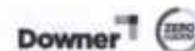


IS CC Process Inspection - Uncontrolled Vehicles and Loads



2. Driver/Operator Licences and Competencies

- | | |
|---|-----|
| 2a. Drivers hold the appropriate licence for the class of vehicle/plant item operated ? | YES |
| 2b. Plant operators hold industry recognised training? | YES |
| 2c. Drug and alcohol testing is conducted regularly for drivers and operators? | NO |
| 2d. Work outside standard span of hours are monitored to manage fatigue? | N/A |
2. If NO or N/A, list the controls that are in place

3. Load Limits & Restraints

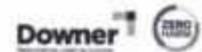
- | | |
|--|-----|
| 3a. Loads are checked to ensure they are within allowable limits? | YES |
| 3b. Loads are correctly restrained? | YES |
| 3c. Load restraint equipment (chains, ropes, winches) are in good condition and legally compliant? | YES |
| 3d. Exclusion zones are put in place during loading and unloading | YES |
| 3e. Loading and unloading operators have completed Downer Load/Unload training? | YES |
3. If NO or N/A, list the controls that are in place

4. Secure Parking

- | | |
|--|-----|
| 4a. Parked or stationary vehicles/plant are on level ground where possible? | YES |
| 4b. Park brake is fully engaged on parked vehicles? | YES |
| 4c. Wheels on parked vehicles/plant are chocked where practical and wheels to curb where possible? | YES |
| 4d. Vehicles/plant parked in the public domain are locked and isolated (shutdown, keys out)? | YES |
| 4e. Handbrake warning alarms are fitted to vehicles and plant? | NO |
| 4f. Site rules and vehicle movement plans provide for reverse parking wherever practical? | YES |
4. If NO or N/A, list the controls that are in place

5. Journey Logistics

IS CC Process Inspection - Uncontrolled Vehicles and Loads



5a. Travel routes are planned to avoid high density populated areas, height restrictions and environmentally sensitive areas? N/A

5b. Required rest breaks are scheduled with rest spots identified for drivers? N/A

5c. Site requirements for destinations (access, parking, unloading areas) are provided to drivers? N/A

5. If NO or N/A, list the controls that are in place

Inspection Signoff:

People consulted during activity:

**Names of people observed, spoken to on site.
Excludes respondents name and names listed in
"Other persons conducting activity" field.**

james Downie ASE

Manager Evaluation

General Comments

Control The Roll was working well. (Chocks, Wheels to Kerb and Handbrake). Once quizzed about control the roll has a good understanding of controls and good practice.

List the improvements or positives from the interaction:

Positive - Control The Roll was working well.

Improvement required on the pre starts.

Critical Control Effectiveness:

Generally Sound

A SELECTION OR RESPONSE MUST BE MADE IN EACH MANDATORY FIELD FOR THIS FRM TO BE MARKED AS COMPLETED.

Signature

Additional

Files attached

Actions

ID	First name	Last name	Due date	Date closed	Action description	Status
4498	Matt	Weller	29/06/2018		Found ocky strap. Made sub contractor remove. Ensure its not there next audit.	Open



Tender Information Clarification

Tender Information Clarification No.: One (1)

Sent date: 21 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services
Tenderer: Downer Edi
From: Contracts & Procurement Unit
Email: procurement@mornpen.vic.gov.au

Tender Information Clarification No.1

Thank you for your tender submission received Wednesday, 13 June 2018. Council now seeks the following additional information:

Re: Request for further information

To gain the required level of confidence we are asking the below questions in relation to your response to Schedule 7 – Tender OHS Management Systems, Question 6.3 - Has the tenderer ever been convicted of an occupation health and safety offence?

1. Has Downer suffered any further fatalities since 30 November 2011. If so what were the circumstances and outcomes.
2. Downers response states they have developed a bespoke and innovative engineering solution to address the cause of the fatality, with version V.4 currently being trialled. Please provide further information on this solution and how it applies to street sweeping activities. Will this solution be applied to activities required under this contract?
3. Has allowance been made in the tender pricing & implementation planning to ensure all Supervisors on this contract have completed the Lead Supervisor program prior to commencement?
4. Has the plant required for this contract been assessed in accordance with the 'Mission Possible' (The Red Zone) program? Please provide details on the 'Red Zone' for the appropriate plant.
5. Please provide an example of a risk examined through the Critical Risk Management program relevant to this contract and the verification tools used by Supervisors to monitor their application and adequacy.
6. What activities does Downer envisage will require the use of spotters under this contract? Has allowance been made in the tender pricing & implementation planning to ensure all spotters on this contract have completed the specialised in-house spotter training program prior to commencement?

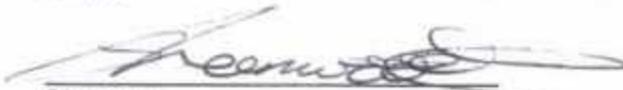
Please provide this information to Council by electronic mail into the electronic tender box at procurement@mornpen.vic.gov.au by **2pm on 22 June 2018**.

Please Note: this Tender Information Clarification in combination with your tender submission forms your tender submission.

I/We submit the above requested information

Respondent:

Name: SHAWN GREENWOOD


Signature

Signed date: 22/06/2018



Tender Information Clarifications No. 1

Tender Number: 2328 | 22 June 2018



Downer EDI Limited
ABN 97 003 872 848

Triniti Business Campus
39 Delhi Road
North Ryde NSW 2113

1800 DOWNER
www.downergroup.com

22 June 2018

Mornington Peninsula Shire Council
Private Bag 1000
Rosebud, Victoria 3939
Lodgement: www.tenderlink.com/mornpen

Dear Contracts and Procurement Team,

As requested, please see Downer's response to the six (6) clarification questions from Clarification No. 1. We hope this provides Mornington Peninsula Shire Council with sufficient information, however, Downer is happy to provide additional information if this is not the case.

Downer is keen to extend our working relationship with the Mornington Peninsula Shire Council and looks forward to hearing from you at your earliest convenience.

Yours sincerely,

Marcus Stephens

General Manager – Road Network Management

Request for Further Information

1. Has Downer suffered any further fatalities since 30 November 2011. If so what were the circumstances and outcomes

No, Downer has had no additional fatalities since this incident. Further, Downer has closely reviewed this incident and established critical controls designed to prevent incidents like this from occurring in future.

2. Downers response states they have developed a bespoke and innovative engineering solution to address the cause of the fatality, with version V.4 currently being trialled. Please provide further information on this solution and how it applies to street sweeping activities. Will this solution be applied to activities required under this contract?

Downer is currently working with a supplier to develop a Smart Hazardous Zone Monitoring System, which detects pedestrians entering an exclusion zone and automatically triggers the brake mechanism to engage on the working machine.

This product is currently being trialled in our Queensland Asphalt Laying business. Results indicate a high level of accuracy in detection of pedestrians and stopping plant items in safe work distances. Subject to satisfactory testing Downer anticipates fitting these devices to high-risk mobile plant.

While this solution is finalised for a nationwide rollout across Downer's business, another solution, called Reverse Smart, was implemented in 2016 by way of a joint investment from Downer and its street sweeping maintenance partner, Metro Urban.

The Reverse Smart AEB System uses high-frequency Radar to detect objects i.e. pedestrians entering the path of a reversing vehicle, and provides a visual warning to the driver, inside the cabin. When the object is within a set distance, the AEB system applies the brakes to stop the vehicle, thereby preventing impact with pedestrians or objects.

All street sweepers operating on this contract are fitted with the Reverse Smart system, including equipment appointed to this contract over the past six months.

Please see *Attachment 1 – Reverse Smart AEB System*, enclosed with this document, for additional information on the Reverse Smart Technology solution.

3. Has allowance been made in the tender pricing & implementation planning to ensure all Supervisors on this contract have completed the Lead Supervisor program prior to commencement?

Downer creates a contract-specific onboarding plan that provides staff with a list of all tasks to be completed, and their responsibilities, throughout the onboarding process.

Throughout the employee's first year of employment, Human Resources and their manager/supervisor will support and orient the employee to the position, program, and organisation. Specifically, this process is designed to make the new employees:

- Feel welcomed to the organisation

- Understand their job responsibilities and expectations
- Be empowered to contribute immediately, to the contract and Downer's delivery
- Fully understand all training requirements
- Complete a development plan and actively participate in regular support sessions
- Learn about the history and culture of the organisation
- Develop a network of peers and the support structure
- Understand the diversity of staff and services offered by the organisation.

A critical part of the Supervisors' development plan is to complete the *LEaD1 - Leadership in Action* training program within the first six months of the contract.

Please see *Attachment 2 – Downer Onboarding Plan*, enclosed with this document, for more information on the Downer Onboarding Plan and the tasks contained within, including the LEaD training series that has been allocated within the tender submission.

4. Has the plant required for this contract been assessed in accordance with the 'Mission Possible' (The Red Zone) program? Please provide details on the 'Red Zone' for the appropriate plant.

The 'Red Zone' is a critical element of Downer's Mission Possible education program, designed to reduce and ideally prevent pedestrian / plant injuries. The Red Zone is a 10-meter exclusion zone (a perimeter around working plant) in which pedestrians are restricted from entering.

Within this contract, working plant includes:

- Utility vehicles
- Tractors
- Street Sweepers
- Tipper Trucks
- Bobcats.

While all Red Zones are 10 meters in size, the layout of these Red Zones changes as per the working direction of each plant or vehicle, please see Figure 1 and Figure 2 below for the Red Zones of a Tipper Truck and a Skid Steer.

Details of all plant Red Zones are documented in the Safe Work Method Statements (SWMS) for the work to be undertaken; these have been included with this document as:

- Attachment 3 - SWMS Asset Inspection
- Attachment 4 - SWMS Drainage Infrastructure Maintenance
- Attachment 5 - SWMS Litter and Road Hazard Removal
- Attachment 6 - SWMS Toilet and BBQ Cleaning.

Tipper

- 10m applies in the possible direction of travel
- Working direction is forward and backward
- must be adhered to at all times
- When tipping, a NGZ applies to the sides of the truck in case of roll over



Figure 1. The Red Zone for Tipper trucks, designed to prevent plant / pedestrian injuries

Skid Steer

- 10m applies in the possible direction of travel
- 10m applies in all directions when working

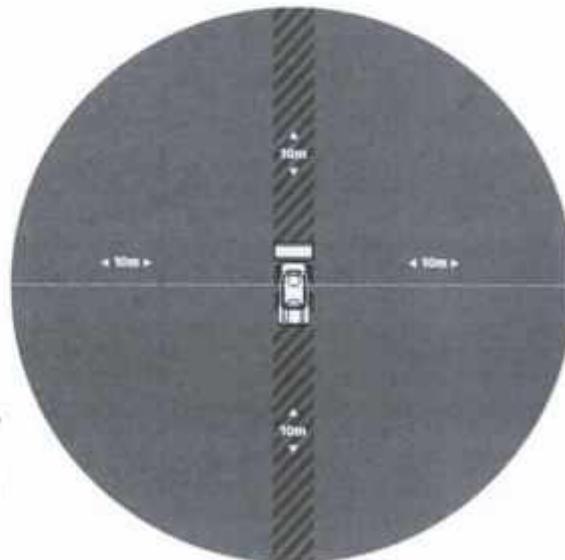


Figure 2. The Red Zone arrangement maintained for a working Skid Steer



6. What activities does Downer envisage will require the use of spotters under this contract? Has allowance been made in the tender pricing & implementation planning to ensure all spotters on this contract have completed the specialised in-house spotter training program prior to commencement?

Downer requires suitably-trained spotters working onsite at any time plant or a vehicle is reversing, and when a pedestrian is within the vicinity of a working vehicle.

During our time servicing this contract, Downer has completed a Training Needs Analysis for this contract every month; from this we develop an individualised training plan. Using this approach, Downer completed *Vehicle/Mobile Plant Spotter (Level 1)* in March 2018 for its entire workforce on the *Safer Local Roads* and *Cleansing and Drainage Cleaning* contracts. This training is repeated annually.

Downer has made an allowance for this training within its tender price.

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Downer EDI Limited
ABN 97 003 872 848

Triniti Business Campus
39 Delhi Road, North Ryde NSW 2113

www.downergroup.com

Jenny Richardson

From: Shaun Greenwood <Shaun.Greenwood@Downergroup.com>
Sent: Thursday, 28 June 2018 11:18 AM
To: Procurement
Cc: Chris Godsil
Subject: CN2328: Clarifications 2 - Downer Response
Attachments: Mornington Cleansing Clarifications 2 - Downer Response.pdf

Categories: With Julie

ATT: Procurement Department: Mornington Peninsula Shire Council

Downer writes to submit its responses to Tender Information Clarifications No.2 for tender CN:2328.

Please see all responses enclosed within the document attached.

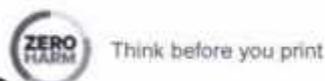
Downer is more than happy to provide additional queries or clarifications if Mornington Peninsula Shire Council requires.

● Many thanks

Shaun Greenwood
Bid Director - Road Network Management
Infrastructure Services



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Downer

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Tender Information Clarifications No. 2

Tender Number: 2328 | 28 June 2018

Tender Information Clarification

Tender Information Clarification No.: Two (2)

Sent date: 27 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tenderer: Downer Edi

From: Contracts & Procurement Unit

Email: procurement@mornpen.vic.gov.au

Tender Information Clarification No.2

Thank you for your tender submission received Wednesday, 13 June 2018. The Shire may require a tenderer to submit additional information concerning its tender before any tender is accepted. As such, the Shire seeks the following additional information:

Re: Request for further information

Plant and Equipment

In relation to your response to Tender Schedule 3, Section 7.5 can you please provide the number of Utility Vehicles to be used as well as a detailed breakdown of how these Utility Vehicles will be used across each of the service activity areas?

Sub-Contractors

In your response to Tender Schedule 3, Section 7.7, you have listed two sub-contractors. The tender evaluation panel has noted in Appendix S3 - 6.2 and Appendix S3 - 7.6 that other sub-contractors are mentioned. Can you please indicate the number of sub-contractors you intend to use for the provision of services?

Customer Satisfaction

Please explain the methodology you propose to use to measure customer satisfaction?

Hi Visibility Activity – Alternative proposal

In your alternative proposal, you propose a reduction in the number of hours of Hi Visibility presence. In Appendix S3 - 7.6 (Beach Sweeping/Cleaning Services), you mention that the Street & Drain Litter team and Hi Visibility service would assist in delivering the Beach Sweeping / Cleaning Services.

Please explain how you propose to allocate your resources across the Hi Visibility and Beach Sweeping / Cleaning Services?

Inspection and Condition Monitoring

In Appendix S3 - 7.6 you indicate that inspections for this contract will be carried out by existing Safer Local Roads inspectors. Please explain how you propose to undertake inspections for pits and BBQs and conduct an audit of the quality of works using only Safer Local Roads inspectors.

In relation to your response in the Drainage Asset Validation and Condition Assessment (Annexure 4-11), you propose to remove all references to the drainage pipes condition assessment. Can you please verify how the other components of this activity will be delivered (i.e. the condition assessment of all other constructed drainage structures)?

Street Sweeping Activity

In your response to the Pricing Template – assumption and in Appendix S3 - 7.6, you note the recovery of street sweeping material for reuse. Can you please provide further detail about this process and the disposal of this waste?



Tender Information Clarification

Detailed Costing for Activities

Please provide detailed costing workings (including the work sub-contracted) to enable the Shire to better understand the pricing for the following activities:

- Street Sweeping
- Footpath Sweeping & Cleaning
- Sanitary Cleaning
- Barbeque Maintenance
- Street & Drain Litter Collection
- Foreshore Camping Sanitary Cleaning
- Maintenance of GPT's
- Clear Culverts, Pipes and Pits
- Customer Service

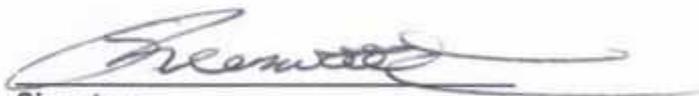
Please respond to this information via electronic mail into the electronic tender box at procurement@mornpen.vic.gov.au by **2pm on Tuesday, 3 July 2018**.

Please Note: this Tender Information Clarification in combination with your tender submission forms your tender submission.

I/We submit the above requested information

Respondent:

Name: SHAUN GREENWOOD



Signature

Signed date: 28/06/2018



Downer EDI Limited
ABN 97 003 872 848
Trinity Business Campus
39 Delhi Road
North Ryde NSW 2113
1800 DOWNER
www.downergroup.com

28 June 2018

Mornington Peninsula Shire Council
Private Bag 1000
Rosebud, Victoria 3939
Lodgement: www.tenderlink.com/mornpen

Dear Contracts and Procurement Team,

Re: Clarifications No. 2

As requested, please see Downer's response to the seven (7) clarifications questions enclosed within Tender Information Clarification No. 2.

We hope this provides Mornington Peninsula Shire Council with sufficient information, however, Downer is happy to provide additional information if this is not the case.

Downer is keen to extend our working relationship with the Mornington Peninsula Shire Council and looks forward to hearing from you at your earliest convenience.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Marcus Stephens". The signature is fluid and cursive.

Marcus Stephens

General Manager – Road Network Management



Request for Further Information

Plant and Equipment:

1. In relation to your response to Tender Schedule 3, Section 7.5 can you please provide the number of Utility Vehicles to be used as well as a detailed breakdown of how these Utility Vehicles will be used across each of the service areas?

Downer missed detailing the number of utility vehicles to be used in its tender response within Schedule 3, Section 7.5. This information was provided within the Excel document Pricing Template under *tab 7. Operating Other*.

As such, Downer has provided a breakdown below.

Supervisors	Public Sanitary Cleaning / BBQ Cleaning	High-Visibility Street Presence	Street and Drain Litter Collection / Dead Animal Collection	Foreshore Camping Sanitary Cleaning
3 utility vehicles	Six (6) to seven (7) utility vehicles (off-peak and peak)	One (1) utility vehicle	Two (2) utility vehicles	Four (4) to six (6) utility vehicles (off-peak and peak)

Sub-Contractors

2. In your response to Tender Schedule 3, Section 7.7, you have listed two sub-contractors. The tender evaluation panel has noted in Appendix S3 - 6.2 and Appendix S3 - 7.6 that other sub-contractors are mentioned. Can you please indicate the number of sub-contractors you intend to use for the provision of services?

Downer intends to outsource the following services to these two subcontractors:

Services / Tasks	Sub-Contractor
Street Sweeping	Metro Urban
Footpath Sweeping	
Footpath Cleaning	Enviro Sweep

Downer is currently investigating whether it will complete the following services with its in-house specialist drainage division (as was proposed in our original tender response).

- Maintenance of GPTs
- Clearing culvert pits and pipes.

If it is determined more effective to outsource this task, Downer will sub-contract Environmental Services Group to complete this work.



Downer will complete the following services with its own in-house resources:

- Contract Management
- Beach Cleaning
- Sanitary Cleaning
- Barbecue Maintenance
- High-Visibility Presence
- Street & Drain Litter Collection
- Dead Animal Collection
- Foreshore Camping Sanitary Cleaning
- Customer Service
- After Hours Call Outs.

Customer Satisfaction

3. Please explain the methodology you propose to use to measure customer satisfaction?

Downer proposes to produce a Customer Satisfaction Survey, which will be issued after the closure of a customer service case, using a web-based tool such as Survey Monkey.

In addition, Downer plans to work collaboratively with the Mornington Peninsula Shire Council and residents, developing a set of questions and completing an agreed volume of surveys to provide a suitable sample to accurately assess our Customer Service performance for the relevant contract year against Schedule 2 of the Contract *PS5 Performance Standards Review*.

Hi Visibility Activity – Alternative Proposal

4. In your alternative proposal, you propose a reduction in the number of hours of Hi Visibility presence. In Appendix S3 - 7.6 (Beach Sweeping/Cleaning Services), you mention that the Street & Drain Litter team and Hi Visibility service would assist in delivering the Beach Sweeping / Cleaning Services.

Please explain how you propose to allocate your resources across the Hi Visibility and Beach Sweeping / Cleaning Services?

Downer understands there is no hand-cleaning requirement under the Beach Cleaning activity specification, except in adjacent environmentally/culturally sensitive areas.

In our experience, some additional hand cleaning will be required in key tourist townships, such as Rye, to minimise and eradicate visual hand litter. Downer also proposes to use hand-cleaning resources in beach precincts to adequately maintain cleanliness and appearances in the area.

In addition, the street and drain litter crews will assist in hand cleaning adjacent environmentally / culturally sensitive areas, to maximise the productivity and outcome of the mechanical cleaning.



Downer's experience, acquired as the incumbent service provider on this contract over the past six months, gives us confidence that this proposal will enhance the level of service over what was included in the contract specification. This methodology is in line with how we delivered last summer's work, which was effective and well received by the community.

Inspection and Condition Monitoring

5. In Appendix S3 - 7.6 you indicate that inspections for this contract will be carried out by existing Safer Local Roads inspectors. Please explain how you propose to undertake inspections for pits and BBQs and conduct an audit of the quality of works using only Safer Local Roads inspectors.

In relation to your response in the Drainage Asset Validation and Condition Assessment (Annexure 4-11), you propose to remove all references to the drainage pipes condition assessment. Can you please verify how the other components of this activity will be delivered (i.e. the condition assessment of all other constructed drainage structures)?

Downer makes no reference to using Safer Local Roads inspectors to complete the works. Downer has outlined a detailed approach to how it will conduct its inspections of all assets under *Appendix S3 - 7.6 Inspections and Identifying Work*. We have made allowance to complete all inspections within the contract resources.

A comprehensive methodology on how Downer will complete the Drainage Asset Validation and Condition Assessment is detailed within *Appendix S3 - 7.6 Contract Methodology*, under the heading *Drainage Asset Validation and Condition Assessment* (page 19), included in our original tender response.

This approach does not change if drainage pipes are removed from the condition assessment.

Street Sweeping Activity

6. In your response to the Pricing Template – assumption and in Appendix S3 - 7.6, you note the recovery of street sweeping material for reuse. Can you please provide further detail about this process and the disposal of this waste?

Downer has detailed how it will manage street sweeping waste, specifically its recycling and environmentally sustainable practices, within its original tender response in *Appendix S3 - 7.6 Contract Methodology* under the heading *Street Sweeping* (page 8).

Street sweeping waste will be collected via the triple interceptor pit at the Council Dromana depot. The waste will be dewatered and taken away in large skip bins and deposited to a nearby recycling facility, where it will be screened and repurposed into clean fill in accordance with Victorian EPA guidelines.

Detailed Costing for Activities

7. Please provide detailed costing workings (including the work sub-contracted) to enable the Shire to better understand the pricing for the following activities:
- Street Sweeping



- Footpath Sweeping & Cleaning
- Sanitary Cleaning
- Barbeque Maintenance
- Street & Drain Litter Collection
- Foreshore Camping Sanitary Cleaning
- Maintenance of GPT's
- Clear Culverts, Pipes and Pits
- Customer Service

Downer has provided detailed costing breakdowns within *Attachments 11 and 12 Pricing Templates* at a higher level of detail than typically requested under a lump-sum contract.

