

Contractor health, safety and environmental management procedure



Approval

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Record of revisions

Section number	Detail
Glossary and abbreviations	Changed Business Unit General Manager to Business Unit Executive. Changes also made to all RASCI tables.
General	Changed all references to Work Health and Safety Regulations 2012 to current issue 2022.
1.3.3	New clause added. The Procurement Specialist is to ensure that the minimum HSE system requirements specified in Appendix 2 of this procedure, are inserted into either the contract itself, the Project Principal’s Requirements, Project Delivery Requirements or RFX.
1.4.2	New clause added. Removes the requirement to issue the HSE Tender Questionnaire Form for closed tenders involving existing pre-qualified/panel contractors.
2.3	Changed Authorised Service Providers to pre-qualified service providers.
2.3.2	Changed responsibilities from Market Planning and Performance Team to Commercial Team.
Appendix 2	HSE system requirements for Class 1 or 2 contracts. Modified HSE management plan requirements to simplify plan contents. Provided separate section for Training and Competence.

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Introduction

This procedure supplements TasNetworks Contract Management Guideline¹ and provides specific advice for the management of health, safety and environmental (HSE) elements for contracted works and the procurement of goods and services.

Purpose

The purpose of this procedure is to:

- Define the HSE requirements and responsibilities throughout five key stages of the contract management process.
- Assist Contract Owners and Project Managers in administering contracts in a manner consistent with TasNetworks standardised project management and procurement processes.
- Assist TasNetworks with the management of HSE risks associated with the use of contractors.

Objectives

The objectives of this procedure is to provide stakeholders with a clear, concise and standardised approach along with a suite of tools for the management of HSE elements for contracted works.

Process

The five key stages of the contractor HSE management process are:



The procedure defines the required HSE activities to be completed prior to advancement to the next stage.

The procedure provides minimal requirements only and allows for more detailed and tailored requirements as applicable and relevant for the scope of works or type of contract.

For each of the five process stages, the roles and responsibilities involved in the activities are presented in a RASCI table at the beginning of each section within the guide. The RASCI table summarises the roles that are Responsible, Accountable, Support, Consulted and Informed in order for that particular activity to be completed.

¹ Contract Management Guideline November 2020 Version 1

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The RASCI definitions are as follows:

- **Responsible:** The individual(s) who actually performs the activity or does the work required.
- **Accountable:** The individual who has the ultimate authority to ensure that task is completed.
- **Support:** The individual(s) or groups that must provide support or contribute to the activity.
- **Consulted:** The individual(s) or groups that must provide feedback or contribute to the activity.
- **Informed:** The individual(s) or groups who need to be notified of decisions or actions taken.

Note that for any activity, there will be only one role 'Accountable' for the completion of the activity. There may be multiple roles Responsible, Consulted or Informed for the activity.

Glossary and Abbreviations

Business Unit Executive	Business Unit Executive
Contract	The legal document that specifies the terms and conditions for the provision of goods or services supplied by a Contractor
Contractor	The PCBU who performs the contracted services
Contract Owner	The TasNetworks team member responsible for engaging and managing a contractor on behalf of TasNetworks through the contract management process. May also be titled Category Manager or Project Director
HSE	Health, safety and environment(al)
PCBU	Person Conducting a Business or Undertaking (e.g. TasNetworks)
Principle Contractor	A PCBU that commission a construction project is the Principal Contractor (i.e. TasNetworks). If TasNetworks engages another PCBU (Contractor) as a Principal Contractor for a construction project and authorises that PCBU to have management control of the workplace and to discharge the duties of a Principal Contractor, the PCBU so engaged is the Principal Contractor for the project
Procurement Specialist	Member of the Procurement Team responsible for co-ordinating and administering the sourcing process
Project Manager	Person nominated by TasNetworks who is responsible for the performance and outcomes of the contract. Title may also include Project Coordinators
RFx	Request For (x = Information, Expression of Interest, Tender, Proposal)
Site Manager	Person nominated by TasNetworks who is responsible for the performance of the work under contract. This person may or may not report to a Project Manager
Tender Evaluation Team	A team comprised of suitably experienced staff responsible for the evaluation of submissions during a procurement process
Tier One Contractor	Collective name given to a group of Contractors who deliver larger volumes of work or perform higher risk work on a regular basis

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1. Plan

	Business Unit Executive	Contract Owner	Procurement Specialist	Project Manager	Site Manager	HSE	Contractor
1.1 Specify Class of contract	I	A/R	S	S		S	
1.2 Determine HSE system requirements		A/R	S	S	I	S	
1.3 Insert HSE requirements into contract		A	R	S		S	I
1.4 Issue HSE Tender Questionnaire		A	R	I		I	R

1.1. Specify Class of Contract

1.1.1. Contracts are classified, from a HSE perspective, as being either a Class 1, Class 2, Class 3 or Class 4 contract. The specific HSE requirements for each contract class will vary depending on a range of factors including:

- The type of work being performed (e.g. construction, maintenance, design, consultancy, supply).
- the overall level of HSE risk associated with the work.
- the level of complexity associated with the work.
- duration of the contract.
- the value of the contract.

Table 1 provides examples of different contract classes after taking into consideration these various factors.

