



WATER DELIVERY ALLIANCE

COMMUNITY, ENVIRONMENT, HEALTH & SAFETY MANAGEMENT PLAN

Document number: **WDA-CEHS-PLN-001**
Revision No: **7**

Notes:

- (i) An electronic Database stores and controls the current electronic versions of this Plan.
- (ii) Key personnel will be notified of changes to the Plan.
- (iii) Holders of printed controlled copies will receive printed revisions to this document should they occur.
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Prepared by:

Water Delivery Alliance

Unit 36, 1A Coulson Street

ERSKINEVILLE NSW 2043

Telephone: (02) 9551 2222, Facsimile: (02) 9517 4905

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1. INTRODUCTION

The purpose of the Community, Environment, Health and Safety Management Plan (CEHSMP) is to describe the manner in which the Water Delivery Alliance fulfils its obligations with respect to the management of the Community, Environment and Occupational Health & Safety (OHS) under the Project Alliance Agreement for the Sydney Desalination Project.

The CEHSMP contains references to documentation which will ensure conformance against contractual and legislative requirements. The CEHSMP shall be adopted and fully implemented by all Water Delivery Alliance employees working on the Sydney's Desalination Pipeline Project.

The CEHSMP has been established to conform with Key Result Area (KRA) requirements documented within Section 65 of the Statement of Commitments for the Project Preferred Project Report (PPR) and Condition 5.1 of the Concept Approval within the Delivery Environment Assessment.

Implementation of the CEHSMP and associated documentation shall be verified by periodic audits performed by the Water Delivery Alliance and external auditors.

2. SCOPE

The CEHSMP covers the activities of the employees contracted by the Water Delivery Alliance (Alliance between Sydney Water Corporation, Bovis Lend Lease, Environmental Resources Management Australia, Kellogg Brown & Root, McConnell Dowell Constructors (Aust) and Worley Parsons) for Sydney's Desalination Pipeline Project, Project Alliance Agreement for Amending Deed No.1.

The requirements defined within this document are applicable to all alliance personnel working on the Sydney's Desalination Pipeline Project.

This document has been prepared in accordance with the requirements of NSW Department of Planning; Minister for Planning Conditions of Approval (Concept and Project Approval); Sydney Water's internal regulation, through its Statement of Commitments and the following standards:

- AS/NZS 4801:2001 Occupational Health and Safety Management Systems
- AS/NZS ISO 14001:2004 Environmental Management Systems
- NSW Occupational Health and Safety Act 2000
- NSW Occupational Health and Safety Regulation 2001
- Protection of the Environment Operations Act 1997
- Roads Act 1993 (NSW)
- Environment Planning & Approvals Act 1979
- Sydney Water Act 1994
- Crown Lands Act 1989
- Native Title Act 1993
- Transport Administration Act 1988 (NSW)
- Maritime Services Act 1935 (NSW)
- Contaminated Land Management Act 1997
- Environmentally Hazardous Chemicals Act 1985
- Management of Waters and Waterside Lands Regulation NSW
- EPA Guidelines for the Assessment, Classification and Management of Liquid and Non-liquid waste.

The works to be undertaken by the WDA will be carried out in accordance with all relevant and applicable legislation, as set out under the Statutory Requirements Management and Compliance Plan (WDA-SRMC-PLN-001). This plan defines the Acts, Notices and Orders from which the project is exempt under the Environment Planning and Approvals Act 1979 (EP&A Act) and the State Environment Planning Policy (Sydney Metropolitan Water Supply) 2004.

It is therefore recommended that the CEHSMP and Statutory Requirements Management and Compliance Plan be used in conjunction with each other.

3. DEFINITIONS

ALT	Alliance Leadership Team – Senior Management members from each of the WDA participant companies.
AMT	Alliance Management Team – WDA team leaders representing all sections.
CEHS	Community, Environmental, Health and Safety
CEHSMP	Community, Environmental, Health and Safety Management Plan
CEMP	Construction Environmental Management Plan
CEP	Construction Execution Plan – Document describing the overall management of a section of works (e.g. Land Pipeline)

Construction Specific Risk Register

An overall assessment of potential construction hazards & risks associated with the whole project identified in the contract.

Construction Works Scope & Hazard Assessment

Assessment to identify processes and hazards associated with SWMS scope.

JSEA	Job Safety & Environmental Analysis – Site/location specific document involving the work supervisor and the work crew, in analysing and documenting the identified hazards & control methods for a specific work task which forms a part or stage of the work package described in the SWMS.
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IIF	Incident and Injury Free - statement used to promote and help create a positive safety culture throughout the project.
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KPI	Key Performance Indicator
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KRA	Key Result Area
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NOP and NOPs	The non-owner participants, namely Bovis Lend Lease, Environmental Resources Management, Kellogg Brown & Root, McConnell Dowell Constructors, Worley Parsons and any other participant determined by the ALT to be a NOP.
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OHS	Occupational Health and Safety
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PAA	Project Alliance Agreement
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PCSRMP	Project Community and Stakeholder Relations Management Plan
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Project Risk Register	Register of risks determined for the WDA project, established through the project risk workshops used to identify and quantifying all project risks.
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CEHS MANAGEMENT PLAN

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ROAD

Risk & Opportunity At Design – A workshop used to review sections of work from a risk perspective and record on roads register items for action. Participants attend from the Design, Construction & Delivery, Communications & Customer Relations, Safety & Workplace Initiatives, Environmental & Approvals groups. Purpose is to identify any opportunities to design out any potential hazardous aspects, identify other risks or improve the methodology.

S&WI Manager

Safety & Workplace Initiatives Manager

SWMS

Safe Work Method Statement – Document detailing the methodology, legislation, CEMP, drawings and resources etc. required to construct a stage or section of work described in a CEP

WDA

Water Delivery Alliance

WPT

Wider Project Team – Construction oriented management personnel

4. ISSUE INFORMATION

4.1 Controlled Distribution

The CEHSMP will be available either in hardcopy or electronically with the latest approved copy of the CEHSMP available electronically through Project Web. Where controlled hardcopies of this plan are required to be issued, this shall be done in accordance with the Document Control procedure.

click here for full details of the process:

 [Document Control](#)

WDA-QA-PRO-009

4.2 Review and Approval

The S&WI, Environmental & Approvals and Communications & Community Relations Managers hold joint responsibilities for ensuring the plan is circulated to appropriate personnel within the WDA for reviewing and acknowledgement of their responsibilities. The Plan will become effective upon approval by the Alliance Manager. All subsequent revisions of the CEHSMP shall be made under the authority of the Alliance Manager or his delegate. Comments regarding the CEHSMP should be directed initially towards the Managers listed above.