If Mornington Peninsula Shire Council has any queries related to a specific activity within this response, Downer are more than happy to give additional detail on this in discussions at the next tender review.



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Downer EDI Limited
ABN 97 003 872 848

Trinity Business Campus
39 Delhi Road, North Ryde NSW 2113

www.downergroup.com

Jenny Richardson

From: Shaun Greenwood <Shaun.Greenwood@Downergroup.com>
Sent: Friday, 6 July 2018 10:23 AM
To: Procurement
Cc: Chris Godsil; Marcus Stephens
Subject: Mornington Peninsula Shire Tender CN2328: Cleansing & Drainage Cleaning Services - Tender Information Clarification No.3 - Downer Response
Attachments: Mornington Cleansing Clarifications 3 - Downer Response.pdf
Categories: With Julie

Att: Procurement

Thank you for your recent clarification request (no. 3).

Please see Downer's response to this attached.

We trust this provides all required information; however, if Mornington Peninsula Shire Council requires more information or clarification, please do not hesitate to contact us again.

Many thanks

Shaun Greenwood
Bid Director - Road Network Management
Infrastructure Services



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Think before you print

Downer

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Tender Information Clarifications No. 3

Tender Number: 2328 | 6 July 2018



Downer EDI Limited
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6 July 2018

Mornington Peninsula Shire Council
Private Bag 1000
Rosebud, Victoria 3939
Lodgement: www.tenderlink.com/mornpen

Dear Contracts and Procurement Team,

Re: Clarifications No. 3

As requested, please see Downer's response to the clarification question requested within Tender Information Clarification No. 3.

We hope this provides Mornington Peninsula Shire Council with sufficient information, however, Downer is happy to provide additional information if this is not the case.

Yours sincerely,

A handwritten signature in black ink, appearing to read "M Stephens". The signature is fluid and cursive.

Marcus Stephens
General Manager – Road Network Management



Request for Further Information

BBQ Maintenance:

1. You have indicated one resource to deliver this service however the operating costs (see pricing template Alternative, 3. Operating Costs) show \$25,961.00 per month for wages/salaries. This seems inconsistent with the resourcing allocation in 5. Staffing Structure, can you please clarify the costing of one resource at \$25,961.00 per month

Downer has detailed how it will resource barbecue cleaning, within its original tender response in *Appendix S3 - 7.6 Contract Methodology* under the heading *Cleansing Services* (page 9).

Column A, under the heading *Staffing Position List* within 5. *Staffing Structure of the Pricing Template* details the resource type *Public Sanitary & BBQ cleaner*.

The resources are proposed to be shared across activities; A4-5. *Barbecue Facility Cleaning and Maintenance* and A4-8. *Sanitary Cleaning*.



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Triniti Business Campus
39 Delhi Road, North Ryde NSW 2113

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Jenny Richardson

From: Chris Godsil <Chris.Godsil@downergroup.com>
Sent: Thursday, 2 August 2018 8:29 PM
To: Procurement
Cc: Marcus Stephens; Shaun Greenwood
Subject: RE: Mornington Peninsula Shire Tender CN2328: Cleansing & Drainage Cleaning Services
Attachments: Mornington Cleansing Clarifications 4.pdf
Categories: With Julie

Good evening,

As requested, please see Downer's response to the clarification requested in the below thread.

Regards

Chris Godsil
 Manager, Mornington
 Transport and Infrastructure



T | +61 3 5950 1538 M | +61 428 914 265
 E | Chris.Godsil@downergroup.com
 10 Pound Road
 Hastings VIC 3915
www.downergroup.com



From: Procurement [<mailto:procurement@mornpen.vic.gov.au>]
Sent: Tuesday, 31 July 2018 4:00 PM
To: Shaun Greenwood <Shaun.Greenwood@Downergroup.com>
Subject: Mornington Peninsula Shire Tender CN2328: Cleansing & Drainage Cleaning Services
Importance: High

Good Afternoon,

Thank you for attending the recent interview to discuss the alternative tender with the evaluation panel.

Under the principles of the Local Government Act the Shire is now seeking best quality and value for money as per the conditions of tender (5.1 Evaluation Criteria)

As an outcome of the interview process we invite you to participate in a discussion centred around the objectives of:

- Maintaining the level of service provided in the alternative tender
 - Identifying opportunities for better value through either cost efficiencies and or additional service

We invite you to respond in writing by 10am Friday, 3 August. We intend to follow your response up with the phone conference to be with Jessica Wingad (Project Manager) and Niall McDonagh (Project Sponsor).

We will be available tomorrow between 8:30am and 11am to clarify and discuss any questions if required, please call 5950 1270.

Regards

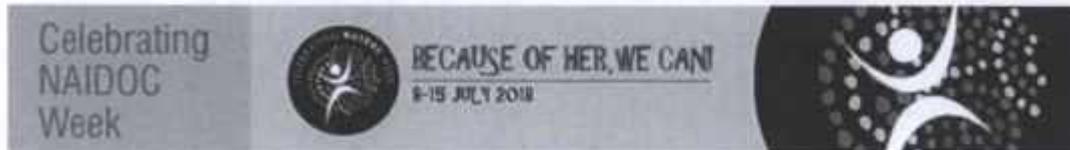


Contracts & Procurement Unit

email: procurement@mornpen.vic.gov.au

Private Bag 1000, Rosebud VIC 3939 | 90 Besgrove Street, Rosebud VIC 3939

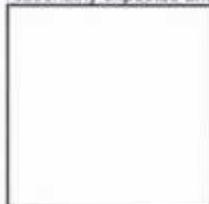
www.mornpen.vic.gov.au | Twitter [@MornPenShire](https://twitter.com/MornPenShire) | Facebook [@MornPenShire](https://www.facebook.com/MornPenShire)



Mornington Peninsula Shire acknowledges and pays respect to the Bunurong/Boon Wurrung people, the traditional custodians of these lands and waters.

Committed to Carbon Neutrality

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Downer

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Tender Information Clarifications No. 4

Tender Number: 2328 | 2 August 2018



Downer EDI Limited
ABN 97 003 672 648
Triniti Business Campus
39 Delhi Road
North Ryde NSW 2113
1800 DOWNER
www.downergroup.com

2 August 2018

Mornington Peninsula Shire Council
Private Bag 1000
Rosebud, Victoria 3939
Lodgement: www.tenderlink.com/morpen

Dear Contracts and Procurement Team,

Re: Clarifications No. 4

As requested, please see Downer's response to the clarification question requested within Tender Information Clarification No. 4.

We hope this provides Mornington Peninsula Shire Council with sufficient information, however, Downer is happy to provide additional information if this is not the case.

Yours sincerely,

A handwritten signature in black ink, appearing to read "M Stephens". The signature is written in a cursive, flowing style.

Marcus Stephens
General Manager – Road Network Management



Request for Further Information

Alternative offer:

Under the principles of the Local Government Act the Shire is now seeking best quality and value for money as per the conditions of tender (5.1 Evaluation Criteria)

As an outcome of the interview process we invite you to participate in a discussion centred around the objectives of:

- Maintaining the level of service provided in the alternative tender
- Identifying opportunities for better value through either cost efficiencies and or additional service

We invite you to respond in writing by 10am Friday, 3 August. We intend to follow your response up with the phone conference to be with Jessica Wingad (Project Manager) and Niall McDonagh (Project Sponsor).

Maintaining the level of service provided in the alternative tender

Downer views the Mornington Peninsula Shire as a long term valued partner and approaches our partnership in a collaborative way, built on trust and transparency.

Our alternative solution is reflective of this approach. Our alternative tender provides our most cost effective delivery methodology to provide the Mornington Peninsula Shire a high level of service. The level of service has been refined from the current high level of service we are providing in our role as incumbent service provider.

Identifying opportunities for better value through either cost efficiencies and or additional service

Downer is confident our alternative solution provides best value for money. In our experience we do not see any further opportunity to reduce scope without having detrimental impacts on the level of service.

After careful consideration the only opportunity we see worth exploring relates to the transfer of risk on waste disposal.

The tender required Downer to take on the full scope of waste collection and disposal for Activities A4-7 Street Sweeping and A4-18 Clear Culverts, Pits and Pipes. In our incumbency since late November 2017, Downer inherited a network that had been neglected for several years and after resourcing adequately are just beginning to understand the volume of waste on the network.

Furthermore, we observed the landscape of the waste recycling industry to be rapidly changing with several new and innovative recycling technologies to be introduced to the market within the life of this contract making. This made it difficult to obtain a clear line of sight on market rates for waste disposal.

Our rates for street sweeping and pit waste reflect our best assessment of the average cost of waste disposal over the next 5 years.



Our street sweeping price is hedged between current market rates and below market rates recently secured.

Our pit waste disposal price is based on an anticipated market rate over the next 5 years.

Downer proposes to pass on the cost of waste disposal for Activities A4-7 Street Sweeping and A4-18 Clear Culverts, Pits and Pipes on a cost plus 6% margin arrangement until June 30, 2019 whereas a mutually agreed volume and rate will be agreed to and locked in under a lump sum arrangement.

Our tender allowed for 5,000T at \$104/T for Activity A4-7 Street Sweeping (\$520,000 p.a.) and 960T at \$140/T on Activity A4-18 Clear Culverts, Pits and Pipes (\$134,400 p.a.).

Downer's current cost for disposing of street sweeping waste is approximately \$50/T and \$220/T for pit waste. By adopting this proposal the Mornington Peninsula Shire could realise a significant saving in the first year.

The above proposed amendments would result in the following monthly service charge in year 1. The cost of waste disposal could be incorporated into the contract from July 1, 2019 through an agreed variation.

Schedule 1.1 - Monthly Service Charge (MSC)

Item No.	Lump Sum Amount (ex GST)
Monthly Service Charge (MSC)	\$ 860,254.73

Schedule 1.2 - MSC Calculation Schedule (Contract Year 1)

Item No.	Description of Work	Lump Sum Amount (ex GST)
	SWEEPING SERVICES	
NSS	Street Sweeping	\$ 2,608,632.93
	DRAINAGE SERVICES	
DCP	Clear Culverts, Pipes and Pits	\$ 2,119,360.50

Downer does not see any further opportunity for cost efficiencies without compromising the level of service.

The proposal above is Downer's final amendment to our alternative tender submission and its validity is subject to the whole offer being taken and agreed modifications to the contract specification.



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Downer EDI Limited
ABN 97 003 872 848

Trinity Business Campus
39 Delhi Road, North Ryde NSW 2113

www.downergroup.com

Annexure 12

Tender Submission

Cleansing & Drainage Cleaning Services
Contract No. 2328



MORNINGTON
PENINSULA
Shire

Mornington Peninsula Shire Council

Cleansing & Drainage Services

Tender No: 2328

Downer EDI Limited
ABN 97 003 872 848

Triniti Business Campus
39 Delhi Road
North Ryde NSW 2113

1800 DOWNER
www.downergroup.com

13 June 2018

Mornington Peninsula Shire Council
Private Bag 1000
Rosebud, Victoria 3939
Lodgement: www.tenderlink.com/mornpen

Dear Sir / Madam,

Re: Cleansing and Drainage Cleaning Services – Request for Tender No: 2328

Downer writes to respond to the Mornington Peninsula Shire Council Cleansing and Drainage Cleaning Services tender.

As required, Downer's response consists of:

1. Completed Tender Schedules
2. Eight (8) x Schedule 3 clause questions (attached as separate documents)
 - a. Appendix S3-6.2 Contract Non-Compliance
 - b. Appendix S3-7.2.2 Downer Organisational Chart
 - c. Appendix S3-7.6 Contract Methodology
 - d. Appendix S3-9.2 Customer Enquiries Referrals and Complaints
 - e. Appendix S3-9.3 Customer Satisfaction
 - f. Appendix S3-9.4 Changing Delivery Needs
 - g. Appendix S3-10 Continuous Improvement
 - h. Appendix S3-11 ES and E Contribution.
3. Completed Pricing Templates (Microsoft Excel sheets included with tender documents)

Downer has responded to this tender by leveraging on our existing knowledge of the Mornington Peninsula network, acquired from our experience servicing this specific contract, in a caretaker role for the past six months, and our service provider role for the Mornington Peninsula Safer Local Roads contract.

This knowledge and experience working on the network has better equipped us to provide the quality service provision as well as specialist advice on how we can provide a better service, often for less money.

This is part of Downer's commitment, to work not just as a service provider but as a trusted, expert advisor and steward of the network, working together with Council to achieve common goals for local residents.



In this role, we have completed this tender response with both a **Conforming Proposal**, which meets all tender specifications, and an **Alternative Proposal**, consisting of a solution designed to deliver all Council requirements with greater efficiency and cost effectiveness. A summary of the benefits delivered from this Alternative Proposal appear below.

Alternative Proposal	Optimised benefits
<p>A4-14 Footpath Sweeping and Cleaning</p> <p>Footpath sweeping all paths that front onto shops and abut roadways within the high-profile precincts only. This aligns with the deep-cleaning program of 54,480m². Remaining paths would be serviced on a reactive basis.</p> <p>Please refer to <i>Appendix S3-6.2 Contract Non-Compliance</i> for full details of Downer's Alternative Proposal.</p>	- \$1,190,100.61 per annum.
<p>A4-14 Footpath Sweeping and Cleaning</p> <p>Remove the requirement for 20,000m² of additional footpath deep cleaning per annum. Downer believes this allocation is best managed by Mornington Peninsula Shire on an as-needed basis rather than a blanket amount per annum.</p>	- \$78,440.00 per annum.
<p>A4-10 High-Visibility Street Presence</p> <p>Optimise work hours by 6,650 hours and reinvest 720 hours (an average of five additional resources) to cover an eight-hour shift into critical events that demand a higher level of service. This will deliver a total saving of 5,930 hours.</p>	- \$184,652.17 per annum.
<p>A4-18 Clear Culverts, Pipes and Pits</p> <p>Optimise pit categorisation and inspection frequencies to deliver a more cost-effective outcome.</p>	- \$173,753.53 per annum.
<p>A4-11 Drainage Asset Validation and Condition Assessment</p> <p>Redirect the pipe structural condition assessment into more cost-effective maintenance solutions by removing this item from the scope.</p>	- \$1,106,975.41 per annum.

Ultimately, the Alternative Solution does not take away from the level of service but rather, enhances the level of service by optimising work activities and directing resources more effectively to achieve all required outcomes in a more cost-effective way. Please refer to Appendix S3-6.2 Contract Non-Compliance, enclosed with this response, for details of every abovementioned item and Downer's alternative solution.

In addition to cost and work efficiencies, Downer's solution is designed to deliver security and peace of mind. The crew proposed to service this contract consists of all 36 to 61 people currently working on the contract. This ensures Downer can transition with minimal to no risk, no disruption of service, and delivery of the same quality service currently provided from Day One of the new contract commencing.

If selected as the service provider for this contract, Downer will continue providing the high level of service we currently provide, and continue making additional improvements when identified, through our 'hot spot mapping' methodology and open engagement with Council and residents.

Since taking over this contract, Downer has responded and actioned all outstanding customer requests and reduced the number of overdue customer requests from more than 100 to 0.

We take the same customer-driven approach with our other contracts such as the Yarra Ranges, following our proven work methodologies but delivering with a flexible approach. This enables us to modify service delivery to meet the requests of residents – the ultimate customer – and reduce the number of complaints received by Council.

This flexible approach has also enabled Downer to mobilise quickly to take over this contract, in a caretaker role, and will be followed while servicing the contract, enabling us to respond quickly to emergency incidents and reactive cases.

Downer is invested in the Mornington Peninsula. As part of our Safer Local Roads contract, we support the Mornington Peninsula community by employing local residents, procuring products from local suppliers and engaging locally-based subcontractors.

We extend this support by providing training for local residents, work opportunities for Indigenous and disadvantaged people, together with WISE, and supporting local events. This is part of Downer's company commitment to work with and support every community in which we work.

Further, if selected for this contract, Downer will bring our commitment to Zero Harm and providing environmentally sustainable operations. We recently opened our Reconomy facility in Sydney, which diverts more than 85% of material collected from our sweeping and cleaning operations from landfill into road construction material. Downer is currently in discussions to open a similar facility in Victoria and will commit to operating this service for the Mornington Peninsula contract.

Downer is keen to extend our working relationship with the Mornington Peninsula Shire Council and looks forward to hearing from you at your earliest convenience.

Yours sincerely,

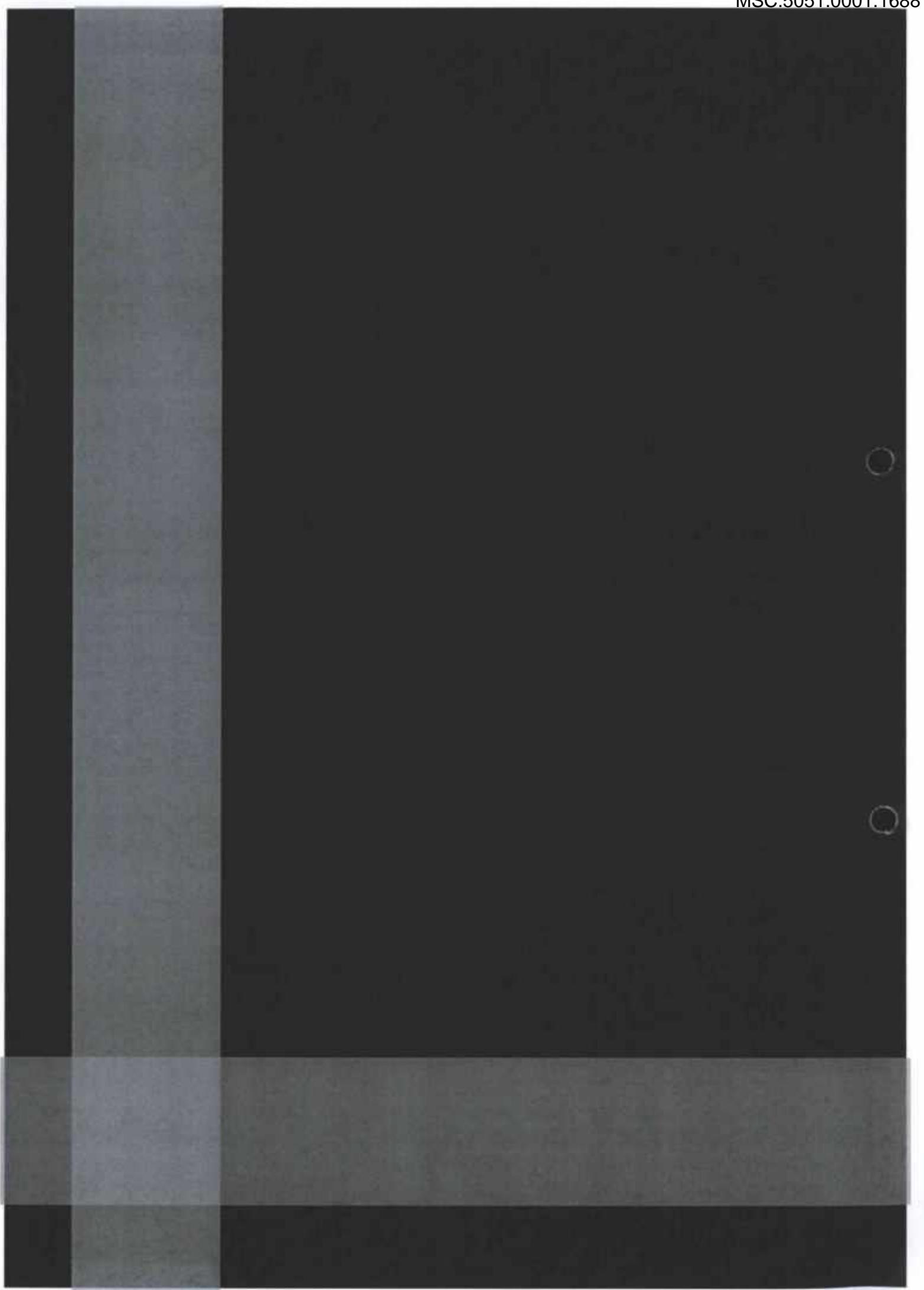


Marcus Stephens

General Manager – Road Network Management



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**MORNINGTON
PENINSULA**
Shire

MORNINGTON PENINSULA SHIRE COUNCIL

Tender Description: Cleansing & Drainage Cleaning Services

Tender No: 2328

TENDER SCHEDULES

Schedule 1 - Tender

1 Tender Prices

The party / parties [delete whichever is not applicable] specified below hereby tender to undertake the contract nominated on the cover sheet to the Tender Schedules in consideration of payment under the following rates:

1.1 Monthly Service Charge (MSC)

Conforming Proposal

Item	Rates or prices (exclusive of GST)
Monthly Service Charge (MSC)	\$1,142,614.87

1.2 MSC Calculation Schedule (Contract Year 1)

Item No.	Description of Work	Lump Sum Amount (ex GST)	Total (ex GST)
	MANAGEMENT AND OVERHEADS		
1.	Contract Management	\$399,824.60	\$399,824.60
2.	Integrated Management Plan	\$43,569.36	\$43,569.36
3.	Data Collection and Transfer	\$42,694.71	\$42,694.71
4.	Provision of Depot	\$129,532.23	\$129,532.23
	SWEEPING SERVICES		
CBE	Beach Cleaning	\$264,239.42	\$264,239.42
NSS	Street Sweeping	\$3,128,632.93	\$3,128,632.93
NFS	Footpath Sweeping & Cleaning	\$1,749,905.70	\$1,749,905.70
	CLEANSING SERVICES		
CSA	Sanitary Cleaning	\$1,063,881.49	\$1,063,881.49
BBC	Barbecue Facility Cleaning & Maintenance	\$454,576.14	\$454,576.14
HVP	High-Visibility Street Presence	\$1,019,170.85	\$1,019,170.85
	LITTER SERVICES		
RLC	Street and Drain Litter Collection	\$724,926.28	\$724,926.28
NDA	Dead Animal Collection	\$28,425.19	\$28,425.19
	FORESHORE CAMPING SERVICES		
NFM	Foreshore Camping - Sanitary Cleaning	\$605,798.88	\$605,798.88
	DRAINAGE SERVICES		
NPT	Maintenance of GPT's	\$242,514.88	\$242,514.88
DCP	Clear Culverts, Pipes and Pits	\$2,427,514.03	\$2,427,514.03
	MISCELLANEOUS		
NCS	Customer Service	\$80,435.73	\$80,435.73
MEC	After Hours Call Out	\$29,610.49	\$29,610.49
DCA	Drainage Assessment Validation & Condition Report	\$1,276,125.51	\$1,276,125.51
	Total Lump Sum Amount	\$13,711,378.43	\$13,711,378.43

1.1 Monthly Service Charge (MSC)

Alternative Proposal

Item	Rates or prices (exclusive of GST)
Monthly Service Charge (MSC)	\$914,788.06

1.2 MSC Calculation Schedule (Contract Year 1)

Item No.	Description of Work	Lump Sum Amount (ex GST)	Total (ex GST)
	MANAGEMENT AND OVERHEADS		
1.	Contract Management	\$399,824.60	\$399,824.60
2.	Integrated Management Plan	\$43,569.36	\$43,569.36
3.	Data Collection and Transfer	\$42,694.71	\$42,694.71
4.	Provision of Depot	\$129,532.23	\$129,532.23
	SWEEPING SERVICES		
CBE	Beach Cleaning	\$264,239.42	\$264,239.42
NSS	Street Sweeping	\$3,128,632.93	\$3,128,632.93
NFS	Footpath Sweeping & Cleaning	\$481,365.09	\$481,365.09
	CLEANSING SERVICES		
CSA	Sanitary Cleaning	\$1,063,881.49	\$1,063,881.49
BBC	Barbecue Facility Cleaning & Maintenance	\$454,576.14	\$454,576.14
HVP	High-Visibility Street Presence	\$834,518.68	\$834,518.68
	LITTER SERVICES		
RLC	Street and Drain Litter Collection	\$724,926.28	\$724,926.28
NDA	Dead Animal Collection	\$28,425.19	\$28,425.19
	FORESHORE CAMPING SERVICES		
NFM	Foreshore Camping - Sanitary Cleaning	\$605,798.88	\$605,798.88
	DRAINAGE SERVICES		
NPT	Maintenance of GPT's	\$242,514.88	\$242,514.88
DCP	Clear Culverts, Pipes and Pits	\$2,253,760.50	\$2,253,760.50
	MISCELLANEOUS		
NCS	Customer Service	\$80,435.73	\$80,435.73
MEC	After Hours Call Out	\$29,610.49	\$29,610.49
DCA	Drainage Assessment Validation & Condition Report	\$169,150.10	\$169,150.10
	Total Lump Sum Amount	\$10,977,456.71	\$10,977,456.71

Pricing in all following sections (clause 1.3 to 4) is the same across both the Conforming and Alternative Tenders.