Table 1 – Contract Class

Class	Examples
Class 1	<ul style="list-style-type: none"> • Design and construct new substation or transmission line. • Major redevelopment of an existing substation or transmission line. • Large scale/volume overhead and underground distribution work. • Large scale vegetation management. • Large scale building construction work. • Large volume civil work.
Class 2	<ul style="list-style-type: none"> • Medium scale/volume overhead and underground distribution work • Protection equipment supply, installation, replacement. • Medium scale vegetation management. • Small scale construction work or work involving regular high risk activities. • Medium volume civil work.
Class 3	<ul style="list-style-type: none"> • Building maintenance / fence repairs. • Transmission line track upgrade / maintenance. • Fire equipment servicing. • Grounds maintenance/cleaning. • Minor electrical services.

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- Non-intrusive inspection/auditing work

Class 4 • Consultants (typically office based engineering, managerial, administrative, etc.)

1.1.2. The Contract Owner in consultation with applicable stakeholders must specify the class of contract.

1.2. Determine HSE system requirements

1.2.1. Each contract class may necessitate different HSE system requirements, which the Contractor will need to develop and implement for the work. Table 2 provides guidance on the typical system requirements for each class.

Table 2 – HSE systems guide

Class	Management systems conforming to ISO9001, 14001, 4801/45001	Contract HSE risk register	Contract specific HSE management plans	Safe Work Method Statements	Pre-start/Job Briefings/risk assessment
1	✓	✓	✓	✓	✓
2	✗	✓	✓	✓	✓
3	✗	✗	✗	✓	✓
4	✗	✗	✗	✗	✗

✓ = Required

✗ = Not required, but may be required if specified by TasNetworks in the Contract

1.2.2. The Contract Owner in consultation with applicable stakeholders must determine the HSE system requirements relevant for the contract.

Appendix 1 provides an overview of the varying HSE systems requirements outlined in Table 2.

Appendix 2 specifies HSE requirements for Class 1 and 2 contracts.

1.3. Insert HSE requirements into contract

1.3.1. The HSE team is to ensure this procedure together with relevant HSE Standards, Procedures and Work Practices are made accessible to all tenderers and contract counterparties on TasNetworks' external facing website at <https://www.tasnetworks.com.au/contractors>.

1.3.2. The Procurement Specialist is to ensure the terms of any contract entered into by TasNetworks incorporate by reference the requirement for the contractor to comply with this procedure and relevant HSE Standards, Procedures and Work Practices (as may be amended from time to time).

1.3.3. The Procurement Specialist is to ensure that the minimum HSE system requirements specified in Appendix 2 of this procedure, are inserted into either the contract itself, the Project Principal's Requirements, Project Delivery Requirements or RFX.

1.3.4. To the extent HSE Standards, Procedures and Work Practices to be of application to the relevant contract are not published on TasNetworks' external facing website at <https://www.tasnetworks.com.au/contractors>, the Procurement Specialist must provide as part of the RFX process (and to the Contractor ultimately engaged) an electronic copy of the relevant HSE Standards, Procedures and Work Practices which are relevant to the works and to which the Contractor must comply.

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1.4. Issue HSE Tender Questionnaire

- 1.4.1. TasNetworks' HSE Tender Questionnaire Form (Appendix 3) is to be incorporated into TasNetworks' standard RFX documentation and is to be issued for each RFX.

The completed questionnaire will provide TasNetworks with an overview of the status of the tenderers HSE management systems and will assist TasNetworks to determine the HSE competence of tenderers and proposed subcontractors where relevant.

The HSE Tender Questionnaire Form must be completed for every tender. TasNetworks will assess the responses provided to the questionnaire as part of the tender evaluation process.

- 1.4.2. Section 1.4.1. above is not required for closed tenders involving existing pre-qualified/panel contractors.

Where the RFX is intended to go to market to 'new' and existing pre-qualified/panel contractors, the HSE Tender Questionnaire Form is to be issued. This allows the Tender Evaluation Team to assess all submissions equally.

Tools

- Appendix 1: Overview of HSE system requirements
- Appendix 2: HSE system requirements for a Class 1 or 2 contracts
- Appendix 3: HSE Tender Questionnaire Form

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2. Select

	Business Unit Executive	Contract Owner	Procurement Specialist	Project Manager	Site Manager	HSE	Contractor
2.1 Evaluate tenderers HSE systems	I	A/R	S	S		S	
2.2 Provide feedback to tenderers		A	R			I	I
2.3 Pre-qualified service providers	I	I	R			I	I

2.1. Evaluate tenderers HSE systems

- 2.1.1. TasNetworks will assess the responses provided to the HSE Tender Questionnaire as part of the tender evaluation process. If a Tenderer fails to submit a completed questionnaire as part of its response to the RFX, this of itself, will not necessarily rule the tenderer ineligible for selection.
- 2.1.2. TasNetworks’ Contract Owner or the Tender Evaluation Team (TET) will evaluate the tenderer’s completed HSE Questionnaire utilising the form – HSE Tender Questionnaire Evaluation Form (Appendix 4 – now an automated spreadsheet).

Assistance in completing the form can be attained by contacting the HSE teams.

2.2. Provide feedback to tenderers

- 2.2.1. Where applicable, TasNetworks’ Contract Owner or Procurement Team will provide feedback to tenderer’s on the outcomes of the overall tender evaluation, which may include specific feedback on their HSE submission.
- 2.2.2. Where the tenderer does not meet the required score for the contract class, the tenderer may be asked to submit further supporting documentation.

2.3. Pre-qualified service providers

- 2.3.1. Where a Contractor’s HSE system meets the requirements/score for the class of contract, the Contractor may, at TasNetworks discretion, be placed on a pre-qualified service provider list for that type of work.
- 2.3.2. TasNetworks Commercial Team will maintain a list of pre-qualified service providers.

