
Guidelines for contractor safety, health and environment



18 September 2007

Document release information

Document History

Revision	Date issued	Reviewed by	Approved by	Date approved	Revision type
A	Not issued	B McNair	T Carter		
B	Not issued				
C	23 /02/2007	M L Davies	T Carter	23/02/2007	Issued for client review

Distribution of copies

Revision	Copy no	Quantity	Issued to
C	Electronic		Western Power: R Smith, B Webster, P O'Sullivan, C Morgan, B Weir-Smith D Humphries, W Davison

Printed:	26 September 2007
Last saved:	0 XXX 0000 00:00 AM
File name:	SHE Guidelines for Contractors Rev C
Author:	Terry Carter
Project manager:	Terry Carter
Name of organisation:	Western Power
Name of project:	Contract Management Documentation Review
Name of document:	Guidelines for Contractors - Safety Health and Environment
Document version:	Rev C
Project number:	RP00207

© Copyright of Western Power

Any use of this material except in accordance with a written agreement with Western Power is prohibited.

Table of contents

1	Introduction	2
1.1	Purpose	2
1.2	Scope	2
2	Definitions	3
3	Process Outline	5
4	Risk Assessment and Risk Register	6
4.1	Conduct Risk Assessment	6
4.2	Develop Risk Register	6
5	Safety and Health Management Plan (SHEMP)	9
5.1	Contract Description	9
5.2	Compliance with Legal and Western Power Mandatory Requirements	9
5.3	Roles and Responsibilities	9
5.4	Required Competencies/Qualifications	9
5.5	Required Inductions	10
5.6	Fitness for Work	10
5.7	Plant and Equipment	10
5.8	Personal Protective Equipment	10
5.9	Consultation	10
5.10	Workplace Risk Assessment/Job Risk Analysis	10
5.11	Workplace Inspections and Audits	10
5.12	Incident Response	11
5.12.1	First Aid	11
5.13	Work Procedures and Practices	11
5.13.1	Work Site Access Control	11
5.13.2	Traffic Management	11
5.13.3	Excavation	12
5.13.4	Prevention of Falls	12
5.13.5	Other Specific Procedures	12
5.14	Change Management	12
5.15	Safety Health and Environmental Performance Reporting	12
5.16	Hazard/Incident Notification, Reporting and Investigation	12
6	Manage Works/Services	13
6.1	Planning	13
6.2	Supervision	13
6.3	Monitoring and Review	13
	Appendix A - Western Power Safety and Health Policy Statement	1

1. Introduction

1.1 Purpose

This document outlines Western Power requirements for safety, health and environmental (SHE) management. It is provided to assist companies which have satisfied Western Power prequalification requirements and are eligible to be engaged by Western Power for the provision of works and/or services ("Contractors").

1.2 Scope

The guidelines in this document cover the period from award through to execution of a contract. The guidelines are aimed at meeting the following non-negotiable obligations.

Contractors must ensure, to the extent practicable, that work under their control does not

- **expose workers or members of the public to hazards; or**
- **result in damage to property or environmental harm.**

These obligations apply to all Western Power Contractors and their subcontractors. Methods for meeting them will vary according to the scope and complexity of specific projects and the guidelines below will assist Contractors to develop their own appropriate methods.

