMP prepared by the Principal Contractor before work can commence.

A WHSMP defines the arrangements to manage HSW on a Construction Project. The WHSMP identifies the risks associated with the project and defines the risk controls that need to be applied to allow for the management of risks at the project site.

The level of detail required for a WHSMP will depend on the complexity of the Construction Work (in particular the number of Contractors at the workplace at any one time) and the risks involved in the work.

The WHSMP must be available to and easily understood by all persons involved in the Construction Project (including Contractors and Sub-Contractors).

For additional information on WHS Management Plans refer to worksafe.qld.gov.au/whs-management-plans

Environmental Management Plan – Construction (EMP(C))

For the duration of the Contract, the Contractor shall develop, implement and maintain an Environmental Management Plan – Construction (EMP(C)) that meets the requirements of the Contract and relevant legislation. Works under the Contract shall be completed in accordance with the most current version of the EMP(C) deemed suitable by the Superintendent.

The EMP(C) shall be accessible on Site at all times during Work under the Contract. The Superintendent shall be provided with an electronic copy of the most current and complete version of the EMP(C) at all times.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	5 of 30

The Principal Contractors mandatory Management Plans and SWMS (and Sub-Contractor¹), must be reviewed in Consultation with the HSW, HSEQ, Environment, and Catchment, Land and Heritage teams. For additional information

See below for contact emails:

- HSW team safetydocreview@seqwater.com.au
- Environment team environment@seqwater.com.au
- Catchment, Land & Heritage team (heritage@seqwater.com.au and planning@seqwater.com.au)

Ten business days must be allowed for the HSW, HSEQ, and EHLUP teams to review Contractor documents.

3.3.2. Pre-Start Meeting

After the Contract has been awarded or purchase order raised, the Engaging Officer must conduct a pre-start meeting with the Contractor and relevant Stakeholders (as identified by the Engaging Officer) prior to the works commencing.

This meeting must clarify all HSW, environmental and water quality requirements (including but not limited to permits, key contacts, site access, HSW, environmental and water quality documentation, known site hazards, licences/approvals and competencies, schedule for monitoring of works, reporting requirements).

If the work activity is determined to be minor, low risk work using [REG-00348](#) HSW Corporate Risk and Opportunities Register, a pre-start meeting and document review may not be required in advance, these can be completed at the kick-off meeting.

3.4. Stage three – Works Execution

To monitor the Contractor's HSW, Environmental and Water Quality performance, the Engaging Officer must make sure the activities outlined in sections 3.4.1 to 3.4.3 below are completed.

3.4.1. Kick-off meeting

The Engaging Officer will facilitate a kick-off meeting with the Contractor prior to the works commencing to make the Contractor aware of the requirements to comply with the following:

- all Contractors, including their Sub-Contractors, have undertaken the required Seqwater inductions and completed required training;
- all Contractors have relevant qualifications/tickets;
- all relevant site access and permits/approvals are in place; and
- all Contractors HSW, environmental and water quality job specific documents have been submitted and reviewed.

¹ Seqwater does not review the documentation of Sub-Contractors of a Principal Contractor. It is the responsibility of the Principal Contractors to review as detailed in their work health and safety management plan. Seqwater may verify this has occurred Onsite via scheduled audits and inspections.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	6 of 30

Note: If the Engaging Officer is unable to attend the pre-start meeting, they can delegate this to another Seqwater Worker.

3.4.2. Implementation of Contractor’s SWMS and Management Plans

Implementation of the Contractor’s SWMS, and where relevant Management Plans, is the responsibility of the Contractor. It is also the responsibility of the Contractor to ensure that their documentation is readily available on site for inspection and that all Workers are signed-on and, understand and follow the requirements.

The Contractor is required to revise, update, and communicate their SWMS and Management Plans whenever there is a change to current work process, change in site conditions or when monitoring activities identifies a need to do so.

3.4.3. Monitoring of work

The Engaging Officer is to verify the implementation of the Contractor’s agreed controls to manage hazards throughout the job. The following can be used to support verification:

- critical control checks;
- field record;
- Workplace inspection checklist; and
- verification testing.
- [TEM-00284](#) Principal Contractor HSE Audit Report Template.

All engagements that have a Contract management, project management plan, or other management arrangement where Onsite work is performed an Onsite assurance schedule must be developed and included in the management plans.

The Engaging Officer must determine if any additional measures are necessary to track performance.

The Onsite assurance schedule will be aligned to the risk level of the Contract and the inclusion and management of KPIs.

Key components of an effective performance management approach are as follows:

- development of appropriate/effective KPIs aligned with Contract objectives;
- setting up clear/suitable targets; and
- defining the monitoring and reporting processes.

Refer to Appendix C for additional guidance on assurance activities and management of outcomes.

Additional inspections, audit activities, and observations etc. may be conducted where High-Risk Stages of works are being undertaken, or where the Contractor’s HSW, Environmental and Water Quality performance may require an increase in monitoring. This is at the discretion of the Engaging Officer in Consultation with the HSW, HSEQ, Environment, Catchment, Land and Heritage and water quality teams, the roles and responsibilities of which have been described in section 5 below.

The results of audits and inspections are to be communicated to relevant Stakeholders prior to being saved in REX.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	7 of 30

3.4.4. Reporting

3.4.4.1. Incident reporting

It is mandatory that all Contractor² related incidents, including hazard observations and near misses, are reported as outlined in the Incident Investigation Procedure ([PRO-00793](#)).

Contractors are required as soon as practicable:

- notify the Seqwater Engaging Officer;
- preserve the incident scene;
- cooperate with Seqwater investigations, where required;
- provide a copy of the incident investigation report, including outcomes of all incident investigations within 5 business days; and
- provide details of corrective actions implemented because of the investigation.