Tools

- Appendix 4: HSE Tender Questionnaire Evaluation Form

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3. Mobilise

	Business Unit Executive	Contract Owner	Procurement Specialist	Project Manager	Site Manager	HSE	Contractor
3.1 Check HSE documentation		A/R	I	R	S	S	R
3.2 Check competency/training records		A		R	S	S	R
3.3 Check Permits and Access Authorities		A		R	S	S	I
3.4 Contract mobilisation meeting	I	A		R	S	I	R

3.1. Check HSE documentation

3.1.1. The Contract Owner or Project Manager must check that specified and requested HSE documentation is in place prior to granting access to site. For example:

- Contract HSE Risk Register.
- HSE Management Plan.
- Induction Process.
- Plant and equipment registers.
- SWMS (for initial high risk work activities including environmental risk).

3.2. Check competency/training records

3.2.1. The Contract Owner or Project Manager must check that a competency register has been provided by the Contractor detailing currency of licences, required competencies, authorisations and expiry dates.

3.3. Check Permits and Access Authorities

3.3.1. The Contract Owner or Project Manager must check that required permits (e.g. State, Council, and environment), have been received by the Contractor or issued to the Contractor by TasNetworks.

3.3.2. The Project Manager or Site Manager must check that Access Authorities have been prepared and issued to the Contractor where applicable.

3.4. Contract mobilisation meeting

3.4.1. The Project Manager must hold a contract mobilisation (kick off) meeting with the Contractor and verify that all necessary HSE systems are developed and where required in place, prior to granting approval to the Contractor to commence mobilisation activities.

3.4.2. The meeting must be documented utilising the Contract Mobilisation (Kick-off) Meeting Form.

Tools

- Appendix 5: Contract Mobilisation (Kick-off) Meeting Form

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4. Perform

	Business Unit Executive	Contract Owner	Procurement Specialist	Project Manager	Site Manager	HSE	Contractor
4.1 Inspect HSE activities	I	A		R	R	R	C
4.2 Monitor and manage HSE outcomes	I	A/R		R	S	I	C
4.3 HSE performance reporting	I	A		R	I	I	R
4.4 Perform Contract HSE system audits	I	A		S	S	R	R
4.5 Perform Contractor HSE procedure audit	I	C	S	S	S	A/R	

4.1. Inspect HSE activities

4.1.1. At agreed intervals, the Project Manager or Site Manager must inspect the Contractor’s work site and high risk activities to ensure compliance with HSE management plans and work practices.

Assistance from TasNetworks HSE team may be sought to facilitate such inspections.

4.1.2. HSE inspections must be recorded in iAuditor (contact HSE team for iAuditor access).

4.2. Monitor and manage HSE outcomes

4.2.1. Contract Owners or Project Managers must ensure HSE is included as an agenda item and is discussed in contract/operational meetings or other appropriate forums at agreed intervals (e.g. monthly).

4.2.2. Results from any inspection findings as well as the status of any actions generated from inspections, incidents or audits, must be discussed, agreed and recorded at these forums.

4.2.3. Information related to the management of incidents and near misses as well the management and control of HSE risks must also be discussed at these forums. (Appendix 6: Contractor Performance Review Meeting).

4.3. HSE performance reporting

4.3.1. The Contract Owner, must ensure that Tier One Contractor’s provide a monthly HSE performance report by the 5th working day of each month. TasNetworks Contract Owner or Project will advise each Contractor if they must submit a monthly HSE performance report.

4.3.2. The monthly HSE performance report must be provided in the format requested by TasNetworks, which will include performance against the following objectives:

1. Demonstrable leadership commitment to safety and environment.
2. Influence a proactive reporting culture.

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3. Eliminate or minimise incidents which result in injury/illness, environmental impact or property damage.
4. Provide quality services and ensure continuous improvement.

4.4. Perform Contract HSE system audits

- 4.4.1. For contracts greater than 12 months in duration, TasNetworks HSE teams will conduct a systems audit to verify conformance to the Contract HSE specifications and the Contractor’s HSE system documentation, submitted under the contract.
- 4.4.2. System audits must be conducted at an agreed time between TasNetworks and the Contractor. TasNetworks Contract Owners, Project Managers and Site Managers must participate in and support the audit process.
- 4.4.3. A copy of the audit report must be issued to the Contractor.
- 4.4.4. Areas of non-conformance requiring action must be recorded on monthly contract/operational review meeting minutes as per section 4.2.2 & 4.2.3 above.

Progress against action items must be updated monthly by the Contractor.

4.5. Perform Contractor HSE management procedure audits

- 4.5.1. Internal audits will be conducted across varying contracts by the HSE team to ensure conformance with the requirements specified in this procedure.
- 4.5.2. Actions identified from these audits, which are assigned to TasNetworks must be recorded.
- 4.5.3. Progress against action items must be monitored at appropriate forums.