1.3 Daywork Rates

1. Plant And Equipment Rates

Item No.	Description	Description	Normal Rate	Standby Rate
		(Make, model and year) Description	\$/ hour (Ex GST)	\$/ hour (Ex GST)
MANDATORY SERVICES:				
1.	Street Sweeper (suction type)	MacDonald Johnston VT651	\$79.94	\$79.94
2.	Flat Surface Cleaner	Pressure Washer - Rotary Walk Behind 4000PSI	\$75.33	\$75.33
3.	Utility vehicle	Holden Colarado	\$15.93	\$15.93
4.	Tractor & Mechanical Beach Cleaner	John Deere 6230 and Barber Surf Rake 600HD	\$39.44	\$39.44
5.	High Pressure Water Jet Cleaner	Spoutvac SV3750JB	\$50.60	\$50.60
6.	Easement Reel	DCS Dingo unit, Trailer Mounted	\$46.00	\$46.00
OTHER RESOURCES:				
7.	Skid steer loader; up to 0.5m ³ , bucket and trailer	Bobcat 753	\$48.18	\$48.18
8.	Loader; up to 1.5m ³ bucket	CAT 5T Excavator	\$45.22	\$45.22
9.	2WD Tractor	John Deere 6230	\$27.60	\$27.60
10.	Truck with Crane	Fuso Canter 4x2 815 Wide Cab	\$33.82	\$33.82
11.	Flex Drive Pump	Honda Flexi-Drive Pump	\$28.75	\$28.75
12.	Sedan/Light Vehicle	Holden Colarado	\$15.93	\$15.93
13.	Truck with Crane & Bobcat	Fuso Canter 4x2 815 Wide Cab + Bobcat 753	\$82.00	\$82.00
14.	Hook Truck	Hino FE 1426-500	\$52.57	\$52.57
15.	Van Vehicle	Holden Colarado	\$15.93	\$15.93

Schedule 1
Tender

2. Activity Rates

Item No.	Description	Unit	Rate
1.	Dumped waste greater than 4m ³	Cum	\$92.69
2.	Sanitary Cleaning – Cycle A	Hour	\$116.27
3.	Sanitary Cleaning – Cycle B	Hour	\$116.27
4.	Portable hydration station	Day	\$759.00
5.	Portable toilet	Day	\$207.00
6.	Portable outdoor surveillance system	No.	\$3,250.00
7.	High pressure cleaning	Hour	\$96.62
8.	Barbeque facility cleaning	Hour	\$116.27
9.	Beach cleaning	Hour	\$149.55
10.	Street sweeping	Hour	\$178.75
11.	Litter collection in roads	Hour	\$107.98
12.	Litter collection at Facilities, Reserves & beaches	Hour	\$107.98
13.	Footpath sweeping	Hour	\$61.96
14.	Footpath deep cleaning	m ²	\$4.26
15.	Gross Pollutant Trap (GPT) cleaning	No.	\$1,265.00
16.	Culvert & pipe cleaning	Lm	\$9.78
17.	Pit cleaning	No.	\$241.50
18.	Soak pit cleaning	No.	\$1,022.00

3. Labour Rates

Item No.	Description	Normal Rate \$/ hour
1.	Technical Officer	\$54.05
2.	Supervisor	\$64.40
3.	Plant Operator	\$46.02
4.	Maintenance Labourer	\$46.02
5.	Office Admin	\$49.45
6.	Traffic Controller	\$51.75
7.	High-Visibility Street Presence	\$41.96

4. Rates for Asset Inventory Changes

Activity	Description	Unit	Contract Rate (CR) (excl GST)
A4-5 Barbecue Facility Cleaning and Maintenance	Barbecue Facility Cleaning & Maintenance	No.	\$37.20
A4-6 Beach Cleaning	Beach Cleaning	Sq. m	\$0.04
A4-7 Street Sweeping	Street Sweeping	Lin. m	\$0.07
	Car park Sweeping	Sq. m	\$0.05
A4-8 Sanitary Cleaning	Sanitary Cleaning – Cycle A	No.	\$37.20
	Sanitary Cleaning – Cycle B	No.	
	Fish Cleaning Facility cleaning	No.	
A4-9 Street and Drain Litter Collection	Litter collection in Roads	Lin. m	\$0.09
	Litter collection at Facilities, Reserves & Beaches	Area	\$0.09
A4-11 Drainage Asset Validation & Condition Assessment	Condition assessment pits	No.	\$18.98
	Condition assessment GPTs	No.	\$57.50
	Condition assessment pipes	Lin. m	\$3.80
A4-14 Footpath Sweeping & Cleaning	Footpath Sweeping	Sq. m	\$0.06
	Deep Cleaning	Sq. m	\$4.26
A4-15 Foreshore Camping Sanitary Cleaning	Sanitary Cleaning – Cycle A	No.	\$37.20
	Sanitary Cleaning – Cycle B	No.	
A4-17 Maintenance of Gross Pollutant Traps	Gross Pollutant Trap cleaning	No.	\$776.25
A4-18 Clear Culverts, Pipes and Pits	Culvert & Pipe cleaning	Lin. m	\$9.78
	Pit cleaning	No.	\$31.86
	Soak Pit cleaning	No.	\$31.86

Cleansing Contract Pricing

The tenderer is required to complete all the sections in the Excel Spreadsheet "Pricing Template.xlsx". The Spreadsheet is requested for tender evaluation purposes only and will not form part of the Contract.

2 Status of Tender

It is acknowledged that, until the execution of a formal agreement, these Tender Schedules and the Tender Documents shall evidence the contract between the parties.

The tenderer warrants that it has not submitted the tender -

2.1 as agent for a third party; or

2.2 as trustee of a trust -

unless expressly stated otherwise in Schedule 2.

Name and Address of Tenderer(s):

Downer EDI Works

567 Collins Street

Melbourne VIC 3000

DATED this 13th day of June 2018

1 Tenderer is a company:

EXECUTED by _____)
_____)
in accordance with section 127(1) of the)
Corporations Act 2001 by being signed by)
authorised persons: _____)



Chief Executive Officer – Infrastructure
Services (as 'Authorised Officer')

Sergio Cinerari
Full Name

567 Collins Street, Melbourne VIC 3000
Usual Address



General Manager – Road Network
Management

Marcus Stephens
Full Name

567 Collins St, Melbourne VIC 3000
Usual Address

2 Tenderer is an individual:

SIGNED SEALED AND DELIVERED _____)
by _____)
in the presence of: _____)

Witness

3 Tenderer is partnership (add extra execution clauses as necessary):

SIGNED SEALED AND DELIVERED _____)
by _____)
in the presence of: _____)

Witness

SIGNED SEALED AND DELIVERED _____)
by _____)
in the presence of: _____)

Witness

Schedule 2 - Tenderer Information

1 Contract Details

1.1 The initial Senior Representatives

Principal's initial Senior Representatives _____

Tenderer's initial Senior Representatives Marcus Stephens, General Manager, Road Network Management

1.2 Initial members of the Service Management Team

Principal's representatives

Position 1, Manager (Title) _____

Position 2, Manager (Title) _____

Position 2, Manager (Title) _____

Tenderer's representatives

Position 1, Manager (Title) Marcus Stephens, General Manager

Position 2, Manager (Title) Robert Semaganda, National Delivery Manager

Position 3, Manager (Title) Chris Godsil, Contract Manager

1.3 Initial members of the Tenderer Operations Team

Position 1 Chris Godsil, Contract Manager

Position 2 Ashley Oats, Operations Manager

Position 3 Tim Waldron, Manager Projects

1.4 Initial members of the Principal Operations Team

Position 1 _____

Position 2 _____

Position 3 _____

1.5 Initial Superintendent

Name _____

1.6 Initial Contract Manager

Name Chris Godsil

Schedule 2
Tenderer Information

1.7 The addresses for service of notices

Principal

By Mail _____

By Fax _____

Superintendent

By Mail _____

By Fax _____

1.8 Details of Service Management Team

Contract Manager

By mail 10 Pound Road, Hastings Victoria 3915

By hand 10 Pound Road, Hastings Victoria 3915

By fax No fax. Email: chris.godsil@downergroup.com**Principal's Senior Representative**

By mail _____

By hand _____

By fax _____

Tenderer's Senior Representative

By mail 10 Pound Road, Hastings Victoria 3915

By hand 10 Pound Road, Hastings Victoria 3915

By fax No fax, email: marcus.stephens@downergroup.com**Tenderer**

By mail 10 Pound Road, Hastings Victoria 3915

By hand 10 Pound Road, Hastings Victoria 3915

By fax No fax, email: chris.godsil@downergroup.com

Schedule 2
Tenderer Information

2 Tenderer Details

Tenderer's ABN 66 008 709 608

Tenderer's Full Name: Downer EDI Works Pty Ltd
(must be the registered holder of ABN i.e. legal entity (name of individual, partnership, company or other body corporate))

ACN Number
(if applicable): 008 709 608

If the tenderer is submitting its tender as agent for a third party or trustee of a trust, it must nominate the relationship and the name of the principal for which it is the agent or the trust of which it is the trustee:

Downer is submitting this tender as a self-performing party under the entity listed above

Business (Trading)
Name
(if applicable): Downer EDI Works
(only business names linked to the tenderer's ABN & registered at ASIC will be accepted)

Business Name
Registration Number: Downer EDI Works
(ASIC registration number for the business name must be provided)

Principal Place of
Business: Level 10, 567 Collins Street,
Melbourne, VIC 3000,

(address of principal location at which business is conducted)

Postal Address
(if different): As above

Post Code: 3000

Contact Person: Shaun Greenwood

Telephone No: (03) 9278 5100

Mobile Tel No: 0436 005 836

Facsimile No: No facsimile machine

E-mail Address: shaun.greenwood@downergroup.com

Generic E-mail address
of the tenderer: 567collinsstreet-level10@downergroup.com

Note: Tenderers must fully complete details required in Item 1 above.

Tenderers may be required to provide additional information, to the satisfaction of the Principal, should the above details conflict with those details currently registered at the Australian Taxation Office or the Australian Securities and Investment Commission.

3 Organisational Profile:**3.1** What type of business / legal entity is the tenderer? (indicate below)Company limited by shares Individual Partnership Other Body Corporate Trustee of a Trust **If a partnership, give name and address of partners:**

If the tender is submitted by the tenderer in its capacity as the trustee of a trust, provide the full names of trust and the trustee of the trust, as well as a copy of the trust deed.

Trust Name: N / A

Name of trustee of the trust: _____

3.2 How many years has the tenderer been in business as a contractor under its present business name?

Downer EDI Works has been in business for first years, first starting in April 1968

3.3 In what other type of business has the tenderer a financial interest?

Downer has a financial interest in construction and maintenance of infrastructure, including roads and railways, and the production and sale of asphalt and bituminous products.

3.4 Please provide details of the insurance cover which the tenderer has in respect of the insurances required under the Contract (include name of insurer, dollar value of cover, excess and any exclusions).**Public Liability Insurance:**

Insurer: Allianz

Level of Cover: \$50,000,000 (any one claim)

Excess: NA

Exclusions: No unusual exclusions.

Professional Indemnity Insurance (if applicable):

Insurer: Liberty International Underwriters

Level of Cover: \$20,000,000 (any one claim)

Excess: \$2,000,000

Exclusions: No unusual exclusions.

[Insert details for any other required insurances]

Motor vehicle comprehensive insurance (if applicable):

Insurer: Zurich Australian Insurance Limited
 Level of Cover: Legal Liability \$30,000,000 (\$10m dangerous goods)
 Excess: \$5,000
 Exclusions: No unusual exclusions.

Construction Risks Insurance (if applicable):

Insurer: HDI Global SE Australia and Allianz Global Corporate & Speciality
 Level of Cover: 1. Contract Works \$100,000,000
 2. Existing Structures \$3,000,000
 Excess: \$100,000
 Exclusions: No unusual exclusions.

Work Cover Registration Number: 11046943

4 Bank Details

4.1	Bank Name:	ANZ
4.2	Account Name:	Downer EDI Services
4.3	BSB Number:	012-361
4.4	Account Number:	836 769 338

5 Referees

Referee checks are undertaken by the Principal in evaluating tenders. It is important that referees are able to be contacted during normal business hours on the telephone number supplied.

The Principal reserves the right to contact persons other than those listed by the tenderer, if it so determines. Any such persons may be treated as referees in the evaluation of tenders.

The Principal shall not be obliged to give a tenderer any opportunity to respond to the comments of any referee.

List three referees for current or recently completed contracts of a similar nature:

5.1 Name: Peter Young
 Position: Contract Coordinator, Roads
 Organisation: Department of State Growth, Tasmania
 Telephone: 0409 387 719

5.2 Name: Ian Pearson

Position: Executive Officer Infrastructure Maintenance

Organisation: Yarra Ranges Council

Telephone: (03) 9294 6291

5.3 Name: Steven McCallum

Position: Business Support Manager

Organisation: North Eastern Maintenance Alliance

Telephone: 0421 612 646

Schedule 3 - Tender Evaluation Criteria

1 Financial Viability

The tenderer must demonstrate its accounting/financial controls and financial strengths.

1.1 Particulars of Bank or Financial Institution:

1. Bank Name: ANZ
2. Branch: Sydney City
3. Account Name: Downer EDI Services
4. Address: 242 Pitt Street, Sydney NSW 2000
5. Phone Number: (02) 8937 7999
6. Facsimile Number: No fax number

1.2 Particulars of Accountant:

1. Name: KPMG – Cameron Slapp
2. Address: Level 38, International Towers, 300 Barangaroo Avenue NSW 2000
3. Phone Number: (02) 9335 7000
4. Facsimile Number: (02) 9335 7001

Are officers of the Mornington Peninsula Shire Council authorised to seek details from the above bankers or accountants if so required?

YES

- 1.3 Has the tenderer or any organisation managed and/or controlled by the tenderer or directors of the tenderer, in the last five years been placed in administration, been placed in liquidation, entered into any composition with creditors, had a mortgagee or other creditor take possession of any of its assets, had a receiver or receiver and manager appointed with respect to it or otherwise become insolvent?

NO (if Yes, give details)

- 1.4 Has the tenderer or any organisation similarly managed/or controlled ever failed in the past five years to complete a contract, had a contract partially or fully taken over or had a contract varied to delete substantial work to overcome poor performance under the contract?

NO (if Yes, give details)

2 Electronic Maintenance Management System

Schedule 3
Tender Evaluation Criteria

Does the tenderer have an electronic Maintenance Management System?

YES (if Yes, give details)

Yes, Downer uses AMIS Enterprise, a fully GIS-enabled maintenance management system that enables users to create, perform and track routine maintenance activities, directly linked to all geospatial and State Road Linear referencing systems.

AMIS was developed by Downer, is fully supported by Downer, and remains fully customisable to the requirements of the contract, easily customisable with more than 200 customised modules, including:

- Specialised inspection forms, scheduling and vehicle track logging
- Defect logging, prioritisation and works packaging
- Task creation, work effort, cost estimation and recording actual costs.

AMIS Enterprise is able overlay many different pieces of information within its GIS display such as different asset types, defects, tasks, accidents, environmental sensitive areas, enabling users to make fully-informed decisions when planning and performing routine maintenance activities.

This is the maintenance management system currently used by Downer and VicRoads on the North Eastern Maintenance Alliance and Mornington Peninsula's Safer Local Roads contract.

3 Occupational Health and Safety Management

Please refer to and complete Schedule 7.

4 Insurance

Please refer to and complete Schedule 2, C.3.4.

5 Supplier verification system

Does the tenderer consent to qualifying with the Shire's verification system prior to the commencement of the contract or when required by the Shire?

YES (if No, provide justification)

6 Contract Compliance

6.1 Please tick the relevant box:

"Will comply" – Consultant accepts the terms and conditions of the Contract in every respect

"Will not comply" – Consultant does not accept all terms and conditions of the Contract (please complete 6.2)

6.2 Full details of the non-compliance with the Contract (including the nature and extent of the non-compliance and any reasons for such) must be stated in a

tabulated response **(Please attach this information as a separate tabulated document)**

Consultants must demonstrate clear and persuasive justifications to warrant any change to the Contract being agreed by Council. Council will not agree to requested changes regarding termination, liability or indemnity matters.

Whilst non-compliance with the contract conditions will not preclude your response from being evaluated, Council reserves the right to consider the volume and/or type of changes requested as part of its overall quotation consideration.

7 Project Delivery and Asset Management & Methodology

7.1 Introduction

The tenderer must provide sufficient information to demonstrate the tenderer's understanding of the tender documentation and its ability to perform the Contract.

Tenders should include, as a minimum, the information set out below.

7.2 Management and administration capabilities and experience;

1. Provide a brief description of the names and qualifications of the major personnel who will be directly involved in the management and administration of the work under the Contract.

Name	Professional/Technical Qualifications	Present Position	Experience
Chris Godsil	Masters of Pavement Technology Bachelor of Engineering (Civil) and Commerce (Finance)	Contract Manager	Nine years
Ash Oats	Nine years' experience working on like contracts, including Mornington Peninsula Shire Safer Local Roads Project.	Operations Manager	24 years
Jane Piotrowski	Certificate III in Financial Services Certificate III in Business 10 years' experience working on like contracts, including Mornington Peninsula Shire Safer Local Roads Project.	Customer Service Team Leader	10 years

Schedule 3
Tender Evaluation Criteria

Naomi Rodgers	Cert IV in Training and Assessment. 23 years' experience working on like contracts.	Supervisor	23 years
Chris Sykes	14 years' experience working on this specific contract with Mornington Peninsula Shire Council.	Supervisor	25 years
Robyn Gray	15 years' working on like contracts, including with Mornington Peninsula Shire Safer Local Roads contract.	Administrator	20 years

2. Illustrate, via a detailed organisational chart, how all personnel to be employed in the execution of work under the Contract, are to relate to the overall management of the organisation tendering.

(Please insert this information as a separate document.)

Please see the Downer / Mornington Peninsula organisational chart proposed for delivery of this contract enclosed with this response as *Appendix S3-7.2.2 Downer Organisational Chart*.

7.3 Past performance and experience over at least the last three years;

1. How many years direct experience has the tenderer had in the type of work required to be performed under the Contract?

Downer has been conducting road maintenance activities for more than 25 years, including all works required under this contract.

Further, we have been performing road maintenance activities in Mornington Peninsula for more than 12 years, which gives us extensive local knowledge of the area and the services requirements. Much of this knowledge and experience has been acquired from our long incumbency as the service provider for Mornington Peninsula Shire Council Safer Local Roads Project.

In addition, Downer has serviced the Mornington Peninsula Shire Council Cleansing and Drainage Cleaning Services contract for the past six months, providing the services required within this contract on an emergency, caretaker basis.

2. List all current and past experience that would be directly applicable to the work to be performed under the Contract.

Schedule 3
Tender Evaluation Criteria

Client, Company and Contact Person	Location of Service	Value and term of contract	Year and Contract Duration	Brief Description of Service
Current Services	CN1744 SIMS2 Cleansing and Drainage Services	\$5.8 Million Six months	2018 Six months	Completion of sweeping, cleansing, litter removal, foreshore camping, and pit and pie cleaning services provided for Mornington Peninsula.
	CN1218 Mornington Peninsula Safer Local Roads Project	\$150 million 15 years	June 2006 to June 2021 (15 years)	Provision of road maintenance services for the Mornington Peninsula
Previous Services	Yarra Ranges Road Maintenance Services	\$42 million Six years	Jan 2011 – Feb 2017 (extended due to successful retendering)	Road maintenance activities, unsealed road maintenance, emergency response, drain and pit cleaning
	North East Sydney Performance Specified Maintenance Contract (PSMC)	\$380 million 10 years	October 2008 – ongoing	All road maintenance activities from inspections and emergency response, reactive and cyclical maintenance, pavement condition modelling and design of refurbishment programs.
	VicRoads Metropolitan North West Region	\$48 million Six years	2009 – ongoing	Network inspections (more than 860kms of road), pavement repair, maintenance of

Schedule 3
Tender Evaluation Criteria

				unsealed shoulders, kerb and channel, clearing of drains and sub-drainage.
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7.4 Proposed staffing levels (names of key staff, skills, qualifications and numbers)

Provide a list of all staff to be used in the execution of the Contract.

Staff Member	Qualifications	Years' Experience
Chris Godsil	Masters of Pavement Technology. Bachelor of Engineering (Civil) and Commerce (Finance).	Nine years
Ash Oats	Nine years' experience working on like contracts, including the Mornington Peninsula Shire (Safer Local Roads)	24 years
Jane Piotrowski	Certificate III in Financial Services. Certificate III in Business. 10 years' experience working on like contracts, including the Mornington Peninsula Shire Safer Local Roads contract.	10 years
Naomi Rodgers	Cert 4 in Training and Assessment. 23 years' experience working on like contracts.	23 years
Chris Sykes	14 years' experience working on this specific contract, with the Mornington Peninsula Shire Council	25 years
Robyn Gray	15 years' experience working on like contracts, including with the Mornington Peninsula Shire Safer Local Roads contract.	20 years
Carly McRohan	10 years' experience on similar contracts	10 years
Matt Weller	Three years' experience working on like contracts, including on the Mornington Peninsula Shire Safer Local Roads contract.	Four years
Rachel Larsen	25 years' experience working on like contracts.	25 years

7.5 Proposed plant and equipment levels

Provide a list of all plant and equipment to be used in the execution of the Contract.