5. CEHS POLICIES

5.1 General Requirements

A CEHSMP has been established and will be maintained, which meets with the requirements associated with the planning, design, construction and commissioning phases of the Sydney Desalination Pipeline Project. The CEHSMP has been designed to satisfy all community, environmental and OHS legal requirements whilst conforming with the requirements of AS/NZS 4801:2001, AS/NZS ISO 14001:2004, NSW OH&S Act 2000 and OH&S Regulation 2001.

5.2 Management Commitment & Policy

WDA management has documented a number of policies in regards to Occupational Health & Safety, Environment and the Community to clearly identify the Alliance's objectives and commitments. All WDA employees working within the project shall have the intent of these policies communicated to them through mediums including inductions, toolbox talks, OHS Committees and will be expected to abide by all policy requirements. A current copy of these policy statements will be located on ProjectWeb, displayed in the Erskineville Office and selected site offices. The policies are available to any interested parties upon request with the latest copies being available accessible via ProjectWeb. The policies shall be periodically reviewed to ensure they remain relevant and appropriate to for the WDA.

click here for the policy:

 Community and Stakeholder Relations Policy	WDA-C-POL-001
 Environment Policy	WDA-E-POL-001
 People Policy	WDA-HR-POL-001
 Equal Employment, Anti-discrimination-Harassment-Bullying & Violence Policy	WDA-HR-POL-002
 Industrial Relations Policy	WDA-HR-POL-003
 Occupational, Health & Safety Policy	WDA-S-POL-001
 Rehabilitation Policy	WDA-S-POL-002
 Quality Policy	WDA-QA-POL-001

6. PLANNING, IDENTIFICATION & CONTROL

6.1 Planning, Identification and Control of Hazards, Risks and Environmental and Community Aspects

6.1.1 HAZARD AND RISK IDENTIFICATION

WDA shall implement a risk management process that ensures the systematic identification, assessment and control of all hazards relating to community, environment and OHS. All hazards associated with the tasks conducted at a site shall be recorded in the SWMS. All hazards shall be assessed to determine the applicable systematic controls (eg. procedures, JSEAs, training requirements, etc.) and to determine the appropriate point of contact risk assessment tool.

click here for full details of the process:

- | | |
|---|---------------|
| CEHS Hazards & Risks (not linked) | WDA-S-PRO-010 |
| CEHS Management System | WDA-S-FLO-002 |
| Scope, Hazard and Risk | WDA-E-C003 |

6.1.1.1 Risk and Opportunity At Design (ROAD)

Hazard and risk identification involves identifying sources that have the potential to impact the local environment, community and the health and safety of individuals during the pre-construction, construction, commissioning, operation or maintenance of our projects.

To identify these hazards initially, the WDA Team has worked with key stakeholders to identify existing and new potential hazards, asset requirements and potential opportunities which can be considered in the design process. This information is used to develop a ROAD plan. It is the responsibility of the Project Manager to ensure that all WDA site personnel (including, supervisors and contractors) are adequately briefed on the key risks and hazards identified within the ROAD.

click here for full details of the process:

- | | |
|---|------------|
| ROAD Template | WDA-S-D001 |
| Safety Hazard Identification & Risk Assessment | WDA-S-C003 |
| ROADs for all Project Sections (G:WDAAlliance\03. Design\E. Design_Technical\E12. Risk and Opportunity at Design (ROADS)) | |

6.1.1.2 Construction Specific Risk Assessment – OHS Focused

The Construction Specific Risk Assessment is developed from the ROADS's and is an assessment of all major construction related activates conducted across the project as a whole and addresses in general terms how we will manage / control that risk i.e. working at heights, working near water, excavations etc.

Each risk and hazard is measured as well as the preventative measures to mitigate the risks and hazards. Responders and timeframes are also established and contained within these risk assessments. This document will need to be reviewed monthly to capture any changes in construction methodology's and process.

click here for full details of the process:

- [■ Construction Specific Risk Assessment](#)

WDA-S-D002

6.1.1.3 Construction Execution Plan (CEP) – OHS Focused

A CEP is developed for each major scope of work and defines the general methodology, management strategies, responsible management, personnel requirements for that particular project, contractual and legal requirements and the identification of separate work packages or stages.

The CEP references relevant Safe Work Method Statements (SWMS) incorporating Area Emergency Response and the Project Risk Register which is populated through project Risk Workshops.

click here for full details of the process:

- [■ CEP Template](#) WDA-QA-D106
- [■ Botany Bay – Construction Execution Plan \(not linked\)](#) WDA-CO-CEBB-001
- [■ Pump Station – Construction Execution Plan \(not linked\)](#) WDA-CO-CEPS-001
- [■ Kurnell – Tunnelling – Construction Execution Plan \(not linked\)](#) WDA-CO-CETU-101
- [■ Rockdale – Tunnelling – Construction Execution Plan \(not linked\)](#) WDA-CO-CETU-301
- [■ Marrickville – Tunnelling – Construction Execution Plan \(not linked\)](#) WDA-CO-CETU-401
- [■ Sydney – Tunnelling – Construction Execution Plan \(not linked\)](#) WDA-CO-CETU-501
- [■ Open Trench Works for Kurnell \(not linked\)](#) WDA-CO-CETR-001

6.1.1.4 Site Specific Risk Assessments – OHS Focused

The Site Specific Risk Assessments are developed from the CEP's and ROAD's and where there is an area of foreseeable risk which is not related to the previous process. These assessments are of identified risks which are related in some capacity to all direct and indirect activities conducted across the major sections of the project. The site specific risk assessments address's in general terms not task specifically but work types and areas i.e. Fire, Site Accommodation and Pregnant Workers etc.

click here for full details of the process:

- [■ Site Specific Risk Assessment Template](#) WDA-S-D003
- [■ Kyeemagh Compound Risk Assessment \(not linked\)](#) WDA-SBB-D001
- [■ Kyeemagh Compound Fire Risk Assessment \(not linked\)](#) WDA-SBB-D002
- [■ General Office Work For Pregnant Workers \(not linked\)](#) WDA-SBB-D003
- [■ Botany Bay Works Risk Assessment \(not linked\)](#) WDA-SBB-D004
- [■ Pump Station Risk Assessment](#) WDA-SPS-D001