Tools

- Appendix 6: Contract Performance Review Meeting
- Appendix 7: Contractor Monthly HSE Performance Report – Tier One Contractors
- Contractor HSE Inspections Forms (iAuditor)
- Contractor HSE management procedure audit form

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5. Close

	Business Unit Executive	Contract Owner	Procurement Specialist	Project Manager	Site Manager	HSE	Contractor
5.1 Capture lessons learnt	I	A/R	I	R	C	C	I
5.2 Conduct close out meeting		A/R	S	R	C	C	R
5.3 Make final recommendations	I	A/R	R	S	S	I	I

5.1. Capture Lessons Learnt

5.1.2. Over the course of the Contract, the Contract Owner or Project Manager may have identified lessons that if applied earlier, could have improved outcomes or avoided significant issues (such as HSE incidents and rework or Contract delays). With the benefit of hindsight, the Contract Owner or Project Manager is responsible for capturing these lessons learnt from all stakeholders involved with the Contract during a close out meeting.

5.2. Conduct close out meeting

- 5.2.2. The Contract Owner and Contract representative, as well as any other appropriate stakeholders, must meet to identify outstanding actions for both parties to close out the Contract, such as the submission of final invoices, the provision of performance feedback and closure of outstanding HSE matters.
- 5.2.3. The Contract Owner must record the minutes of the meeting, including actions and outstanding items identified. Outstanding or open items must be addressed with steps put in place to close them in agreed timeframes.
- 5.2.4. If any outstanding items are unresolved or disputed the Contract Owner must capture the details of the outstanding issue.

5.3. Make final recommendations

- 5.3.2. The Contract Owner, in consultation with applicable stakeholders, must make a final recommendation for the future use of the Contractor based on overall performance outcomes.
- 5.3.3. The Commercial Team must update the pre-qualified service provider list based on the recommendation.

Tools

- Appendix 7: Contract De-mobilisation/Closure Meeting Form

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Appendix 1: Overview of HSE system requirements

The following information provides an overview on the varying HSE system requirements outlined in Section 1.2, Table 2 of this procedure.

Table 2 – HSE systems guide

Class	Management systems conforming to ISO9001, 14001, 4801/45001	Contract HSE risk register	Contract specific HSE management plans	Safe Work Method Statements	Pre-start/Job Briefings/risk assessment
1	✓	✓	✓	✓	✓
2	✗	✓	✓	✓	✓
3	✗	✗	✗	✓	✓
4	✗	✗	✗	✗	✗

Management systems conforming to ISO 9001, 14001, 4801 or OHSAS18001 or ISO45001

Contractors undertaking class 1 work are required, unless otherwise specified, to have:

- a quality management system which conforms to AS/NZS 9001
- a safety management system which conforms to AS 4801 ISO45001 or an equivalent system
- an environmental management system which conforms to AS/NZS 14001

Note: Some organisations systems may not be certified by an external certification body. However, the system should conform or align, in principle, to the elements of the respective standards.

Contract HSE risk register

Contractors undertaking Class 1 or 2 works are required, unless otherwise specified, to develop a contract HSE risk register, which must cover all significant risks associated with the contract that are the responsibility of the Contractor including:

- Risks inherent in working in proximity to electrical infrastructure
- High risk activities (e.g. work at heights, working near live electricity, tree felling)
- Environmental risks (e.g. land, air, water, noise, waste, flora, fauna, threatened species, weeds, cultural heritage)
- General safety risks including public safety
- Plant and equipment operation
- Chain of responsibility risks under the national heavy vehicle laws, etc.

The contract HSE risk register must include risk assessment details, proposed controls to reduce risk and associated implementation responsibilities and timing.

Contract specific HSE management plans

Contractors undertaking Class 1 or 2 works are required, unless otherwise specified, to develop a HSE management plan.

Contract specific HSE management plans are a collection of documents that outline how the contractor will manage HSE under the contract. Successful tenderers must produce contract specific HSE management plans prior to the commencement of onsite works.

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Contract specific HSE management plans will include all significant management activities and key areas of risk associated with the contract. The level of detail required will depend on the level of risk exposure, size and complexity of the contract. Contract specific HSE management plans are required for all Class 1 and 2 contracts, and at TasNetworks' discretion may be required for some Class 3 contracts.

Note: In accordance with the *Work Health and Safety Regulations 2022*, all construction projects over \$250K in value must develop safety management plans.

TasNetworks accepts integrated HSE management plans, however certain projects of specific size and complexity, as well as legislation, may dictate a requirement to develop individual/stand-alone managements plans (e.g. Construction Environment Management Plan, Safety Management Plan).

HSE management plans will typically contain contract specific and management system information.

Safe work method statements (SWMS) or equivalent procedures

Contractors undertaking work that involves high risk activities or significant safety or environmental risk, irrespective of contract class (1, 2, 3 or 4), are to develop a SWMS for the proposed high risk work before commencement of that work.

With respect to its risk management component, a SWMS must:

- identify the work that involves high risk activities or significant safety and environmental risks
- specify the risks associated with the work
- describe the measures to be implemented to control the risks
- describe how the risk control measures are to be implemented, monitored and reviewed

Persons undertaking the work must be consulted with during the development of the SWMS. Each SWMS must be reviewed by a competent person prior to implementation.

Pre-Start/Job Briefings, or Job Risk Assessments

In addition to the development and implementation of SWMS, TasNetworks requires contractors to facilitate daily pre-start/job briefings or job risk assessments.

Pre-start/job briefings are undertaken before commencing work and entail a discussion on the work activities and associated risks with relevant personnel. A record of the discussion must be retained and workers attendance must be recorded.

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Appendix 2: HSE system requirements for Class 1 or 2 contracts

The requirements listed below will form the minimum requirements for Class 1 or 2 contracts. In the case of Class 3 or 4 contracts, TasNetworks' representative may direct which of these requirements will not be of application (in the absence of any such direction all requirements shall be taken to be of application).

