

# Procedure

## HSW & Environmental Contractor Management

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		Position	Name	Signature	Position	Name	Date	Signature
13	Amended Version	Manager, HSW	Adam Schultz	Refer to supporting Info in Q-Pulse (minor changes)	GM, People, Culture and Safety	Melissa Williams	11/06/2020	Refer to Email note and supporting Info in Q-Pulse

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# 1 Purpose

The purpose of this document is to define Seqwater’s expectations in regards to the HSW and environmental requirements when engaging, monitoring and managing Contractors as outlined in:

- *Work Health and Safety Act 2011 (Qld)*
- *Work Health and Safety Regulation 2011 (Qld).*
- *Environmental Protection Act 1994 (Qld)*
- *Environmental Protection Regulation 2008 (Qld)*

# 2 Scope

This procedure applies to all Seqwater workers, business and work activities where contractors have been engaged to undertake work for or on behalf of Seqwater, unless otherwise stated.

Contractors providing professional services, or contractors engaged to perform administrative activities within an Seqwater administration area, are out of scope of this procedure.

# 3 Definitions

Term	Definitions
Construction project	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"> <li>• any installation or testing carried out in connection with an activity mentioned above</li> <li>• the removal from the workplace of any product or waste resulting from demolition</li> <li>• the prefabrication or testing of elements, at a place specifically established for the construction work, for use in construction work</li> <li>• the assembly of prefabricated elements to form a structure or the disassembly of prefabricated elements forming part of a structure</li> <li>• the installation, testing or maintenance of an essential service in relation to a structure</li> <li>• any work connected with an excavation</li> <li>• 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</li> <li>• an activity mentioned above that is carried out on, under or near water, including work on buoys and obstructions to navigation.</li> </ul> <p><i>Construction work does not include testing, maintenance or repair of a minor nature carried out in connection with a structure.</i></p>

Term	Definitions
Consultation	<p>Relevant information is shared with workers and they are given a reasonable opportunity to:</p> <ul style="list-style-type: none"> <li>• express their views and to raise HSW and environmental issues</li> <li>• Participate in identifying risks associated with the work</li> <li>• contribute to the decision-making process</li> </ul> <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 (<a href="#">PRO-00870</a>).</p>
Contract	A formal agreement entered into by Seqwater and a contractor following acceptance of an offer by Seqwater made in response to a sourcing activity.
Contractor	Any person or firm engaged under contract by Seqwater to undertake work. A contractor is not an employee.
Employee	A person who is employed by Seqwater.
Engaging Officer	<p>A Seqwater employee who engages another employee or 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>
High risk construction work	<p>As defined in section 291 of the <i>WHS Regulation 2011</i> (Qld) high risk construction work means construction work that involves any of the following:</p> <ul style="list-style-type: none"> <li>• involves a risk of a person falling more than 2m</li> <li>• is carried out on a telecommunication tower</li> <li>• involves demolition of an element of a structure that is load-bearing or otherwise related to the physical integrity of the structure</li> <li>• involves, or is likely to involve, the disturbance of asbestos</li> <li>• involves structural alterations or repairs that require temporary support to prevent collapse</li> <li>• is carried out in or near a confined space</li> <li>• is carried out in or near a shaft or trench with an excavated depth greater than 1.5m or a tunnel</li> <li>• involves the use of explosives</li> <li>• is carried out on or near pressurised gas distribution mains or piping</li> <li>• is carried out on or near chemical, fuel or refrigerant lines</li> <li>• is carried out on or near energised electrical installations or services</li> <li>• is carried out in an area that may have a contaminated or flammable atmosphere</li> <li>• involves tilt-up or precast concrete</li> <li>• 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</li> <li>• is carried out in an area at a workplace in which there is any movement of powered mobile plant</li> <li>• is carried out in an area in which there are artificial extremes of temperature</li> <li>• is carried out in or near water or other liquid that involves a risk of drowning</li> <li>• involves diving work.</li> </ul>
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.

Term	Definitions
Job Safety & Environment Analysis (JSEA)	Job Safety & Environment Analysis is a method of identifying hazards in a job and developing ways to control the hazards to eliminate or minimise the risk to personnel, the environment and equipment.
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, Level 3 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 MTI's). Medical treatment includes:</p> <ul style="list-style-type: none"> <li>• Application of antiseptics during second or subsequent visits to medical personnel.</li> <li>• Treatment of partial or full thickness burns.</li> <li>• Insertion of sutures.</li> <li>• Any dental procedure other than review, polishing, cleaning, buffing. (Includes capping).</li> <li>• Removal of foreign bodies embedded in eye, not washed from eye.</li> <li>• 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.</li> <li>• Use of prescription medications (except a single dose administered on the first visit for minor injury or discomfort).</li> <li>• Surgical debridement. (Surgical removal of foreign object or suspect tissue from a wound).</li> <li>• Positive x-ray diagnosis for fractures.</li> <li>• Any work injury that results in a loss of consciousness.</li> <li>• 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).</li> <li>• More than one appointment to a registered psychologist or counsellor.</li> </ul>
Permit Access Safety System (PASS)	PASS manages access to, and work activities performed, at Seqwater workplaces. PASS provides a structured and methodical approach to planning and performing work activities.
Principal Contractor	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.
Professional Services Contractor	Any contractors engaged by Seqwater who will be undertaking administrative or office based work. Any contractor that is required to perform work at an operational site is not considered to be a Professional Services Contractor.
Project/contract risk assessment	The project/contract risk assessment outlines the hazards and risk controls associated with the work activities that will be undertaken under the contract.
Project Manager	The project manager is responsible for leading and managing a project team to successfully deliver project objectives.
Safe Work Method Statement (SWMS)	A SWMS sets out steps to enable supervisors, workers and any other persons at the workplace to understand the requirements that have been