Item	Description and Capacity	Numbers Proposed
Utility Vehicle	2018 Holden Colorado	TBC
Tractor	John Deere 6230 Tractor	One (1)
Beach Rake	Barber Beach Rake 600HD and trailer	One (1)
Tipper Truck	Izuzu GIGA Series II Tipper Truck	One (1)
Street Sweeper	Johnston VT651 Road Sweeper	Eight (8)
Combo Units	Industrial vacuum and drain cleaning combination truck	Four (4)

7.6 How the tenderer will carry out the Contract

Tenderers are required to detail their methodology in undertaking the work under the Contract with a particular demonstration of their ability to comply with the key terms of the Contract. Provide a program of scheduled works produced by your electronic Maintenance Management System.

(Please attach this information as a separate document)

Please see details on how Downer intends to carry out the Cleansing and Drainage Cleaning Services contract, enclosed with this response as *Appendix S3-7.6 Contract Methodology*.

7.7 What will be undertaken by others (sub-contractors/suppliers/consultants).

Provide a list of all sub-contractors, suppliers or consultants proposed to be used in the execution of the Contract.

Subcontractors, Suppliers, Consultants Etc.	Field of Expertise	Years Experience
Metro Urban	Street Sweeping	33 years
Milestone Chemicals	Cleaning products	70 years

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8 Integrated Management Systems (Safety, Environment and Quality)

8.1 Introduction

The tenderer is required to demonstrate its capacity to undertake the work under the Contract by providing the information on quality requested in this Schedule.

This information is intended to assist the evaluation of the tenderer's capabilities in the management of quality and environmental issues associated with the work under the Contract. The tenderer may be required to verify responses given below by providing objective evidence on its quality and environmental systems and work practices.

YES NO

8.2 Policy and Management

Because of the broad similarities between quality management and environmental management the following table requires responses to both systems.

- | | | | |
|----|--|-------------------------------------|--------------------------|
| 1. | Is there a written company quality and/or environmental policy? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 2. | Does your company currently have a quality and/or environmental system that is compliant with an Australian or International Standard? (eg ISO 9001 or ISO 14001)? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

8.3 Systems

Is there a company quality and/or environmental manual?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
---	-------------------------------------	--------------------------

8.4 Document and Process Control

- | | | | |
|----|--|-------------------------------------|--------------------------|
| 1. | Does the company have documented procedures available for all employees likely to be engaged on the work under the Contract? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 2. | Are these documents reviewed and approved by authorised personnel on a regular basis? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 3. | Are documented works instructions defining the sequence of work, type of equipment, work methods, materials and acceptance criteria in place for the type of | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Schedule 3
Tender Evaluation Criteria

YES

NO

work under this Contract?

8.5 Inspection and Testing

Does the quality manual include inspection and testing requirements for final delivery and work by others?

8.6 Non-Conformance and Corrective Action

1. Does the quality manual include details on how non-conformances are identified, documented, evaluated and notified?

2. Does the quality manual detail how corrective action is to occur once a non-conformance is identified and documented?

Schedule 3
Tender Evaluation Criteria

YES

NO

8.7 Environmental Work Practices and Procedures

1. Has the company prepared environmental procedures or specific environmental instructions relevant to its operations?

If Yes, provide a summary listing of procedures or instructions.

Comments.....

Downer has an extensive set of environmental instructions within our Integrated Management System, and these instructions cover every single work activity we undertake, from Waste Management, Greenhouse Gas and Energy Reporting, Heritage Site Management, Soil and Water Management, Air Quality Management and Flora and Fauna Management.

In addition, Downer creates an Environmental Management Plan, before work commences, for every project on which we work; this plan details the procedures required for effectively dealing with all environmental features and potential incidents unique to that contract works and area.

2. Is there a documented incident investigation procedure?

If Yes, provide a copy of a standard incident report form.

As part of its commitment to Zero Harm, Downer uses a standard incident report form for the reporting of any workplace injury or environmental incident. A copy of this form has been enclosed with this document as *Attachment S7-2.3 Incident Hazard Report Form*.

3. Are there procedures for maintaining, inspecting and assessing the environmental aspects of the company's operations by the company?

If Yes, provide details

Downer operates under a certified Integrated Management System (IMS), which provides guidance Downer follows to minimise the environmental impacts of its activities, to meet its legislative and contractual obligations, and to provide a means of continually improving environmental performance.

The IMS is used by Downer staff and contractors during the design, procurement, construction and commissioning of projects.

This IMS has been developed in accordance with the requirements of ISO 14001:2015 and

Schedule 3
Tender Evaluation Criteria

YES NO

satisfies the following principles:

- Clearly and unambiguously stating the requirements of Downer and its employees, contractors and consultants to ensure all environmental obligations are met
- Specifying technically-sound control measures
- Defining specific tasks that must be carried out to meet our requirements
- Assigns tasks to the appropriate personnel
- Confirms, ratifies and/or verifies that the measures adopted are being implemented and are effective in meeting the requirements.

The IMS includes procedures and standards for Zero Harm Management and the environmental management of specific aspects, including waste, soil and water, biosecurity, fill material management, Acid Sulfate Soils, noise and vibration, Air and flora and fauna.

To support this, IMS also includes an environmental inspection checklist.

4. Does the company have procedures to identify legal requirements in relation to the environmental aspects of its activities?

✓	
---	--

If Yes, provide brief outline.....

--	--

Downer's IMS includes a Legal and Other Requirements Procedure, which describes and specifies how Downer identifies, monitors, communicates and accesses legal, regulatory and other related requirements relevant to its operation.

To support this, the IMS also includes an environmental legal compliance register.

5. Has the company established documented environmental objectives and targets?

✓	
---	--

If Yes, provide brief a list.....

Downer reports monthly on progress towards set environmental and sustainability objectives and targets, including energy, waste and water data.

The Environmental Sustainability Action Plan provides the specific actions required to help drive progress towards environmental sustainability excellence for the period 2016 to 2019, and to achieve the vision - "We believe the pursuit of environmental sustainable excellence will lower our risk profile, improve environmental sustainability awareness, enable to us to secure future work and make us more efficient and effective".

Schedule 3
Tender Evaluation Criteria

YES NO

Downer has targets in place to reduce greenhouse gas emissions and energy consumption by 30% of 2012 levels by 2019.

8.8 Implementation and Operations of Environmental System

1. Are the responsibilities and authorities clearly defined, documented and communicated?

If Yes, describe how this is carried out.....

All positions in the Project Team have a clearly defined role and set of responsibilities that are included in either the Project Management Plan or relevant subordinate management plans.

All members of the Project Team are made aware of, and understand their responsibilities prior to commencing work on the project.

2. Is the performance of the IMS regularly reported to top management for review

If Yes, describe the process.....

Yes, the Top-Down Review is completed on a monthly basis and regularly reviewed by senior management.

3. Does the company have an emergency response procedure to identify and respond to accidents and emergency situations?

YES NO

If Yes, provide details of frequency of review, testing, etc.....

In accordance with Downer procedure document DA-ZH-PR015 *Emergency Preparedness and Response*, the Project Team establishes an Emergency Preparedness Management Plan (EPMP) for the project which addresses all emergency response scenarios. Common types of environmental emergencies include:

- sewage spills (to land or to water)
- emulsion spills (to land or to water)
- hydrocarbon spills (to land or to water)
- sediment discharge (to land or to water)
- unexpected finds (cultural heritage)
- damage to heritage items or protected flora and fauna.

In the event of an incident that may have resulted in a near miss or an impact to the environment or community, Downer employees are expected to respond appropriately in accordance with Downer procedure document DA-ZH-PR006 *Incident Reporting and Investigation*.

The Project Manager, Supervisor(s), safety and environmental personnel conducts a workshop to identify the potential for and responses to environmental incidents and emergency situations for the project. The workshop includes:

- a review of all audit findings, including external audits
- a review of the operation of environmental procedures, processes, forms, checklists, and any other documents referenced in the CEMP and sub-plans
- a review of any design or activity modifications
- a review of environmental incidents and community complaints
- modifications to the CEMP and/ or sub-plans, as required.

The outcomes of the workshop are registered in INX InControl, and any actions assigned are followed-up through to completion

8.9 Documentation

Attach the following documentation for preliminary evaluation.

Copies of Company Quality and/or Environmental Policies	Refer Q2.2.1 above
Copy of Current Certificate of Accreditation	Refer Q2.2.2 above
Details of Company Quality and/or Environmental Management Representative/s	Refer Q2.4 above
Contents Pages of Quality and/or Environmental	Refer Q2.3 and Q2.4

Schedule 3
Tender Evaluation Criteria

	YES	NO
System or Summary List of Procedures	above	
Copies of Document and Process Control Procedures	Refer Q2.4 above	
Copies of Inspection and Testing Control Procedures	Refer Q2.4 above	
Copies of Non-Conformance and Corrective Action Control Procedures	Refer Q2.6 above	

Please find copies of the above-listed documents attached with this response as:

Required Document	Downer Document
Copies of Company Quality and/or Environmental Policies	Attachment S3-8.9 Environmental Sustainability Policy
Copy of Current Certificate of Accreditation	Attachment S3-8.9 Environmental Management Certificate
Details of Company Quality and/or Environmental Management Representative/s	Attachment S3-8.9 Environmental Management Plan
Contents Pages of Quality and/or Environmental System or Summary List of Procedures	Attachment S3-8.9 Zero Harm Management
Copies of Document and Process Control Procedures	Attachment S3-8.9 Document Management Procedures and Attachment S3-8.9 Record Management Procedures
Copies of Inspection and Testing Control Procedures	Attachment S3-8.9 Environmental Inspection Checklist
Copies of Non-Conformance and Corrective Action Control Procedures	Attachment S3-8.9 Environmental Management Plan

8.1 Risk

The tenderer is required to provide details of any risks considered to currently exist or which may occur during the currency of the Contract that would affect the effective and efficient performance of the work under the Contract.

Risk	Method Tenderer Would Employ to Overcome Effect of Risk
Force Majeure flooding event, delivering significant damage to the network	Redivert resources as required to attend to Force Majeure event.
Cost of waste disposal charges or change in legislation significantly increasing the cost of disposal	Investigate cost effective means to repurpose material and reduce volume of waste going to landfill.

9 Customer Service Systems and Responsiveness

9.1 Introduction

The tenderer is required to demonstrate its capacity to undertake the work under the Contract by providing the customer service information requested in this Schedule.

9.2 Customer Enquiries, Referrals and Complaints

The tenderer is required to detail all processes and outcomes associated with the handling of customer enquiries, referrals and complaints. This information should include, but not be limited to, the tenderer's commitment to customer service, the resources to be allocated to customer service, an outline of the tenderer's complaints handling procedure and methods or systems for customer service, audit control and reporting.

(Please attach this information as a separate document)

Please see details on Downer's Customer Enquiries, Referrals and Complaints handling processes enclosed with this response as *Appendix S3-9.2 Customer Enquiries Referrals and Complaints*.

9.3 Customer Satisfaction

The tenderer is required to detail all processes associated with determining customer needs and expectations. This information should include, but not be limited to, any proposals for complying with the customer service requirements of the Contract and other proposals intended to be used by the tenderer in the performance of the work under the Contract.

(Please attach this information as a separate document)

Please see details of Downer's Customer Satisfaction processes enclosed with this response as *Appendix S3-9.3 Customer Satisfaction*.

9.4 Changing Service Delivery Needs

The tenderer is required to detail how it would go about changing service delivery needs as a result of outcomes identified in the processes listed for the purposes of clauses 9.2 and 9.3.

(Please attach this information as a separate document)

Please see details of Downer's procedures for managing Changing Service Delivery Needs enclosed with this response as *Appendix S3-9.4 Changing Delivery Needs*.

10 Continuous Improvement and Innovation in Programme Development and Added Value

The tenderers is required to demonstrate its capacity to add value to the work under the Contract by providing detail on its continuous improvement programmes and activities.

The tenderer is required to detail its continuous improvement policies, strategies and processes from both an external and internal focus.

(Please attach this information as a separate document)

Please see details of Downer's Continuous Improvement and Innovation Program enclosed with this response as *Appendix S3-10 Continuous Improvement*.

11 Economic, Social and Environmental Contribution to the Mornington Peninsula Region

The tenderer is required to list any economic contribution which it currently makes, or would make if its tender is accepted, to the Mornington Peninsula region. This might include, for example, that the tenderer is already Mornington Peninsula-based, would establish a base in the Mornington Peninsula region if its tender is successful, uses Mornington Peninsula-based suppliers or would employ Mornington Peninsula-based staff.

If the tenderer is nominated as the preferred tenderer, the Principal may elect to negotiate amendments to the Contract to bind the tenderer to its commitments with respect to its economic contribution to the Mornington Peninsula region.

(Please attach this information as a separate document)

Please see details of Downer's Economic, Social and Environmental Contribution to Mornington Peninsula attached to this response as *Appendix S3-11 ES and E Contribution*.

Schedule 4 - Statement Of Conformance

Conforming Proposal

The tenderer must signify whether its tender is a Conforming Tender or a Non-Conforming Tender by striking out below that which is not applicable.

This tender is a ~~**Conforming Tender/Non-Conforming Tender**~~.

Should the tender be a Non-Conforming Tender, the tenderer must list below all areas of non-conformance and the reasons for the non-conformance. The tenderer must also value each non-conformance so that, if the non-conformance is unacceptable to the Principal, the tender prices or rates can be adjusted accordingly. If a non-conformance is not priced and is unacceptable to the Principal, the tender may not be further considered.

Area of Non-Conformance and Reason	Value of Non-Conformance (\$)
None	None

NAME OF TENDERER: Downer EDI Works

SIGNATURE OF TENDERER:
(or authorised representative)



DATE: 13th June 2018

Schedule 4 - Statement Of Conformance

Alternative Proposal

The tenderer must signify whether its tender is a Conforming Tender or a Non-Conforming Tender by striking out below that which is not applicable.

This tender is a ~~**Conforming Tender/Non-Conforming Tender**~~.

Should the tender be a Non-Conforming Tender, the tenderer must list below all areas of non-conformance and the reasons for the non-conformance. The tenderer must also value each non-conformance so that, if the non-conformance is unacceptable to the Principal, the tender prices or rates can be adjusted accordingly. If a non-conformance is not priced and is unacceptable to the Principal, the tender may not be further considered.

Area of Non-Conformance and Reason	Value of Non-Conformance (\$)
<p>A4-14 Footpath Sweeping and Cleaning</p> <p>Footpath sweeps all paths that front onto shops and abut roadways within the high-profile precincts only. This would also align with the deep cleaning program of 54,480m². The remaining paths would be serviced on a reactive basis. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i></p>	<p>-\$1,190,100.61 per annum.</p>
<p>A4-14 Footpath Sweeping and Cleaning</p> <p>Remove the requirement for 20,000m² of additional footpath deep cleaning per annum as we believe this budget allocation is best managed by MPSC on an as-needed basis, rather than a blanket amount per annum. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i></p>	<p>-\$78,440.00 per annum.</p>
<p>A4-10 High-Visibility Street Presence</p> <p>Optimise worked hours by 6,650 hours and reinvest 720 hours (an average of five additional resources, covering an eight-hour shift) into the critical events that demand a higher level of service. Total saving of 5,930 hours. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i></p>	<p>-\$184,652.17 per annum.</p>

Area of Non-Conformance and Reason	Value of Non-Conformance (\$)
<p>A4-18 Clear Culverts, Pipes and Pits</p> <p>Optimise pit categorisation and inspection frequencies to deliver a more cost-effective outcome. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i></p>	-\$173,753.53 per annum.
<p>A4-11 Drainage Asset Validation and Condition Assessment</p> <p>Redirect pipe structural condition assessment into more cost-effective maintenance solution by removing this item of scope. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i></p>	-\$1,106,975.41 per annum.

NAME OF TENDERER: Downer EDI Works

SIGNATURE OF TENDERER:
(or authorised representative)



DATE: 13th June 2018

Schedule 5 - Receipt Of Addenda

The tenderer is to list below addenda that it received prior to the Closing Time for Tenders from the Principal. The tenderer acknowledges that its tender has been prepared having regard to these addenda.

Addenda No.	Brief Description (with page no., clause no. or schedule no.)	Date Received
1	Change made to A4 – 14 Footpath Sweeping and Cleansing (NFS) Work Method Requirements, Item 2	04/06/2018
2	Reference made to Tenderlink Forum Question Detailed data breakdown report question from 06/06/2018.	07/06/2018
3	Reference is made to Annexure 4 – Activities and Routine Maintenance Services – Cleansing & Drainage Cleaning Agreement, A4-14 Footpath Sweeping and Cleaning (NFS) Work Method Requirements No. 3 has incorrectly been stated.	07/08/2018
4	Reference is made to Annexure 4 – Activities and Routine Maintenance Services – Cleansing & Drainage Cleaning Agreement A4-7 Street Sweeping (NSS) Work Method Requirements No. 12.	08/06/2018

NAME OF TENDERER: Downer EDI Works

SIGNATURE OF TENDERER:
(or authorised representative)



DATE: 13th June 2018

Schedule 6 - Statutory Declaration

I, Marcus Stephens _____ do solemnly and sincerely declare that:

Definitions

1 In this Statutory Declaration:

"**Bidders**" means any tenderers for the Contract and includes the Tenderer;

"**Contract**" means the contract nominated on the cover sheet to the Tender Schedules;

"**Industry Association**" means any organisation of which Bidders are members;

"**Tenderer**" means Downer EDI Works [insert name of company, other body corporate, firm, or individual]; and

"**Tender Price**" means the amount indicated by a Bidder as the lowest amount for which that Bidder is prepared to perform the Contract.

*Introduction

2 I am the Tenderer and make this declaration on my own behalf.

*Introduction

2.1 I hold the position of General Manager – Road Network Management of the Tenderer and am duly authorised by the Tenderer to make this declaration on its behalf.

[*Delete alternative which is not applicable]

No Knowledge of Tender Prices

3 Prior to the Tenderer submitting its tender for the Contract, neither the Tenderer, nor any of its employees or agents, had knowledge of the Tender Price, or proposed Tender Price, of any other Bidder who submitted, or of any person, company, other body corporate or firm that proposed to submit, a tender for the Contract.

Disclosure of Tender Price

4 Prior to the close of tenders for the Contract, neither the Tenderer, nor any of its employees or agents, disclosed the Tenderer's Tender Price to:

4.1 any other Bidder who submitted a tender for the Contract;

4.2 any person, company, other body corporate or firm proposing to submit a tender for the Contract; or

4.3 any person or organisation connected or associated with any other Bidder, person, company, other body corporate or firm of a kind referred to in clauses 4.1 or 4.2.

Provision of Information

- 5 Neither the Tenderer, nor any of its employees or agents, has provided information, except for a published catalogue or price list normally made available to customers of the Tenderer, to:
- 5.1 any other Bidder who has submitted a tender for the Contract;
 - 5.2 any person, company, other body corporate or firm proposing to submit a tender for the Contract; or
 - 5.3 any other person, company, other body corporate or firm for the purpose of assisting in the preparation of a tender for the Contract.

Genuine Competition

- 6 The Tenderer is genuinely competing for the Contract.

Industry Association Agreements

- 7 Neither the Tenderer, nor any of its employees or agents, has entered into any contract, agreement, arrangement or understanding, other than as disclosed to the Council in the Tenderer's tender, that the successful Bidder for the Contract will pay any money to, or provide any other benefit or other financial advantage to, an industry association in respect of the Contract.

Unsuccessful Tenderers' Fees

- 8 Neither the Tenderer, nor any of its employees or agents, has entered into any contract, agreement, arrangement or understanding that the successful Bidder for the Contract will pay any money to, or provide any other benefit or other financial advantage to, any other Bidder who or which unsuccessfully tendered for the Contract.

Qualifications to Tenders

- 9 Neither the Tenderer, nor any of its employees or agents, has entered into any contract, agreement, arrangement or understanding that Bidders for the Contract would include an identical or similar condition or qualification in their tenders for the Contract.

Schedule 6
Statutory Declaration

AND I ACKNOWLEDGE that this declaration is true and correct and I make it in the belief that a person making a false declaration is liable to the penalties of perjury.

DECLARED at
in the State of Victoria this
13th day of June 2018

)
)
)



Before me: 

Full name: A person authorised under the Evidence Act to take Statutory Declarations
 Address: David Hynes, FCPA
64 Allison Road
Elsternwick VIC 3185
 Qualification: CPA Australia; Member 1608737

Schedule 7 - Tender OHS Management System Questionnaire

		Yes	No
1	OHS Policy and Management		
1.1	Does the tenderer have a written organisation health and safety policy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	If yes, provide a copy of policy. Comments.		
	Downer has enclosed a copy of its Health and Safety Policy with this document as <i>Attachment S7-1.1 Downer HS Policy</i>		
1.2	Does the tenderer have an OH&S management system certified by a recognised independent authority (eg: Safety MAP)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	If yes, provide details		
	Downer's Occupational Health and Safety management system has been independently certified by QCS Management Systems. Downer has enclosed a copy of this certification with this response document as <i>Attachment S7-1.2 Downer OHS Certification</i>		
1.3	Does the tenderer have an OH&S management system manual or plan?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	If yes, provide a copy of contents page(s). Comments.....		
	As part of its Zero Harm Management System, Downer maintains a comprehensive, nationally-accredited OH&S plan and management system, which also includes critical risk controls, audits and management processes. Downer has enclosed a copy of the contents page from its Zero Harm Plan with this document as <i>Attachment S7-1.3 Downer Zero Harm OHS Plan</i>		
1.4	Are health and safety responsibilities clearly identified for all levels of staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	If yes, provide details:		
	Downer's Zero Harm Management System and critical controls clearly identify health and safety responsibilities for all levels of staff, within our corporate offices and on every site and contract on which we work. All project-specific roles and responsibilities are set out as in Downer policy document <i>DI-PM-TP023 Zero Harm Management Plan</i> and outlined in Downer procedure <i>DA-ZH-PR001 Responsibility and Accountability</i> .		