1. Contractor Risk Register

- 1.1 The Contractor must develop a contract risk register identifying all significant risks associated with the contract that are the responsibility of the contractor to manage, including:
 - a. Risks inherent in working in proximity to electrical infrastructure
 - b. High risk activities (e.g. work at heights, working near live electricity, tree felling)
 - c. Environmental risks (e.g. land, air, water, noise, waste, flora, fauna, threatened species, weeds, cultural heritage)
 - d. General safety risks including public safety
 - e. Plant and equipment operation
 - f. Chain of responsibility risks under the national heavy vehicle laws, etc.
- 1.2 The contract risk register must include risk assessment details, proposed controls and associated implementation responsibilities and timing. When selecting proposed controls the Contractor must give appropriate consideration to the hierarchy of controls identified under regulation 36 of the *Work Health and Safety Regulations 2022*.
- 1.3 The contract risk register must be submitted to the TasNetworks' representative no less than 30 days (or such other timeframe as may be notified by TasNetworks' representative) prior to the commencement of onsite works.
- 1.4 TasNetworks reserves the right to comment on and request changes to the submitted contract risk register. TasNetworks also reserves the right to delay access to site until an acceptable contract risk register has been received.
- 1.5 The contract risk register must be updated as necessary throughout the course of the contract.

2. Health Safety and Environmental (HSE) Management Plans

- 2.1 The Contractor must develop a HSE management plan, which includes, as a minimum, the following information:
 - a. Scope of works
 - b. The names and roles of key contractor personnel with WHS management responsibilities
 - c. A register of Safe Work Method Statements (SWMS) that address work involving high risk activities or significant safety and environmental risks
 - d. Daily site job briefing/pre-start risk assessment requirements
 - e. Site evacuation and emergency response plans
 - f. First aid arrangements (including ratios of 1st aid trained members/crew)
 - g. Remote and isolated work requirements
 - h. Fitness for work requirements (including maximum hours of work and proposed rostering)
 - i. Outline of facility arrangements e.g. toilets, drinking water, washing and eating facilities
 - j. Traffic management systems and processes
 - k. Subcontractor management processes
 - l. Training and competency requirements
 - m. A plant and equipment management process and register
 - n. Chain of responsible requirements under National Heavy Vehicle Laws
 - o. A safety data sheet register

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- p. An audit and inspection schedule
 - q. A list of site HSE rules
 - r. The process for the development and use of SWMS and site risk assessments
 - s. The arrangements or processes in place to ensure effective consultation, co-operation and coordination with all duty holders with regards to WHS matters
 - t. The process for the management of hazardous substances, including any licensing requirements for the handling, transportation and disposal of hazardous substances and controlled waste
 - u. Incident classification criteria
 - v. HSE incident notification, reporting and investigation process
 - w. A health monitoring schedule (as applicable, e.g. audiometric testing)
 - x. Process for the engagement and management of subcontractors
 - y. COVID-19/Pandemic protocols
- 2.2 The Contractor must ensure that so far as is reasonably practicable all persons involved in the work are made aware of the contents of the HSE management plan and make the HSE plan available at the work site and accessible by any person.
- 2.3 The Contractor must review and revise their HSE management plan as necessary to ensure it remains up-to-date and inform all persons involved in the work of any revisions.
- 2.4 The HSE management plan must be submitted to TasNetworks' representative no less than 30 days (or such other timeframe as may be notified by TasNetworks' representative) prior to the commencement of onsite works.
- 2.5 TasNetworks reserves the right to comment on and request changes to the submitted HSE manage plan. TasNetworks also reserves the right to delay access to site until an acceptable HSE management plan has been received.

3 Safe Work Method Statements (SWMS) or equivalent

- 3.1 The Contractor must develop a SWMS for work that involves high risk activities or significant safety or environmental risk, before the commencement of that work. Refer to regulation 291 of the *Work Health and Safety Regulations 2022* for the meaning of high risk construction work.

With respect to its risk management component, a SWMS must:

- a. identify the work that involves high risk activities or significant safety and environmental risks
 - b. specify the risks associated with the work
 - c. describe the measures to be implemented to control the risks
 - d. describe how the risk control measures are to be implemented, monitored and reviewed
- 3.2 The Contractor must ensure that persons undertaking the high risk work are consulted with during the development of the SWMS. Each SWMS must be reviewed by a competent person prior to implementation.
- 3.3 Subcontractors performing high risk activities must provide a copy of the SWMS to the Principal Contractor before commencing the work. Principal Contractors must provide TasNetworks, in a timely manner, with the nominated SWMS when requested to do so.
- 3.4 All personnel involved in the work must acknowledge their understanding of the SWMS by signing and dating the SWMS or comparable document.
- 3.5 The sign-off of SWMS for repetitive/routine work can be undertaken on a periodic basis.

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3.6 Where any additional or uncontrolled risk is identified during the undertaking of the work, the prepared SWMS must be amended accordingly. All amendments must be brought to attention of the work party and re-signed.

4 Pre-Start/Job Briefings, or Job Risk Assessments

- 4.1 In addition to the development and implementation of SWMS, the Contractor must facilitate daily pre-start/job briefings or job risk assessments.
- 4.2 Pre-start/job briefings must be undertaken before commencing work and entail a discussion on the work activities and associated risks with relevant personnel. A record of the discussion must be retained and workers attendance must be recorded.