All Contractor incidents will be investigated in accordance with the Incident Investigation Procedure ([PRO-00793](#)).

3.4.4.2. Monthly Contractor Injury Reporting ³

Contractors must provide Seqwater with a monthly report, in the prescribed format, which details:

- hours worked Onsite on behalf of Seqwater; and
- number of Lost Time Injuries and Medically Treated Injuries that have occurred at Seqwater Workplaces in the previous 12 months.

3.4.4.3. Other Reporting

Additional reporting may be requested as established part of the KPI process by the Engaging Officer within the scope of works.

The additional reporting will be developed based of the size and risk level of the works and may include:

- HSW, environmental and water quality positive performance indicators (including leadership/ senior management participative/involvement);
- corrective actions raised and completed;
- fitness for work testing summary (e.g. drug, alcohol, and fatigue management);
- summary of first aid injury treatments and mechanism of injury;
- number and summary of any incidents;
- summary of assurance activities performed by Contractor including monitoring of High-Risk Construction Work;
- summary of hazards identified and rectified using the Contractor's hazard tracking system;

² Where the contractor is the Principal Contractor for a Construction Project the types of incidents that need to be reported are define in [GDE-00368](#) Principal Contractor HSE Minimum Requirements Guideline

³ Monthly Contractor injury reporting is not to be used as a KPI.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	8 of 30

- notification of updates to management plans, risk assessments or risk registers; and
- regulatory involvement (improvement notice, prohibition notices, penalty infringement notices).

All KPIs are to be managed in alignment with the Contract management or project management plan for the duration of the engagement.

The Engaging Officer or delegate must review the KPI reports within the pre-agreed timeframe and escalate internally where necessary. HSW, Environment, Heritage and water quality KPIs must be forwarded to relevant teams as received hswreporting@seqwater.com.au, environment@seqwater.com.au, heritage@seqwater.com.au and waterqualityproduct@seqwater.com.au

3.4.5. Contractor non-conformance

During the performance of work, a Seqwater Worker or the Engaging Officer can request that work stop if they are informed or observe that the Contractor is:

- not conducting the work in compliance with applicable legislation or their SWMS;
- conducting the work in such a way as to endanger the HSW of the Contractor’s Workers, Seqwater Workers or the general public;
- conducting the work in such a way as to impact or potentially impact the environment or contravening legislative requirements or approval/permit conditions; or
- conducting the work in such a way that could result in Unsafe Drinking Water.

The Engaging Officer or Stakeholder (e.g. HSW partner, site operators, etc.) will discuss the concerns with the Contractor and request that the SWMS is reviewed to rectify the issues raised. If this does not address the concerns, a Notice of Non-Conformance ([FRM-00517](#)) will be issued by the Engaging Officer and will direct the Contractor to immediately cease the activity, and to make safe and correct the breach.

If the Contractor is unable to correct the breach immediately, the Engaging Officer is to direct the Contractor to suspend all work. Work can restart when the Contractor provides evidence that the work can be completed in a safe manner (if the breach is HSW or water quality related), or the unlawful environmental harm or contravention of an approval condition can be mitigated/prevented (as appropriate).

If the Contractor is working under a Contract which includes specific processes for managing non-conformance, the non-conformance must be issued in accordance with Contract terms.

If the Contractor fails to rectify any HSW, environmental or water quality breaches where work has been suspended, or if the Contractor’s performance has involved recurring HSW, environmental or water quality breaches, Seqwater in Consultation with the legal team may terminate the work forthwith in accordance with Contract terms, depending on the severity of the issue.

All non-conformances and investigations raised will be communicated to relevant Stakeholders and sent through to the following teams and saved in REX:

- HSW team safetydocreview@seqwater.com.au
- Environment team environment@seqwater.com.au
- Catchment, Land & Heritage team (heritage@seqwater.com.au and planning@seqwater.com.au)

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	9 of 30

3.5. Stage four – Completion

3.5.1. Works completion

As part of the works' completion stage, the Engaging Officer or nominated representative (which may include key Stakeholders) must complete a final walk of the site to confirm the site is free of hazards or potential hazards and that any known hazards are controlled.

In addition, the Engaging Officer should coordinate that:

- all required documentation and training (where previously agreed upon) of new installations, including HSW processes have been undertaken with all relevant Stakeholders;
- updates have been made to the relevant HSW site hazard registers, confined space register, hazard chemical register, asbestos and water quality risk registers where required;
- updates have been made to all asset diagrams if required; and
- new or modified asset information including defects checklists is updated in CIS (as detailed in Asset Information Instruction for Project Managers, Contractors and Suppliers ([PRO-01877](#))).

3.5.2. Contractor evaluation

After the completion of each Contract, the Engaging Officer shall review and evaluate the Contractor's performance and provide this information to relevant Stakeholders as outlined in the Contract.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	10 of 30

4. Definitions

Term	Definitions
Construction Project	<ul style="list-style-type: none"> A project which involves Construction Work costing \$250,000 or more.
Construction Work	<p>As defined in section 289 of the WHS Regulation, any work carried out in connection with the construction, alteration, conversion, fitting-out, commissioning, renovation, repair, maintenance, refurbishment, demolition, decommissioning or dismantling of a Structure.</p> <p>This includes:</p> <ul style="list-style-type: none"> any installation or testing carried out in connection with an activity mentioned above; the removal from the Workplace of any product or waste resulting from demolition; the prefabrication or testing of elements, at a place specifically established for the construction work, for use in construction work the assembly of prefabricated elements to form a Structure or the disassembly of prefabricated elements forming part of a Structure; the installation, testing or maintenance of an essential service in relation to a Structure; any work connected with an excavation; any work connected with any preparatory work or site preparation (including landscaping as part of site preparation) carried out in connection with an activity mentioned above; an activity mentioned above that is carried out on, under or near water, including work on buoys and obstructions to navigation. Construction Work does not include Testing, Maintenance or Repair Work of a Minor Nature carried out in connection with a Structure.
Consultant	<ul style="list-style-type: none"> A specialist individual or group of individuals (other than Employees) contracted to analyse information, provide expert knowledge, draw conclusions, or make recommendations to develop new concepts or processes where Seqwater requires this input to consider the recommended course of action
Consultation	<p>Relevant information is shared with Workers and they are given a reasonable opportunity to:</p> <ul style="list-style-type: none"> express their views and to raise HSW, environment and water quality issues; participate in identifying risks associated with the work; and contribute to the decision-making process. <p>Seqwater will take the views of Workers into account. Workers consulted are advised of the outcome of the Consultation in accordance with the HSW Consultation, Communication and Issue Resolution Procedure (PRO-00870).</p>