	Yes	No
2 Safe Work Practices and Procedures		
2.1 Has the tenderer prepared safe operating procedures or specific safety instructions relevant to its operations? <i>If yes, provide a summary listing of procedures or instructions.</i> Comments Downer maintains an extensive set of safe operating procedures as part of our Zero Harm Management System. These procedures cover all works conducted on every site on which we work, and include works such as: isolation of energy sources, working in confined spaces, wearing of personal protective equipment and operating vehicles and mobile plant. Downer also maintains a current set of SWMS for all high-risk work as well as Work Instructions for each activity conducted.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.2 Does the tenderer have any permit to work systems? <i>If yes, provide a summary listing of permits:.....</i> Downer maintains a comprehensive permit to work system to ensure only workers trained and skilled are permitted to perform the required tasks are allowed to do so. The Downer system consists of many specialised work permits including: Authority to Work Permit (contractor control), Restricted Items Work Permit, De-watering Permit, Hot Work Permit, Working at Height Permit, and Confined Space Permit.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.3 Is there a documented incident investigation procedure? <i>If yes, provide a copy of a standard incident report form.</i> Downer follows an established process for reporting and investigating incidents, as documented in Downer's policy document DA-ZH-PR006 Incident Reporting and Investigation. The extent of investigation conducted, following an incident, is defined by a risk assessment approach, based on potential risk for harm, as documented in Downer policy document DA-ZH-FM006.2 Incident Reporting and Investigation Flowchart. All incidents are recorded and stored on the Downer INX InControl System, each one recorded on a DA-ZH-FM006.1 Incident and Hazard Report Form document, to maintain consistency in reporting and investigation methods. High Potential Incidents are dealt with by way of the ICAM investigation method. A Downer standard incident report form has been enclosed with as Attachment S7-2.3 Incident Hazard Report Form.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2.4 Are there procedures for maintaining, inspecting and assessing the hazards of plant operated/owned by the tenderer? <i>If yes, provide details</i> Downer follows consistent procedures for maintaining, inspecting and assessing hazards of plant and equipment, as detailed in Downer policy document DA-ZH-ST057 Vehicle and Mobile Plant. This inspection and maintenance process includes Plant Risk Assessments and Vehicle and Mobile Plant Selection Guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Schedule 7
Tender OHS Management System Questionnaire

	Yes	No
2.5 Are there procedures for storing and handling hazardous substances? (If applicable)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If yes, provide details.....
 Downer has extensive procedures for the handling and storage of hazardous substances, documented in Downer procedure documents: *DA-QA-GU001 Integrated Management System Overview*, and *DA-ZH-ST024 Hazardous Chemicals & Dangerous Goods Storage & Principles & Transportation*. Both documents have been enclosed with this response as *Attachment S7-2.5 IMS Overview* and *Attachment S7-2.5 Hazardous Chemicals*.

2.6 Are there procedures for identifying, assessing and controlling risks associated with manual handling?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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If yes, provide details.
 Downer regularly identifies, assesses and controls risks associated with manual handling, in conformance with the procedures documented in Downer policy document *DA-ZH-ST085 Manual Handling and Ergonomics*.
 In addition, Downer also conforms to Downer policy documents *DG-ZH-CG085 Manual Handling* and *DG-ZH-CG084 Ergonomics* for additional guidance in this process.
 All tasks specific Manual Handling Risk Assessments are recorded in Dower document *DA-ZH-FM028.5* and the contract SWMS.

3 OHS Training

Yes No

3.1 Describe how health and safety training is conducted by the tenderer.

Downer Health and Safety Training is based and conducted on a training needs analysis, which reviews elements such as company requirements, job and workgroup pre-requisites and incident analysis/trending. Once these needs, or training gaps, are identified, training is delivered as a structured training program, toolbox talks and one-on-one counselling/mentoring. Further, this training is delivered to all employees and sub-contractors, who are treated the same as Downer employees when working on a Downer site or contract.

This process is detailed in Downer policy document *DA-ZH-PR003 Training and Competency Management*.

Before commencing any works, all Downer employees and subcontractors who will be working on site must complete and pass the following training modules:

- You and Zero Harm
- Getting to know Zero Harm
- Workplace Awareness: Vehicles and Mobile Plant
- Personal Protection Equipment (PPE) and Clothing
- Introduction to Manual Handling
- Workplace Restrictions and Permits
- Working at Heights
- Hazardous Substances and Dangerous Goods.

3.2 Is a record maintained of all training and induction programs undertaken for employees by the tenderer?

If yes, provide examples of safety training records.....

Downer maintains records of all staff training and induction courses undertaken for each member of staff. These records are securely stored on Downer's online portal CSIntegral.

This system is administrated by Downer's Learning and Development department.

4 Health and Safety Workplace Inspection

4.1 Are regular health and safety inspections at worksites undertaken?

Schedule 7
Tender OHS Management System Questionnaire

Yes **No**

If yes, provide details:

Yes, Downer undertakes regular health and safety inspections in conformance to the procedures detailed in Downer policy document *DA-ZH-PR116 Zero Harm Inspections and Observations*.

This document clearly defines Downer's Zero Harm Inspection process that we use to ensure all Downer work locations, including project sites and mobile crew sites, are inspected and monitored at scheduled intervals.

Every Downer workgroup also has set KPIs, depending on risks and nature of works. The purpose of the Zero Harm Inspection process is to identify opportunities for improvement and address any corrective actions to ensure a continuous improvement cycle is maintained at all times.

4.2 Are standard workplace inspection checklists used to conduct health and safety inspections?

If yes, provide details or examples:

Downer uses standard inspections and observations form for conducting health and safety inspections; these forms are focused on specific critical risks and on various management levels, from Supervisors to Senior Managers.

Some of Downer's most commonly used forms include:

- *DA-ZH-FM116.1 Workplace Inspection Checklist*
- *DA-ZH-FM116.2 Zero Harm Management / Supervisor Inspection*
- *DA-ZH-FM116.3 Contractor Specific Zero Harm Inspection*
- *DA-ZH-FM116.9 Environmental Inspection Checklist*
- *DA-ZH-FM116.12 Critical Risk Observation*
- *DA-ZH-FM116.10 Zero Harm Observation.*

4.3 Is there a procedure by which employees can report hazards at workplaces?

If yes, provide details

Downer maintains a procedure through which hazards can be formally reported by employees; this procedure is detailed in Downer policy document *DA-ZH-FM006.1 Hazard Report Form*, and the *Downer Zero Harm Issue Resolution Flowchart*.

Downer has also established an award-winning program called the Near Miss Reporting Hotline. This hotline enables any person, employee or otherwise to easily call and report either a hazard or a near miss. This information is then forwarded to the relevant Downer manager for immediate action and feedback.

5 Health and Safety Consultation

5.1 Is there a workplace health and safety committee?

5.2 Are employees involved in decision making over OH&S matters?

Schedule 7
Tender OHS Management System Questionnaire

Yes **No**

If yes, please provide details.....

Downer policy document *DA-ZH-PR013 Communication and Consultation*, details the main function of the Zero Harm Committees, namely providing employees' representatives with the opportunity to raise issues, concerns and opportunities for improvement, as well as being involved in the decision-making process affecting their workplace.

Downer also encourages all employees to be involved in other forms of decision making during various key safety projects through a process called the 'Bakers Dozen'.

Employees are nominated and selected from around the business to contribute to improving Downer's risk controls. In 2016, the focus of this initiative was on Plant and People Interface, the result being, the Bakers Dozen designed the 10 metre Red Zone initiative (a space maintained between plant and people on all Downer sites).

In 2017, the Bakers Dozen designed 'Control the Roll', which stipulated that a minimum of two forms of control be applied to all parked vehicles to prevent them from rolling and potentially causing injury.

5.3 Are there employee elected health and safety representatives?

Comments.....

Downer follows a well-established process for electing Health and Safety Representatives. This process includes the nomination stage, using Downer process *DA-ZH-FM013.2 HSR Nomination Form* as well as negotiation and agreement, using the Downer *DA-ZH-FM013.3 HSR Election Form*.

6 OH&S Performance Monitoring

6.1 Is there a system for recording and analysing health and safety performance statistics?

If yes, provide details:

Downer monitors and evaluates its Zero Harm performance as per the specifications detailed in Downer policy document *DA-ZH-PR007 Zero Harm Project Planning and Performance Reporting*.

This procedure covers the steps to follow for setting project-specific Zero Harm strategic objectives and targets. All Zero Harm performance data (Lead and Lag indicators) are recorded in Downer's reporting systems INX and Lucidity, and the data is used to identify trends and drive future Zero Harm initiatives and decision making.

Responsibilities for monitoring Zero Harm performance statistics are set using the Downer project-specific *DI-PM-TP023 Zero Harm Management Plan*.

Schedule 7
Tender OHS Management System Questionnaire

		Yes	No
6.2	Are employees regularly provided with information on the tenderer's health and safety performance?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If yes, provide details.

Downer conducts Toolbox meetings every month and Safety meetings by conference call every week. During those meetings, health and safety performance of all sites is communicated along with information on critical risk controls in order to prevent workplace incidents and worker injuries.

In addition, regular Toolbox and safety meetings are conducted at Downer's individual sites, to ensure our commitment to safety is maintained and enacted. Downer has also

		Yes	No
6.3	Has the tenderer ever been convicted of an occupational health and safety offence?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Schedule 7
Tender OHS Management System Questionnaire

Yes **No**

If yes, provide details.

Downer was convicted on the 1st of December 2017 by issuing authority WorkSafe Victoria for an incident that occurred on the 30th of November 2011, in which an experienced traffic control supervisor was fatally injured when a street sweeper reversed over him during road resurfacing works.

Since this incident, Downer has developed comprehensive Corrective Action Plans to address plant/pedestrian interaction risks. This plan consisted of the following actions:

- Conducting a review of various engineering solutions on the market (some of which had already been trialled before the incident). None were found to be a suitable solution given the work environment, conditions, types of plant etc. As such, Downer engaged a specialist third-party engineering consultant to design and develop a bespoke and innovative solution that will be the first of its kind on the market. The current status of the project, which commenced over 12 months ago, is that the current version (V.4) is being trialled on a specific site in our Queensland resurfacing business.
- Increasing the training provided to Supervisors in the form of the Lead Supervisor program. This provided Supervisors with the same training provided to traffic controllers to increase their ability to assess the suitability of traffic control plans and the implementation of traffic control devices
- Designing and developing a now widely-recognised and awarded program called 'Mission Possible: Safe Position is my Mission (The Red Zone)', which introduced a 10-metre exclusion zone between plant and people
- The Critical Risk Management program, using the bow-tie risk methodology, to increase Downer's focus on the most critical risks. As a result, critical controls have been identified for each risk, with verification tools used to monitor the application and adequacy of the controls. (Supervisors and above are now required to conduct a minimum of two of these verifications every month)
- Developing and implementing a specialised in-house spotter training program to ensure those people who are required to provide spotting duties are aware of the correct method to use i.e. were to stand, how to use hand gestures, communication etc.

Schedule 7
Tender OHS Management System Questionnaire

7 Company References

Please provide the following information for the three (3) most recent contracts completed by the tenderer:

	Contract 1	Contract 2	Contract 3
Contract Description	Network Maintenance Services	Provision of Road Maintenance Services	Network Maintenance Services
Client	Department of State Growth (Tasmania)	Yarra Ranges Council	North Eastern Maintenance Alliance (NEMA)
Contact	Peter Young (Contract Coordinator, Roads)	Ian Pearson (Executive Officer Infrastructure Maintenance)	Steven McCallum (Manager Operations North Eastern)
Phone No	0409 387 719	+61 (0) 3 9294 6291	0421 612 646
Number of lost time injuries	0	0	0
Number of person days on contract	Approximately 30. Contract starts on the 1 st of July 2018.	Approximately 20. Active for more than 10 years.	Approximately 70. Active for more than eight years.
Total days lost due to injuries	0	0	0

Schedule 8 – Conflicts of Interest

CONFLICTS OF INTEREST

The tenderer must declare any potential, perceived or actual conflicts of interest which may arise between the tenderer and any of its related entities and the Principal or the Principal and any sub-contractor which the tenderer proposes to engage in respect of the work under the Contract.

Do you have a potential, perceived or actual Conflict of Interest?

If yes, please specify

.....
.....
.....
.....

I warrant the above to be true and complete and understand I must inform the Principal immediately if a potential, perceived or actual Conflict of Interest should arise during the tender process.

NAME OF TENDERER: Downer EDI Works

SIGNATURE OF TENDERER: 

DATE: 13th June 2018

(or authorised representative)



Appendix S3-6.2 Contract Non-Compliance

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6.2 Contract Non-Compliance

Full details of the non-compliance with the Contract (including the nature and extent of the non-compliance and any reasons for such) must be stated in a tabulated response.

In effort to provide the most efficient and cost-effective service, Downer has leveraged its knowledge of the network acquired from its incumbency as service provider on the Mornington Peninsula Safer Local Roads contract and this specific contract, which we have serviced for the past six months.

In using this knowledge, we have developed an alternative solution which we believe provides Mornington Peninsula Shire Council with a more effective service provision and greater cost efficiencies. Downer has detailed this alternate solution below under Alternative Proposal.

Alternative Proposal

Downer has partnered with Mornington Peninsula Shire Council since 2006, when it secured the Safer Local Roads contract. Since then we have been deeply embedded within the community and understand the balance between the service the community desires and the budget that exists to deliver.

Aiming to achieve this outcome, Downer has outlined five alternate solutions below, which Downer believes offer the Mornington Peninsula with greater value for money and positive outcomes for the community.

Footpath Sweeping and Cleaning

Contract Clause	Non-Compliance	Cost Saving
Annexure 9 Footpath Sweeping areas 143,526m ² as represented in GMSC	Align footpath sweeping areas with Footpath Deep Cleaning areas as represented on GMSC i.e. 54,480m ²	\$1,190,100.61 per annum
Annexure 4-14 Footpath Sweeping and Cleaning Work Method Requirement 5, the Contractor must allow for additional deep cleaning for 20,000 sq.m of footpaths within the High-Profile precincts per annum and include this amount in the Lump Sum price.	Remove Work Method Requirement 5. From A4-14 Footpath Sweeping and Cleaning	\$78,440.00 per annum

With reference to the above, and using the information and experience we have acquired, Downer believes that servicing 143,526m² of footpath sweeping daily does not align with the level of service the community is after and the intent of what level of service MPSC is looking to provide.

In line with Downer's current methodology and our understanding of the Shire's intent, we propose to service all paths that front onto shops and abut roadways within the high-profile

precincts only. This would also align with the deep cleaning program of 54,480m². The remaining paths would be serviced on a reactive basis.

The Downer Footpath Sweeping crew will comprise two (2) operators riding alongside the two (2) street sweepers allocated to the high-profile precincts.

This methodology would remove the need for three satellite depots and three footpath sweepers, providing a saving to MPSC of \$1,190,100.61 per annum.

Downer also proposes to remove the requirement for 20,000m² of additional footpath deep cleaning per annum as we believe this budget allocation is best managed by MPSC on an as-needed basis, rather than a blanket amount per annum.

A loss of value will be realised each year if there is less than 20,000m² of paths that require cleaning. We believe this is likely to be the case. This methodology will provide a saving of \$78,440.00 per annum.

Our experience completing the service in this way over the past six months is that the reactive paths require minimal to no attention and can be adequately serviced in peak times by the high-visibility street presence team and does not detract from the overall visual amenity of the high-profile areas.

High-Visibility Street Presence

Contract Clause	Non-Compliance	Cost Saving
Annexure 9 High-Profile Precinct Service Levels	Adjust High-Profile Precinct Service Levels as per the tables below, in addition to 720 hours reinvested into critical events that demand a higher level of service at the request of the Superintendent. This would create a saving of 5,930 hours.	\$184,652.17 per annum.

Downer understands that the high-visibility street presence hours have been adopted from the previous contract. Through our trusted partner, Sarah Huon Services, this has been refined over the years to arrive at optimised resource allocation.

This optimisation saves 6,650 hours of which we will reinvest 720 hours (an average of five additional resources, covering an eight-hour shift) into the critical events that demand a higher level of service. These additional hours will cover a combination of high-visibility street presence, rapid response (e.g. public holidays and weekends) and litter collection resources across the following key weekends in the Mornington Peninsula, including:

- Christmas Eve, Boxing Day, New Year's Eve and New Year's Day (four days)
- Blessing of the Cross weekend (three days)
- Australia Day weekend (three days)
- Labour Day weekend (three days)
- Easter Weekend (four days)
- Anzac Day (one day)

This provides an overall saving of 5,930 hours or \$184,652.17 per annum.

High-Vis Street Presence – Labour Numbers

1 Nov – 30 April (excluding Peak Season: 20 Dec to 31 Jan)

2018 – 2019 Season

Category Area	Townships	Days per Week	Hours Per Day	Hours per Week	No. Weeks	Total Hours	Comments
1	Dromana	7	8	56	20	1120	
1	Hastings	7	8	56	20	1120	
1	Mornington	7	8	56	20	1120	
1	Rosebud	7	8	56	20	1120	
1	Rye	7	8	56	20	1120	
1	Sorrento	7	8	56	20	1120	
2	Baxter	7	1	7	20	140	-2hrs. per day
2	Blairgowrie	7	1	7	20	140	-2hrs. per day
2	Capel Sound	7	1	7	20	140	-2hrs. per day
2	Flinders	7	2	14	20	280	-1hr. per day
2	Hastings Foreshore	7	0	0	20	0	-3hrs. per day. (covered by Hastings resource)
2	McCrae	7	1	7	20	140	-1hr. per day
2	Mornington Foreshore	7	0	0	20	0	-3hrs. per day (covered by Mornington resource)
2	Mount Eliza	7	4	28	20	560	+1hr. per day
2	Mount Martha	7	3	21	20	420	
2	Portsea	7	2	14	20	280	-1hr. per day
2	Rosebud Foreshore	7	0	0	20	0	-3hrs. per day (covered by Rosebud resource)

2	Rye Foreshore	7	0	0	20	0	-3hrs. per day (covered by Rye resource)
2	Safety Beach	7	1	7	20	140	-1.5hrs. per day
2	Somerville	7	4	28	20	560	+1hr. per day
2	Sorrento Foreshore	7	0	0	20	0	-3hrs. per day (covered by Sorrento resource)
2	Tyabb	7	1	7	20	140	-2hrs. per day
Total			69	483		9660	

High-Vis Street Presence – Labour Numbers

Peak Season: 20 December to 31 January

2018 – 2019 Season

Category Area	Townships	Days per Week	Hours Per Day	Hours per Week	No. Weeks	Total Hours	Comments
1	Dromana	7	16	112	6	672	
1	Hastings	7	16	112	6	672	
1	Mornington	7	16	112	6	672	
1	Rosebud	7	16	112	6	672	
1	Rye	7	16	112	6	672	
1	Sorrento	7	16	112	6	672	
2	Baxter	7	1	7	6	42	-2hrs. per day
2	Blairgowrie	7	1.5	10.5	6	63	-1.5hrs. per day
2	Capel Sound	7	1.5	10.5	6	63	-1.5hrs. per day
2	Flinders	7	2	14	6	84	-1hr. per day
2	Hastings Foreshore	7	0	0	6	0	-3hrs. per day (covered by Hastings resource)
2	McCrae	7	1	7	6	42	-2hrs. per day
2	Mornington	7	0	0	6	0	-3hrs. per day

Foreshore							(covered by Mornington resource)
2	Mount Eliza	7	4	28	6	168	+1hr. per day
2	Mount Martha	7	3.5	24.5	6	147	+0.5hrs. per day
2	Portsea	7	2	14	6	84	-1hr. per day
2	Rosebud Foreshore	7	0	0	6	0	-3hrs. per day (covered by Rosebud resource)
2	Rye Foreshore	7	0	0	6	0	-3hrs. per day (covered by Rye resource)
2	Safety Beach	7	1.5	10.5	6	63	-1.5hrs. per day
2	Somerville	7	4	28	6	168	+1hr. per day
2	Sorrento Foreshore	7	0	0	6	0	-3hrs. per day (covered by Sorrento resource)
2	Tyabb	7	1	7	6	42	-2hrs. per day
Total Hours			119	833		4998	

Clear Culverts, Pipes and Pits

Contract Clause	Non-Compliance	Cost Saving
<i>Annexure 9 Pit categorisation and inspection frequencies</i>	Adjust Pit categorisation and inspection frequencies to reflect the table below.	\$173,753.53 per annum.

Downer has spent the past six months delivering the drainage cleaning activity in this contract, which has equipped us with an in-depth knowledge of the network that we will draw on to deliver the best possible service. We have drawn on this knowledge to offer the Mornington Peninsula Shire Council with additional benefits and cost efficiencies, which we have detailed in this alternative proposal.

Downer believes no pit should be inspected longer than a three-year interval, and soak pits no longer than a two-year interval as a significant portion of reactive cases relate to pits, and soak pits in particular, which are inspected at a three-year or greater frequency.

We support the approach to categorising the network into Very High, High, Medium, Low, Very Low, as this provides a cost-effective means to manage the network on a risk-based approach.

Downer also believes the VH category covers the hot spot areas, however, it perhaps extends to some areas where the risk of flooding caused by a blocked pit is reduced.

Downer proposes to redefine the VH maps collaboratively with Mornington Peninsula Shire Council, and believes there is a 50% reduction in the number of pits sitting in the VH category that could be moved to the H category.

Downer believes this approach delivers a more cost-effective outcome, based on an optimised categorisation, as detailed in the table below.

Category	Inspection Freq. p.a	No. Pits	Inspection Freq. p.a	No. Soak Pits	Inspections p.a.
Very High	2.00	3389.5	2.00	1	6,781
High	0.67	15926.5	0.67	34	10,640
Medium	0.33	22465	0.50	1632	8,304
Low	0.33	992	0.50	20	341
Very Low	0.33	547	0.50	1	183
TOTAL		43,320		1,688	26,249

This arrangement provides an overall saving of \$173,753.53 per annum.

Drainage Asset Validation and Condition Assessment

Contract Clause	Non-Compliance	Cost Saving
Annexure 4-11 Drainage Asset Validation and Condition Assessment	Remove all reference to drainage pipe condition assessment	\$1,106,975.41 per annum.

The asset validation of the drainage network, coupled by the pit condition assessment, will provide the Mornington Peninsula Shire Council with a powerful set of data detailing what assets they have and the condition of these assets.

Downer believes the Council's budget could be better invested by redirecting the pipe structural condition assessment into other areas, as removing this assessment will reduce the overall cost of this service by \$1,106,975.41 per annum.

In addition, Downer has technologies within Downer's ITS PipeTech business (Berolina system) that could assist in assessing and repairing identified areas of drainage line in the same day, providing a more cost-effective method of assessing and repairing the network; these technologies include:

- The Berolina system, used to reline the entire stormwater pipe from pit to pit
- Robotics, for cutting obstructions, and injecting cracks
- Point Liner, a short length 600 – 1200mm patch repair (fully structural) if there is a section of pipe that is compromised.