Term	Definitions
	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.
Stakeholders	Any person(s) who is directly involved to varying degrees across the life of the project/contract.
Structure	<p>As defined in the <i>WHS Act</i>, this means anything that is constructed, whether fixed or moveable, temporary or permanent, and includes:</p> <ol style="list-style-type: none"> <li>buildings, masts, towers, framework, pipelines, transport infrastructure and underground works (shafts or tunnels); and</li> <li>any component of a structure; and</li> <li>part of a structure.</li> </ol> <p>As defined in section 290 of the <i>WHS Regulation</i>, other examples include:</p> <ul style="list-style-type: none"> <li>a roadway or pathway</li> <li>a ship or submarine</li> <li>foundations, earth retention works and other earthworks, including river works and sea defence works</li> <li>formwork, falsework or any other structure designed or used to provide support, access or containment during construction work</li> <li>an airfield</li> <li>a dock, harbour, channel, bridge, viaduct, lagoon or dam</li> <li>a sewer or sewerage or drainage works</li> <li>a pipe or pipeline</li> <li>an underground tank</li> <li>plant designed or used to provide support, access or containment during work in connection with construction work</li> <li>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.</li> </ul>
Sub-contractor	A person or company engaged by a contractor to perform part of a work task or service.
Tender	A tender is an offer made in writing in response to an invitation to supply specified goods or to perform a service as set out in the relevant tender documentation. For the purpose of this procedure quotations obtained through a Request For Quote (RFQ) are considered a tender.
Tender evaluation panel	Panel of stakeholders established to review tender submissions and recommend a preferred tenderer.
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"> <li>requires minimal control measures to manage risks</li> <li>requires little or no pre-start preparation of the work area</li> <li>is small scale and often of short duration.</li> </ul> <p>Factors that may relate to minimal preparation are:</p> <ul style="list-style-type: none"> <li>small scale work that doesn't impact the existing design of the building or structure</li> <li>work that can be undertaken by workers with minimal supervision</li> <li>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</li> <li>work that has minimal effect on the public e.g. roads and footpaths are not affected.</li> </ul> <p>Work of a minor nature can include:</p>

Term	Definitions
	<ul style="list-style-type: none"> <li>• inspecting a buildings fire equipment</li> <li>• inspecting a buildings lift but not maintaining or inspecting the lift regardless of how minor</li> <li>• inspecting and servicing of, or replacing parts or repairing damage to:                             <ul style="list-style-type: none"> <li>– an air conditioning system but not installing or replacing the entire system</li> <li>– sprinklers but not installing or replacing the entire sprinkler system</li> <li>– an irrigation system but not installing or replacing the entire system</li> <li>– a water pump</li> <li>– a prefabricated rain tank</li> <li>– a smoke detector</li> <li>– an alarm once de-energised but not the entire alarm system</li> <li>– remote controlled windows, doors, gates and turntables once de-energised</li> <li>– an intercom system</li> <li>– a satellite dish or antenna</li> <li>– a computer network</li> <li>– a light globe, tube or diffuser</li> <li>– non-structural joinery such as kitchen cabinets, wardrobes, plasterboard panels, windows, doors, architraves</li> <li>– floor boards, floor joists, floor bearers on the ground floor but not an entire room or deck</li> <li>– furnishings such as carpets, curtains, blinds and non timber floors</li> <li>– floor and wall tiles, and grouting but not an entire room or deck</li> <li>– skirting boards, ceilings and cornices but not an entire room</li> <li>– footpaths and steps but not an entire section</li> <li>– gutters but not the whole guttering system</li> <li>– a fence but not replacing and entire fence or gate</li> <li>– a toilet, cistern and taps</li> </ul> </li> </ul>
Worker	<p>Worker means a person who carries out work in any capacity for Seqwater, including work as:</p> <ul style="list-style-type: none"> <li>• an employee</li> <li>• a contractor or subcontractor</li> <li>• an employee of a contractor or subcontractor</li> <li>• an employee of a labour hire company who has been assigned to work at Seqwater</li> <li>• an outworker</li> <li>• an apprentice or trainee</li> <li>• a student gaining work experience</li> <li>• a volunteer</li> <li>• a worker of a prescribed class.</li> </ul>
Workplace	<p>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.</p>
Works and Services Prequalification and Standing Offer Agreement (WSSOA)	<p>Panel arrangement of prequalified contractors (including HSW), where contract terms and conditions have been established between Seqwater and the Contractor.</p>