2. Definitions

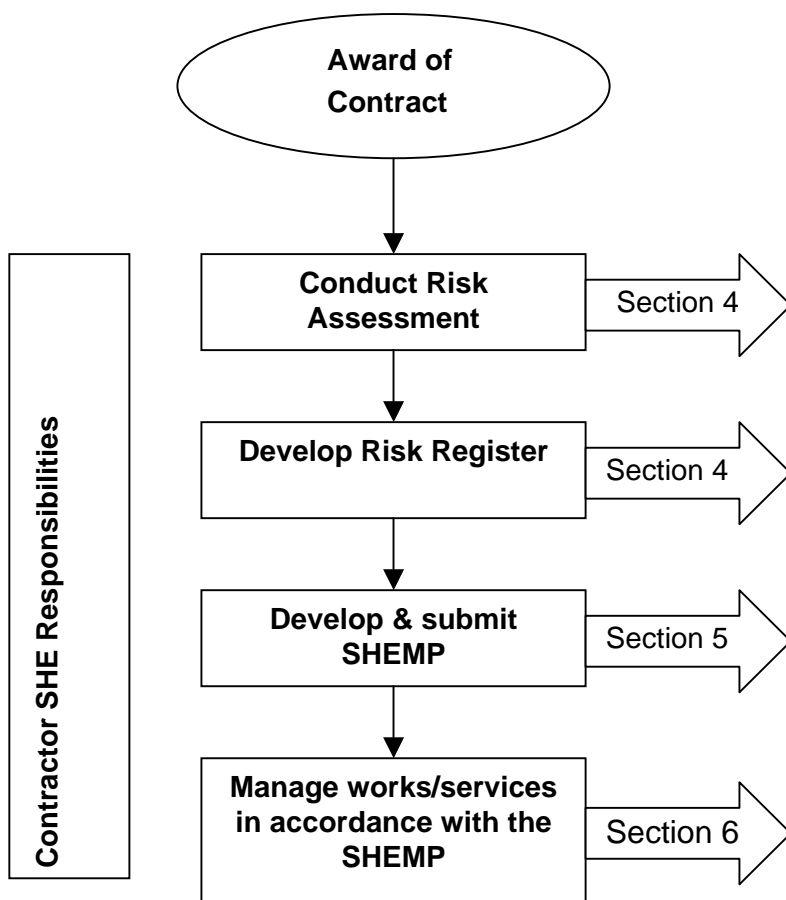
ALARP	As Low As Reasonably Practicable. The ALARP principle is that <i>the residual risk shall be as low as reasonably practicable</i> . For a risk to be ALARP it shall be possible to demonstrate that the cost involved in reducing the risk further would be grossly disproportionate to the benefit gained.
Audit	An audit is an independent review to test the adequacy of control systems, processes and management practices and assess compliance with relevant obligations. Audits are conducted by document review, interview and workplace verification. In the context of this guideline, audits should be designed to systematically assess the implementation of agreed safety, health and environmental management plans and their adequacy in relation to risk exposure.
Busbar Contract	The name given to the Western Power intranet A formally accepted offer of services, signed by and binding on both the <i>principal</i> and the <i>contractor</i>
Contractor	The individual or organisation bound to execute the work specified under a <i>contract</i>
CSAT	Construction Safety Awareness Training. This is compulsory under the Occupational Safety and Health Regulations and is applicable to all persons required to work on a construction site.
EMP	Environmental management plan. See also SHEMP.
Hazard	A source of potential harm (AS/NZS 4360:2004)
Inspection	Workplace inspection is a process focused on actions and outcomes, behaviours and physical conditions in the workplace at a particular time. Inspections are usually conducted by comparing observed conditions with relevant standards. Checklists are used to aid the process.
Principal	The party seeking to purchase services
Prequalification	A formal assessment process used to select organisations which meet Western Power requirements for safety, health, environment and corporate governance
RFT	Request for Tender
RFQ	Request for quote
Risk	The chance of something happening that will have an impact on objectives (AS/NZS 4360:2004). Risk is measured in terms of the consequences of an event and their likelihood
Shall	Indicates a mandatory requirement or action
SHE	Safety, health and environment. As used in this document, SHE includes occupational and public safety and health and environmental management.
SHEMP	Safety, health and environmental management plan. Some contracts may require more than one plan and in some cases it is necessary to have a separate environmental management plan together with a safety and health management plan. The term SHEMP as used in this document is meant to cover all cases.
Should	Indicates an advisory requirement or action
Specification	The document issued by the <i>Principal</i> with a <i>RFT</i> or <i>RFQ</i> , containing the required form of tender or quote, conditions of contract, scope of

	required works or services, and schedules of specific requirements (technical, safety, environment, etc)
Subcontractor	A party that supplies services to the <i>contractor</i>
Task observation	A method of observing specific task steps as they are performed and noting both good practice and deviations from procedures which need correction
Tender	A formal offer of services in response to a Request for Tender
Tenderer	A party submitting a tender
Western Power Representative	For the purposes of this document, this term can mean A person appointed in writing by Western Power as its representative for the purpose of the administration of a specific contract; A Western Power Contract Superintendent; Any Western Power person responsible for evaluating the SHE component of prequalification or tender submissions; or Any Western Power person responsible for supervising and monitoring the activities of Contractors.