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	11 of 30

Term	Definitions
Contract	<ul style="list-style-type: none"> A legally binding agreement with a Supplier for the provision of goods or services to Seqwater.
Contractor	<p>A person or entity, such as a sole trader, partnership, trust, or company that agrees to provide a good, service or outcome to Seqwater.</p> <ul style="list-style-type: none"> Please refer to the Commercial Services guidelines for further information relating to the engagement of Contractors.
Employee	<ul style="list-style-type: none"> A person who is employed by Seqwater.
Engaging Officer**	<p>A Seqwater employee who initiates and transacts the Procurement Process to engage a Contractor to perform a service or work activity at an Seqwater Workplace.</p> <p>This person nominated by Seqwater oversees and supervises the requirements of the contracted work.</p> <p>**Note this may be a shared role with the Contract Manager who manages the Procurement process and overall contract, with Seqwaters workers engaging Contractors to perform the works as required under the contract</p>
High Risk Construction Work	<p>As defined in section 291 of the WHS Regulation, high risk construction work means Construction Work that involves any of the following:</p> <ul style="list-style-type: none"> involves a risk of a person falling more than 2m; or is carried out on a telecommunication tower; or involves demolition of an element of a Structure that is load bearing or otherwise related to the physical integrity of the Structure; or involves, or is likely to involve, the disturbance of asbestos; or involves structural alterations or repairs that require temporary support to prevent collapse; or is carried out in or near a confined space; or is carried out in or near a shaft or trench with an excavated depth greater than 1.5m or a tunnel; or involves the use of explosives; or is carried out on or near pressurised gas distribution mains or piping; or is carried out on or near chemical, fuel, or refrigerant lines; or is carried out on or near energised electrical installations or services; or is carried out in an area that may have a contaminated or flammable atmosphere; or involves tilt-up or precast concrete; or is carried out on, in or adjacent to a road, railway, shipping lane or other traffic corridor that is in use by traffic other than pedestrians; or is carried out in an area at a Workplace in which there is any movement of powered mobile plant; or is carried out in an area in which there are artificial extremes of temperature; or is carried out in or near water or other liquid that involves a risk of drowning; or

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	12 of 30

Term	Definitions
	<ul style="list-style-type: none"> involves diving work.
High-Risk Stage	A defined stage of the project identified during project planning that involves a greater risk of a HSW incident occurring than during other stages. This may be as a result of a significant increase of personnel commencing, delivery of a range of high-risk activities or increased work pressure due to deadlines.
Key Performance Indicator (KPI)	Key Performance Indicators (KPIs) are a performance measurement that evaluates the success of a company, business unit, project, individual or a particular activity in which it engages relation to their strategic goals or objectives
Lost Time Injury (LTI)	A work-related incident that results in an injury or illness and time lost from work of one day/shift or more.
Manager	A person with the responsibilities for managing a functional area of the business including the Workers within the relevant functional area. This includes, but is not limited to, I3 managers, general managers and project Managers. A Manager is also considered a Worker; however, Managers may have additional responsibilities for implementation of the HSW management system as well as any additional responsibilities as an officer of the business.
Medically Treated Injury (MTI)	<p>Any work related injury or illness requiring medical treatment other than first aid (NB: first aid and observations by a medical practitioner are not MTIs). Medical treatment includes:</p> <ul style="list-style-type: none"> application of antiseptics during second or subsequent visits to medical personnel; treatment of partial or full thickness burns; insertion of sutures; any dental procedure other than review, polishing, cleaning, buffing. (Includes capping); removal of foreign bodies embedded in eye, not washed from eye. removal of foreign bodies from wound, if the removal requires a physician because of the depth of embedment, size or shape or object, or location of wound; use of prescription medications (except a single dose administered on the first visit for minor injury or discomfort); surgical debridement. (Surgical removal of foreign object or suspect tissue from a wound); positive x-ray diagnosis for fractures; any work injury that results in a loss of consciousness; doctor prescribed visits to an associated health professional for treatment not for initial assessment and follow up i.e. 3 or more treatments is an MTI (e.g. physiotherapist); and more than one appointment to a registered psychologist or councilor.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	13 of 30