## 4 Roles and Responsibilities

Role	Responsibility
Managers	<ul style="list-style-type: none"> <li>• Provide appropriate resources to adequately implement the HSW and environmental contractor management processes detailed in this procedure.</li> <li>• Complete workplace monitoring activities to verify that identified HSW and environmental hazards are being effectively managed and the requirements of this procedure are being consistently complied with.</li> <li>• Implement and communicate this procedure within their relevant business group.</li> <li>• Undertake reviews of contractors in accordance with the requirements of this procedure.</li> </ul>
Manager, HSW	<ul style="list-style-type: none"> <li>• Establish and maintain a systematic process to manage the HSW of contractors to assist Seqwater employees or representatives engaging the contractor, or Project Manager, in the engagement, induction, consultation, monitoring and performance reporting of contractors.</li> <li>• Establish workplace monitoring activities to verify the implementation and effectiveness of the HSW contractor management process.</li> <li>• Provide appropriate resources to review and audit contractor HSW compliance with the requirements of this procedure.</li> </ul>
Manager, Technical Support and Improvement	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Establish workplace monitoring activities to verify the implementation and effectiveness of the environmental and Cultural Heritage within the contractor management process.</li> </ul>
Commercial Services Team	<ul style="list-style-type: none"> <li>• Include HSW requirements in all stages of the procurement and contract management process.</li> <li>• Request information from contractors to support Seqwater monitor HSW performance, including details of hours worked on Seqwater sites, LTI's, MTI's, results of assurance activities completed, and any other information requested by Seqwater.</li> <li>• Retain records of contractors HSW performance.</li> <li>• During the procurement process undertake recording and maintenance of all required licences and insurances.</li> </ul>
Engaging Officer	<ul style="list-style-type: none"> <li>• Coordinate the safe delivery of work/projects they are responsible for</li> <li>• Maintain currency of knowledge of applicable WHS legislation, policies, procedures and other obligations relevant to the projects they are responsible for</li> <li>• Ensure, so far as is reasonably practicable, contractors comply with relevant Seqwater policies and procedures where communicated or provided.</li> <li>• Include HSW requirements in all stages of the procurement and contract management process.</li> <li>• During the procurement process undertake verification and recording of all required licences and insurances.</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>• Coordinate the supply of job specific safety documentation from contractors</li> <li>• Review all safety documentation prior to work commencing</li> <li>• 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) and Job Safety Environment Analysis (JSEA).</li> <li>• Verify, to the extent reasonably practicable, that the contractors are undertaking safety assurance activities</li> <li>• Verify, so far as is reasonably practicable, that the contractors are complying with WHS contractual obligations, and that any incident reports are obtained from the contractor.</li> <li>• Communicate the requirements for workplace inductions, any required permits and arrange site access and Major Works Permit, Project Works Permit, Control Systems Permit where required.</li> <li>• Advise contractors of their requirement to provide information to Seqwater on work activity undertaken, including details of hours worked on Seqwater sites, LTI's, MTI's, results of assurance activities completed, and any other information requested by Seqwater.</li> <li>• Receive and forward HSW reports from contractors according to contract terms.</li> <li>• Report all HSW hazards, incidents and near misses associated with their contractors to Seqwater's incident hotline on 3270 4040.</li> <li>• All contractor incident notification and investigation to be in accordance with the Incident Investigation Procedure (<a href="#">PRO-00793</a>).</li> </ul>
HSW Team	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Provide advice, support and consultation throughout the contractor management process</li> <li>• Assist as required the Engaging Officer with reviewing contractor HSW systems and associated documentation.</li> <li>• 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.</li> <li>• 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 (<a href="#">PRO-00793</a>).</li> <li>• Undertake assurance activities to verify that contractor management processes are being implemented for all contractor engagements.</li> <li>• Include contractor data and performance in corporate reporting processes.</li> </ul>
ECHU team	<ul style="list-style-type: none"> <li>• Work with managers, engaging officers and contractors to; implement processes for ECHU contractor management to assist Seqwater employees or representatives engaging the contractor apply to this procedure.</li> <li>• Provide advice, support and consultation throughout the contractor management process</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>Assist as required, the Engaging Officer with reviewing contractor systems and associated documentation.</li> <li>Work with and assist the Engaging Officer with undertaking regular audits, inspections and safety observations of contractors in activities in accordance with established workplace monitoring requirements</li> <li>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 (<a href="#">PRO-00793</a>).</li> <li>Undertake/coordinate assurance activities to verify that contractor management processes are being implemented for all contractor engagements</li> </ul>
Contractors	<ul style="list-style-type: none"> <li>Comply with the relevant legal and HSW requirements of their contract or their terms of engagement.</li> <li>Undertake a risk assessment and where required site visit prior to work commencing</li> <li>Review all site specific HSW registers (risk, asbestos, confined space etc.) prior to commencing onsite</li> <li>Provide site specific safety documentation relevant to the work being undertaken</li> <li>Ensure only competent qualified workers undertake the work</li> <li>Undertake safety assurance activities to confirm that all workers comply with their work specific WHS management plans such as WHSMP, Safe Work Method Statements (SWMS) and Job Safety Environment Analysis (JSEA).</li> <li>Comply with all lawful and reasonable safety directions provided by the Engaging Officer or any other Seqwater worker</li> <li>Provide information to Seqwater on work activity undertaken, including details of hours worked on Seqwater sites, LTI's, MTI's, results of assurance activities completed, and any other information requested by Seqwater.</li> <li>Report HSW and environmental hazards, incidents and near misses associated with an Seqwater workplace or while performing work for Seqwater to their engaging officer</li> <li>Provide incidents reports to their engaging officer.</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Request a contractor to stop work if there is an imminent risk to HSW or to the environment until that risk is adequately resolved.</li> <li>Assist with incident investigation when applicable</li> </ul>

## 5 Engaging a Contractor and Seqwater's duties

All contractors must meet Seqwater's minimum HSW and environment requirements for the role or activity they are being engaged to do as outlined below.

If the contractors are undertaking construction work (as defined in s289 of the WHS Regulation 2011 (Qld)), reference must also be made to WHS General Construction Procedure ([PRO-00005](#)).

**If you are unsure whether it is construction work refer to definitions – structure, construction work and high risk construction work in section 3.**

## 5.1 Stage one – scoping and planning

As part of the scoping and planning phase it is mandatory for the engaging officer to provide the contractors with a detailed scope of works including potential hazards associated with the proposed work and any specific Seqwater HSW and environment requirements. WHS Hazard Identification Checklist ([FRM-00944](#)) and Minor and Small & Medium Scale Works Environmental / Heritage Checklist ([FRM-00649](#)) is to be used in the hazard identification process.