3. Process Outline

The basic requirement is that prior to commencement of works, Contractors must identify and assess the SHE risks and develop and implement a safety, health and environmental management plan (SHEMP) which adequately addresses those risks. Figure 1 below shows the steps required for meeting Western Power SHE requirements after award of contract and points to relevant sections of these guidelines.

Figure 1 Contractor SHE Responsibilities



4. Risk Assessment and Risk Register

A comprehensive risk assessment covering the contract scope must be conducted and recorded. The risk assessment document must show that the Contractor has

- identified the hazards and potential environmental impacts associated with the activities required by the scope of works;
- assessed the level of risk associated with each identified hazard/potential impact;
- developed and applied control measures which reduce the risks to levels as low as reasonably practicable (ALARP), using the hierarchy of controls as a guide; (See *Figure 2*)

The risk assessment document shall be appended to the SHEMP. Controls developed in the risk assessment shall be cross-referenced to the relevant section of the SHEMP.

4.1 Conduct Risk Assessment

A typical risk assessment process is outlined in flowchart form in *Figure 3*. Risk assessments for complex or high risk activities shall be done by a team with representatives of all relevant work groups. The risk assessment shall be thoroughly scoped and facilitated by a suitably experienced person. ***In many cases it will be beneficial for the Western Power Contract Superintendent/Representative or delegate to participate in the workshop. This possibility shall be discussed with Western Power at or immediately after award of contract.***

The risk assessment document must be clearly formatted. All identified hazards and relevant controls must be clearly linked to each other.