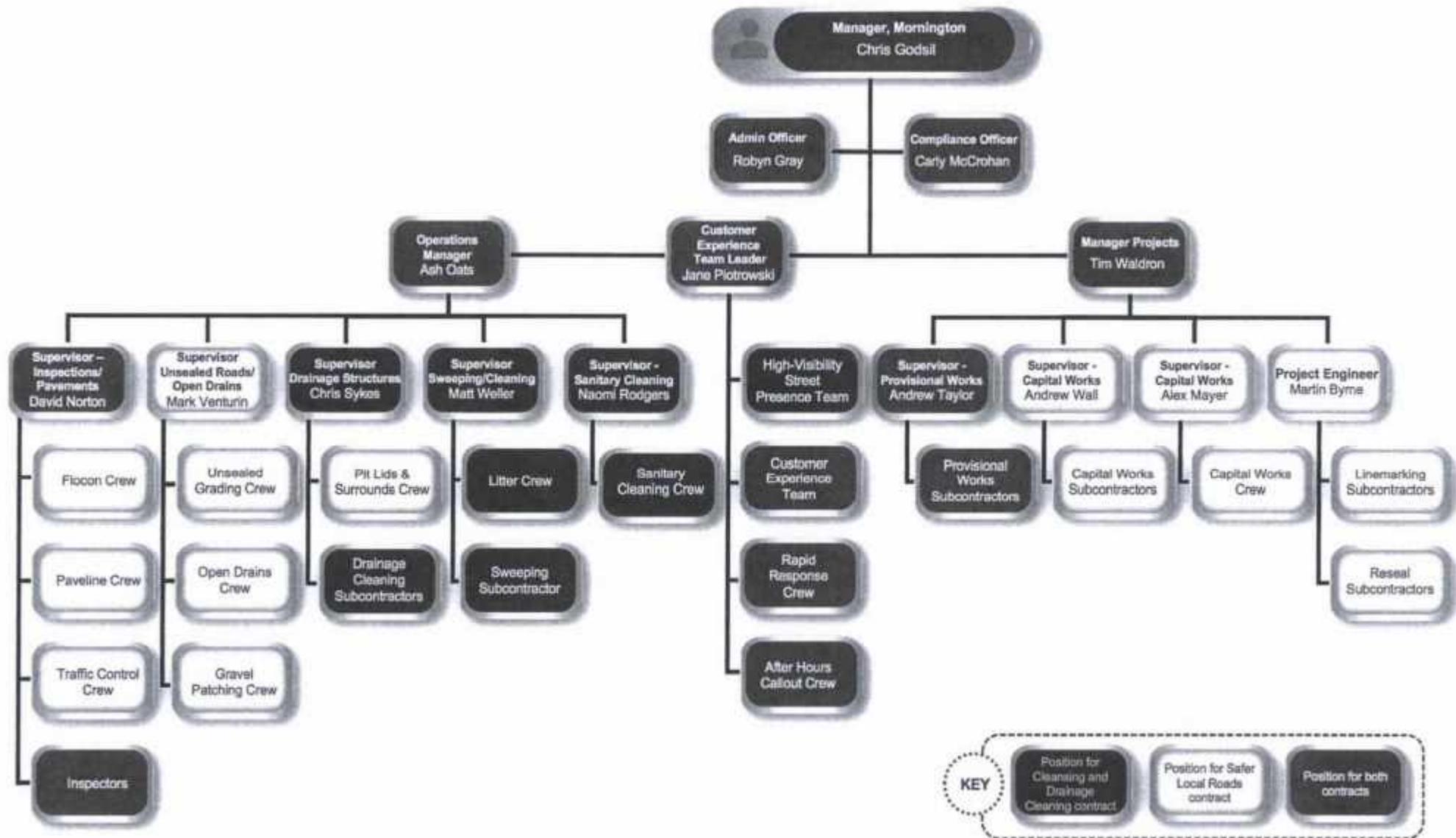


Appendix S3-7.2.2 Downer Organisational Chart

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The Downer / Mornington Peninsula Cleansing and Drainage Cleaning Services Organisational Team



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Appendix S3-7.6 Contract Methodology

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7.6 How the tenderer will carry out the contract

Tenderers are required to detail their methodology in undertaking the work under the Contract with a particular demonstration of their ability to comply with the key terms of the Contract. Provide a program of scheduled works produced by your electronic Maintenance Management System.

Downer approaches service provision as more than just performing the services required, it's about maintaining the satisfaction of local residents as well. As such, we deliver all works in conformance with our robust methodology, to deliver our high-quality work consistently, while maintaining a flexible approach to delivery; which enables us to make changes to meet residents' preferences.

This approach is part of Downer's commitment to work with our clients as a trusted advisor, working together to meet Council requirements, while providing advice to improve service delivery where we can.

Downer has adopted this same approach on the Mornington Peninsula Shire Council Safer Local Roads contract, on which we have been the incumbent provider for the past 12 years. During this time, we have developed an extensive knowledge of the Mornington Peninsula network, and of residents' preferences, and made modifications to our approach to meet residents' preferences.

As Mornington Peninsula Shire Council will be aware, Downer has serviced the Mornington Peninsula Cleansing and Drainage Cleaning Services contract for past six months in a caretaker capacity, putting an additional 60 resources on the job to ensure Mornington Peninsula residents and the Shire Council continue receiving the level of service they expect. We do this because we see Mornington Peninsula as a community we are invested in, being the incumbent service provider on the Safer Local Roads project and a supporter of the local community by way of employing local residents and subcontractors.

As such, we dedicated these resources at our peak time to ensure the community is not impacted by the change in service provision. Downer has a reputation of providing fast and flexible response, which sets us apart in the provision of emergency response and rectification of unexpected events. We have provided this response on several occasions at the Yarra Ranges, to rectify damage done from weather events, and often at our own expense, purchasing additional loads of aggregate to ensure the community is not cut off as a result of eroded roads.

For the Mornington Peninsula Cleansing and Drainage Cleaning Services contract, Downer has developed an optimised sweeping solution that provides residents with a cleaner network; we've done this by amending sweeping times around network hot spots, giving these areas additional attention to prevent build up.

Downer's aim in making amendments in service provision such as this is to increase residents' satisfaction and reduce complaints made to Council.

We are also committed to delivering the highest quality of work, consistently. For this contract, Downer proposes to use the following staff allocations for delivery of the Cleansing and Drainage Cleaning Services works. These allocations have been selected based on our knowledge of the network and service delivery requirements, and our commitment to deliver high-quality work safely.

Downer crews will be based across three strategic locations: Hastings, Dromana and Rosebud, to provide full coverage across the entire Mornington Peninsula and immediate response to emergency events. The following table details Downer's proposed resource allocations.

Work Activity	Number of Crew	Detail
Sweeping Services	11	Based at Dromana and Rosebud and covering: <ul style="list-style-type: none"> • Beach cleaning • Street sweeping • Footpath sweeping.
Cleansing Services	6 to 24 (off peak to peak)	Based at Hastings and Rosebud and covering: <ul style="list-style-type: none"> • Sanitary cleaning • Barbecue facility cleaning • High-visibility street presence.
Litter Services	5	Covering programmed street litter collections, reactive cases covering dumped litter and dead animal collection. Based from Hastings and Rosebud.
Foreshore Camping Services	4 to 11 (off peak to peak)	Covering sanitary cleaning of foreshore camping facilities. Based from Rosebud.
Drainage Services	10	Covering gross pollutant traps, stormwater pits and pipes. Based from Hastings and Dromana.

Methodologies

As much as possible, Downer will use its own dedicated team and resources to complete all works on this contract; this ensures we maintain maximum control of service delivery and quality of services delivered. Further, as much as possible, these internal resources will be recruited from the local Mornington Peninsula area; this is part of Downer's commitment to acquire extensive local knowledge and to support the local communities in which we work.

When required, i.e. during peaks in workload or to complete specialist services, Downer may use sub-contractors to complete the works. The subcontractors Downer proposes to use for this contract include:

- ITS Pipetech (a Downer-owned business), to complete the full suite of Drainage Services
- Metro Urban, to conduct Street Sweeping Services
- Enviro Sweep, to conduct deep cleansing of footpaths.

Downer will apply the following methodologies to undertake the works required under this contract.



Inspections and Identifying Work

Downer's Inspection Team will be the key functional group completing inspections and work identification specific to BBQ facilities, fish cleaning facilities and the stormwater drainage network.

Inspections will be carried out by asset type and geographical location i.e. programmed pit inspections will be completed in geographical areas by specialised inspectors, focussing on this task only, and covering the high-risk pits in the north-west of the Mornington Peninsula (i.e. Mt Eliza and Mornington), and working south to Sorrento and Portsea.

To ensure we maintain the highest level of service delivery consistently, every Downer inspector will be equipped with specialist asset-management training, specific to the asset category. This training will take place before they begin working on the contract and the training will cover Downer's asset management software, how to effectively identify defects specific to the activity, how to log defects and, where required, how to sync with GMSC. Training will take place in Downer's Hastings Learning Centre.

By leveraging our knowledge of the Mornington Peninsula network, acquired from our incumbency on the Safer Local Roads contract and our experience servicing this specific contract, Downer has developed a monthly inspection schedule, an extract is detailed in the table below.

Week 1: 30 November to 6 December 2017

Plan	Area	Qty	Inspection Date(s)	Faults	Inspection Data into GMSC	Cleaning Plan Finished
MPP0 5	Mornington_V H	19	2/12/2017	2	10/12/201 7	19 13/12/2017
MPP0 6	Mornington_V H	47	2/12/2017	4	10/12/201 7	47 14/12/2017
MPP0 7	Mornington_V H	62	2/12/2017	10	10/12/201 7	62 13/12/2017
MPP1 2	Mornington_V H	158	2/12/2017	16	10/12/201 7	158 14/12/2017
MPP1 3	Mornington_V H	435	3/12/2017	85	10/12/201 7	435 15/12/2017
Subtotal		721		117	16.23%	721

Week 2: 7 December to 13 December 2017

Plan	Area	Qty	Inspection Date(s)	Faults	Inspection Data into GMSC	Cleaning Dates
MPP08	Mornington_VH	59	9/12/2017	11	27/12/2017 7	14/12/2017
MPP09	Mornington_VH	38	9/12/2017	2	27/12/2017 7	17/12/2017
MPP14	Mornington_VH	106	9/12/2017	9	27/12/2017	17/12/2017
MPP15	Mornington_VH	143	9/12/2017	17	27/12/2017	17/12/2017
MPP16	Mornington_VH	92	10/12/2017	11	27/12/2017	17/12/2017
MPP17	Mornington_VH	195	10/12/2017	41	27/12/2017	18/12/2017
MPP18	Mornington_VH	0	10/12/2017	0	10/12/2017	18/12/2017
Subtotal		633		91	14.38%	633
Running Total		1354		208	15.36%	1354

Downer Inspectors will be equipped with mobile devices to capture inspection data and this will provide tracking capability and date-stamped evidence that inspections have been completed in accordance with contract specifications.

Inspectors will also undertake the following tasks:

- Auditing the quality of works delivered
- Providing a central point of contact for Mornington Peninsula Shire Council's customer request staff
- Entering sources of identified work into the Downer electronic Maintenance Management system (AMIS Enterprise software).

Any defects, work identified, and photo images will be entered into AMIS Enterprise, and treatment options will be raised as tasks. If Inspectors require guidance on treatment selection for the asset, they may refer back to the Supervisor or members of the wider delivery team for advice.

Customer Requests will also be entered into AMIS Enterprise, and matched against existing faults identified through the inspection regime. Downer will then update GeoMedia Smart Client (GMSC) to note that this defect or work request may have already been captured and programmed for works.

Once the nature of the action request is understood, and suitable treatments identified, task work orders will be created in AMIS Enterprise for the work program. When works are completed, GMSC will be updated with the completed works information.

Sweeping Services

Beach Sweeping

Mechanical cleaning will be done by a tractor equipped with a surf rake, covering the beaches on a 10-day program. All waste collected from sweeping activities will be transferred to a tipper. This method increases the effectiveness of sweeping activities by approximately 20%, compared to the conventional method of transferring to a static waste bin. Further, this also reduces carbon emissions and use of the road network, as this method reduces cartage normally required to transfer waste to a static bin, which is approximately two round-trips in summer and five-round trips in winter months, during heavy seaweed volumes.

All areas unable to be effectively swept with this method, such as native vegetation, will be hand cleaned with a combination of street litter and high-visibility-presence crews providing coverage across the entire Western Peninsula.

All waste collected from beach sweeping activities will be disposed at the Rye Landfill as commercial waste. Downer is currently in discussions with several providers about securing alternative recycling opportunities to repurpose this material. Currently, this service is provided by only one company, located in Tasmania, but our intention is to establish a more sustainable means to repurpose the material within this contract term.

Street Sweeping

Street sweeping will be conducted on a programmed basis as per the contract specifications. By leveraging our experience already acquired from servicing this contract, Downer has established a street sweeping methodology with a flexible approach, which enables Downer to actively manage network hot spots and adjust the program when required to adapt to seasonal variations and unexpected events.

Further, our understanding is that the activity specification and tender clarifications support the current methodology as a conforming service excluding the high-profile precinct footpath sweeping areas which is further explored in the Footpath Sweeping and Cleaning section. We are confident this solution offers the Mornington Peninsula Shire Council operational efficiency and the best value for money solution that best meets the communities' expectations.

All Downer street-sweeping vehicles will be equipped with live GPS-tracking (for emergency management and verification of works completed). Additional tracking in AMIS will automatically update Downer's information on when the segment of the network is swept.

Street Sweeping crews will consist of eight (8) large road sweepers, and eight (8) crew members. Further, additional resources working across the Peninsula, on the Safer Local Roads contract and this one, will be mobilised through the immediate reporting of the Snap Send Solve app, to assist with the street sweeping operations when required, i.e. clearing corners, kerb stops and areas in which mechanical sweeping devices are unable to clear.

Sweeping operations will be operated over three shifts:

- a night shift for high-profile precincts (two sweepers)
- an early morning shift for arterial and feeder roads (two sweepers)
- a day shift for residential sweeping (four sweepers),

Services will generally be conducted from 10:00pm until 4:00pm, seven days a week. (This may vary depending on operational and programming requirements).

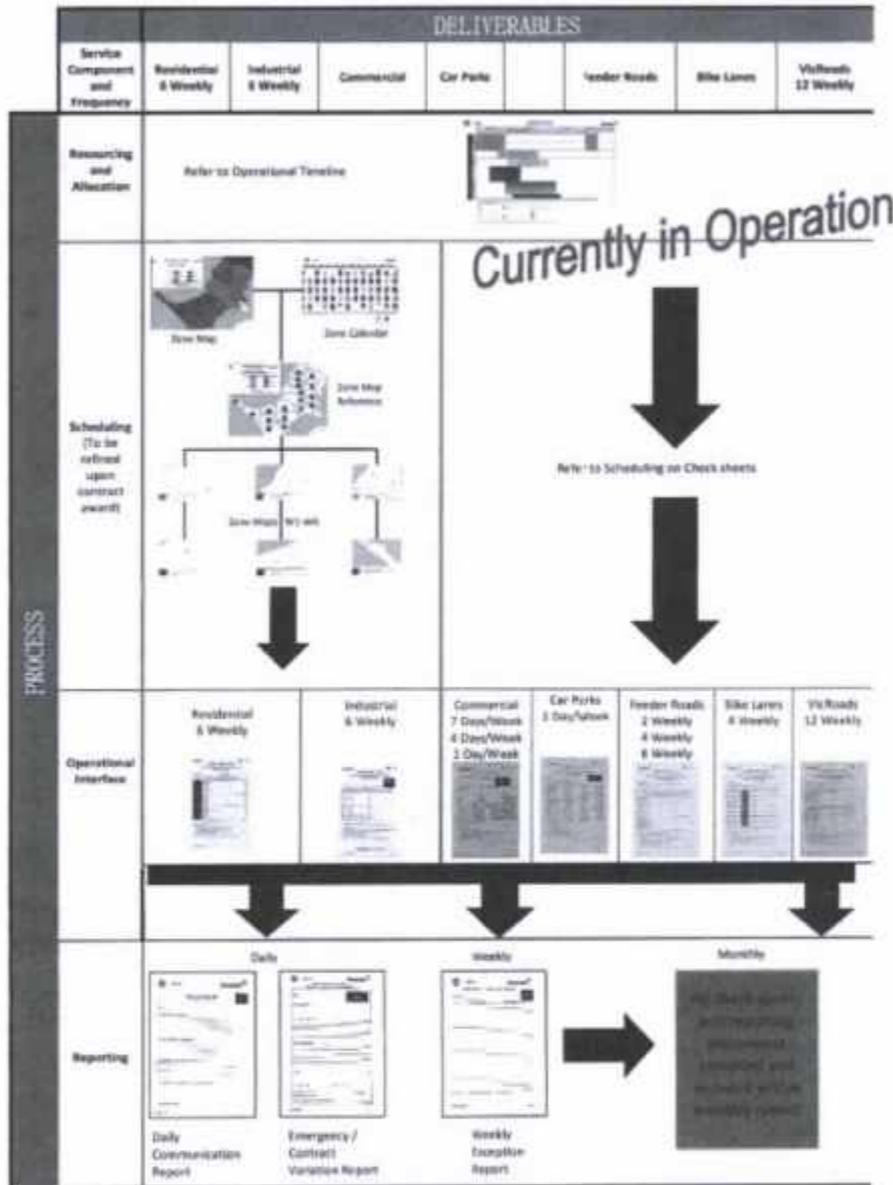


Figure 1: Downer's proposed street sweeping workflow

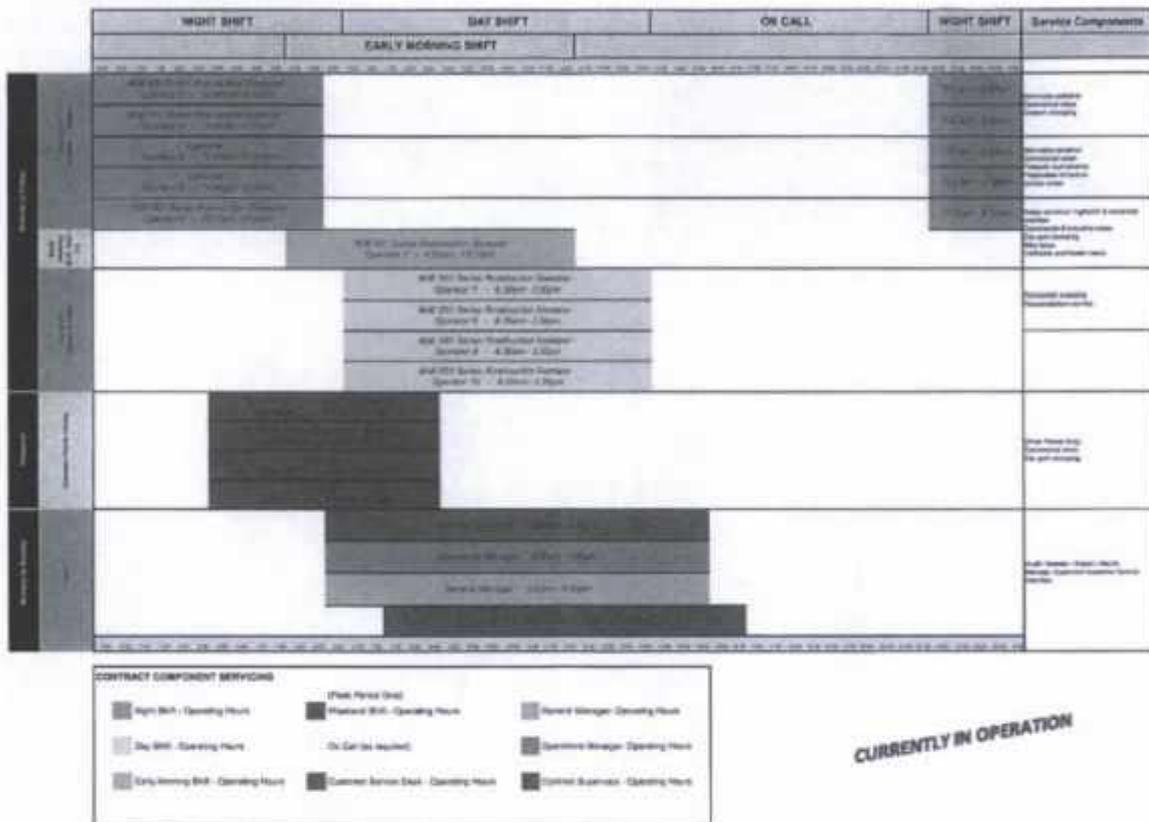


Figure 2: Proposed street sweeping resource allocation

Careful planning and resource management will be enacted to ensure Downer handles peak periods and ad hoc demands effectively, e.g. high leaf fall seasons / areas, and additional cleaning requirements during holidays and special events. Downer understands additional resources will be required during special events such as Blessing of the Cross and key Public holidays.

To cover peak periods and emergency ad hoc events, Downer draws on a large fleet of standby street sweepers, ensuring we can quickly service additional demands and substitute for vehicle maintenance or breakdowns.

Downer intends to introduce a new innovation to this contract, specifically, transporting the sweeping waste collected to a local recycling partner located within the Mornington Peninsula, where more than 82% of waste material will be repurposed into clean fill.

This initiative is part of Downer’s commitment to delivering environmentally sustainable operations, and extends our recycling operation in Sydney, which recycles street sweeping waste collected on our Sydney-based contracts and repurposes this into new and valuable products.

Footpath Sweeping and Cleaning

Downer understands that this contract, supplemented by tender clarifications, requires all 143,526m2 of paths within the high-profile shopping precincts to be swept daily by means that

minimise the risk of damage to concrete pavers; this includes gravel, asphalt and concrete-based paths.

This can be practicably achieved using a combination of mechanical footpath sweepers for the majority of the area and operators, with blower where paver damage is likely from mechanical sweeping.

To service this volume of footpath sweeping, Downer would supply three (3) mechanical footpath sweepers and two (2) operators with blowers riding alongside the two street sweepers allocated to the high-profile precincts, operating on a night shift from 10pm to 6am.

Three satellite depots will be sourced to ensure operational efficiencies are in place to cover the large volume of paths.

High-profile footpath cleaning will also be undertaken on an annual program, using a flat surface cleaner. The machines provide a deep clean to concrete paths, while capturing the waste water simultaneously and avoiding it entering the stormwater drainage network. The area to be serviced three times during the contract, once in the first year followed by bi-annual cleans, as confirmed in a tender clarification to be 54,480m².

Careful planning and resource management will be maintained to ensure Downer effectively handles peak periods and ad hoc demands, e.g. high leaf fall seasons / areas and additional cleaning requirements around holidays and special events.

Footpath sweeping waste will be dewatered and transported to a local recycling partner located in within the Mornington Peninsula where over 82% of it is repurposed into clean fill.

Downer has provided an alternative proposal, detailing alternate methodologies that can be used to service this contract, providing greater efficiency and value for money. Please see details of this under Appendix S3-6.2 Contract Non-Compliance.

Cleansing Services

Sanitary Cleaning

Downer has allocated an efficient cleaning crew to servicing the 135 toilet facilities and 80 barbecue facilities in the area. Resourcing of this cleaning crew will be arranged as detailed below:

Time of season	Resources Allocated
Off-Peak Weekdays	Eight (8) people, for seven (7) hours per day, five (5) days per week for twenty six (26) weeks a year. This crew will complete 5A runs, with one double-up in Sorrento, and 1B run double up
Off-Peak Weekends	Six (6) people for seven (7) hours per day, two (2) days per week for twenty-six (26) weeks a year. This crew will complete 5A runs, and 1 double up, in Sorrento
Tourist Weekdays	Nine (9) people for eight (8) hours per day, five (5) days per week for twenty (20) weeks a year. This crew will complete 6A runs, with one double up in Sorrento, and 1B run double up
Tourist Weekends	Seven (7) people for eight (8) hours per day, two (2) days per week for twenty (20) weeks a year. This crew will complete 6A runs, with one double up in Sorrento

Time of season	Resources Allocated
Peak-Tourist Weekdays	Eleven (11) people for nine (9) hours per day, five (5) days per week for 6 weeks a year. This crew will complete 6A runs in the morning with 1 double up in Sorrento, 1A run afternoon double up, and 1B run double up
Peak-Tourist Weekends	Ten 10 people for nine (9) hours per day, two (2) days a week for six (6) weeks a year. This crew will complete 6A runs in the morning, with one double up in Sorrento, 1A run afternoon double up, 1B run double up (on Saturdays only).