The identified hazards can be communicated using the following resources:

- within the detailed scope of works
- completed hazard identification checklist
- site risk registers – risk register, asbestos register, confined space register.

If any critical hazards are identified the contractor must make sure the controls implemented are equal to or above those referred in the Life Saving Controls ([MAN-00313](#)), associated procedures and meet relevant legislative requirements.

As detailed in the Permit Access Safety System (PASS) Procedure ([PRO-01820](#)) 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, community relations, etc.)
- operational impacts associated with the work activity and how the identified operational impacts will be managed (including a rollback plan)
- risk control measures required to perform the work (including JSEA/SWMS, high-risk work permits, isolation instructions, Major Works Permit (MWP), Project Works Permit (PWP), WHS management plans, etc.)
- approvals required to perform the work activity.

## 5.2 Stage two – contractor selection and engagement

Contractors must be selected in alignment with the Works and Services Prequalification and Standing Offer Arrangement (WSSOA). If the work required does not fall into the categories within the WSSOA, as part of the contractor selection and engagement process the Engaging Officer is to verify that the contractors have a risk management process (e.g. HSW and environmental management system, HSW and environmental documentation). 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 and environmental documentation that is required prior to commencing work. *Refer to Appendix A HSW requirements checklist.* The contractors HSW documents must meet the minimum requirements of HSW Hazard Identification and Risk Management Procedure ([PRO-00657](#)) and WHS General Construction Procedure ([PRO-00005](#)) (where applicable).

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

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

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## 5.2.1 HSW and Environment document review

All contractors' (and subcontractors<sup>1</sup>) job specific JSEA or SWMS must be submitted, reviewed and endorsed by the engaging officer prior to work commencing onsite. This review must address whether the documents address the hazards associated with the scope of works and/or identified in the hazard identification checklist. The JSEA/SWMS Checklist ([FRM-00627](#)) can be used to support this.

If the work involves the contractor performing high risk construction work or is a construction project, and where deemed necessary by the Engaging Officer, a review of the documentation can also be done in consultation with the HSW and ECHU team. These can be sent to the HSW team by emailing the documents to [safetydocreview@seqwater.com.au](mailto:safetydocreview@seqwater.com.au) or ECHU team [environment@seqwater.com.au](mailto:environment@seqwater.com.au) [heritage@seqwater.com.au](mailto:heritage@seqwater.com.au)

**Five business days must be allowed for the HSW and ECHU Team to review contractor documents.**

Where there is a need for the contracted work to undergo a tender evaluation, the following components are typically reviewed as part of the process:

- Examination of tenderer's HSW and environmental management documentation (including policy, procedures, work methods, training/competency records).
- Review of tenderer's records (including audits, hazard identifications, plant records, safety meetings and incidents).
- Any reports on the tenderer's HSW and environmental performance (incident records and statistics, infringements, prosecutions).
- Confirmation of tenderer's appropriate licensing.

A contractor's capability to satisfy the HSW and environmental requirements of the contract is a prerequisite in the final selection of the successful tenderer. This evaluation will be coordinated under the normal process and procedures of the Commercial Services system.

## 5.2.2 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 and environmental requirements (including but not limited to permits, key contacts, site access, HSW and environmental documentation, known site hazards, licences and competencies, schedule for monitoring of works, reporting requirements).

**If the job is minor low risk work a pre-start meeting and document review may not be required in advance, these can be completed at the kick off meeting.**

## 5.3 Stage three – works execution

In order to monitor the contractor's HSW and environmental performance, the Engaging Officer shall make sure the activities outlined in sections 5.3.1 to 5.3.6 below are completed.

### 5.3.1 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 subcontractors, have undertaken the required Seqwater inductions and have relevant qualifications/tickets

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<sup>1</sup> Seqwater does not review the documentation of subcontractors of a Principal Contractor. It is the responsibility of the Principal Contractor to review as detailed in their Safety Management Plan. Seqwater may verify this has occurred onsite via scheduled audits and inspections.

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- all relevant site access and permits/approvals are in place
- all contractors HSW and environmental documents have been submitted and reviewed.

The Contractor start up record sheet ([FRM-00803](#)) can be used to support this.

*Note: If the engaging officer is unable to attend the pre-start meeting they can delegate this to another Seqwater worker.*

### 5.3.2 Implementation of contractor's JSEA/SWMS

Implementation of the contractor's JSEA/SWMS is the responsibility of the contractor. It is also the responsibility of the contractor to ensure that their JSEA/SWMS is readily available on site for inspection and that all workers are signed-on and following the requirements.

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

### 5.3.3 Monitoring of work

The Engaging Officer is to verify the implementation of the contractor's agreed controls to manage hazards by conducting the following: This may include:

- Safety walks
- Activity inspections

Additional inspections, safety observations etc. will be conducted as required where high-risk stages of works are being undertaken or where the contractor's HSW and environmental performance may require an increase in monitoring. This is at the discretion of the Engaging Officer in consultation with the HSW and ECHU Team.

The results of audits and inspections are to be recorded using the Activity Based Inspection Form ([FRM-00632](#)) and communicated to relevant stakeholders prior to being saved in REX.

### 5.3.4 Incident reporting

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

Contractors are required to 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 days
- provide details of corrective actions implemented as a result of the investigation.

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

### 5.3.5 Other reporting

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

- hours worked on Seqwater workplaces
- number of lost time injuries and medically treat injuries that have occurred on Seqwater workplaces in the previous 12 months.

Refer to Appendix D – Flow chart for obtaining contractor's hours and incident data for further information.

In addition, Seqwater may also request contractors provide information such as, but not limited to:

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- site inspections and assurance activities undertaken
- regulator site visits
- number of verification of competency assessments completed
- alcohol and drug testing completed
- corrective actions raised and completed.