6.1.1.5 Environmental Aspects and Impacts Register – *Environmental Focused*

Environmental Aspects and Impacts Register identifies and summarises environmental aspects and potential impacts that may be encountered during the course of the Project.

click here for full details of the process:

- [!\[\]\(3a0b077ee0aafab5dd6746a74ec5b24e_img.jpg\) Environmental Aspects and Impacts Register](#)
- [!\[\]\(c1aff6d7ca43f8189135f0e52be68d19_img.jpg\) Vegetation Pre-Clearance](#)

WDA-E-R002

WDA-E-C008

6.1.1.6 Scope, Hazard Risk Assessment – *Environmental Focused*

A Scope, Hazard & Risk Assessment is developed from the Environmental Aspects & Impacts Register for each site. The process assesses the scope and hazards of specific work activities in round table discussion, listing activities to be undertaken, considering environmental and community impacts by identifying task breakdown, hazards and respective controls as well as indicative schedule/program and consistency with project approvals. If proposed works are deemed to be inconsistent with project approvals changes or modifications to the approved project must undergo the process detailed within the Altering an Activity Approved by the Minister procedure (WDA-E-PRO-007).

click here for full details of the process:

- [!\[\]\(4c281551b63c5d7414985d9c274e5335_img.jpg\) Altering an Activity Approved by the Minister](#)
- [!\[\]\(562fa6ec86ba528c07f5176102f0bf82_img.jpg\) Scope, Hazard & Risk Assessment](#)

WDA-E-PRO-007

WDA-E-C003

6.1.1.7 Construction Environmental Management Plan (CEMP) – *Environmental Focused*

The CEMP is the community and environmental component of the CEP and is based on the requirements of the NSW Environmental Planning and Assessment Act (1979) and Regulations (2000). For every CEP there is at least one accompanying CEMP. Prior to completing a CEMP, a site/activity specific CSHRA is to be completed in consultation with relevant CEHS personnel.

click here for full details of the process:

- [!\[\]\(dd53f27f2f0bbdf8d04a7e56b767c95d_img.jpg\) CEMP Template](#)
- [!\[\]\(fcdf83c6cb1b5792c2cbfa593833ffd6_img.jpg\) CEMPs](#)

WDA-E-D003

07. Environmental & Approvals – 7.10 CEMP's

6.1.1.8 Safe Work Method Statements (SWMS)

The SWMS is developed from the Project Specific Risk Assessment and Environmental Aspects and Impacts Register to assist in outlining the risk of individual tasks.

When establishing SWMS consideration needs to be given to design and construction methodologies, personnel qualifications, training needs, plant and equipment requirements, relevant legislation, Australian Standards, local by-laws and permits.

The SWMS is provided to the WDA work crew or sub-contractor to assist in preparation of their Job Safety & Environmental Analysis (JSEA) for the particular package of work. Refer to Section 6.1.1.10 for more information of the JSEA process. Examples of where a SWMS would be developed include Site Establishment and Shaft Pit construction phases.

click here for full details of the process:

- [SWMS Template](#) WDA-S-WM001
- [SWMS Register Template](#) WDA-S-R008
- [SWMS Register – Tunnelling \(G:\WDAlliance\06. Delivery - Project Management\03.Tunnelling\640.Health, Safety and Environment\641.SWMS\)](#)
- [SWMS Register – Pump Station \(G:\WDAlliance\06. Delivery - Project Management\01.Pump Station\01 Administration\Registers\)](#)
- [SWMS Register – Botany Bay \(G:\WDAlliance\11. Project Management System\Documents Under Development\Botany Bay Documents\)](#)
- [SWMS Register – Land Pipeline \(Located at Site\)](#)
- [SWMS Register – Cooks & Banks Estate](#) WDA-STR-R001
- [SWMS Register – Tempe](#) WDA-STR-R002
- [SWMS Register – Shaft 11C](#) WDA-STR-R003
- [Daily Hazard ID and SWMS Review](#) WDA-E-C009

6.1.1.9 Pre-Start Checklist

Pre-Starts are to enable each work group to identify and record any specific changes to our working areas, methods; weather, other conflicting works in area, review of JSEA and previous day's events. This process enables two way communication to both the employer and employees.

click here for full details of the process:

- [Daily Pre-Start](#) WDA-S-F004

6.1.1.10 Job Safety & Environmental Analysis (JSEA)

The JSEA is a detailed breakdown of operational activity (job tasks) and lists individual job steps in a logical manner so the risk can be managed properly from start-to-finish. The logical steps include identifying related hazards, reviewing information available regarding the risk, assessing the likelihood and severity of the risk, looking how to remove or control the risk using the Hierarchy of Control pyramid and documenting who is responsible for managing control measures and the residual risk.

It is critical that all personnel involved in any task where a JSEA has been established have been inducted into this JSEA prior to commencing work on that task. The JSEA needs to be signed by all personnel confirming that they agree to the method, controls and have an understanding of the JSEA and task. Examples of where JSAs would be established include unloading semi-trailers, crane lifts, drilling operations etc.

click here for full details of the process:

- [JSEA Template](#) WDA-S-JS001
- [Hazard Report Form](#) WDA-S-F005
- [Daily Hazard ID and SWMS Review](#) WDA-E-C009
- [JSEA Register Template](#) WDA-S-R007



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- [JSEA Register – Tunnelling \(G:\WDAlliance\06. Delivery - Project Management\03.Tunnelling\640.Health, Safety and Environment\642.JSEA's\)](#)
- [JSEA Register – Pump Station \(G:\WDAlliance\06. Delivery - Project Management\01.Pump Station\10 Safety\JSEA Register\)](#)
- [JSEA Registers – Botany Bay \(G:\WDAlliance\11. Project Management System\Documents Under Development\Botany Bay Documents\)](#)
- [JSEA Register – Land Pipeline \(located on site\)](#)

6.1.1.11 Project Community & Stakeholder Relations Management Plan (PCSRMP)

Planning the communication activities that support the design, construction and eventual operation of the project is one of the main tasks of the Communications & Community Relations team. The Project Community and Stakeholder Relations Management Plan (PCSRMP) outline the project wide approach to managing community and stakeholder relations and focuses on the planning and implementation of community & stakeholder relations activities.