Downer understands that sanitary cleaning is required over a number of programmed runs to deliver operational efficiency across the large network. Toilets and barbecue facilities are cleaned by specialist local staff, using brand-new Holden Colorado vehicles, modified to complete the task.

Specialist contractors are used to empty the sanitary bins to reduce the risk of needle-stick injuries. Our cleaners are equipped with puncture proof, heat proof and Cut 5-rated gloves to provide them with protection over and above that stipulated by the industry. This is part of Downer's commitment to maintaining the safety of our people and the Zero Harm commitment of our company.

Specialist cleaning materials and consumables suitable for the task have been sourced by reputable supply chain partners, and have been trialled on the network. This has been done to ensure our specialist staff are fully equipped and able to provide the highest quality of service.

Barbecue Facility Cleaning and Maintenance

Barbeque cleaning and maintenance will be completed by the abovementioned resources, by way of the following split:

- 70% Sanitary cleansing (118 sites)
- 30% Barbecue cleaning (80 sites)

High-Visibility Street Presence

High-visibility street presence personnel will be allocated to each precinct and will maintain the beautification of the precinct on a daily basis by collecting litter, cleaning spills on footpaths, cleaning bin surrounds, monitoring and restocking toilet consumables.

Downer understands this contract requires 19,488 hours of high-visibility presence as per the table below. Our understanding of the specifications and experience providing this service informs us that this allocation can be reduced to 15,378 hours, with no compromise on the level or quality of service.

As such, Downer has provided an alternative proposal, detailing alternate methodologies that can be used to service this contract, providing greater efficiency and value for money. Please see details of this under Appendix S3-6.2 Contract Non-Compliance.

High Vis / Street Presence - Labour No's 1 Nov - 30 April (excluding Peak Season 20 Dec to 31 Jan)

2018 / 19 Season						
Category Area	Townships	Days per Week	Hours Per Day	Hours per week	No. Weeks	Total Hours
1	Dromana	7	8	56	20	1120
1	Hastings	7	8	56	20	1120
1	Mornington	7	8	56	20	1120
1	Rosebud	7	8	56	20	1120
1	Rye	7	8	56	20	1120
1	Sorrento	7	8	56	20	1120
2	Baxter	7	3	21	20	420
2	Blairstown	7	3	21	20	420
2	Capel Sound	7	3	21	20	420
2	Flinders	7	3	21	20	420
2	Hastings Foreshore	7	3	21	20	420
2	McCrae	7	3	21	20	420
2	Mornington Foreshore	7	3	21	20	420
2	Mount Eliza	7	3	21	20	420
2	Mount Martha	7	3	21	20	420
2	Portsea	7	3	21	20	420
2	Rosebud Foreshore	7	3	21	20	420
2	Rye Foreshore	7	3	21	20	420
2	Safety Beach	7	3	21	20	420
2	Somerville	7	3	21	20	420
2	Sorrento Foreshore	7	3	21	20	420
2	Tyabb	7	3	21	20	420
	Total		96	672		13440

High Vis / Street Presence - Labour No's Peak Season 20 Dec to 31 Jan

2018 / 19 Season						
Category	Townships	Days per Week	Hours Per Day	Hours per week	No. Weeks	Total Hours
1	Dromana	7	16	112	6	672
1	Hastings	7	16	112	6	672
1	Mornington	7	16	112	6	672
1	Rosebud	7	16	112	6	672
1	Rye	7	16	112	6	672
1	Sorrento	7	16	112	6	672
2	Baxter	7	3	21	6	126
2	Blairgowrie	7	3	21	6	126
2	Capel Sound	7	3	21	6	126
2	Flinders	7	3	21	6	126
2	Hastings Foreshore	7	3	21	6	126
2	McCrae	7	3	21	6	126
2	Mornington Foreshore	7	3	21	6	126
2	Mount Eliza	7	3	21	6	126
2	Mount Martha	7	3	21	6	126
2	Portsea	7	3	21	6	126
2	Rosebud Foreshore	7	3	21	6	126
2	Rye Foreshore	7	3	21	6	126
2	Safety Beach	7	3	21	6	126
2	Somerville	7	3	21	6	126
2	Sorrento Foreshore	7	3	21	6	126
2	Tyabb	7	3	21	6	126
Total Hours			144	1008		6048

Litter Services

Street and Drain Litter Collection

Downer proposes to undertake street and drain litter collection with five (5) crew members, three (3) on programmed litter runs and two (2) completing reactive cases i.e. dumped litter.

Downer has also allocated one day of collection and disposal of street and drain litter as part of the Clean Up Australia Day.

Downer's solution entails converting the reactive dumped litter truck into a third rapid response truck, providing greater visibility and coverage of the Rapid Response service. Downer proposes to employ two full-time Rapid Response Trucks for the entire year, which will be further complemented by the Rapid Response Truck employed in peak periods.

Permanent Rapid Response Trucks will be split into a North and South area, providing greater coverage and visibility of the service. Trucks will patrol the network, completing make-safe tasks.

Downer believes synergies exist that enable the Rapid Response Trucks to perform their service while also responding to cases of dumped rubbish and beach cleaning waste, without compromising the intent of the Rapid Response. In fact, Downer believes this arrangement will enhance the service by broadening the service offering and the service profile.

In conjunction with Mornington Peninsula Shire Council, Downer intends to develop a map of network hot spots i.e. areas requiring a higher amount of work and/or prone to illegal dumping. These areas receive a high number of customer requests or complaints and require a greater level of service to other areas.

Once this map is developed, Downer will allocate our innovative CCTV solution and additional work effort to these identified areas during rain and adverse weather events, ensuring these areas are inspected and programmed for cleaning before all others.

Downer will work with Mornington Peninsula Shire Council to collect data using the DumpInData application and produce innovative strategies to reduce the volume of waste illegally disposed.



Figure 3: The Downer Rapid Response Team trucks, providing highly-visible presence and rapid response to cleaning requirements

Dead Animal Collection

Collection, identification and burial of dead animals will be completed by the same resources allocated to Street and Drain Litter Collection. This will consist of five (5) crew members responding to reactive cases and proactively identifying dead animals on their programmed runs.



Foreshore Camping Services

Foreshore Camping – Sanitary Cleaning

Downer intends to undertake Foreshore Camping – Sanitary Cleaning services with the resources specified below to effectively cover the 27 camping sites per day, seven days per week.

Time of season	Resources Allocated
Pre-Season Weekdays	Four (4) persons for seven (7) hours per day, five (5) days per week for eight (8) weeks a year, completing 4A runs, all one-up.
Pre-Season Weekends	Four (4) persons for seven (7) hours per day for two days per weeks, eight (8) weeks per year, completing 4A runs, all one-up.
Peak-Season Weekdays	11 persons for eight (8) hours per day for five (5) days per week, seven (7) weeks per year, completing 6A runs morning, three (3) double up, 1A run afternoon double up.
Peak-Season Weekends	11 persons for eight (8) hours per day, two (2) days per week for seven (7) weeks a year, completing 6A runs morning, 3 double up, 1A run afternoon double up.
Post-Season Weekdays	Four (4) persons for seven (7) hours per day, five (5) days. A week for 13 weeks a years, completing 4A runs, all one-up.
Post-Season Weekends	Six (6) persons for seven (7) hours per day, two (2) days a week, for 13 weeks a year, completing 4A runs morning, all one-up, and 1A run afternoon double up.

* B Cleans completed by Public Sanitary Cleaning resources

Downer proposes to replace the existing 'pods' in the foreshore camping female cubicles with sanitary receptacles that are emptied by specialist contractors, requiring no bag handling.

The current pods pose a risk of needle-stick injuries from the transfer of the bags from the pods to the waste bin. Downer believes this small investment of (\$ 26,788 p.a.) represented in our price will be worth much more by providing a safer work environment for our cleaners.

Drainage Services

Maintenance of Gross Pollutant Traps

Downer proposes to conduct gross pollutant trap maintenance with two (2) staff, working as one crew, on a three-monthly cleaning program covering the 74 gross pollutant traps across the Mornington Peninsula.

Crews will clean gross pollutant traps with a Jet / Vacuum Drainage Cleaning combo truck. Litter baskets will be removed by mechanical means.

All waste collected from cleaning gross pollutant traps will be first de-watered at a triple interceptor facility at Hastings or Dromana and then shipped in a cost-effective way to the south east of Melbourne to be recycled by a new Downer Detritus plant, which converts 85% of the waste into reusable road construction materials.

Clear Culverts, Pipes and Pits

Clearing culverts, pipes and pits will be completed on a programmed basis by approximately 2.5 Jet / Vacuum Drainage Cleaning trucks.

An average of 1.5 Jet / Vacuum Drainage Cleaning trucks has been allocated to this contract to complete reactive cases. This equips Downer with a total of four trucks, which enables us to manage reactive incidents and emergency events with fast response.

Downer also has a large resource pool of additional trucks and staff we can call on if required.

Downer understands the frequency and number of pits required to be inspected and cleaned on a programmed basis to be as detailed below.

Rating Description	Inspection Freq. p.a	No. Pits	Inspection Freq. p.a	No. Soak Pits	Inspections p.a.
Very High	2.00	6779	2.00	1	13,560
High	0.67	12537	0.67	34	8,381
Medium	0.33	22465	0.33	1632	8,032
Low	0.25	992	0.25	20	253
Very Low	0.20	547	0.20	1	110
TOTAL		43,320		1,688	30,336

Downer envisions the workload for clearing culverts and pits will be generated by:

- The inspection process and ad hoc driving on the network
- Customer requests, received through Mornington Peninsula Shire Council's GMSC system
- Onsite reports received from other cleaning crews
- Downer's knowledge of the network.

The work will then be inspected and programmed according to the priority and response timeframes set out in the specification. Cleaning works will be completed predominately by using a small jetter truck and a combination unit where required.

Downer understands that, depending on the culvert, different work methodologies are required to ensure it can fully clear and remove all blockages from inlets and outlets. Depending on the severity of the blockage, this may include hand shovelling, vacuum adduction or the use of an excavator.

Within this contract, Downer will seek to trial its Smart Drains sensors.

For detail on our Smart Drain sensors refer Appendix S3-10 Continuous Improvement.

Downer will investigate the potential of investing in this technology, with particular regard to the access issues experienced with the inspection of 3,000 plus pits in easements through private properties.



Downer has provided an alternative proposal, detailing alternate methodologies that can be used to service this contract, providing greater efficiency and value for money. Please see details of this under Appendix S3-6.2 Contract Non-Compliance.

Miscellaneous

Customer Service

Downer has committed one person to work as a Dedicated Customer Service Officer on this contract. This person is responsible for providing administrative support to the allocated Merit requests, particularly the expected high number of dumped rubbish requests.

The Customer Service Officer will be fully integrated with the Safer Local Roads contract customer service team that work with the community through a partnership approach to meet community needs.

The total team will comprise of two (2) roles covering Cleansing and Safer Local Roads administration, one (1) Customer Service Liaison officer and one (1) Customer Experience Team Leader with the ability to ramp up services on an as needed basis utilising trained operators within the businesses current resources.

Downer has a detailed workflow process that has been refined to deliver superior customer experience outcomes over our 12 years history on the Mornington Peninsula.

Our current response target is nine days, within the contract 10-day timeframe. We have met this target with no exception for the past four years

Our VIP system goes above the contract requirement of a 10-day response time. As each case comes in we assess whether the case relates to a high profile or influential person with a target to response to the customer within two-day timeframe. This reduces the chance of bad press for the Shire or damaged brand and even increases the brand in some circumstances.

We have a dedicated Customer Liaison Officer covering the customer cases in addition to a field of experts who assist where required with the more complex cases.

Mornington - Customer Service

Mornington - Maintenance

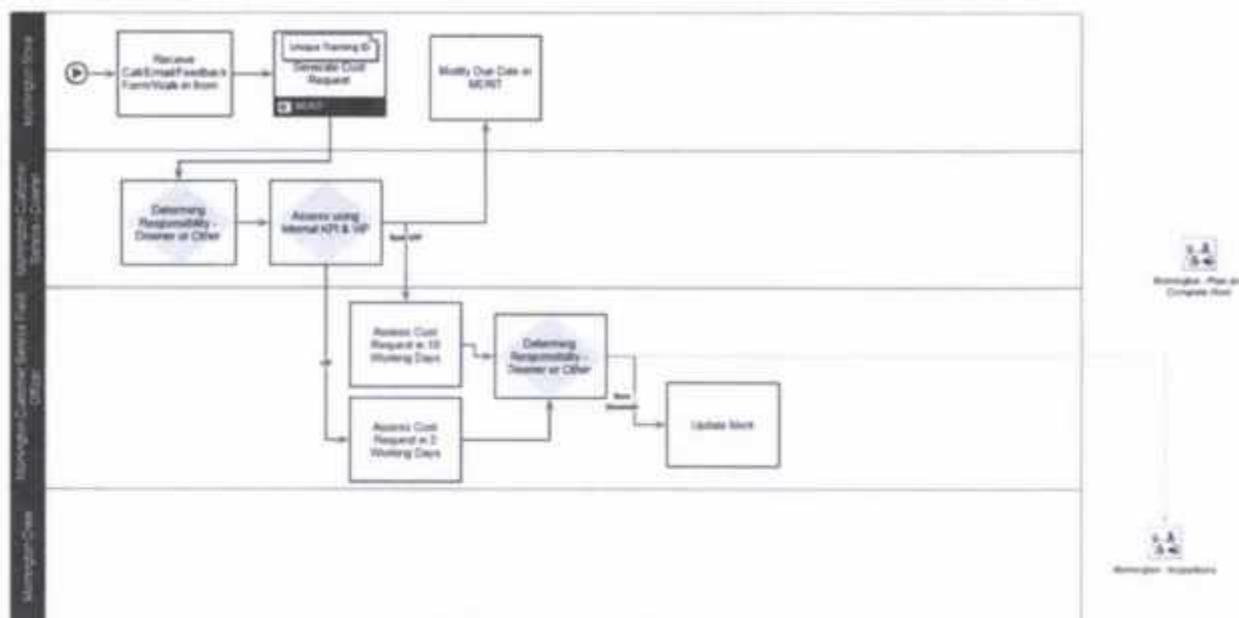


Figure 4 - Customer service workflow process map

After Hours Call Out

A dedicated member of staff (co-shared with the Safer Local Roads contract) has been allocated to this contract, daily, outside normal working hours to support the fulltime workforce in times of peak demand and after-hours callouts.

This crew member and the staff member have access to a variety of resources and subcontractors to rapidly respond to any after-hour callout i.e. blocked pits, soiled toilets, beached seals.

These after hour crew members undergo annual training specific to the requirements of the role.

Drainage Asset Validation and Condition Assessment

Due to the current state of asset data described in the Tender Specification document, along with the quantity of works required, Downer has prepared a comprehensive methodology designed to capture accurate spatial and attributes data for all assets in the register, along with a broad appreciation of the structural and service condition of conduits and maintenance structures.

Downer believes it is critically important to provide an accurate asset inventory and connectivity map. As such, all accessible assets are proposed to be surveyed by an experienced crew that has an excellent knowledge of the practical operation drainage systems.

When inspecting an asset, the crew will measure all required dimensions, and classify assets according to the Council's requirements, as well as locating any previously unknown assets.

Location data will be collected by way of RTK GPS, using the best-in-class survey equipment from Topcon, together with the VICPos VRS correction network, enabling Downer to offer centimetre precision on collected coordinates.

In areas where satellite coverage is problematic e.g. heavy tree coverage and high-rise buildings, a robotic total station may be deployed to enable coordinate collection.

To provide condition data, a cost-effective and time-efficient Fixed Zoom (Quickview) Camera methodology has been developed. Details of this camera system are supplied later in this document.

While the majority of inspections would be performed with a fixed-zoom camera, a robotic tractor camera will also be available for assets outside of the Quickview scope. This approach is consistent with and noted in IPWEA's Practice Notes 5 - Stormwater Condition Assessment an Asset Performance Guidelines.

Fixed Zoom technology provides rapid deployment and the ability to look past silting issues that would otherwise stop a tractor camera. The methodology for both cameras would be identical, along with capture software and reporting.

Downer proposes the following methodology:

- On being awarded the contract, a representative of Downer will meet with Council for a project commencement meeting, and take delivery of existing mapping and drainage information
- The supplied drainage information will be loaded into out in house (ESRI) GIS system
- Works will be divided into areas and allocated to crews in a logical basis.

The following procedure will be followed to conducting works for the project:

- Visit nominated location, attempt to locate pit
- If pit is in easement and access unsuccessful, leave contact letter
- Rate condition of pit, and collect depth to invert if possible
- Nominate asset for cleaning if required, or proceed with survey. (Cleaning requirements will be entered into the system and communicated to Council for decision making)
- Nominate asset for tractor CCTV if required
- If pit is clear, perform Fixed Zoom survey, recording all observations and defects to WSA05-2008
- Replace lid, and restore site
- Pit will be marked as updated and flagged for GPS crew to visit
- GPS crew follows with RTK GPS System / Total Station and collects a surface level for the centre of the structure (to GDA94 MGA Zone 55). Average RMS accuracy for collection in +/- 2cm Horizontal, +/- 5cm Vertical.

Considerations in completing the task include:

- WinCan shall be the inspection software used to complete this project. All Fixed Zoom and Tractor CCTV surveys are performed in a consistent manner on a common software platform for ease of analysis
- WinCan Version 8 is currently used; however WinCan VX will be available as an option by project commencement.

Pilot Study

On agreement with Council, a small area with clear boundaries will be selected, completed and delivered as a 'Pilot Project'. This will ensue any issues are identified and compensated for during the initial stages of the project.

Combined with Downer's daily reporting, we are confident of maintaining a high degree of transparency, efficiency, accuracy and completeness that is able to communicated to Council at all times.

Deliverables

On completion of the project, Council will be provided with:

- Wincan Project files, including survey databases coded to WSA052008
- Wincan style PDF reports, detailing each survey with defect/observation photos.
- A summary of all inspections, including Structural / Serviceability scoring in Microsoft Excel Format
- Spatial database including collected GPS, condition and attribute data in ESRI Shapefile / MapInfoTAB (GDA94 MGA Zone 55)
- Copies of the spatial database attribute tables in Microsoft Excel Format
- Video clips in .mpg format
- Images of defects in JPG format
- Manhole photographs in JPG format (note these are referenced to Asset ID's via spatial database)

Downer will work with Mornington Peninsula Shire to ensure this data can be exchanged seamlessly into GMSC.

Job Management, Progressive Delivery and Progress Tracking

To assist in managing this project, Downer will be able to use a web-based GIS portal (UtilityTrack) that enables Downer management, and the Council to log in at any time 24/7 during the project, from any internet enabled device (i.e. Computer/Laptop/Tablet/Smartphone) and track progress in real time.

As the survey team moves through the area, lines depicting pipes are overlaid onto a detailed aerial photo, changing colour according to completion status. On collection, video is uploaded via a 4G wireless connection, along with condition data to a private cloud, and is available for the client to watch via streaming typically within 30-60 minutes after completion. A PDF inspection report for each pipe is also immediately available.

Pit/Pipe attribute data updates are available for viewing instantly, as are pit photographs collected on-site. Changes to mapping are effected in real time, and are immediately viewable to all.

While deliverables will be as per contract spec, this methodology enables:

- Greater transparency and trust in the client/contractor relationship
- Immediate access to data on problems or hazardous segments, enabling swift action on areas that present a property damage or injury risk
- Monitoring of production and progress
- The ability to identify program issues as they occur.

Logistics

Downer is able to complete this job in line with Council expectations, completing the project within a 60-month time frame by deploying two full-time crews with an average production rate of 23 pits and pipes per day.

Downer has provided an alternative proposal, detailing alternate methodologies that can be used to service this contract, providing greater efficiency and value for money. Please see details of this under Appendix S3-6.2 Contract Non-Compliance.



Program of Scheduled Works

Downer proposes to use AMIS Enterprise as our electronic maintenance management system. AMIS Enterprise combines business processes and technology acquired from more than 100 years of maintenance experience. AMIS Enterprise will be used to manage:

- Customer Requests (imported from Merit)
- Asset Register
- Audit / inspections
- Defect management
- Task management
- Programming
- Claiming (support documentation).

AMIS Enterprise is built on Deighton dTIMS v9, and leverages the following technologies:

- Spatial enabled database
- Temporal database (nothing is ever deleted, just end dated)
- Microsoft BI suite for Enterprise Reporting and Dashboards
- Deighton dTIMS for advanced predictive modelling and optimisation
- Remote synchronisation and system updating.

Another advantage of using this system is that the jointly-run Asset Data Integration Project on the Safer Local Roads contract has now paved the way for seamless data exchange between AMIS enterprise and GMSC.

This integration will provide the Mornington Peninsula Shire Council with assurance that it owns and controls the asset data through GMSC, and Downer's AMIS programming schedules will provide an accurate reflection of the assets on the network.

Upon contract award, Downer will undertake the following staged approach to ensure that within the first three months, all assets accurately reflect the data on GMSC and schedules have been implemented, tested and verified as an accurate reflection of the contract requirements.