### 5.3.6 Contractor non-conformance

During the performance of work an Seqwater employee 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 JSEA/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

The Engaging Officer or stakeholder (including but not limited to WHS Regional Advisors, Site Operators, etc.) will discuss the concerns with the contractor and request that the work method 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 remedy the breach.

If the contractor is unable to remedy the breach immediately, the Engaging Officer is to direct the contractor to suspend all work until such time as the contractor provides evidence that the work can be resumed in a safe manner. 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 or environmental breaches for which work has been suspended, or if the contractor's performance has involved recurring HSW and environmental breaches of, Seqwater 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 stakeholders and sent through to the HSW or ECHU team via email, ([safety@seqwater.com.au](mailto:safety@seqwater.com.au) [environment@seqwater.com.au](mailto:environment@seqwater.com.au) [heritage@seqwater.com.au](mailto:heritage@seqwater.com.au)) to be recorded in Risk Wizard, REX and to Commercial Services Team for further action.

## 5.4 Stage four – completion

### 5.4.1 Works completion

As part of the works completion stage the Engaging Officer or nominated representative (which may include key stakeholders) must do 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 safety processes have been undertaken with all relevant stakeholders
- updates have been made to the relevant risk registers, confined space register, hazard chemical register and asbestos register where required
- updates have been made to all asset diagrams if required
- 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](#))).

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## 5.4.2 Contractor evaluation

After the completion of each contract, the Engaging Officer shall review and evaluate the contractor's performance (as detailed in the Procurement Guidelines [GDE-00252](#)). The result of the review and evaluation will form part of the overall evaluation process for future tenders.

## 5.4.3 Record keeping

The Commercial Services Team and where applicable engaging officer will retain all tendered contractor records (including HSW and Environmental Management Plan and JSEA/SWMS submitted during tender phase).

All records will be retained in contract files in REX. Results of all contractor HSW and environmental inspections will be retained in REX.

# 6 Engaging a Contractor under the Seqwater Collaborative Maintenance Contract (SCMC)

All contractors engaged under the SCMC must be engaged and managed according to SCMC terms and arrangements. Contractors will be working to Seqwater's current processes and procedures.

If the work being undertaken is ongoing maintenance work, planned, scheduled or reactive, steps 6.1 – 6.4 only need to happen at the initial engagement of the contractor then monitored via the CIS scheduled contractor audit inspections, contractor desktop audit inspections and periodically where deemed necessary.

The Maintenance Team does not normally undertake construction work, as the type of work is usually deemed to testing, maintenance or repair work of a minor nature. Regardless, the HSW and ECHU Team should be consulted where there is any doubt regarding a particular body of work.

## 6.1 Stage one – scoping and planning

As part of the scoping and planning phase it is mandatory for the engaging officer to provide the contractors with a detailed scope of works (work order narration) including potential hazards associated with the proposed work and any Seqwater specific requirements. WHS Hazard Identification Checklist ([FRM-00944](#)) and Minor and Small & Medium Scale Works Environmental / Heritage Checklist ([FRM-00649](#)) can be used to assist in the identification process.

The identified hazards can be communicated using the following resources:

- within the detailed scope of works
- completed hazard identification checklist
- site risk registers – risk register, asbestos register, confined space register.

If any critical hazards are identified the controls implemented are to be equal to or above those referred in the Life Saving Controls Manual ([MAN-00313](#)), associated procedures and meet relevant legislative requirements.

As detailed in the PASS procedure ([PRO-01820](#)) 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, community relations, etc.)
- operational impacts associated with the work activity and how the identified operational impacts will be managed (including a rollback plan)

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- risk control measures required to perform the work (including JSEA/SWMS, high-risk work permits, isolation instructions, MWP, PWP, WHS management plans, etc.)
- approvals required to perform the work activity.

## 6.2 Stage two – contractor selection and engagement

Contractors must be selected in alignment with the Works and Services Prequalification and Standing Offer Arrangement (WSSOA). If the work required does not fall into the categories within the WSSOA, as part of the contractor selection and engagement process the Engaging Officer is to verify that the contractors have a risk management process (e.g. HSW and environmental management system, HSW and environmental documentation). 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 and environmental documentation that is required prior to commencing work. Refer to Appendix A HSW requirements checklist. The HSW documents must meet the minimum requirements of HSW Hazard Identification and Risk Management Procedure ([PRO-00657](#)) and WHS General Construction Procedure ([PRO-00005](#)) (where applicable)

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

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

### 6.2.1 HSW and Environment document review

All contractors' (and subcontractors<sup>2</sup>) job specific JSEA or SWMS must be reviewed and endorsed by the engaging officer prior to work commencing onsite. This review must check that the documents address the hazards associated with the scope of works and/or identified in the hazard identification checklist. The JSEA/SWMS Checklist ([FRM-00627](#)) can be used to support this.

If the work involves the contractor performing high risk construction work or is a construction project, and where deemed necessary by the Engaging Officer a review of the documentation can also be done in consultation with the Performance and HSEQ team.

#### **Five business days must be allowed for the Performance and HSEQ Team to review contractor documents**

Where there is a need for the contracted work to undergo a tender evaluation, the following components are typically reviewed as part of the process:

- Examination of tenderer's HSW and environmental management documentation (including policy, procedures, work methods, training/competency records).
- Review of tenderer's records (including audits, hazard identifications, plant records, safety meetings and incidents).
- Any reports on the tenderer's HSW and environmental performance (incident records and statistics, infringements, prosecutions).
- Confirmation of tenderer's appropriate licensing.