It contains a number of protocols that provide details of WDA policy and procedures in dealing community and stakeholder related issues including:

- WDA Notifications of Works and Temporary Impacts Strategy (describes process for managing the notification of works and temporary impacts);
- Complaints Management Protocol (describes process for recording, responding to and reporting on customer enquiries and complaints);
- Media Protocol (Protocol has been designed and operates in accordance with Sydney Water's media policy); and
- Statutory Authorities Liaison Protocol (describes the method for co-ordinating contact, consultation activities and obtaining any necessary permits and approvals from statutory authorities).

click here for full details of the process:

- [Project Community and Stakeholder Relations Management Plan \(COMS\)](#) WDA-COMS-PLN-001
- [WDA Notifications of Works and Temporary Impacts Strategy](#) WDA-C-PRO-005
- [Complaints Management Protocol](#) WDA-C-PRO-002
- [Media Protocol](#) WDA-C-PRO-003
- [Statutory Authorities Liaison Protocol](#) WDA-C-PRO-004

6.2 Legal and Other Requirements

The identification and communication of legislative, regulatory and other requirements relevant to the Project is ongoing and is assessed, reviewed and communicated according to the following process:

Environmental

Review is undertaken by Sydney Water according to their "EMS Procedure for Legal and Other Requirements (Scanning, Reviewing and Communicating)". This procedure calls for monthly and quarterly reviews to be undertaken by the SWC Environment & Regulatory Affairs Manager for assessing whether legal or other requirements have changed for Sydney Water projects. As Sydney Water is a participant of the WDA, this review mechanism is considered applicable to address legal and other requirements for the Project.

Occupational Health and Safety

An OHS legal & other requirements review shall be undertaken utilising WDA-S-C007 to identify all legislative requirements applicable for a construction project within New South Wales. The outcome of this review will determine the legislative requirements which need to be monitored for possible changes. An OHS legal & other requirements review shall be conducted at least monthly as part of the OHS Advisors Meeting.

The SW&I Manager shall ensure that any changes in OHS legislative requirements are obtained through BLL corporate and distributed throughout the WDA project. BLL has elected to manage OHS issues through utilising Law Guides with a Bi-monthly news bulletin being distributed through BLL which provides updates to any changes in legislation, new duties from existing legislation and editorial changes.

Additional safety legislation, safety alerts and lessons learnt will be shared across the project. The S&WI Manager and Environment Manager are responsible for communicating changes to relevant information on legal and other requirements to applicable WDA employees.

The works to be undertaken by the Water Delivery Alliance will be carried out in accordance with all relevant and applicable OHS and environmental legislation, as set out under the *Statutory Requirements Management and Compliance Plan*, WDA-SRMC-PLN-001.

A current copy of the *NSW OHS Act & Regulation 2001* is to be made available on site.

click here for full details of the process:

☰ Statutory Requirements Management & Compliance Plan	WDA-SRMC-PLN-001
☰ SWC - EMS Procedure for Legal and Other Requirements (Scanning, Reviewing and Communicating)	SWEMS0003
☰ OHS Legal & Other Requirements (NSW) (not linked)	WDA-S-C007
☰ Statutory Authorities Liaison Protocol	WDA-C-PRO-004

6.3 Objectives and Targets

Community, Environmental and OHS Objectives and Targets shall be established within the WDA under consideration from legal and other requirements including contractual KRAs, hazards and risks, technological options, operational and business requirements and the views of interested parties including the community.

All objectives and targets will remain consistent with WDA policies and be monitored through the ALT Monthly Report. Where other Objectives and Targets need to be established outside of the contractual

KRAs these shall be documented within the Objectives and Targets register communicated and monitored.

Community, Environmental and OHS objectives and targets defined within the PAA are:

KRA	Objective	Minimum Conditions of Satisfaction
Safety	<ul style="list-style-type: none"> Independent audit of our sites for identification and management of hazards Recordable Safety Incidence Frequency Rate (RSIFR). Number of (LTI & MTI and restricted workcase and occupational illness) per million hours 	$\geq 95\%$ 10 - 25
Community and Stakeholder Relationships	Survey of our performance with impacted, stakeholders, businesses and residents regarding: <ul style="list-style-type: none"> (a) Effectiveness of our Engagement (b) Effectiveness of our Communication/Information (c) Satisfaction with our communication and customer relations 	> 75%
Environment	Audit of our performance in accordance with planning approvals and environmental management plan <ul style="list-style-type: none"> Prevention of environmental incidents and prompt close out of any corrective actions 	$\geq 85\%$

click here for full details of the process:

- [Safety Audit Management Plan \(not linked\)](#) WDA-KPI-PLN-001
- [Recordable Safety Incident Frequency Rate Management Plan \(not linked\)](#) WDA-KPI-PLN-002
- [Community and Stakeholder Satisfaction Survey Management Plan \(not linked\)](#) WDA-KPI-PLN-005
- [Environmental Audit Management Plan \(not linked\)](#) WDA-KPI-PLN-006
- [KPI 5 Community & Stakeholder Relationships \(not linked\)](#) WDA-C-D001
- [Project Commitment Register](#) WDA-S-R010

6.4 Management Plans and Programmes

Additional to this CEHSM, site specific management sub-plans have been established for achieving objectives and targets in relation to community, environment and OHS. Each of these plans shall clearly define the designation of responsibility for achieving of objectives and targets and outline timeframes for which objectives and targets will be achieved.

Click here for full details of the process:

- CEHS Management System WDA-S-FLO-002
- Pump Station Biodiversity Protection Plan WDA-E-PLN-001
- Acid Sulphate Soils & Contamination Management Plan WDA-E-PLN-002
- Spoil Management Plan WDA-E-PLN-003
- Construction Traffic Management Protocol WDA-E-PLN-004
- Erosion, Sediment & Groundwater Management Protocol WDA-E-PLN-005
- Construction Noise & Vibration Management Plan WDA-E-PLN-006
- Construction WASTE Management Plan WDA-E-PLN-007
- Cultural Heritage Management Plan WDA-E-PLN-008
- Terrestrial Ecology Management Plan WDA-E-PLN-009
- Construction Water Management Plan, Botany Bay WDA-E-PLN-011
- Beach & Foreshore Monitoring Programme, Botany Bay WDA-E-PLN-012
- Ecosystem Monitoring Programme, Botany Bay WDA-E-PLN-013
- Kurnell Construction Activities - Construction Traffic Management Plan WDA-E-PLN-014
- Kyeemagh Site Compound; Construction Traffic Management Plan WDA-E-PLN-015
- Muddy Creek Construction- Construction Traffic Management Plan WDA-E-PLN-016
- Kogarah golf club – Cooks River (South) - Construction Traffic Management Plan WDA-E-PLN-017
- Tempe Rec Reserve To Canal Road - Construction Traffic Management Plan WDA-E-PLN-018
- Canal Road to Campbell Road - Construction Traffic Management Plan WDA-E-PLN-019
- Coordinated Environmental Monitoring & Management Protocol (Not Linked) WDA-E-PLN-020
- Sydney Park to Shaft 11C- Construction Traffic Management Plan WDA-E-PLN-023
- LGA Community & Stakeholder Mgt Plan – Southerland Council (Not Linked) WDA-C-PLN-001
- Rockdale Council Area – Kyeemagh Compound (Not Linked) WDA-C-PLN-002
- LGA Plan 6 – Marrickvale Council Area – Tempe Reserve to Canal Road (Not Linked) WDA-C-PLN-006
- Marrickville LGA, Community & Stakeholders Factors, Canal Rd & FRN (Not Linked) WDA-C-CSF2-006
- Freight Rail South (Not Linked) WDA-C-CSF3-006
- Marrickvale LGA, Community & Stakeholders Factors, Freight Rail Crossing – Tempe (Not Linked) WDA-C-CSF4-006
- Botany Bay Crossing – NSW Maritime (Not Linked) WDA-C-CSF-003
- Sutherland LGA (Not Linked) WDA-C-D001
- Sutherland Shire LGA (Not Linked) WDA-C-D002
- Sutherland Shire LGA – Dampier & Tasman St Receival Pit (Not Linked) WDA-C-D003

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- | | |
|--|------------|
| ☒ Captain Cook Drive Launch Shaft Establishment (Not Linked) | WDA-C-D004 |
| ☒ Pump Station – Kurnell-Sutherland Shire LGA (Not Linked) | WDA-C-D005 |
| ☒ Community & Stakeholders Factors Plan (Comms Action Plan) – Kurnell (Not Linked) | WDA-C-D006 |

7. IMPLEMENTATION

7.1 Structure, Resources, Responsibility & Accountability

The ALT takes the overall responsibility for the WDA for ensuring that resources are provided to implement, maintain and improve the Community, Environmental & OHS Management Systems.

The ALT has appointed an Environment & Approvals, S&WI and Community & Stakeholder Relations Managers as the specific management representatives for environmental, OHS and community system implementation, maintenance and reporting on the performance of the project.

These roles have the responsibilities and authorities for:

- Ensuring OHS, environmental and community requirements are established, implemented and maintained in accordance with relevant legislation and standards.
- Reporting on the performance of these systems to top management for review and as a basis for improvement of the CEHSMP.

Certain individuals within the project also have a responsibility to help support the managers listed above, with their responsibilities including implementing the requirements of the CEHSMP on site and reporting on the site performance in relation to objectives and targets.

The WDA Organisational Chart depicts positions and reporting channels. The responsibilities of WDA personnel are detailed within WDA position descriptions.

Click here for full details of the process:

[Management Responsibility](#) (Not Linked)

WDA-QA-PRO-005

[WDA Organisation Structure](#)

WDA-HR-D002

[Position Description Folder PWeb\08_Human Resources & Industrial Relations\8.6 Position Descriptions](#)

7.2 Training, Awareness, Competency and Consultation

WDA personnel shall be competent on the basis of applicable education, training, skills and experience in relation to the assigned work activities, responsibilities and authorities as defined in the relevant position descriptions. When selecting appropriate people for roles within the WDA team, the project roles and responsibilities will be used as key criteria during recruitment selection. WDA recognises the importance of its employees' skills as one of the alliances greatest assets and pivotal to achieve project success.

Competencies and skill requirements for a particular position within the project will be identified when an employee commences and be defined within the project training matrix. Ongoing training needs shall be identified, assessed and regularly reviewed through the life of the project. Where the nature of work, or the responsibilities of an individual are changed, further training needs shall be assessed, identified and provided as appropriate.

Particular emphasis is placed throughout induction activities on the identity of the Water Delivery Alliance, our Vision, values and agreed behaviours and commitment to encouraging game breaking outcomes. These messages are reinforced in a number of ways; including:

- Signage and displays throughout the workplaces associated with the Alliance;
- Regular internal communication such as newsletters and electronic communication;
- Internal social and information sessions (informal lunchtime discussions); and
- Ongoing training and reviews.

No employee or subcontract employee will be permitted to perform work unless that person holds the required qualifications/licences or competencies. In accordance with the training procedure, the Site Manager or nominated delegate shall:

- Identify all training needs,
- Schedule training sessions,
- Deliver training,
- Monitor effectiveness of actions, and
- Maintain records to demonstrate competence.

Employees maybe required to undertake skills enhancement and development programs consistent with the needs of the project and the individual if any gaps exist between their responsibilities and competency to perform that task. Identified competencies against personnel shall be documented and maintained on the project training matrix.

Refresher training will also be planned where deemed appropriate and assessment and feedback tools established to measure the effectiveness of the training and resultant competency of participants.

Induction training at all levels throughout the project is seen as essential to inform personnel of the risks and hazards within the project. The training procedure details the different levels of induction training applicable within WDA. Development needs for staff members are identified at the annual performance review conducted inline with the parent organisations procedures.

Information materials are provided to all WDA personnel to ensure compliance with CEHS requirements. In order to embed ownership of CEHS outcomes throughout the team, training/induction has been structured to occur at two levels, as outlined below:

7.2.1 Project Induction

As part of the induction process all team members are provided with information that demonstrates the integration of community with environment, health and safety processes and shows how the Communications Team will work with the Delivery Team. The induction also covers interpersonal skills needed for effective interaction with members of the public and community protocols and procedures.

7.2.2 Site Induction

CEHS issues and management responses are identified in the site induction. The Site Manager will be responsible for ensuring site crews, contractors, visitors to site and SWC crews who complete

associated works under Alliance supervision are inducted. Inductions will cover all CEHS matters including community relations protocols, procedures and any relevant issues arising from the site specific analysis.

Click here for full details of the process:

☰ Training	WDA-QA-PRO-006
☰ Project Training Matrix	WDA-HR-D003
(G:\WDAlliance\08. Safety & Work Place Initiative\06.Training & Induction\03.Training Matrix)	
☰ Site Induction Register	WDA-S-R012
☰ CEMP Induction & Acceptance	WDA-E-F004
☰ Kyeemagh – Site Specific Induction Register (Not Linked)	WDA-SBB-D007
☰ Botany Bay – Training Requirements for Job Roles (Not Linked)	WDA-SBB-D004
☰ Botany Bay – Team Training Requirements (Not Linked)	WDA-SBB-D005

7.3 Consultation, Communication & Reporting

WDA shall ensure that there is regular and effective communication and consultation between management and employees on CEHS issues.