Term	Definitions
Onsite	<p>A Workplace at a defined location where work (non-administrative) is being undertaken.</p> <p>Onsite could include:</p> <ul style="list-style-type: none"> • Seqwater operational site; • Seqwater recreational areas; • Seqwater catchment; • easement; • public area; • private land; and • grazing leases
Permit Access Safety System (PASS)	<p>PASS manages access to, and work activities performed, at Seqwater Workplaces. PASS provides a structured and methodical approach to planning and performing work activities.</p>
Principal Contractor	<p>The person conducting a business or undertaking appointed by Seqwater as the principal contractor for a Construction Project and given the management and control of the Workplace at which the Construction Project will be carried out and who discharges the duties of the principal contractor.</p>
Procurement Process	<p>Any procurement activity undertaken by the Engaging Officer including:</p> <ul style="list-style-type: none"> • purchase orders; • quotes obtained directly for the Contractor; • request for quote (RFQ) open market process; and • panel arrangement RFQ process
Professional Services Contractor	<p>Any Contractor engaged by Seqwater who will be undertaking administrative or office-based work.</p>
Project Manager	<p>The project manager is responsible for leading and managing a project team to successfully deliver project objectives.</p>
Safe Work Method Statement (SWMS)	<p>A SWMS sets out steps to enable supervisors, Workers, and any other persons at the Workplace to understand the requirements that have been established to carry out the High Risk Construction Work in a safe and healthy manner. It sets out the work activities in a logical sequence and identifies hazards and describes control measures.</p>
Stakeholders	<p>Any person(s) who is directly involved or impacted to varying degrees across the life of the Contractor engagement.</p>

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	14 of 30

Term	Definitions
Structure	<p>As defined in the WHS Act, this means anything that is constructed, whether fixed or moveable, temporary or permanent, and includes:</p> <ol style="list-style-type: none"> a. buildings, masts, towers, framework, pipelines, transport infrastructure and underground works (shafts or tunnels); and b. any component of a Structure; and c. part of a Structure. <p>As defined in section 290 of the WHS Regulation, other examples include:</p> <ul style="list-style-type: none"> • a roadway or pathway; • a ship or submarine; • foundations, earth retention works and other earthworks, including river works and sea defence works; • formwork, falsework, or any other Structure designed or used to provide support, access, or containment during Construction Work • an airfield; • a dock, harbor, channel, bridge, viaduct, lagoon, or dam • a sewer or sewerage or drainage works; • a pipe or pipeline; • an underground tank; • plant designed or used to provide support, access, or containment during work in connection with Construction Work; and • fixed plant on which outage work or overhaul work that involves or may involve work being carried out by 5 or more persons conducting businesses or undertakings at any point in time.
Sub-Contractor	<p>An independent Contractor hired by another independent Contractor to assist them to complete the contracted work.</p>
Testing, Maintenance or Repair Work of a Minor Nature	<p>Testing, maintenance or repair work of a minor nature is work that generally:</p> <ul style="list-style-type: none"> • requires minimal control measures to manage risks; • requires little or no pre-start preparation of the work area; • is small scale and often of short duration. <p>Factors that may relate to minimal preparation are:</p> <ul style="list-style-type: none"> • small scale work that does not impact the existing design of the building or Structure; • work that can be undertaken by workers with minimal supervision; • work that can be completed using hand tools and/or only requires light duty material e.g. material that can be used without mechanical aid and does not need a designated storage area; • work that has minimal effect on the public e.g., roads and footpaths are not affected. <p>Work of a Minor Nature can include:</p> <ul style="list-style-type: none"> • inspecting a buildings fire equipment;

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	15 of 30

Term	Definitions
	<ul style="list-style-type: none"> • inspecting a building lift but not maintaining or inspecting the lift regardless of how minor; • inspecting and servicing of, or replacing parts or repairing damage to: <ul style="list-style-type: none"> ○ an air conditioning system but not installing or replacing the entire system; ○ sprinklers but not installing or replacing the entire sprinkler system; ○ an irrigation system but not installing or replacing the entire system; ○ a water pump; ○ a prefabricated rain tank; ○ a smoke detector; ○ an alarm once de-energised but not the entire alarm system; ○ remote controlled windows, doors, gates, and turntables once de-energised; ○ an intercom system; ○ a satellite dish or antenna; ○ a computer network; ○ a light globe, tube, or diffuser; ○ non-structural joinery such as kitchen cabinets, wardrobes, plasterboard panels, windows, doors, architraves; ○ floorboards, floor joists, floor bearers on the ground floor but not an entire room or deck; ○ furnishings such as carpets, curtains, blinds, and non-timber floors; ○ floor and wall tiles, and grouting but not an entire room or deck; ○ skirting boards, ceilings, and cornices but not an entire room; ○ footpaths and steps but not an entire section; ○ gutters but not the whole guttering system; ○ a fence but not replacing and entire fence or gate; ○ a toilet, cistern, and taps.
Unsafe Drinking Water	Drinking water is unsafe at a particular time if it would be likely to cause physical harm to a person who might later consume it, assuming nothing happened to it after that particular time and before being consumed by the person that would prevent it being used for its intended use.
WHS Act	WHS Act means <i>Work Health and Safety Act 2011</i> (Qld)
WHS Regulation	WHS Regulation means <i>Work Health and Safety Regulation 2011</i> (Qld)
Worker	Worker means a person who carries out work in any capacity for Seqwater, including work as: <ul style="list-style-type: none"> • an employee; or • a Contractor or Sub-Contractor; or • an employee of a Contractor or Sub-Contractor; or • an employee of a labour hire company who has been assigned to work at Seqwater; or

Version No. 17	Document No. PRO-00808	Document Owner: Manager Health, Safety & Quality	Approval Date: 02/08/2024	Document Approver: Executive General Manager - People, Culture & Safety	Page: 16 of 30
-------------------	---------------------------	---	------------------------------	--	-------------------

Term	Definitions
	<ul style="list-style-type: none"> • an outworker; or • an apprentice or trainee; or • a student gaining work experience; or • a volunteer; or • a worker of a prescribed class.
Workplace	A place where work is carried out by Seqwater and includes any place where a worker goes, or is likely to be, while at work. This includes a vehicle, vessel, or other mobile Structure and any waters and any installation on land, on the bed of any waters or floating on any waters.
Works and Services Prequalification and Standing Offer Arrangement (WSSOA)	Panel arrangement of prequalified Contractors (including HSW), where Contract terms and conditions have been established between Seqwater and the Contractor.