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<sup>2</sup> Seqwater does not review the documentation of subcontractors of a Principal Contractor. It is the responsibility of the Principal Contractor to review as detailed in their Safety Management Plan. Seqwater may verify this has occurred onsite via scheduled audits and inspections.

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A contractor's capability to satisfy the HSW and environmental requirements of the contract is a prerequisite in the final selection of the successful tenderer. This evaluation will be coordinated under the normal process and procedures of the Commercial Services system.

## 6.2.2 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.

**If the job is minor low risk work, with tight timeframes the pre-start meeting and document review can be completed at the kick off meeting.**

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

## 6.3 Stage three – works execution

In order to monitor the contractor's HSW and environmental performance, the Engaging Officer shall make sure the activities outlined in sections 6.3.1 to 6.3.6 below are completed.

### 6.3.1 Kick-off meeting

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

- all contractors, including their subcontractors have undertaken the required Seqwater inductions and have relevant qualifications/tickets
- all relevant site access and permits/approvals are in place
- all contractors HSW and environmental documents have been submitted and reviewed.

The Contractor Start Up Record Sheet ([FRM-00803](#)) can be used to support this.

*Note: If the engaging officer is unable to attend the pre-start meeting they can delegate this to another Seqwater worker.*

### 6.3.2 Implementation of contractor's JSEA/SWMS

Implementation of the contractor's JSEA/SWMS is the responsibility of the contractor. It is also the responsibility of the contractor to ensure that their JSEA/SWMS is readily available on site for inspection and that all workers are signed-on and following the requirements.

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

### 6.3.3 Monitoring of work

The Engaging Officer is to verify the implementation of the contractor's agreed controls to manage hazards during their monthly contractor inspections.

Additional inspections, safety observations etc. will be conducted as required where high-risk stages of works are being undertaken or where the contractor's HSW and environmental performance may require an increase in monitoring. This is at the discretion of the Engaging Officer in consultation with the HSEQ Team.

### 6.3.4 Incident reporting

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

Contractors are required to as soon as practicable:

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- notify the Seqwater Engaging Officer
- telephone Seqwater's Incident Hotline (07) 3270 4040
- 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 days
- provide details of corrective actions implemented as a result of the investigation.

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

### 6.3.5 Other reporting

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

- hours worked on Seqwater workplaces
- number of lost time injuries and medically treated injuries that have occurred on Seqwater workplaces in the previous 12 months.

Refer to Appendix D – Flow chart for obtaining contractor's hours and incident data for further information.

In addition, Seqwater may also request contractors provide information such as, but not limited to:

- site inspections and assurance activities undertaken
- regulator site visits
- number of verification of competency assessments completed
- alcohol and drug testing completed
- corrective actions raised and completed.

### 6.3.6 Contractor non conformance

During the performance of work a Seqwater employee 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 JSEA/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 unlawful environmental harm or the contractor otherwise contravenes legislative requirements.

The Engaging Officer or stakeholder (including but not limited to WHS Regional Advisors, Site Operators, etc.) will discuss the concerns with the contractor and request that the work method 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 remedy the breach.

If the contractor is unable to remedy the breach immediately, the Engaging Officer is to direct the contractor to suspend all work until such time as the contractor provides evidence that the work can be resumed either in a safe manner (if the breach is HSW related), or the unlawful environmental harm can be prevented/remedied (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 or environmental breaches for which work has been suspended, or if the contractor's performance has involved recurring HSW or environmental breaches, Seqwater 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 stakeholders and sent through to the HSW or ECHU team via email, ([safety@seqwater.com.au](mailto:safety@seqwater.com.au) [environment@seqwater.com.au](mailto:environment@seqwater.com.au))

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[heritage@seqwater.com.au](mailto:heritage@seqwater.com.au)) to be recorded in Risk Wizard, REX and to Commercial Services Team for further action.

## 6.4 Stage four – completion

### 6.4.1 Works completion

As required at the works completion stage the Engaging Officer or nominated representative (which may include key stakeholders) must do a final walk of the site to confirm the works is to a satisfied pre agreed quality level, and is free of hazards or potential hazards as a result of the commissioned work 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 safety processes have been undertaken with all relevant stakeholders
- updates have been made to the relevant HSW risk registers, confined space register, hazard chemical register and asbestos register where required
- updates have been made to all asset diagrams if required
- 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](#))).

### 6.4.2 Contractor evaluation

After the completion of each contract, the Engaging Officer shall review and evaluate the contractor's performance (as detailed in the Procurement Guideline [GDE-00252](#)). The result of the review and evaluation will form part of the overall evaluation process for future tenders.

### 6.4.3 Record keeping

The Commercial Services Team will retain all tendered contractor records (including WHS and environmental Management Plans and JSEA/SWMS submitted during tender phase).

All records will be retained in contract files in REX. Results of all contractor HSW and environmental inspections will be retained in REX.