5 Training and competence

- 5.1 The Contractor must ensure all persons are trained, competent, authorised and where applicable licenced to perform assigned tasks.
- 5.2 The Contractor must develop and maintain a Training and Competency Register for the life of the contract. The Training and Competency Register must:
 - a. Record the names of all employees and subcontractors working on site
 - b. Detail all required qualifications, licenses and authorisations (including TasNetworks training requirements)
 - c. Detail expiry or retraining dates
 - d. Be kept up to date as work progresses
 - e. Be made available for inspection by TasNetworks at any time
- 5.3 A detailed Training and Competency Register must be submitted to TasNetworks' no less than 30 days (or such other timeframe as may be notified by TasNetworks' representative) prior to the commencement of onsite works.
- 5.4 The Contractor must comply with the requirements of the Occupational Licensing Act 2005 Tasmania. Electricians, Line Workers and Cable Jointers must hold a Tasmanian Electrical Practitioners Licence to perform or supervise electrical work in Tasmania.

6 Incident Management

- 6.1 The Contractor must comply with following incident management requirements:
 - a. Immediate verbal notification (whether in person or by phone) must be given to TasNetworks' representative as soon as Contractor becomes aware of an environmental or safety incident.
 - b. Initial written notification of the incident which includes all pertinent details must be provided to TasNetworks' representative within 24 hours of the incident.
 - c. The Contractor must assess and advise the respective regulatory authorities and TasNetworks accordingly where the incident is deemed a notifiable incident under the respective environmental or safety legislation (e.g. Work Health and Safety Act 2012, Part 3 Incident Notification).
 - d. If an incident is a notifiable incident, or where TasNetworks deems necessary, the Contractor must not interfere or disturb the incident site or any plant and equipment unless permission is granted by the relevant regulatory authority or TasNetworks' representative. This does not prevent the Contractor from taking necessary steps to make the site safe and provide care to any injured people.
- 6.2 In addition to the above, the Contractor must also comply with the following requirements:

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- a. The Contractor must conduct an investigation into the incident and submit a draft investigation report to TasNetworks for comment within 14 days of the incident, unless an extension of time has been granted by TasNetworks' representative in writing.
- b. A final investigation report should be prepared by the Contractor no later than 28 days of the incident, unless an extension of time has been granted by TasNetworks' representative in writing
- c. The Contractor must provide TasNetworks' representative with a response (together with updates) in connection with any actions recommended as a result of such investigations.
- d. TasNetworks reserves the right to conduct its own investigation of any incident. Such investigations may be independent of a Contractor's investigation. TasNetworks may request that a representative of TasNetworks forms part of a Contractor's investigation team or that a Contractor's representative forms part of TasNetworks investigation team.

7 Audit and inspection

- 7.1 The Contractor must prepare an HSE audit and inspection schedule to monitor implementation of the HSE management plan and associated work practices. The audit and inspection schedule must identify the work locations, work involving high risk activities or significant risks, work procedures including SWMS or management plans that require auditing/inspection throughout the duration of a contract.
- 7.2 If additional work procedures, SWMS or management plans are developed during the project, TasNetworks' representative may request the Contractor to amend the audit and inspection schedule to include these procedures or plans.
- 7.3 The Contractors must also conduct documented site inspections as per their audit and inspection schedule.
- 7.4 TasNetworks' representatives may accompany the Contractor during audits and inspections. TasNetworks representatives may also perform audits and inspections on work locations or Contractor compliance with work procedures, SWMS or risk management documentation.
- 7.5 The Contractor must produce audit and inspection reports which include details of the auditor/inspector, time and date, observations, findings including opportunities for improvement and non-conformances along with associated close out dates.
- 7.6 The Contractor must make available copies of audit and inspection reports to TasNetworks' representative on request and include outcomes of their audit and inspection in their monthly HSE performance report.

8 HSE performance reporting

- 8.1 The Contractor must provide a monthly HSE performance report in a format specified by TasNetworks.
- 8.2 The Contractor must provide the monthly HSE performance report by the 5th working day of each month.
- 8.3 The monthly HSE performance report must include performance against the following objectives:
 - a. Demonstrable leadership commitment to safety and environment.
 - b. Influence a proactive reporting culture.
 - c. Eliminate or minimise incidents which result in injury/illness, environmental impact or property damage.
 - d. Provide quality services and ensure continuous improvement.

The specific key performance measures for the above objectives are detailed in TasNetworks monthly HSE performance report template.

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Health Safety Environment (HSE) Tender Questionnaire Form

This questionnaire forms part of TasNetworks tender evaluation process and is to be completed by Tenderers and submitted with their tender offer. The objective of the questionnaire is to provide an overview of the status of the Tenderers HSE management system. Tenderers will be required to verify their responses noted in their questionnaire by providing evidence of their ability and capacity in relevant matters.