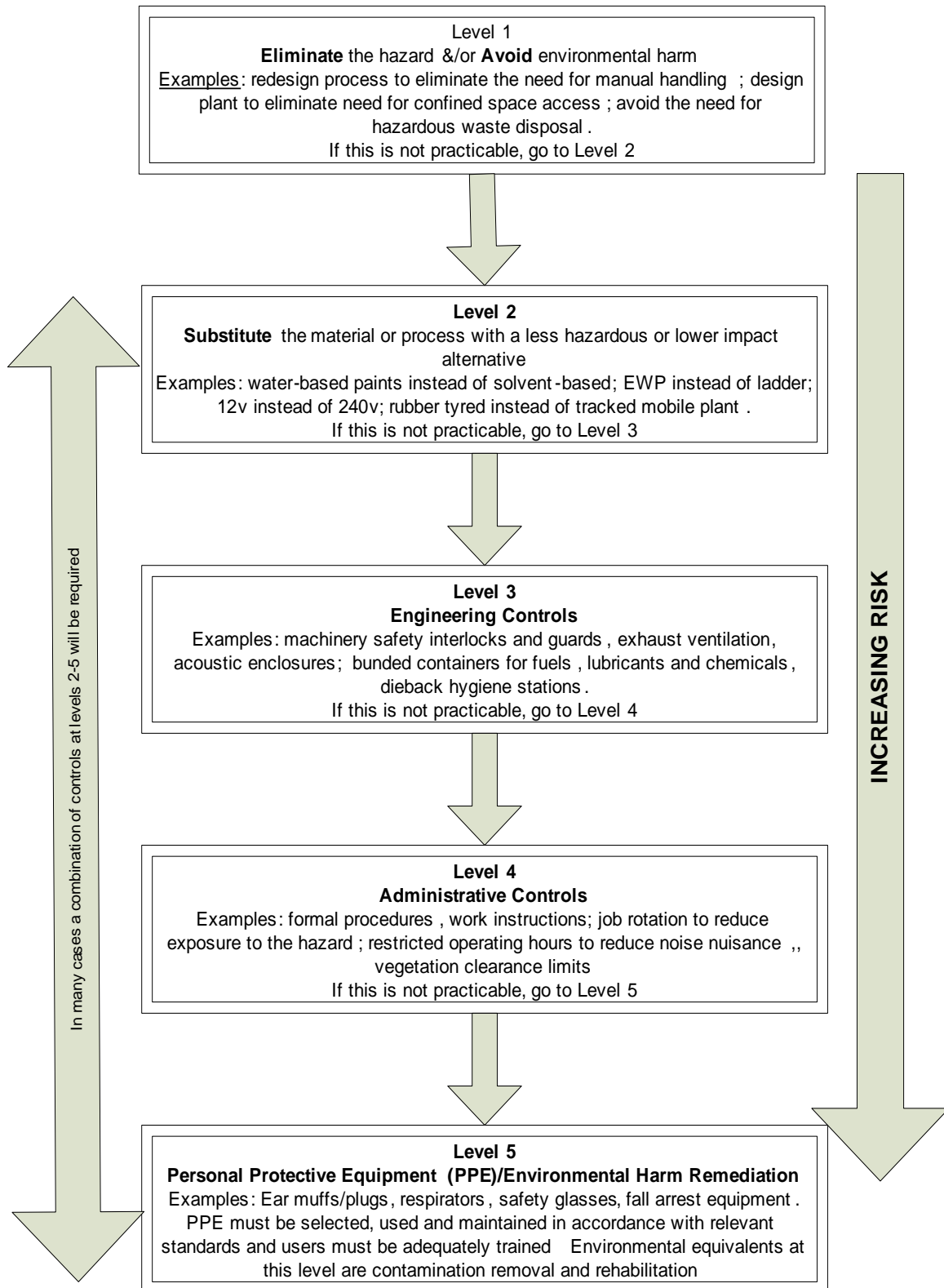
For relatively simple, single task contracts, the minimum requirement is a thorough job risk analysis (JRA). All people required to work on the job shall participate in the JRA and understand their required actions for the protection of themselves, their workmates, the public, the environment and third party property. In some cases, even JRA's for single task jobs may require input from other parties, for example, where specialist knowledge is required or the job could affect other people or processes.