Employees shall be involved in the communication and consultation of:

- Policies and management systems development and review;
- Hazards and risk control processes including identification, assessment and control;
- Changes to the workplace;
- Outcomes of incident reviews; and
- Other issues that may impact the community, environment and OHS within the workplace.

Primary form of communication and consultation shall be through the Hazob Card (clause 7.5.1), Daily Pre-Start Meeting (clause 6.1.1.8), weekly team meetings and toolbox talk processes. A CEHS noticeboard shall be established on site in a prominent position accessible to all personnel. The noticeboard will be used to display CEHS Committee Meeting Minutes, OHS representatives, safety alert notices and other relevant CEHS information. The site Safety Advisor will maintain the noticeboard.

Click here for full details of the process:

☰ Review & Issue of Reports, Protocols, Mgt Plans & Env. Outputs	WDA-E-PRO-001
☰ Contractor Weekly Record	WDA-S-F013
☰ Toolbox Record	WDA-S-F014

7.3.1 OHS Consultation Meetings

Currently all site consultation shall be through the Project Manager, Construction Manager or delegate via the daily pre-start process. A short term goal for the project is to replace this process with a weekly

OHS Consultation Meeting that will consist of participants who have been selected from a cross section of management and employees. Where required the members will undergo Consultation Training (as per the legislative requirement) as soon as practicable once elected to the committee.

The following agenda items shall be reviewed and actioned as part of the OHS Consultation Meetings. Actions items arising from the meeting shall be recorded in meeting minutes:

- OHS related communications (internally through Incident Alerts or other),
- OHS related procedures in relation to OHS, (e.g. as a result of incidents/accidents, complaints, inspections, audits, proposed new/revised procedures),
- Incidents (incl. Reports, investigations, recommendations, corrective actions, etc),
- Training Needs,
- Review of Site Hazards/Risks & Objectives and Targets.

All committee members will be available to consult and inform any project personnel regarding OHS issues on the project. Minutes of the consultation meeting and inspections will be distributed to subcontractors for consultation through the toolbox meetings.

Click here for full details of the process:

 [Safety Committee](#)

WDA-S-PRO-007

 [WDA Key Meeting Schedule \(Not Linked\)](#)

WDA-FA-D006

7.4 Documentation & Data Control

The latest versions of all CEHS documentation which has been developed to show conformance with the project CEHS management systems are available via ProjectWeb. The CEHSMP will be available either in hardcopy or electronically with the latest approved copy of the CEHSMP available electronically through Project Web. Where controlled hardcopies of this plan are required to be issued, this shall be done in accordance with the Document Control procedure.

CEHS documentation is maintained in accordance with the Document Control and Records Control procedures and includes:

- Controlled and Uncontrolled documentation;
- Where documents are located and custodian details;
- Approval process for documents prior to distribution of new revisions;
- Availability of current versions and methodology for retiring obsolete versions; and
- Retention times for documentation.

click here for full details of the process:

 [Document Control](#)

WDA-QA-PRO-009

 [Document Control Register](#)

WDA-QA-R001

(G:\WDAlliance\11. Project Management System\03. ITPs, Forms, Docs, Registers &

Checklists\Quality Assurance (QA)\Document Register (WDA-QA-R001)

Erskineville Office - Records & Filing Matrix (Not Linked)	WDA-QA-R002
Botany Bay - Records & Filing Matrix (Not Linked)	WDA-QABB-R002
Pump Station - Records & Filing Matrix (Not Linked)	WDA-QAPS-R002
Tunnelling - Records & Filing Matrix (Not Linked)	WDA-QATU-R002

7.5 Identification, Assessment and Control of Hazards, Risks and Operational Control

As mentioned in section 6.1, the WDA has established implemented and documented procedures for hierarchy of controls for ensuring that:

- hazards are identified
- hazards/risks are assessed
- hazards/risks are controlled, and
- hazards/risks are evaluated

While procedures control inherent risks associated with specific tasks, they do not address the hazards associated with the changes in the work environment at the time and place the work is performed.

To control the hazards associated with the work environment, WDA has implemented a Daily Pre-start process that is used before commencement of a task and whenever there is a significant change in the task or work environment, during the conduct of that task.

7.5.1 HAZOB Cards

In addition to the team JSEA sessions, an additional system called the HAZOB Card shall be implemented on each site. HAZOB Cards are a printed pocket size card, which personnel use to document any CEHS Near Miss, Incident or general hazard. The card is then handed to the supervisor, site OHS Advisor or it maybe dropped into a box located at some sites.

The cards details are then entered into the Commitment Register held on site, and a persons name entered as the person committed to ensuring action is taken to resolve the issue. This register is discussed at the weekly OHS Advisors meetings and during site Toolbox meetings.

click here for full details of the process:

CEHS Hazards & Risks (Not Linked)	WDA-S-PRO-010
Excavation Risk Assessment	WDA-S-C002
Safety Hazard Identification & Risk Assessment	WDA-S-C003
Permit to Open Sewer Access Point	WDA-S-F001
Confined Space Entry Permit	WDA-S-F002
Subcontractor Works to Proceed	WDA-S-F003
Daily Pre-Start Form	WDA-S-F004
Hazardous Substances	WDA-S-F005

Hot Works Permit	WDA-S-F006
Permit to Excavate, Cut or Drill	WDA-S-F012
Commitment Register	WDA-S-R010
Daily Hazard ID and SWMS Review	WDA-E-F009

7.5.2 OHS, Environment and Community Processes

The following documents control different processes which have been implemented within the WDA project.

click here for full details of the process:

Heritage Artefact Find Protocol	WDA-E-PRO-002
Human Skeletal Remains Protocol	WDA-E-PRO-003
Vegetation Clearance & Fauna	WDA-E-PRO-005
Acid Sulphate Soils Management (Not Linked)	WDA-E-PRO-006
Altering an Activity Approved by the Minister	WDA-E-PRO-007
Equipment Decontamination	WDA-E-PRO-008

7.6 Emergency Preparedness and Response

The Project Incident & Emergency Management Plan details the requirements to ensure that a state of readiness is maintained to effectively deal with foreseeable emergencies and to minimise the impact on the community, health, safety or environment.