General information				Tick, circle or highlight where applicable		
Contract Class:	1	2	3	4	Contract title:	
Contractor name:				Subcontractor Name:		
Work description:						
Indicate total number of employees:	1 – 39 (small size)		40 – 199 (medium size)		200 + (large size)	

HSE information		Tick, circle or highlight where applicable	
1	Does the company have a documented: <ul style="list-style-type: none"> Safety management system (SMS)? Environment management system (EMS)? Quality management system (QMS)? 	Yes / No	Yes / No
2	For each system identified in Question 1 (SMS, EMS, QMS) provide a contents listing of the standards and procedures which make up that system.		
3	Provide a copy of the policy statement for each system (SMS, EMS, QMS) identified in Question 1.		
4	Is the management system certified by an external party? <ul style="list-style-type: none"> Safety management system (SMS)? Environment management system (EMS)? Quality management system (QMS)? If yes, provide copy(s) of certificate(s).	Yes / No	Yes / No
5	State the names, roles and responsibilities of those persons who will fulfil key HSEQ positions under the contract.		
6	Has the company been prosecuted or fined under safety or environmental legislation, or been issued any improvement or prohibition notices within the past three years? If yes, provide details.	Yes / No	
7	Provide details of the company's safety and environmental performance for the past three years. Examples should include, but not be limited to statistical information associated with injuries, near miss reports, environment incidents, audit performance, HSE training, etc.		
8	Does the company intend on using subcontractors during the performance of the work? If yes, name the key subcontracting companies proposed: If yes, ensure that this HSEQ Tender Questionnaire is completed for each key subcontractor and provided with the tender submission.	Yes / No	
9	If the contract is for a construction project involving work greater than \$250K in value, the tenderer must provide a sample Contract risk register and HSE management plan that it has developed for this work or a past similar type of project.		
10	Insurance - provide a copy of the following certificates of currency: <ul style="list-style-type: none"> Workers Compensation General and Products liability Fleet/Motor vehicle insurance(s) 		

Attached all necessary documentation and return to TasNetworks

By submission of the tender and questionnaire the tenderer acknowledges and confirms as accurate all details contained in the questionnaire and any verifying document

Form not shared externally – For internal use only

Contract Mobilisation (Kick-off) Meeting

General information			
Contractor:		Date:	
Contractor No.:		Contract Title :	

Attendees: Contract Owner
Project Manager
Site Manager
HSE
Contractor Project Manager
Contractor Site Manager

#	Item	Owner
1	Welcome and introductions	Contract Owner/Project Manager
2	HSE Share	All
3	HSE requirements : <ul style="list-style-type: none"> • Contract Risk Registers received and accepted • HSE Plans received and accepted • Contract / Project induction received and accepted • Competencies and licenses received and in order • Electrical engineers and technicians are covered/trained under an ESMS • SWMS for initial high risk works received • TasNetworks training completed (e.g. General Contractor HSE Induction, Code of Conduct, Covid 19) 	Contract Owner/ Project Manager & Contractor Project Manager
4	Mobilisation requirements <ul style="list-style-type: none"> • Access keys/fobs issued • Landowners notified/access routes defined • Access Authorities received or arranged • Plant & equipment inspected & right to go • Permits received (Council, State, Regulator) 	Contract Owner/ Project Manager & Contractor Project Manager
5	Other items	Contract Owner/Project Manager
6	Next steps	Contract Owner/Project Manager

Contract Performance Review Meeting

General information			
Contractor:		Date:	
Contractor No.:		Contract Title :	

Attendees: Contract Owner
Project Manager
Site Manager
HSE
Contractor Project Manager
Contractor Site Manager

#i	Item	Owner
1	Welcome and introductions	Chair
2	HSE Share	All
3	General Update :	Contract Owner/ Project Manager & Contractor Project Manager
4	Minutes from previous meeting	Chair
5	Outstanding actions from previous meeting	Contract Owner/Project Manager & Contractor Project Manager
6	Performance Review <ul style="list-style-type: none"> • Health, Safety, Environment and Community • Operations / Quality / Program / Timeline • Financial Performance • Areas for Development: <ul style="list-style-type: none"> ○ Identify areas where the Contractor can improve performance ○ Identify areas where TasNetworks can improve performance to enable improved Contractor performance 	Contract Owner/Project Manager
7	Commercial update	Contract Owner/ Project Manager
8	General business / new business	Chair
9	Next meeting	Chair

Measure	Definition	Annual Target	
Inspections	Planned office or field based safety and environmental inspections, conducted by leaders, utilising a documented checklist (maybe electronic) where compliance to procedures is recorded and improvement actions are assigned where applicable. Does not include inspections such as plant and equipment pre-start or pre-use inspections, etc.	85%	of plan
Leader field interactions	Planned and documented on-the-job leader interactions where leaders perform task observations and discuss hazards, controls, compliance and non-compliance matters with the workers involved	85%	of plan
Toolbox forums	Planned and documented communication and consultation forums involving management and workforce participation. Does not include daily on-site job-start or pre-start/risk assessment talks	85%	of plan
Near miss reports	An event which does not result in an injury/illness, equipment/property damage, loss of supply, etc., but under different circumstances may have resulted in a loss	-	
Hazard reports	A condition or situation which has the potential to cause harm or loss if not corrected or controlled effectively	-	
Significant/Reportable Incidents	An incident with an actual or potential consequence level of "Major" or "Severe" on TasNetworks Risk Matrix (see below), or is reportable to a State safety or environmental regulatory authority	0	
Lost Time Injuries	An injury or illness which results in a worker missing and entire shift of work or more	-	
Medical Treatment Injuries	An injury or illness which requires treatment by a medical practitioner	-	
1st Aid or Report Only injuries	An injury treated onsite with first aid and no other intervention required. Includes incidents with no treatment required but reported	-	
Environmental incidents	Examples include oils spills, flora or fauna impact, erosion, air pollution, noise, incorrect waste management including transport, ineffective water management, SF6 gas release, etc.	-	
Other incidents	An incident which does not fit into the above descriptor categories	-	
# of Defective work/services reports	Reports issued to the contractor by TasNetworks advising them of defective works or services which require rectification. Includes safety, environmental, quality NCRs (non-conformances) or OFIs (opportunities for improvement) raised, etc. Record number in table above	-	
% of Defective/services work rectified	The percentage of defective work/services rectified during the month against planned. E.g. 5 defects/NCRs raised during month and 4 defects/NCRs closed = 80%. Annual target will be 100% closure of reported defects	100%	
Customer complaints	Includes any negative feedback from customers or members of the public validated by TasNetworks	<12	
No. of Customer Outage Scoping - Process Audits undertaken by TasNetworks	The number of audits TasNetworks undertakes, assessing the Contractor's "scoping process", where customer outages are applicable.	52	
No. of Customer Outage Scoping - Process Audit non-conformance Reports	The number of non-conformances issued to the Contractor resulting from the audits undertaken by TasNetworks on the Contractor's "Customer Outage - Scoping" process.		
Number and Quality of NEECF Investigation Reports	The number and quality of the NEECF Investigation Reports. Quality issues will be discussed and documented in Commercial Management Meetings held with the Contractor.	-	
NECF breaches	An incident where a customer's power has been interrupted through planned work, without the customer being afforded due notice in accordance with the National Energy Customer Framework rules. Record number of events in table above. Where the investigation determines that the Contractor has followed due process, the event will be deleted from the annual count.	0	
Hours worked	Total monthly hours worked on TasNetworks contracts by the Contractor. Where the Contractor engages Subcontractor's these hours shall also be included in the Contractor's total hours worked.	-	