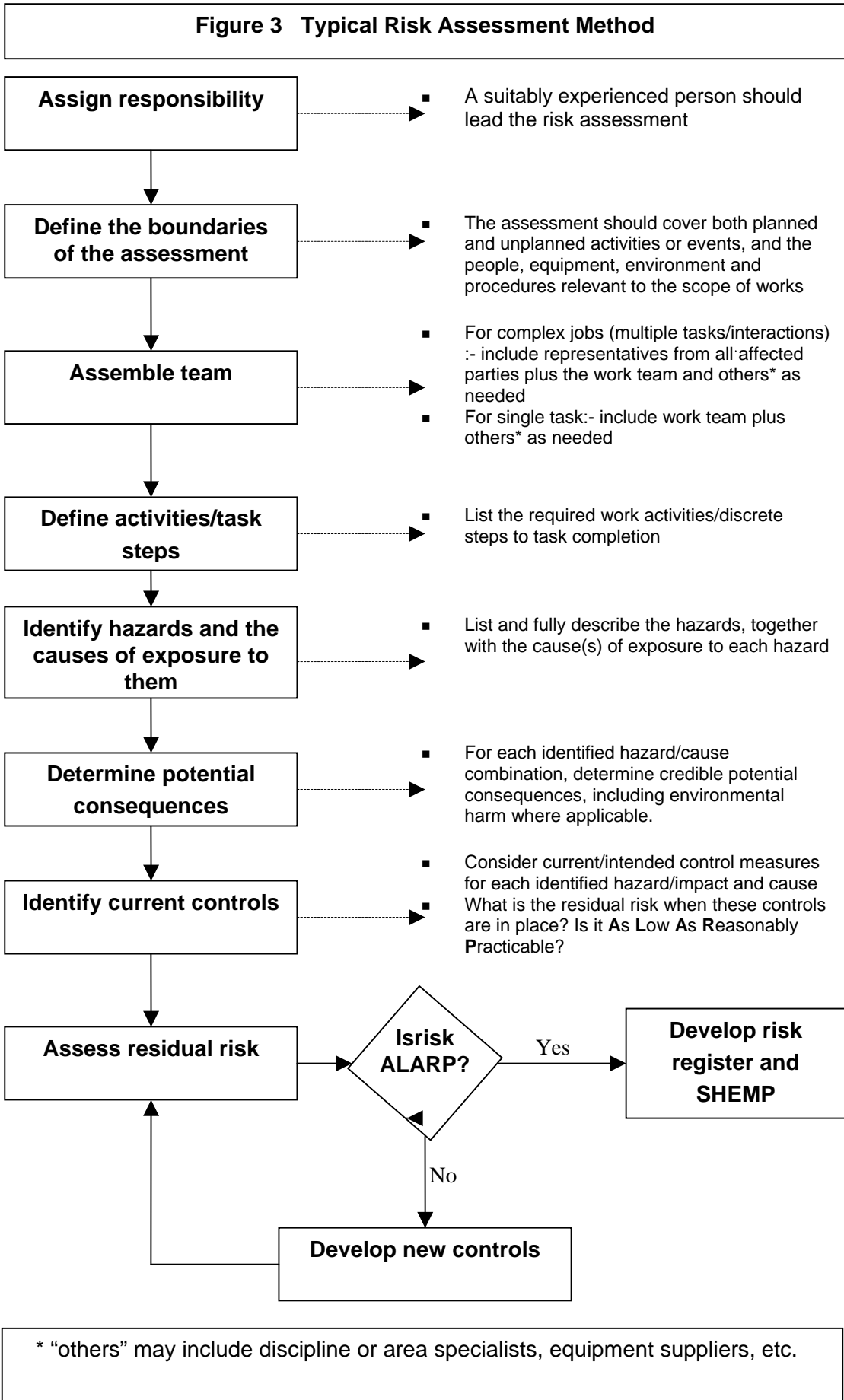
4.2 Develop Risk Register

The risk assessment document forms the basis for the risk register, which should be appended to the SHEMP. Hazards and controls should be cross-referenced with the relevant sections of the SHEMP. The risk register should be updated as necessary during the execution of the contract works or services.

For a simple, single task contract, a thorough, clearly documented JRA may serve as both the risk register and the safety, health and environmental plan.

Figure 2 – Preferred Order (Hierarchy) of Hazard/Impact Controls





5. Safety and Health Management Plan (SHEMP)

The SHEMP shall meet the following requirements. It must

- be specific to the scope of works;
- be practical and easy to follow for all personnel working on the contract;.
- clearly address specific legal and other SHE obligations related to the scope; and
- describe how the hazards and potential environmental impacts identified in the risk register are to be managed.

The SHEMP shall be submitted to Western Power prior to commencement of works, within the time frame specified by Western Power. Work cannot commence until the SHEMP is formally approved. The review and approval process may involve varying levels of further interaction between Western Power and the Contractor to arrive at an agreed approach. The Western Power Contract Superintendent/Representative shall be consulted where necessary to clarify requirements specific to the contract.

Guidance on development and implementation of an SHEMP is set out below.

5.1 Contract Description

Clearly summarise the scope of works, including a description of major activities, hazards and environmental aspects.

5.2 Compliance with Legal and Western Power Mandatory Requirements

The Plan should clearly show how the contractor will comply with

- relevant Acts, Regulations, Codes, Standards and licence or permit conditions; and
- other specific SHE-related obligations under the contract, for example:
 - compliance with Western Power Safety Life-Savers,
 - vegetation clearance limits;
 - fire prevention, or
 - incident notification and reporting.