As part of this plan all required emergency equipment shall be properly located, installed, available and consistently maintained in good working order. Emergency plans will be displayed prominently, tested periodically and communicated to all personnel.

click here for full details of the process:

Incident & Response Management	WDA-S-PRO-002
Bomb Threat	WDA-S-C001
Botany Bay – Emergency Response Plan (Not Linked)	WDA-SBB-PLN-001
Canal Road – Emergency Response Plan	WDA-STU-PLN-401
Freight Rail North – Emergency Response Plan	WDA-STU-PLN-402
Pump Station – Emergency Response Plan (Not Linked)	WDA-SPS-PLN-001
Land Pipeline– Emergency Response Plan (Not Linked)	WDA-STU-PLN-001



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8. MEASUREMENT AND EVALUATION

8.1 Monitoring and Measurement

A procedure for the inspection, testing and monitoring of CEHS system performance has been developed and implemented to confirm that all Project activities undertaken comply with relevant limits and standards, and that the WDA and the Contractors are performing in accordance with stated CEHSMP. This procedure incorporates monitoring and measuring for the following areas:

- Project monitoring processes
 - Monthly reporting
 - KPI compliance
 - Incident notification
 - Project consistency assessments
 - Sydney Water compliance tracking program
- Construction site monitoring processes
 - Daily hazard assessments
 - Weekly CEHS checklists; and
- Environmental regulations monitoring
- Site Community & Stakeholder process

At a WDA project wide level monitoring and measuring involves monthly reporting to the ALT including KPI compliance, incident notification, non-conformances and site inspections. At a site level it involves daily hazard assessments and the completion of weekly CEHS checklists.

On a quarterly basis, WDA management personnel receive a report highlighting OHS Key Performance Indicators with Project Objectives. OHS Performance Monitoring and Measurement areas are listed in the table below.

click here for full details of the process:

☰ Inspection, Testing & Monitoring (Not Linked)	WDA-QA-PRO-007
☰ Inspection, Measuring & Test Equipment (Not Linked)	WDA-QA-PRO-008
☰ Coordinated Environmental Monitoring & Management Protocol (Not Linked)	WDA-E-PLN-020
☰ Groundwater Sampling	WDA-E-PRO-009
☰ Soil Sample Collection	WDA-E-PRO-011
☰ Surface Water Sampling	WDA-E-PRO-012
☰ Silver Beach Construction Turbidity Monitoring (Not Linked)	WDA-E-PRO-013
☰ Out of Hours Application	WDA-E-PRO-014
☰ Discharge to Waters EPL	WDA-E-PRO-015

 AASS PASS Treatment Validation	WDA-E-PRO-016
 Attended Noise Monitoring (Not Linked)	WDA-E- PRO-017
 Sediment Basin Discharge (Not Linked)	WDA-E- PRO-018
 Water Retention Basin Discharge	WDA-E-C001
 PM's Monthly Report – Environmental Summary	WDA-E-C005
 Sediment Basin Discharge	WDA-E-C006
 Airspace Approval (Not Linked)	WDA-E-FLO-001
 EPA Waste Tracking (Not Linked)	WDA-E-FLO-002
 Fauna Handling & Rescue (Not Linked)	WDA-E-FLO-003
 Out of Hours Works	WDA-E-FLO-004
 Spoil & Waste Management (Not Linked)	WDA-E-FLO-005
 Spoil Management (Not Linked)	WDA-E-FLO-006
 EPL Monitoring Point Discharge Limit Form	WDA-E-F002
 Construction Waste Register	WDA-E-R002
 Turbidity Excedence Incident Form – Botany Bay	WDA-E-F001
 AASS PASS Treatment Validation	WDA-E-F003
 Kurnell Landfill Company Pass Disposal Delivery Docket	WDA-E-F007
 Construction Noise Monitoring Sheet	WDA-E-F008
 Inspection, Measuring & Test Equipment Register	WDA-QA-R011

8.1.1 Managing Fitness for Work

The WDA is committed to ensuring the health and safety of all persons who may be affected by our operations and recognise that employees general fitness for work is of vital importance to the project. The objective of the *Fitness For Work Procedure* is to ensure that the workforce present themselves at work, at all times in a state conducive to a safe and healthy working environment. At no time should any employee present themselves at work in a state of health which may result in impaired performance and therefore compromise the health or safety of themselves and/or other personnel. The WDA will not permit any person, whether WDA Employee, Subcontractor or Visitor to attend work when unfit to do so. This includes being in possession of or under the influence of alcohol or illegal drugs. It also includes injuries such as acute back pain and injuries which occurred outside work hours during leisure activities unrelated to work.

click here for full details of the process:

 Fitness for Work Procedure	WDA-S-PRO-001
 Fitness for Work	WDA-S-F029

8.2 Incident Investigation, Nonconformance, Corrective and Preventive Action

It is a requirement of the WDA that all incidents and near misses are reported, recorded, investigated and all resulting corrective actions implemented. All incidents shall be recorded and managed using the system Incident and Defects database within ProjectWeb.

A Summary of all Health, Safety, Environmental and Community Incidents is to be completed on a monthly basis and distributed to all Project Managers and Supervisors, detailing any incidents which have occurred as well as findings of any investigations. Monthly reports are also forwarded to SWC at the end of each reporting month.

Identification of opportunities for improvement can occur through a range of mechanisms, such as system audits, nonconformances, incident investigations, actions from meetings and results of workplace inspections. Where changes in CEHS procedures have come as a result of incident investigations and corrective and preventative action these shall be recorded.

click here for full details of the process:

☰ Incident & Response Management	WDA-S-PRO-002
☰ Incident Communication Process Flowchart	WDA-S-FLO-001
☰ Site Incident Register	WDA-S-R013
☰ Incident Witness Statement	WDA-S-F007
☰ Initial Incident Investigation Report	WDA-S-F008
☰ Near Miss Report	WDA-S-F009
☰ Incident Report Notification	WDA-S-F032
☰ Root Cause Analysis – Incident Report (Part A)	WDA-S-F033
☰ Root Cause Analysis – Incident Report (Part B)	WDA-S-F034
☰ Turbidity Exceedence Incident Form – Botany Bay	WDA-E-F001
☰ Environmental Incident Classification Matrix	WDA-E-D001

8.2.1 Injury Management and Rehabilitation

WDA shall endeavour to ensure employees suffering workplace related injury or illness are assisted in the return to their pre-injury physical, psychological, social, vocational and economic capacity via the Rehabilitation process.