## 7 References

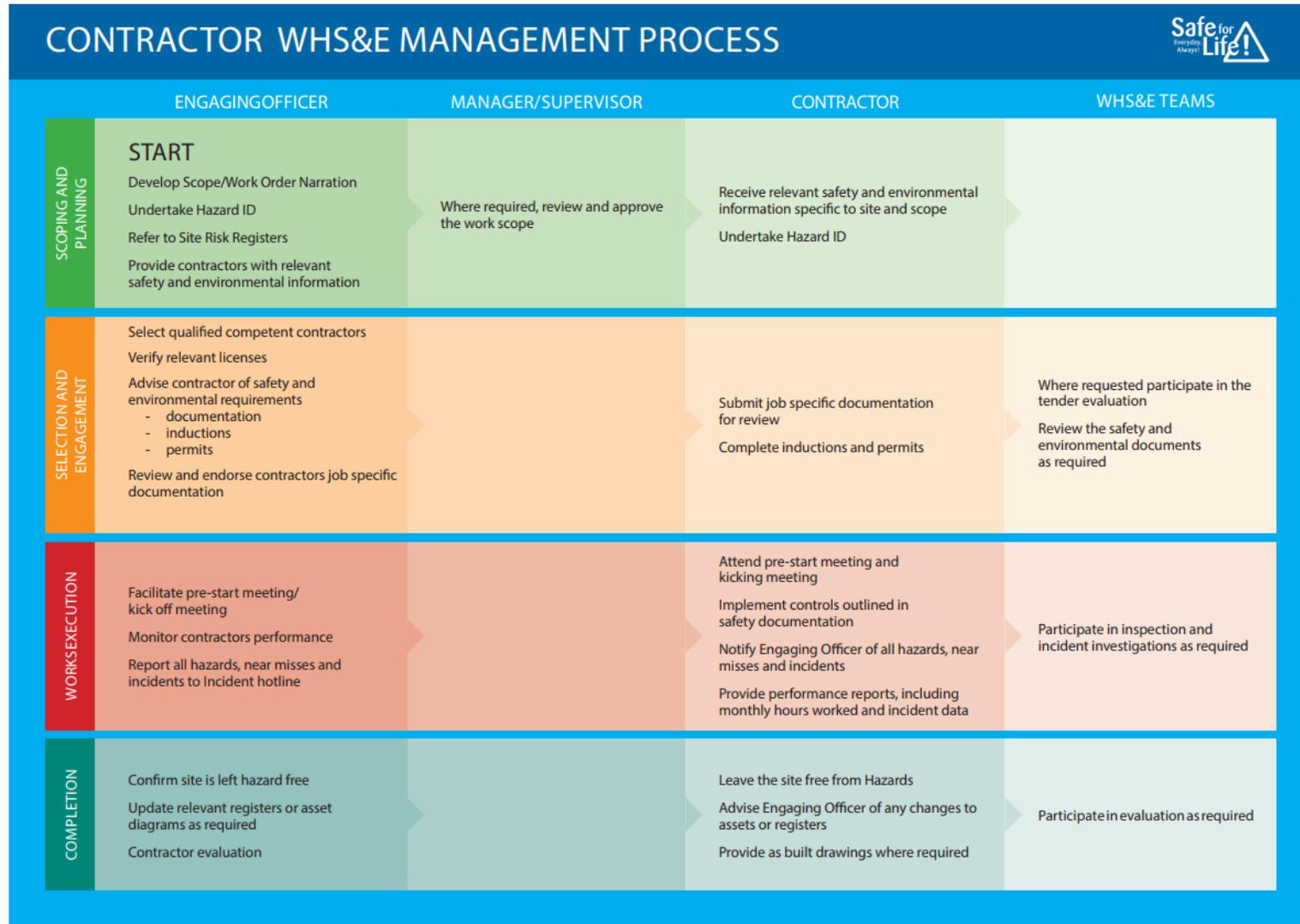
Description	Status	Location
<i>Work Health and Safety Act 2011 (Qld)</i>	Active	<a href="http://www.legislation.qld.gov.au">www.legislation.qld.gov.au</a>
<i>Work Health and Safety Regulation 2011 (Qld)</i>	Active	<a href="http://www.legislation.qld.gov.au">www.legislation.qld.gov.au</a>
<i>Environmental Protection Act 1994 (Qld)</i>	Active	<a href="http://www.legislation.qld.gov.au">www.legislation.qld.gov.au</a>
<i>Environmental Protection Regulation 2008 (Qld)</i>	Active	<a href="http://www.legislation.qld.gov.au">www.legislation.qld.gov.au</a>
<a href="#">MAN-00313</a> Seqwater Life Saving Controls	Active	Q-Pulse & Waternet
<a href="#">GDE-00252</a> Procurement Guideline	Active	Q-Pulse & Waternet
<a href="#">PRO-00657</a> HSW Hazard Identification and Risk Management Procedure	Active	Q-Pulse & Waternet
<a href="#">FRM-00649</a> Small & Medium Scale Works Environmental / Heritage Checklist	Active	Q-Pulse & Waternet

Description	Status	Location
<a href="#">PRO-00870</a> Consultation Communication and Issue Resolution Procedure	Active	Q-Pulse & Waternet
<a href="#">PRO-00793</a> Incident Investigation Procedure	Active	Q-Pulse & Waternet
<a href="#">PRO-00005</a> WHS General Construction Procedure	Active	Q-Pulse & Waternet
<a href="#">PRO-01820</a> PASS Procedure	Active	Q-Pulse & Waternet
<a href="#">PRO-01877</a> Engineering & Technical Support – Asset Information Instruction	Active	Q-Pulse & Waternet
<a href="#">FRM-00944</a> WHS Hazard Identification Checklist		Q-Pulse & Waternet
<a href="#">FRM-00627</a> JSEA/SWMS Checklist	Active	Q-Pulse & Waternet
<a href="#">FRM-00803</a> Kick off meeting agenda	Active	Q-Pulse & Waternet
<a href="#">FRM-00632</a> Activity Based Inspection	Active	Q-Pulse & Waternet
<a href="#">FRM-00517</a> Notice of Non-Conformance	Active	Q-Pulse & Waternet
<a href="#">TEM-00167</a> WHS Contractor Selection Criteria Template	Active	Q-Pulse & Waternet
<a href="#">TEM-00168</a> WHS Contractor Selection Criteria Evaluation Template	Active	Q-Pulse & Waternet