5. Roles and Responsibilities

Role	Responsibility
Commercial Services Team (including commercial and contracts support in major projects group and sustaining capital)	<ul style="list-style-type: none"> • Ensure HSW, environmental and water quality requirements are considered in all stages of the procurement and Contract management process. • Supply Contractor information to HSW, environmental and water quality teams for them to source HSW, environmental and water quality performance, including details of hours worked on Seqwater sites, LTIs, MTIs, results of assurance activities completed, and any other information requested by Seqwater. • Retain records of Contractors’ HSW performance (WSSOA scorecards). • Ensure all required licences and/ or insurances for the individual procurement activity are requested throughout the process and ensure they are recorded as per Commercial Services governance documents.

Role	Responsibility
Contractors	<ul style="list-style-type: none"> • Comply with the relevant legal, HSW, environmental and water quality requirements of their Contract or their terms of engagement. • Undertake a risk assessment and where required site visit prior to work commencing • Review all site specific HSW registers (risk, asbestos, confined space etc.) prior to commencing Onsite • Provide site specific HSW, environmental and water quality documentation relevant to the work being undertaken • Ensure only competent qualified Workers undertake the work • Undertake assurance activities to confirm that all workers comply with their work specific WHSMP, Safe Work Method Statements (SWMS), environmental management plan, water quality project plan etc. • Comply with all lawful and reasonable safety directions provided by the Engaging Officer or any other Seqwater Worker • Provide information to Seqwater on work activity undertaken, including details of hours worked on Seqwater sites, LTIs, MTIs, results of assurance activities completed, and any other information requested by Seqwater. • Report HSW, environmental and water quality hazards, incidents and near misses associated with a Seqwater Workplace or while performing work for Seqwater to their Engaging Officer • Provide incidents reports to their Engaging Officer.
Employees	<ul style="list-style-type: none"> • Request a Contractor to stop work if there is an imminent risk to HSW the environment or water quality until that risk is adequately resolved. • Assist with incident investigation when applicable.
Engaging Officer - Delegate	<ul style="list-style-type: none"> • Undertake responsibilities delegated by the Engaging Officer. • Note: The Engaging Officer is to discuss job specific responsibilities with the Engaging Officer delegate prior to activities being undertaken
Engaging Officer**	<ul style="list-style-type: none"> • Coordinate the safe delivery of work/projects they are responsible for • Maintain currency of knowledge of applicable HSW, environmental and water quality legislation, policies, procedures, and other obligations relevant to the projects they are responsible for • Ensure, so far as is reasonably practicable, Contractors comply with relevant Seqwater policies and procedures where communicated or provided. • Include HSW, environmental and water quality requirements in all stages of the procurement and Contract management process. • During the Procurement Process, undertake verification and recording of all required licences and insurances (for self-run procurement activities not involving Commercial Services). • Coordinate the supply of job specific safety documentation from Contractors.

Version No. 17	Document No. PRO-00808	Document Owner: Manager Health, Safety & Quality	Approval Date: 02/08/2024	Document Approver: Executive General Manager - People, Culture & Safety	Page: 18 of 30
-------------------	---------------------------	---	------------------------------	--	-------------------

Role	Responsibility
	<ul style="list-style-type: none"> • Review all HSW, environment and water quality documentation prior to work commencing. • Undertake audits, activity inspections and safety walks to confirm that Contractors comply with their work specific safety documentation such as WHSMP, Safe Work Method Statements (SWMS) etc. • Verify, to the extent reasonably practicable, that the Contractors are undertaking HSW, environmental and water quality assurance activities • Verify, so far as is reasonably practicable, that the Contractors are complying with HSW, environment and water quality contractual obligations, and that any incident reports are obtained from the Contractor. • Communicate the requirements for any Seqwater specific requirements - Workplace inductions, permits, site access training as relevant to scope of works. • Advise Contractors of their requirement to provide information to Seqwater on work activity undertaken, including details of hours worked on Seqwater sites, LTIs, MTIs, results of assurance activities completed, and any other information requested by Seqwater. • Receive and forward HSW reports from Contractors according to Contract terms. • Report all hazards, incidents and near misses associated with their Contractors to Seqwater’s incident hotline on 07 3270 4040. • All Contractor incident notification and investigation to be in accordance with the Incident Investigation Procedure (PRO-00793). <p>**Note - these responsibilities may be shared between several roles involved in the engagement. The Contract Manager generally manages the Procurement process and overall contract, with Seqwater’s workers engaging Contractors to perform the works as required under the contract. Individual responsibilities are defined within the RACI in the Contract or Project Management Plan</p>

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	19 of 30

Role	Responsibility
Environment Heritage and Land Use Planning (EHLUP) Team	<ul style="list-style-type: none"> • Work with Managers, Engaging Officers and Contractors to implement processes for EHLUP Contractor management to assist Seqwater employees or representatives engaging the Contractor apply to this Procedure. • Provide advice, support, and Consultation throughout the Contractor management process • Assist as required, the Engaging Officer with reviewing Contractor systems and associated documentation. • Work with and assist the Engaging Officer with undertaking regular audits, inspections, and environmental observations of Contractors in activities in accordance with established Workplace monitoring requirements • Participate in, or review investigations of all Contractor incidents that occur as directed by the applicable coordinator and in accordance with the Incident Investigation Procedure (PRO-00793). • Undertake/coordinate assurance activities to verify that Contractor management processes are being implemented for all Contractor engagements
HSEQ Team	<ul style="list-style-type: none"> • Work with Managers, Engaging Officers and Contractors to implement processes for HSW and environmental Contractor management to assist Seqwater Employees or representatives engaging the Contractor apply to this Procedure. • Provide advice, support, and Consultation throughout the Contractor management process • Assist as required the Engaging Officer with reviewing Contractor HSW and environmental systems and associated documentation. • Work with and assist the Engaging Officer with undertaking regular audits, inspections, and safety observations of Contractors in activities in accordance with Workplace monitoring requirements established by the manager HSW. • Participate in, or review investigations of all Contractor incidents that occur as directed by the HSW Coordinator and in accordance with the Incident Investigation Procedure (PRO-00793). • Undertake assurance activities to verify that Contractor management processes are being implemented for all Contractor engagements. • Include Contractor data and performance in corporate reporting processes.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	20 of 30