5.3 Roles and Responsibilities

The Plan shall clearly outline roles and SHE-related responsibilities for execution of the contract.

5.4 Required Competencies/Qualifications

The Contractor must list all competencies and qualifications required for safe execution of the contract and contain or point to evidence that relevant personnel are duly licensed and authorised. The Plan shall also describe the system used to ensure that licences etc are current and competencies are assessed at appropriate intervals. *See 5.12.1 for First Aid training and certification requirements.*

5.5 Required Inductions

The Plan shall contain details of all inductions required for execution of the contract. These may include the following.

- Project-specific induction (contents shall be listed);
- Western Power site-specific inductions (eg, for access to sub-stations or switch yards);
- Inductions required for access to specific Western Power customer sites.

5.6 Fitness for Work

The Plan shall give details of Contractor fitness for work procedures and in particular how the potential influence of alcohol and other drugs is controlled.

5.7 Plant and Equipment

Where the Contractor is required to supply and/or operate Plant or equipment, the Plan must include

- evidence of satisfactory applicable statutory inspections, licences or permits;
- description of inspection, testing and maintenance processes used by the Contractor to support safe operation of the plant or equipment.

These provisions apply to Contractor-supplied equipment and any Western Power or hire equipment operated by the Contractor.

5.8 Personal Protective Equipment

The Plan must specify mandatory PPE requirements for specific tasks, locations or circumstances and indicate compliance with relevant Australian Standards, Western Power Field Instructions or other Western Power requirements.

5.9 Consultation

Applicable safety and health consultative processes shall be described. These may include

- Project pre-start meeting;
- Daily pre-start meetings;
- Toolbox &/or safety meetings;
- Contract/Project meetings with Western Power; and/or
- Consultation with local government, statutory authorities or the community.

5.10 Workplace Risk Assessment/Job Risk Analysis

Methods used for identifying and controlling workplace hazards shall be included. These may include both team-based and individual processes.

5.11 Workplace Inspections and Audits

The Plan shall include the method, frequency and scope of project-specific workplace inspections and audits and the format, distribution and follow-up of applicable reports. The

Western Power Superintendent/Representative may wish to conduct joint inspections or audits with the Contractor.

The following types of workplace inspections are required.

5.11.1.1 Daily inspections by individuals of their own work areas.

5.11.1.2 Formally recorded inspections by the Contractor manager or delegate, in accordance with the SHEMP. These inspections can be made more effective by participation of employees.

Unsafe conditions shall be remedied immediately or if this is not possible, the relevant area/equipment shall be effectively isolated until permanent correction is possible.

Audits should be designed to test the implementation and effectiveness of the SHEMP.

5.12 Incident Response

The Plan shall include, where relevant,

- local contact details for emergency service providers;
- project-specific emergency response procedures, eg, pole-top rescue, trench/confined space rescue, first aid, fire, etc.

5.12.1 First Aid

All Contractor personnel working on the project are required to have a current basic first aid certificate and there must be at least one currently certified Senior First Aid provider on site at any one time. Suitable site first aid facilities shall be provided. (In many cases this will be an adequate first aid kit in each vehicle.)

The Plan shall include details of how first aid training and equipment are maintained at the required level.

5.13 Work Procedures and Practices

The Plan should refer to procedures and practices which clearly address the identified risks and are compatible with Western Power requirements. In many cases specific Western Power procedures will be required. Required procedures and practices may include the following.

5.13.1 Work Site Access Control

Methods used for barricading work sites from public access, and notification of local government and affected members of the public shall be described.

5.13.2 Traffic Management

Where relevant, the plan shall include details of how traffic management contractors are engaged or where this is done in-house by the Contractor, details of personnel with relevant traffic management training and qualifications shall be included.

Details of required liaison processes shall also be included.

5.13.3 Excavation

Excavations shall be controlled in accordance with the WA Code of Practice for Excavation or equivalent, with details noted in the Plan where relevant.