## Appendix A – HSW and Environmental Requirements Checklist

WHS and Environment Component <i>(relevant to the activity being undertaken)</i>	Non-construction Work	Construction Work		
		General	High-risk	Construction project
Site access approval / workplace inductions	Required	Required	Required	Required
Permit to work	May be required	Required	Required	Required
JSEA / risk assessment	Required	Required	SWMS must be completed	Required unless a SWMS is used
Licences and qualifications	Required	Required	Required	Required
Safe Work Method Statements (SWMS)	May be required by the responsible manager	May be required by the responsible manager	Required	Required if involves high-risk construction work or where required by the responsible manager
WHS Management Plan (WHSMP)	Not required	May be required by the responsible manager	May be required by the responsible manager	Required
Environmental Management Plan (EMP)	May be required by the responsible manager	May be required by the responsible manager	May be required by the responsible manager	Required
Permits	May be required by the responsible manager			

## Appendix B – HSW Contractor Management Flowchart



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The controlled version of this document is registered. All other versions are uncontrolled.

## Appendix C – Creating a Contractor Panel Arrangement

All contractors must meet the mandatory HSW and environmental requirements for the role or activity they are being engaged to do as outlined in the tender schedules for the panel arrangement. These are to be verified by the Seqwater representative before entering into an agreement.

### Stage one – panel requirements identified and prepared for tender

Seqwater takes a risk-based approach when planning work and engaging contractors to undertake work on our sites.

All tender documentation for establishing arrangements for panel contractors must clearly set out whether the contractor will/may be appointed as Principal Contractor, the panel contractor HSW obligations, including provisions to the effect that any successful tenderer will, if engaged as a contractor to carry out work for Seqwater, be required to comply with all WHS related legislation including the *WHS Act 2011* (Qld) and the *WHS Regulation 2011* (Qld), and all Seqwater policies and procedures relating to HSW.

### Hazard Identification

It is mandatory for the Engaging Officer arranging the panel to undertake a hazard identification to identify possible hazards associated with the scope of work at or in the vicinity of the workplaces where work may be performed. The identified hazards must be documented and communicated to potential contractors. This information can be provided in various forms such as scope of works, risk registers (confined space, asbestos, site), workplace specific inductions and the hazard identification checklist.

The WHS Hazard Identification Checklist ([FRM-00944](#)) and Minor and Small and Medium Scale Works Environmental and Cultural Heritage Checklist ([FRM-00649](#)) is to be used to document hazards identified.

The Seqwater Commercial Services Team must set out within the tender documents the information provided by the Engaging Officer about all hazards associated with the scope of works.

The panel contractor's hazard identification and risk management system will form part of the evaluation process.

Site risk registers (including asbestos, confined space and site) for workplaces at which work is to be performed are to be made available for the panel contractor prior to commencement of work.

### WHS tender schedules

The WHS and environmental tender schedules, including the minimum conditions of participation, must be included in tender documentation to provide Seqwater the opportunity to assess the panel contractor's WHS and environmental Management Systems. Panel contractors will be required to verify responses by attaching additional documentation evidencing ability and capacity in relevant WHS matters. This is a mandatory scoring element of the tender evaluation process.

The following templates are to be used –

- Corporate Safety – WHS Contractor Selection Criteria ([TEM-00167](#))
- Corporate Safety – WHS Contractor Selection Criteria Evaluation ([TEM-00168](#))
- Corporate – Environmental Review of Tender Checklist ([FRM-00651](#))
- Corporate – Contractor Environmental Management Plan Review ([FRM-00652](#))

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## Stage two – contractor evaluation process

The panel contractor selection stage includes assessing tenderers against set selection criteria. All tender submissions must comply with the minimum HSW and environmental conditions of participation as stated within the tender documentation.

The tender evaluation panel members (which must include a representation from the HSW and ECHU Team) must make themselves aware not only of the information supplied by tenderers but also the HSW performance of the contractor on previous contracts.

Originals of all tender documents are managed in accordance with the Procurement Guideline ([GDE-00252](#)) and saved in REX for future reference.

As part of the procurement process, the Commercial Services Team is to confirm that the verification and recording of all required licences and insurances occurs during this stage.

Once the tenderer is accepted as a successful panel member, the selection of a contractor to perform work must be undertaken in accordance with the panel contract terms.

## Stage three – contractor appointed to panel

The contract is awarded and contract documents are executed.

### HSW and Environmental KPIs

HSW and environmental KPIs and reporting requirements must be set out within each contract. The HSW and ECHU teams can assist in developing the KPIs and reporting requirements for each contract.

### Assurance Program and reporting

An assurance program must be included within the contract. At a minimum the contractor must:

- Provide Seqwater every 12 months with an updated copy of their HSW and Environmental Management System.
- Immediately advise Seqwater of any change to their HSW or Environmental Management System.
- Promptly notify Seqwater of any prohibition, infringement notices or enforceable undertakings.
- Provide certificates of currency for all required insurances and licences / training.

## Stage four – works execution

The works execution stage for panel contractors is the same as section 5.3 of this procedure.

Engaging Officer shall monitor the contractor's performance as per the activities outlined in section 5.3.3 of this procedure.

The Seqwater employee or representative engaging the panel contractor will at the completion of works, follow the requirements outlined in section 5.5.

## Stage five – Panel contract ends

### Contractor evaluation

After the completion of each panel contract term the Commercial Services Team, in consultation with stakeholders, shall review and evaluate the contractor's HSW performance as part of the overall contract evaluation process. This will form part of the overall evaluation process for future tenders. The contractor's HSW and environmental performance evaluation is to be completed in line with the Procurement Guideline ([GDE-00252](#)).

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