Role	Responsibility
HSW Team	<ul style="list-style-type: none"> • Work with Managers, Engaging Officers and Contractors to implement processes for HSW Contractor management to assist Seqwater employees or representatives engaging the Contractor apply to this Procedure. • Provide advice, support, and Consultation throughout the Contractor management process • Assist as required the Engaging Officer with reviewing Contractor HSW systems and associated documentation. • Work with and assist the Engaging Officer with undertaking regular audits, inspections, and safety observations of Contractors in activities in accordance with Workplace monitoring requirements established by the manager HSW. • Participate in, or review investigations of all Contractor incidents that occur as directed by the HSW coordinator and in accordance with the Incident Investigation Procedure (PRO-00793). • Undertake assurance activities to verify that Contractor management processes are being implemented for all Contractor engagements. • Include Contractor data and performance in corporate reporting processes.
Manager HSQ, Manager Environment and Manager TSI	<ul style="list-style-type: none"> • Establish and maintain a systematic process to assist Seqwater Employees or representatives engaging the Contractor, or Project Manager, in the engagement, induction, Consultation, monitoring and performance reporting of environmental and cultural heritage requirements of Contractors. • Establish Workplace monitoring activities to verify the implementation and effectiveness of the environmental and cultural heritage within the Contractor management process.
Managers	<ul style="list-style-type: none"> • Provide appropriate resources to adequately implement the HSW, environmental and water quality Contractor management processes detailed in this Procedure. • Complete Workplace monitoring activities to verify that identified HSW, environmental and water quality hazards are being effectively managed, and the requirements of this Procedure are being consistently complied with. • Implement and communicate this Procedure within their relevant business group. • Undertake reviews of Contractors in accordance with the requirements of this Procedure.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	21 of 30

Role	Responsibility
Water Quality Team	<ul style="list-style-type: none"> • Work with Managers, Engaging Officers and Contractors to implement processes for water quality Contractor management to assist Seqwater employees or representatives engaging the Contractor apply to this Procedure. • Provide advice, support, and Consultation throughout the Contractor management process • Assist as required, the Engaging Officer with reviewing Contractor systems and associated documentation. • Work with and assist the Engaging Officer with undertaking regular audits, inspections, and water quality observations of Contractors in activities in accordance with established Workplace monitoring requirements • Participate in, or review investigations of all Contractor incidents that occur as directed by the applicable Coordinator and in accordance with the Incident Investigation Procedure (PRO-00793). • Undertake/coordinate assurance activities to verify that Contractor management processes are being implemented for all Contractor engagements

6. References and Related Materials

Description	Location
<i>Environmental Protection Act 1994</i> (Qld)	Legislation
FRM-00517 Notice of Non-Conformance Form	REX
FRM-00627 SWMS Review Checklist	REX
FRM-00649 Environment Small & Medium Scale Works Checklist	REX
FRM-00652 Contractor Environment Management Plan Review Checklist	REX
FRM-00944 Hazard Identification Checklist	REX
FRM-01258 Integrated Contractor Engagement Checklist	REX
GDE-00368 Principal Contractor HSE Minimum Requirements Guideline	REX
MAN-00313 Critical Control Handbook	REX
PRO-00005 WHS, Environment and Heritage Construction Management Procedure	REX
PRO-00657 Hazard Identification and Risk Management Procedure	REX
PRO-00793 Incident Investigation Procedure	REX
PRO-00870 HSW – Consultation, Communication and Issue Resolution Procedure	REX
PRO-01820 Permit Access Safety System (PASS) Procedure	REX
PRO-01877 X-PROD-STD-010 Asset Information Requirements Procedure	REX
<i>Public Health Act 2005</i> (Qld)	Legislation

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	22 of 30

Description	Location
<i>Public Health Regulation 2018 (Qld)</i>	Legislation
REG-00348 HSW Corporate Risk and Opportunities Register	REX
<i>Water Fluoridation Act 2008 (Qld)</i>	Legislation
<i>Water Fluoridation Code of Practice 2021 (Qld)</i>	Legislation
<i>Water Fluoridation Regulation 2020 (Qld)</i>	Legislation
<i>Water Supply (Safety and Reliability) Act 2008 (Qld)</i>	Legislation
<i>Work Health and Safety Act 2011 (Qld)</i>	Legislation
<i>Work Health and Safety Regulation 2011 (Qld)</i>	Legislation

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	23 of 30

This document is the property of Seqwater. It must not be copied or reproduced in any way whatsoever without the authority of Seqwater. This document is uncontrolled when printed. An electronic database manages and stores the controlled version.

Appendix A – Key Performance Indicators (KPIs) Guide

The inclusion of HSW, environmental and water quality KPIs to be measured in the Contract shall be identified and agreed to with the Contractor during the Procurement Process before the Contract is signed.

The following sets out a model for selecting and reporting on Contractor Key Performance Indicators (KPIs) to include within contracts to ensure Contract Managers can fully understand which ones to select and how to interpret them. This model will provide you with a sound basis for moving towards good practice, as we seek to improve our contractor engagement and management.