5.13.4 Prevention of Falls

Fall prevention strategies shall be documented where relevant and shall comply with the relevant parts of the WA Code of Practice for Prevention of Falls in the Workplace.

5.13.5 Other Specific Procedures

Include any other specific procedures or information relevant to SHE management during the Works.

5.14 Change Management

The Plan should show how proposed changes to scope, methods or materials are controlled to minimise risk.

5.15 Safety Health and Environmental Performance Reporting

Contract reporting requirements need to be clarified with Western Power's Superintendent/Representative. Issues which could be tracked and reported on include

- hours worked and incidents reported;
- injury frequency rates, inspections conducted, audit scores, task observations, corrective actions completed, etc.

5.16 Hazard/Incident Notification, Reporting and Investigation

Specific requirements for notification of relevant Western Power, Regulatory or Contractor company personnel shall be clearly set out in the Plan.

Western Power requires that its incident reporting system and procedures are used and the Contractor may also need to use its own specific procedures.

Reporting and investigation procedures shall be finalised with the Western Power Superintendent/Representative and included in the Plan for reference.

6. Manage Works/Services

The Contractor is obliged to comply with the SHEMP during execution of the contract and must be able to demonstrate compliance at all times. The range of possible contract works is very broad, but the following generic guidelines apply to all contracts.

6.1 Planning

Many incidents can be traced to poor planning or complete lack of it, sometimes resulting in tragedy and often resulting in costly delays and rework. The planning process does not stop at project kick-off – it must be applied throughout contract execution. Planning and scheduling of works programs should include the following steps.

- Check the SHEMP and risk register
- Check for changes since the risk register was completed. Changes may have occurred in
 - design or scope,
 - available workforce,
 - stakeholders,
 - plant and equipment, or
 - environment.
- Reassess risk and/or alter the SHEMP as necessary
- Allow time for thorough assessment of local conditions at all stages
- Allow adequate time for compliance with SHEMP and safe work procedure requirements.

6.2 Supervision

Contractors in control of workplaces shall provide adequate supervision by competent people. Where employees or third parties are exposed to hazards, or there is risk of environmental harm, “adequate supervision” includes, but is not limited to

- Manager/supervisor attendance at the work site at a frequency/duration commensurate with the level of risk.;
- Coordination of daily pre-start meetings;
- Frequent consultation with employees and relevant third parties;
- Detailed task observation and correction of non-compliances;
- Reinforcement of SHEMP requirements through on the job coaching; and
- Implementing effective and fair disciplinary procedures for deliberate breaches of SHE requirements.

6.3 Monitoring and Review

The processes for audit and review of the SHEMP and performance monitoring and reporting should be used by the Contractor to drive improvements. Audits should be treated as learning opportunities and performance statistics can be used to set realistic

improvement targets for both processes (using positive performance indicators such as corrective actions completed) and outcomes (using incident statistics).

Western Power Safety and Health Policy Statement

“For our people and the community”

The hazardous nature of our industry requires the highest standards of safety and health.

Safety and health is central to everything we do at Western Power. No activity is permitted to come before the safety and health of employees, contractors or the community. Work must cease if safety cannot be assured.

We commit to the prevention of injury and harm and strive to continuously improve our safety and health performance.

Objectives

To implement this Policy we will:

- identify, assess and manage risks that the workforce, customers and the public face due to our activity;
- meet, and where appropriate, exceed legal and industry safety and health standards;
- require the same standards of compliance from all contractors, partners and suppliers;
- develop and support Western Power employees, and provide resources to meet our Safety and Health Vision;
- communicate with and engage all interested people on safety and health matters in an open, transparent and timely manner; and
- systematically address deficiencies and deliver opportunities for improvement, through the application of our Safety and Health Management System.

Application

Managing Director of Western Power is accountable to the Board of Directors for the implementation of this Policy. The Western Power Executive Sub-Committee on Safety and Health is responsible for the review of this Policy.

This Policy applies to all employees and contractors engaged in Western Power business activities.

DOUG ABERLE
Managing Director

Issue Date: March 2006

Review Date: March 2008