TasNetworks Risk Matrix Consequence Descriptors

NEGLIGIBLE
An incident which results in, or has the potential to result in an injury/illness that requires first aid treatment. Includes report only type events

MINOR
An incident which results in, or has the potential to result in an injury/illness that requires treatment by a medical practitioner, and/or results in short term incapacity (<= 5 days off work or on restricted duties).

MODERATE
An incident which results in, or has the potential to result in an injury/illness that requires treatment by a medical practitioner, and results in medium term incapacity (6 days - 3 months off work or on restricted duties).

MAJOR
An incident which results in, or has the potential to result in an injury/illness leading to longer term incapacity (> 3 month off work or on restricted duties).

SEVERE
An incident which results in, or has the potential to result in a fatality or an injury/illness causing permanent incapacity (not able to return).

TasNetworks reserves the right to audit or request evidence of documented inspections, interactions, toolbox minutes, etc., to verify numbers provided in this report.

Contract De-mobilisation / Closure Meeting






General information			
Contractor:		Date:	
Contractor No.:		Contract Title :	

Attendees: Contract Owner
Project Manager
Site Manager
HSE
Contractor Project Manager
Contractor Site Manager

#i	Item	Owner
1	Welcome and introductions	Contract Owner/Project Manager
2	HSE Share	All
3	Conduct final performance review : <ul style="list-style-type: none"> • Performance against KPIs • Commercial performance 	All
4	Discuss lessons learnt and opportunities for improvement	Contract Owner/ Project Manager & Contractor Project Manager
5	Demobilisation requirements <ul style="list-style-type: none"> • Punch lists / outstanding items • Equipment and materials • Defects & liabilities 	Contract Owner/Project Manager
6	Record outcomes <ul style="list-style-type: none"> • Meeting minutes • Actions • Position on outstanding items 	Contract Owner/Project Manager

Appendix 9: RASCI Summary Table

RASCI reference guide

	Business Unit Executive	Contract Owner	Procurement Specialist	Project Manager	Site Manager	HSE	Contractor
 Plan							
1.1 Specify Class of contract	I	A/R	S	S		S	
1.2 Determine HSE system requirements		A/R	S	S	I	S	
1.3 Insert HSE requirements into contract		A	R	S		S	I
1.4 Issue HSE Tender Questionnaire		A	R	I		I	R
 Select							
2.1 Evaluate tenderers HSE systems	I	A/R	S	S		S	
2.2 Provide feedback to tenderers		A	R			I	I
2.3 Pre-qualified service providers	I	I	R			I	I
 Mobilise							
3.1 Check HSE documentation		A/R	I	R	S	S	R
3.2 Check competency/training records		A		R	S	S	R
3.3 Check Permits and Access Authorities		A		R	S		I
3.4 Contract mobilisation meeting	I	A		R	S	I	R
 Perform							
4.1 Inspect HSE activities	I	A		R	R	I	C
4.2 Monitor and manage HSE outcomes	I	A/R		R	S	I	C
4.3 HSE performance reporting	I	A		R	I	I	R
4.4 Perform Contract HSE system audits	I	A		S	S	R	R
4.5 Perform Contractor HSE Proc audits	I	C	S	S	S	A/R	
 Close							
5.1 Capture lessons learnt	I	A/R	I	R	C	C	I
5.2 Conduct close out meeting		A/R	S	R	C	C	R
5.3 Make final recommendations	I	A/R	R	S	I	I	I

- **Responsible:** The individual(s) who actually performs the activity or does the work required.
- **Accountable:** The individual who has the ultimate authority to ensure that task is completed.
- **Support:** The individual(s) or groups that must provide support or contribute to the activity.
- **Consulted:** The individual(s) or groups that must provide feedback or contribute to the activity.
- **Informed:** The individual(s) or groups who need to be notified of decisions or actions taken.

Note that for any activity, there will be only one role Accountable for the completion of the activity. There may be multiple roles Responsible, Consulted or Informed for the activity

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