KPIs are a quantifiable measure of performance over time for a specific objective and provides targets for teams to shoot for, milestones to gauge progress, and insights that help make better decisions. Establishing health and safety KPIs allows contractors to demonstrate how effectively they are managing safety onsite and to build relationships with contractors. These KPIs essentially act as a health and safety performance review.

Lagging indicators vs. leading indicators

There are two categories of indicators that each highlight various aspects of a contractor's safety performance:

Lagging indicators: These indicators are a measurement of what has already happened, or you can consider them related to past performance. Lagging indicators include the total incident rate or the lost time injury frequency. Poor lagging indicators mean that a specific safety control has failed and needs to be revisited by the contractor.

Leading indicators: These KPIs tracks data related to preventing injuries and accidents from occurring. Leading indicators show what your contractor is doing to prevent incidents and injuries from happening. Safety inspection completion percentage and frequency of safety training are two potential KPIs that demonstrate active safety initiatives, or the lack thereof.

Both types of indicators are essential for understanding the overall state of health and safety of the contract. Ideally, Engaging Officers will have multiple KPIs of both types that help them pinpoint specific problems or areas of improvement. It is important to find a healthy balance of leading and lagging indicators when selecting KPIs.

Selecting the right KPIs for your contract

Select the KPI's that will make the biggest immediate difference to site compliance and culture. The selection and number of KPIs should be determine based on the size and risk level of your contract.

Three core points for your indicator set:

- Combine lagging and leading indicators
- KPIs need to give meaningful insight into your goals for the contract
- Only track KPIs that contractors will have enough meaningful data to support

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	24 of 30

Key Performance Indicators (KPIs)

KPI Title	KPI Description (inc. the why)	Measurement	Frequency
Management Plan Audit (WHSMP or CMP)	The audit is to assess the implementation and effectiveness of the management plan. Depending on the type of contract frequency can be determined in consultation with the contractor pre-award (to be defined in Contractors WHSMP or CMP).	<ul style="list-style-type: none"> Frequency of audits Are they taking place on time Findings 	To be reported in the month completed
Hazard and Near Miss Reporting	It enables companies to pro-actively resolve hazards before a tragic incident occurs, engaging the workforce (all workers at all levels) in solving problems. Increases safety ownership and reinforces workers' self-esteem.	<ul style="list-style-type: none"> No. of hazards and near misses reported No. Actions taken to rectify 	Monthly
Assurance Activities	Assurance activities helps identify hazards before they result in occurrences, seek out system weaknesses and challenges the effectiveness of risk controls using safety information that may indicate emerging safety risks. Summary of assurance activities performed by contractor including monitoring of High-Risk Construction Work (as define in Contractors WHSMP or CMP)	<ul style="list-style-type: none"> Type & Frequency Are they taking place as defined Findings 	Monthly
Action Tracking and Close Out	Corrective and preventative actions raised, actioned and closed out following Assurance activities. Contractor to provide prior months stats also to support cross reference to track improvement.	<ul style="list-style-type: none"> No. actions raised No. actions closed Actions closed on time Actions overdue 	Monthly
Resolution of Risks & Issues	Management of onsite risks and issues (many of which will be directly linked to health and safety incidents), measurement of how long it takes to resolve these issues from the time that they're first reported.	<ul style="list-style-type: none"> Average Time to Resolve Risks & Issues identified 	Monthly
Worker Training	Frequency and retention of the training. How often is training taking place? Classes, toolbox talks, and micro training sessions help promote a positive safety culture by keeping it top of mind. (as define in Contractors WHSMP or CMP)	<ul style="list-style-type: none"> Type & Frequency Are they taking place as defined 	Monthly

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	25 of 30

KPI Title	KPI Description (inc. the why)	Measurement	Frequency
Management Training	Developing safety leadership skills will build a positive safety culture in the workplace. A simple case of measuring how many managers (associated with the contract) have undergone safety training and expressing that as a percentage.	<ul style="list-style-type: none"> Type & Frequency Are they taking place as defined 	Monthly
Risk Assessments	A measurable way to see the riskiest places onsite and create plans to mitigate them. Supports the identification of risks, rank them to focus on high-risk areas and start eliminating the issues. Once again it is important to measure the frequency that risk assessments are taking place.	<ul style="list-style-type: none"> No. of Risk Assessments completed No. Actions taken to rectify 	Monthly
Equipment breakdowns	When critical equipment breaks down, there is a loss of activity putting pressure on timelines and resources. By measuring the number of equipment breakdowns and repair time, you will gain an overview of potential impacts in advance.	<ul style="list-style-type: none"> No. of equipment breakdowns Average time to get repaired or replaced 	Monthly
Average overtime per person	<p>This average is a great KPI to help measure the average time worked by someone beyond their normal working hours. The idea is that if you keep this number low, it can mean that an organization is successfully managing workload and reducing the chance of fatigue in the workplace.</p> <p><i>This KPI is not applicable to all types of contracts and the definition of 'overtime' may vary per contractor</i></p>	<ul style="list-style-type: none"> Average overtime per person 	Monthly
Incident Reporting	All incidents associated with works are reported within defined timeframe (including incident investigation reports for all Principal Contractors)	<ul style="list-style-type: none"> No. of incidents 	At time of Incident (+ summary in monthly report)
Lost Time Injury Frequency Rate (LTIFR)	The number of lost time injuries that happen per million hours worked. To work out the LTIFR you multiply the number of lost time injuries by 1,000,000 then divide that number by the total number of hours worked in an organization	<ul style="list-style-type: none"> Calculation 	Monthly