The purpose of the injury management and rehabilitation procedure is to assist in the management of workplace injuries and the safe and early return to work of employees through the provision of optimal rehabilitation programs and details the management process for injury / illness claims and rehabilitation.

The Injury Management and Rehabilitation Plan offers a graded return to previous work level of normal duties and is not to be considered as a permanent job change. A Rehabilitation Plan is to include suitable duties that are meaningful, contribute to the work effort and include task variety.

Suitable duties to be undertaken are at the discretion of the Rehabilitation Co-ordinator and/or treating Professionals with Supervisory input and are to be consistent with medical advice. They must be discussed and approved via the Rehabilitation Plan.

click here for full details of the process:

☰ Injury Management & Rehabilitation (Not Linked)	WDA-S-PRO-012
☰ Register of Injury	WDA-S-R003
☰ Rehabilitation Plan	WDA-S-F016
☰ Suitable Duties Plan	WDA-S-F017
☰ Return to Work Plan	WDA-S-F018
☰ Rehabilitation Progress Report	WDA-S-F020
☰ Worker Rehabilitation Evaluation	WDA-S-F021
☰ Supervisor Rehabilitation	WDA-S-F022

8.2.2 Community & Stakeholder Feedback

In order to meet our commitment of delivering exceptional service, a Community & Stakeholder Feedback System has been specifically developed by WDA specifically to meet the needs of the Water Delivery Alliance project. We place extremely high importance on customer satisfaction and measuring our performance through regular customer communication. Through continuous measurement we can identify performance trends or customer issues.

While our Community & Stakeholder Feedback System includes a number of elements to ensure feedback is received from our stakeholders, eg Satisfaction Surveys, we also recognise the need to capture other unspecific feedback.

This type of feedback occurs as:-

- Complaints
- Compliments

Both types of feedback give the opportunity for improvement, and help us understand what the expectations of our stakeholders are.

click here for full details of the process:

☰ Site Community Checklist (Not Linked)	WDA-C-C001
☰ After Hours Complaints	WDA-C-FLO-001
☰ Community Protest	WDA-C-PRO-001
☰ Complaints Management	WDA-C-PRO-002
☰ Media Protocol	WDA-C-PRO-003
☰ Notification Protocol	WDA-C-PRO-005
☰ Communications Regarding Silver Beach Compound	WDA-C-PRO-006

8.3 Records and Records Management

All CEHS records which demonstrate conformance to legislative, standard and contractual requirements shall be managed in accordance with the Records and Filing Control procedure. This

procedure details the process for identification, maintenance and disposal of records including community, environmental and OHS.

ProjectWeb is the nominated system used within the WDA to store electronic records which demonstrate conformance for CEHS activities. Where deemed appropriate, hardcopy records may also be kept as supporting evidence.

All records being retained shall be legible, identifiable and traceable to the activity, product or service involved. Records are stored and maintained in such a way that they are readily retrievable and protected against damage, deterioration or loss with their retention times recorded within the Project Records & Filing Matrix.

click here for full details of the process:

Filing & Records Control (Not Linked)	WDA-QA-PRO-002
Erskineville Office – Records & Filing Matrix (Not Linked)	WDA-QA-R002
Botany Bay – Records & Filing Matrix (Not Linked)	WDA-QABB-R002
Pump Station – Records & Filing Matrix (Not Linked)	WDA-QAPS-R002
Tunnelling – Records & Filing Matrix (Not Linked)	WDA-QATU-R002
Land Pipeline – Records & Filing Matrix (Not Linked)	WDA-QATR-R002

8.4 Audit

Due to the high publicity and number of organisations involved in the WDA, a regimented external audit schedule has been established. External audits have been scheduled to ensure conformance against:

- AS/NZS ISO 14001:2004
- AS/NZS 4801:2001 and OHS Regulation 2001;
- Parent Organisation requirements;
- WDA Management System requirements; and
- Contractual Deliverables

When conducting internal audits within the project, the selection of competent auditors and conduct of audits shall be impartial and objective. Audits are performed in accordance with the WDA Audit and Inspection schedule which has been established giving due consideration to the status and importance of CEHS processes / activities and sites to be audited and results of previous audits.

Results of audits shall be provided to management and employees for review and action as required.

click here for full details of the process:

Internal Auditing (Not Linked)	WDA-QA-PRO-003
Audit and Inspection Schedule	WDA-QA-D002
Monthly Waste Audit Spreadsheet (Not Linked)	WDA-E-C004

8.4.1 Workplace Inspections

WDA will carry out CEHS Weekly Site inspections of the workplace to ensure identified hazards are rectified immediately. If the problem is unable to be rectified immediately, the Safety Advisor or Supervisor shall safeguard others from the hazard and report to the Site Manager for rectification. Supervisors in each area will be responsible for all inspections being conducted in their areas.

In addition to the scheduled CEHS weekly site inspections, WDA Managers will randomly undertake CEHS inspections using the Visiting Manager Checklist.

Copies of the completed inspection shall be sent to the S&WI Manager, who shall initiate formal corrective action if required. All completed inspections and associated corrective actions shall be filed and maintained by the S&WI Manager.

Regular site inspections are conducted by the CEHS team and are reported on in the monthly ALT report. Hard copies are kept in the WDA filing system; refer to project and site filing and records matrices.

click here for full details of the process:

☰ OHS Weekly Site Assessment	WDA-S-C004
☰ CEHS Site Assessment	WDA-S-C006
☰ Site Environmental Checklist	WDA-E-C007
☰ Visiting Managers Checklist	WDA-S-F030
☰ Electrical Equipment Inspection	WDA-S-F035
☰ Site Community & Stakeholder Checklist	WDA-C-C001

9. MANAGEMENT REVIEW

9.1 Management Review

WDA management will conduct Management System Reviews at least 12 monthly to assess the effectiveness, ongoing suitability and adequacy of the CEHS Management Plan and associated systems. Management Review of the CEHS shall consider as a minimum:

- Opportunities for improvement;
- Changes to operations/circumstances;
- Changes to the CEHS Management System including the Policies, responsibilities and system objectives;
- Results of audits both external and internal;
- Commitment to continual improvement;
- Customer feedback; and
- Amendments of Contractual KRAs

click here for full details of the process:

 [Management Responsibility \(Not Linked\)](#)

WDA-QA-PRO-005