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	26 of 30

KPI Title	KPI Description (inc. the why)	Measurement	Frequency
Lost Time Injury Incidence Rate (LTIR)	This measures the events that occur over a standard period of time by a standard number of workers. So if we want to calculate the 'LTIR' (Lost Time Injury Incidence Rate) for 1,000 people, we multiply the number of incidents by 100, then divide it by the number of workers.	<ul style="list-style-type: none"> Calculation 	Monthly
Medically Treated Injury (MTI)	A Medical Treatment Injury (MTI) is defined as an injury or disease that resulted in a certain level of treatment (not First Aid Treatment) given by Doctor or other medical personnel.	<ul style="list-style-type: none"> No. of MTIs 	Monthly
First Aid Injury (FAI)	A First Aid Injury (FAI) is an injury that requires a single first aid treatment and a follow up visit for subsequent observation involving only minor injuries e.g.: minor scratches, burns, cuts	<ul style="list-style-type: none"> No. of FAIs 	Monthly

Tips for tracking KPIs

Some helpful tips for successfully tracking safety KPIs in your contracts:

- Report all incidents: Create a proactive working relationship/environment which encourage contractors to report all incidents.
- Encourage honest reporting: Honesty is crucial in KPI reports because it provides accuracy for your KPI measurements. Encourage contractors to report incidents truthfully.
- Engage: With your WHS team rep to help you establish and track the right safety KPIs for your contract. Early engagement will help get your contract off to a great start.
- Consistency: Ensure your contractor provides KPI reports within the defined timeframe. Proactively manage if not received on time, every time!
- Review and feedback: Review all KPI reports, check for consistency and improvement in activity from month to month. Provide your contractors with feedback both positive and opportunities post review.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	27 of 30

Appendix B - Assurance Guide

Purpose

The purpose of undertaking assurance on contractors is to support Seqwater in meeting their duty as a PCBU. The intent of the assurance is to verify that the Contractor is working in accordance with their contract, Workplace Health and Safety, Environmental and Heritage Management Plans, relevant legislation and any other supporting documentation.

Assurance Framework

At Seqwater we have adopted the 'Three Lines of Defence' model to ensure we are utilising all teams to verify the implementation and effectiveness of our controls. When applied to contractor management this framework is designed to provide a consistent approach to compliance management throughout Seqwater and to ensure that Seqwater's contractors have appropriate systems and processes in place to manage its compliance obligations.

Three lines of defence:

1. The first line of defence (functions that own and manage risks i.e. contractors)
2. The second line of defence (functions that oversee or who specialise in compliance or the management of risk i.e. Seqwater)
3. The third line of defence (functions that provide independent assurance)

Example Assurance Schedule

		Safety Observation	Critical Control Check	Management plan implementation Audit	External Party Project Audit	Enviro Audits etc.
Project Leadership Team	EGM		Quarterly			
	Level 3 Manager		Quarterly			
	PPM/Project Director	Monthly	Monthly			
Project Team	Project Manager	Weekly	Weekly			
	Construction Manager/Inspector	Daily	Monthly			
	Project Officer	Weekly	Quarterly			
	Contract Administrator	Monthly	Weekly			
Support Services (SME)	HSQ Team	Fortnightly	Monthly	Monthly	Quarterly	
	Environment Team	Weekly	Monthly	Monthly		Quarterly
	Water Quality Team	Weekly	Weekly			

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	28 of 30

This document is the property of Seqwater. It must not be copied or reproduced in any way whatsoever without the authority of Seqwater. This document is uncontrolled when printed. An electronic database manages and stores the controlled version.

** The Onsite assurance schedule is to be aligned to the risk level of the Contract and the inclusion and management of KPIs

Findings & Management

The findings of assurance activities will identify whether the Contractor is working in accordance with their WHSMP and/or SWMS and is properly managing safety onsite or whether there are gaps in their management that need improvement. Findings are to be managed in accordance with the Contract or Project Management Plan.

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	29 of 30

This document is the property of Seqwater. It must not be copied or reproduced in any way whatsoever without the authority of Seqwater. This document is uncontrolled when printed. An electronic database manages and stores the controlled version.

Appendix C – Requirements for an EMP(C)

The EMP shall include a copy of the site-specific Environmental and Cultural Heritage Induction requirements identified during the scoping and planning phase, as well as describe measures to be taken to address contractual requirements and avoid environmental and heritage harm during construction and commissioning of the Works. The EMP(C) must follow the guidelines of AS/NZS ISO 14001 Environmental Management Systems and must not contravene environmental and heritage legislation.

Current environmental management qualifications and experience of staff nominated as the Environmental Representative within the project team must also be provided. The Contractor will be responsible for undertaking and implementing all necessary control strategies, monitoring, reporting and corrective actions.

The Contractor will be responsible for providing Sub-Contractors with a copy of their EMP and ensuring they follow the requirements of the contract

No site construction works shall proceed until the complete EMP or a section of the EMP relevant to a particular construction operation has been submitted, and approval by the Environment and Heritage team has been provided via the Superintendent. The Environment Team will utilise the Contractor Environment Management Plan Review Checklist ([FRM-00652](#)) and provide specific feedback to the Contractor if the EMP is not satisfactory.

It is desirable to provide evidence of environmental management systems (EMS) and methodologies to be used in the delivery of the project/works to ensure that the environmental aspects of the work complies with the environmental requirements; including but not limited to:

- Company environmental policy and objectives
- Organisation structure including resources, roles, responsibilities and authority
- Environmental Risk management outlining any significant aspects and impacts to the site with sufficient controls applied to mitigate risk
- Environmental work practices and procedures
- Environmental training and induction
- Environmental auditing and inspection procedures
- Environmental consultation procedures
- Environmental performance monitoring specifically on non-conformances or near miss with sufficient corrective action and preventative action
- Environmental emergency preparedness and response
- Cultural heritage management

Version No.	Document No.	Document Owner:	Approval Date:	Document Approver:	Page:
17	PRO-00808	Manager Health, Safety & Quality	02/08/2024	Executive General Manager - People, Culture & Safety	30 of 30