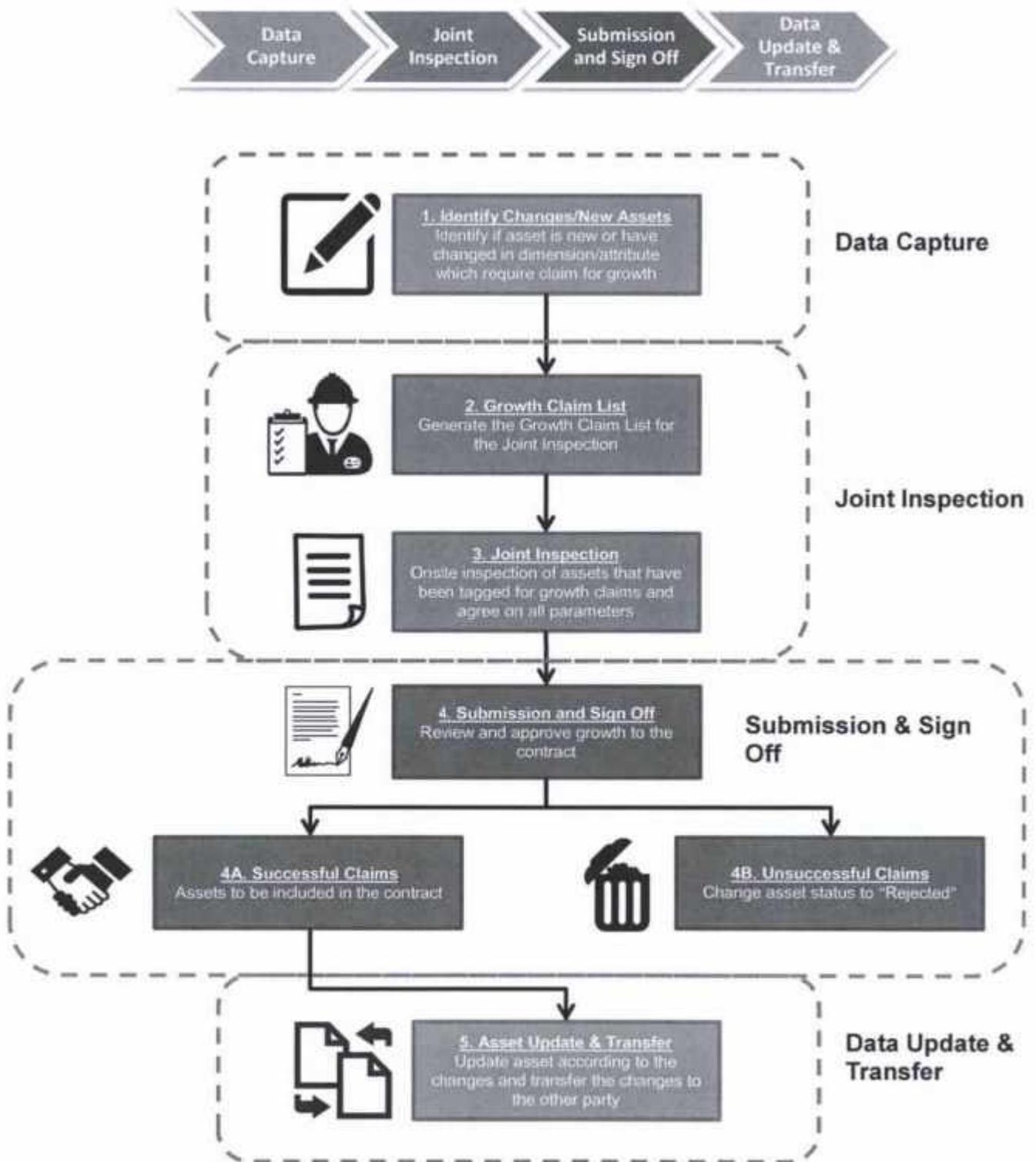


Figure 5 – Safer Local Roads Growth Claim and Ongoing Data Capture and Validation Process

Stage 1. Obtain a list of assets and required data to develop new asset layers in AMIS

Downer will liaise with the Mornington Peninsula Shire Council asset management team to acquire spatial data on the assets to be maintained. This data will be sent to Downer's AMIS specialists to create asset layers for desktop and tablet use. The unique assets will be as follows:

Asset	Required For
Barbeques	BBQ Cleaning/Maintenance
Beaches	Beach Sweeping
Public Sanitary Blocks	CSA Sanitary Cleaning (includes shopping precinct toilet blocks)
Fish Cleaning Facilities	Fish Cleaning Facility Cleaning
High Profile Shopping Precincts	Loose Litter Collection, High Visibility Service
Loose Litter Collection Sites	Loose Litter Collection
Foreshore Sanitary Blocks	Foreshore Service (Sanitary Cleaning/Maintenance of Toilet/Laundry Services)
Gross Pollutant Traps	Gross Pollutant Trap Cleaning
Drainage Pits and Pipes	Programmed drainage pit inspections and cleaning

Downer is also completing street and drain litter on A and B Roads, and street sweeping on the whole network. These networks are already established under the Safer Local Roads contract. New schedules for the street and drain litter and street sweeping will be integrated into the road network.

Stage 2. Create Asset Layers in AMIS

Using Mornington Peninsula Shire Council's geospatial data will enable Downer's AMIS enterprise specialist team to create the asset layers in AMIS.

These layers will be overlaid into GMSC, using the seamless data exchange methodology developed under the joint Safer Local Roads – Integration of Asset Data Project to ensure they are correct and accurate.

Stage 3. Implement Task/Inspection Schedules for each Asset

Schedules for each task will be created, which will comply with the service standards detailed in Annexure 4 and Annexure 9. These will be tested and verified within the first three months.

An extract of the BBQ Facility Cleaning and Maintenance schedule within AMIS enterprise is provided below. Note, while draft schedules already exist, they will not be finalised until they are tested and verified. Furthermore, they are not reader-friendly and as such have not been included within the tender submission. They are however available upon request.

Barbecue Facility Cleaning Maintenance Schedule 03/09/2018

Asset Name	Description	Road Name	Suburb	Schedule Description	Task start date	Task Due date	Task Expiry Date
691860	Flinders Foreshore X2 plates	Bass St	Flinders	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
690918	Hastings Foreshore X2 plates	Marine Pde	Hastings	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
860791	Opp McCrae Lighthouse BBQ'S	Foreshore	Mc Crae	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
905876	Opp Bartel Street	Foreshore	Mc Crae	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
691233	Mornington Park X2	Esplanade	Mornington	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
692773	Mornington Park X2	Esplanade	Mornington	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
689742	Newton Reserve X2	Point Nepean Rd	Portsea	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
827531	Rotary Park BBQ'S x 2 plates	Foreshore	Rosebud	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
860490	Tom Salt Mem Park	Foreshore	Rosebud	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
860488	Camp Kitchen BBQ'S	Foreshore	Rosebud	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018

860489	J.B. Mac Donald Res BBQ'S	Foreshore	Rosebud	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
691470	Rye Foreshore Picnic Site	Point Nepean Rd	Rye	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
691451	Rye Foreshore Picnic Site	Point Nepean Rd	Rye	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
691583	Government Rd X2	Point Nepean Rd	Rye	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018

Stage 4. Create defects and task codes for each Asset

Defects and tasks will be enabled for each schedule, with the corresponding intervention levels and response times. Please see below for an example of how a defect and task for a BBQ would be built to meet the requirements of the activity specification.

Intervention level:

Barbecue a potential health hazard. Make Safe. Response time: four (4) hours.

Defect:

BBQ: Severely Damaged/Dangerous Barbeque

Qty: 1

Comments: 1 Plate damaged, BBQ not working, wiring exposed and potential hazard.

Response time: Four (4) hours

Responsibility of: BBQ Team

Asset Information: BBQ3983, Rosebud Foreshore, Point Nepean Road, Rosebud

Response Time:

Task:

BBQ: Repair Broken

Qty: 1

Comments: " "

Due date: xx/xx/xx 12:00pm (in four (4) hours)

Responsibility of: BBQ Team

Completed: Y

Stage 5. Test and Verify

Within the first three months of contract testing and verification, schedules will be completed to provide Mornington Peninsula Shire Council with assurance that the system accurately reflects the contract requirements.

Meeting KPIs

As well as drawing on the methodologies described above, Downer intends to meet the KPIs of the Cleaning and Drainage Cleaning Services contract by way of the approaches described in the table below.

KPI / Performance Standard	Downer Approach
1. Reporting	<p>Engage with our Customer to create an environment that supports transparency, continuous improvement and development.</p> <p>24/7 access to AMIS Enterprise and Tableau reports for the Mornington Peninsula Shire to maintain transparency of operation.</p>
2. Routine Maintenance Services	<p>Streamline our work processes to improve efficiencies and deliver better value for money outcomes to our customers.</p> <p>Embed a culture of continuous improvement through monitoring and reviewing progress of construction, inspection, programmed and routine maintenance activities through 1:1 catch ups, weekly team meetings, monthly toolboxes, zero harm engagements, quality inspections and Process Control meetings</p> <p>Target 95% compliance with the contract measured through Tableau with 24/7 viewing licenses for the Mornington Peninsula Shire to maintain transparency of operation.</p>
3. Safety	<p>Foster a culture where the Contract teams actively promotes and sustains a Zero Harm environment through continuous engagement with our internal and subcontracted workforce, collaboratively identifying and delivering on areas for improvement.</p> <p>Target 4 Zero Harm engagements per supervisor per month and an LTI and TRIFR of 0.</p>
4. Contract Management	As per approach to Performance Standard 2.
5. Interface with Shire and Customers	<p>Provide a streamlined customer service offering that provides speedy and quality resolution for the Customer and the community.</p> <p>Target 0 overdue customer requests</p>



6. Inspections	As per approach to Performance Standard 2.
7. Environmental Protection	As per approach to Performance Standard 3.
8. Compliance with Programs	As per approach to Performance Standard 2.
9. Ordered Work	Grow service offering to become the local supplier of choice for ordered works by delivering projects safely, to the highest quality, on time and with minimal disruption to the community. 4 quality inspections per supervisor per month to be completed including on Ordered Works.

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Appendix S3-9.2 Customer Enquiries Referrals and Complaints

Tender Number: 2328 | 13 June 2018

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9.2 Customer Enquiries, Referrals and Complaints

The tenderer is required to detail all processes and outcomes associated with the handling of customer enquiries, referrals and complaints. This information should include, but not be limited to, the tenderer's commitment to customer service, the resources to be allocated to customer service, an outline of the tenderer's complaints handling procedure and methods or systems for customer service, audit control and reporting.

Customer Service Approach

Downer understands that customer satisfaction is a top priority for Mornington Peninsula Shire Council; so Downer ensures we respond to all customer comments, requests and complaints as a matter of urgency, and enacts effective resolution.

To achieve this, Downer maintains a fully staffed Customer Experience centre, which handles customer comments and complaints.

In addition, we have committed one person to work as a dedicated Customer Service Officer on this contract. This person is responsible for providing administrative support to the allocated Merit requests, particularly the expected high number of dumped rubbish cases.

The Customer Service Officer will be fully integrated with the Safer Local Roads contract customer service team, working with the community through a partnership approach to meet community needs.

The total team will comprise of two (2) roles covering Cleansing and SLR administration, one (1) Customer Service Liaison officer and one (1) Customer Experience Team Leader, with the ability to ramp up services on an as-needed basis, using trained operators within the businesses current resources.

Downer has a detailed workflow process that has been refined to deliver superior customer experience outcomes over our 12-year history on the Mornington Peninsula.

Our current response target is nine (9) days (within the contract 10-day timeframe); we have met this target, with no exceptions, for the past four years

Our VIP system goes above the contract requirement of a 10-day response time. As each case comes in, we assess whether the case relates to a high-profile or influential person, and set a target to respond to the customer within two-day timeframe. This reduces the chance of negative media coverage for the Shire and/or damaged brand, and in fact, strengthens our joint branding.

Downer has a dedicated Customer Liaison Officer covering the customer cases and a field of experts who assist where required with the more complex cases.

Mornington - Customer Service

Mornington - Maintenance

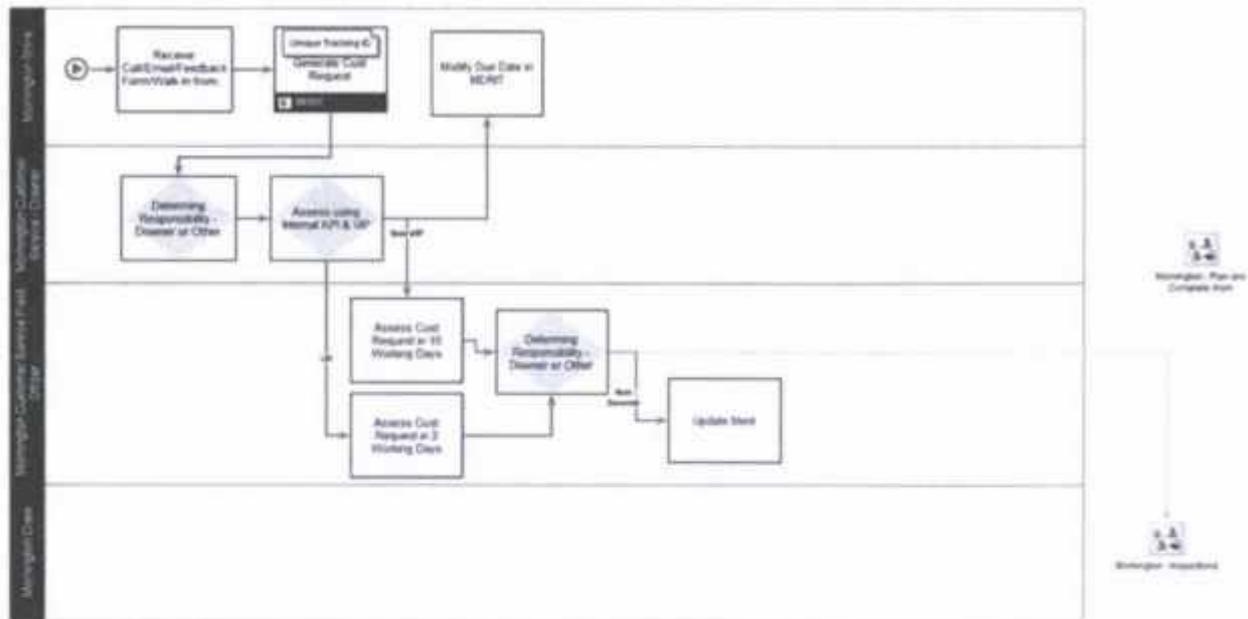


Figure 1: The Downer Customer Service Workflow Process Map

Dealing Effectively with Customer Complaints

Advancements in stakeholder engagement platforms, such as cloud-based platforms, have enabled the community to get their points of view across more easily, and give asset managers better ways of connecting with them.

Downer respects the communities' detailed knowledge of their network and welcomes the community in sharing this information so we can deliver better outcomes.

The customer service team will keep track of all customer feedback received and ensure a solution is found for each issue raised. To understand our customer priorities, Downer will maintain detailed records of this feedback and work transparently and collaboratively with the Mornington Peninsula Shire Council to prioritise responses.

Downer will record customer feedback received through the Merit system, including the date, time of feedback, allocations for investigation and actions. The customer service team will collect a range of other data, including the location of people providing feedback, the type of stakeholder providing feedback, the alignment of feedback with weather, and any other information that we can use to provide a better service. For example, if an increased number of complaints eventuate about loose litter along the Rye foreshore, Downer will plan to have a proactive crew patrol the foreshore in addition to the regular service to keep the litter down.

Communicating Effectively with Customers and Stakeholders

If selected as the service provider for this contract, Downer will develop a Stakeholder and Communication Management Plan (SCMP) that specifies communication requirements in the event of an incident, and on receiving communication from customers and stakeholders.



The SCMP identifies all project stakeholders e.g. Mornington Peninsula Shire Council, the relevant statutory bodies and the community, and identifies the needs associated with each stakeholder.

The SCMP defines the type and frequency of project communications, including but not limited to:

- Required response times to Mornington Peninsula residents, in the event of regular maintenance or emergency works
- Expected communication between Downer and Mornington Peninsula Shire Council in the event of an emergency
- Required action regarding media enquiries
- Appropriate record of written and verbal communications.

The SCMP also identifies the risks and control plans for key stakeholders, which are included in the Project Risk Register. Typical control measures include but are not limited to:

- Codes of conduct and behaviour standards
- Grievance and complaints procedures.

Auditing and Reporting

One of Downer's key strategic objectives on the Mornington Peninsula is to provide a streamlined customer service offering that provides speedy and quality resolution for customers and the community.

To support this objective, Downer aims to engage with our stakeholders to create an environment that supports transparency, continuous improvement and development. A process map of the auditing and reporting processes undertaken to support our continuous improvement culture appears below.

In this contract, Mornington Peninsula Shire Council will receive access to Tableau, Downer's reporting software, which will provide transparent and live reporting on our performance against the key Customer Service contract deliverables.

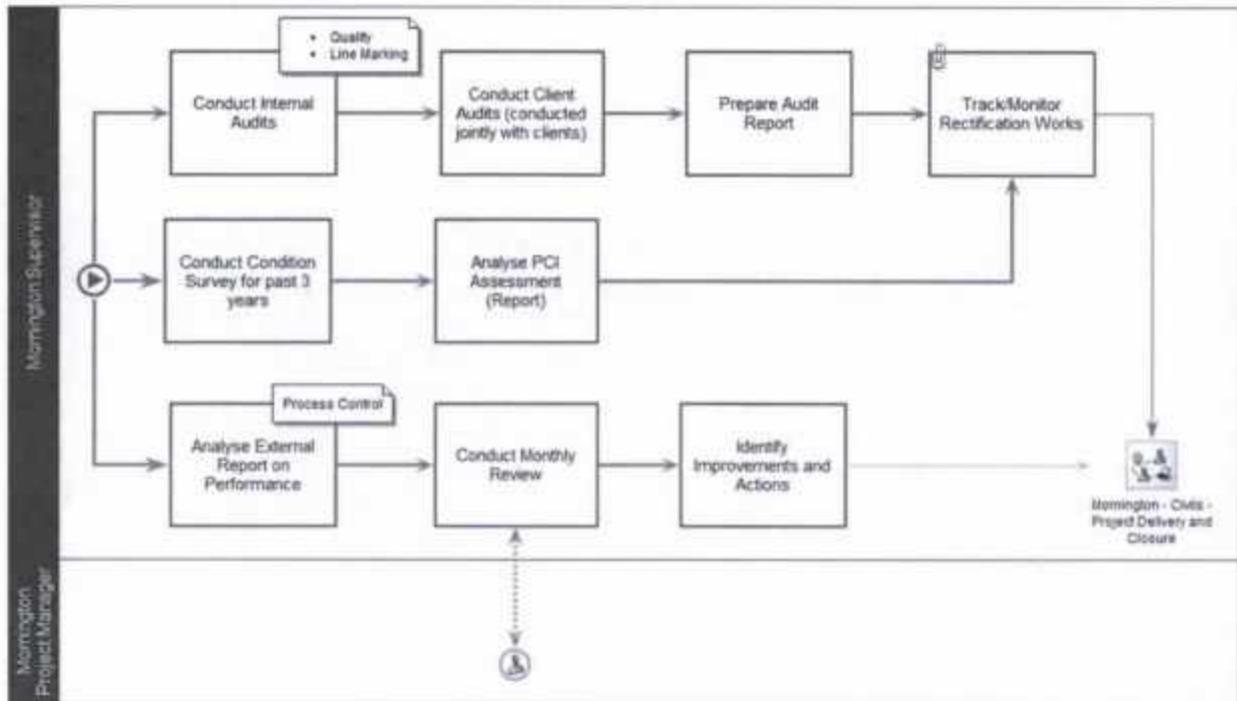


Figure 2: Downer's Auditing and Reporting Workflow Process Map



Figure 3: A live dashboard from Tableau, Downer's compliance monitoring software





Appendix S3-9.3 Customer Satisfaction

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9.3 Customer Satisfaction

The tenderer is required to detail all processes associated with determining customer needs and expectations. This information should include, but not be limited to, any proposals for complying with the customer service requirements of the Contract and other proposals intended to be used by the tenderer in the performance of the work under the Contract.

Downer maintains regular and close contact with our customers as part of our role as trusted advisor, working together with our customers to achieve common goals. This open, transparent communication ensures we remain informed of customer preferences, changes in requirements and ensures we maintain the highest quality delivery and meeting of customer expectations.

By working together in a strategic partnership, Downer and MPSC have improved coordination of routine maintenance, asset refurbishment and capital improvement works and enabled a more sustainable, safe and durable local network for the community. Downer has also delivered substantially improved customer service standards by establishing and operating the Shire's call centre and integrating it with the Shire's customer request management system.

Downer has a very close, collaborative and transparent relationship with Mornington Peninsula Shire at both the strategic and operational level. At the strategic level, Downer and the Shire are both represented in the Senior Management Team, where we openly work together to oversee the contract. At the operational level, representatives from the Shire work closely with Downer's operational team, attend team meetings and liaise between Downer and other Shire activities to inform work alignment.

This regular and transparent communication is of key importance to Downer in understanding and responding to our customers' requirements and working together with our customers as a trusted partner.

Below are some examples of the positive customer experience within the Mornington Peninsula derived as a result of Downer's collaborative and customer focussed approach.

From: Aaron Wright
Sent: Thursday, 15 March 2018 4:18 PM
To: SMS_Downer_FDI <SMS_Downer_FDI@mornington.vic.gov.au>
Subject: Happy Resident - Street Sweeping

Hi all,

Just had Anton on the line extremely pleased with the street sweeping in Ozine St Rye he wants to pass on his appreciation for the great work that has been done in keeping the streets cleaned.

Regards

 **AARON WRIGHT** | Infrastructure Customer Support Officer | MORNINGTON PENINSULA SHIRE
T: 03 5960 1048 | aaron.wright@mornington.vic.gov.au
Private Bag 2005, Rosebud VIC, 3025 | 93 Seagrave Street, Rosebud VIC 3027
www.mornington.vic.gov.au | Twitter [@morningtonshire](https://twitter.com/morningtonshire) | Facebook [@morningtonshire](https://facebook.com/morningtonshire)
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SAT 15:09

Giving a big shout out to the Andy and John from the Mornington Peninsula Shire Council (out of hours help) for getting my ring (my Nans wedding ring) out of the storm water drain just now in Tyabb. Words cannot express how grateful I am 🙏



From: Leanne Male [mailto:scullygum50@gmail.com]
Sent: Thursday, 1 March 2018 9:01 AM
To: Rachel Larsen <Rachel.Larsen@mornpen.vic.gov.au>
Subject: Re: FW: Our Ref.1928622

Good morning Rachel,

I can't thank you and your team enough for the prompt and efficient removal of that absolutely revolting item on the bay trail.

I hate to imagine how many people had been exposed to it.

Thank you again.

Leanne

From: Aaron Wright
Sent: Friday, 20 December 2017 9:41 AM
To: Rachel Larsen, Rachel, Lisa <scullygum50@gmail.com>
CC: Gail Bergman <g.bergman@mornpen.vic.gov.au>
Subject: Positive Feedback

Hi all,

A positive one to end the year I've just spoken with Frank Wolff who wanted to commend the rapid response team on the way they conducted themselves and how efficient they were in removing some dumped waste along Georgia Way in Hastings. Frank wanted to especially thank the efforts of a "Nanale" (apologies if I've got that wrong) who she was very helpful and considerate and he was very impressed with the service he was provided.

Please pass on to everyone involved ☺

Regards

 **AARON WRIGHT** | Infrastructure Customer Support Officer | MORNINGTON PENINSULA SHIRE
T: 03 5952 0444 | aaron.wright@mornpen.vic.gov.au
Private Bag 1485, Frankston VIC 3162 | 50 Bergman Street, Frankston VIC 3162
www.mornpen.vic.gov.au | Twitter @mornpen | Facebook @mornpen

From: Rachel Larsen [mailto:rachel.larsen@mornpen.vic.gov.au]
To: Gail Bergman
CC: Aaron Wright, Gail Bergman, Lisa Taylor, Peter Young, Leanne Male, Gail Bergman, Gail Bergman, Lisa Taylor, Lisa Taylor
Subject: Good Morning Chris

View | 14 Dec 2018 11:11

Good Morning Chris,

I just wanted to take some time to say thank you to the crew for the wonderful job done at Point King. I saw down there first thing this morning and the beach looks beautiful. I have no doubt the Portsea community will also be impressed.

Thank you again and please pass on my probe.

Regards,

 **CRYSTAL MCGIBB** | Cleaning & Drainage Services - South & Drainage Operations - Cleaning | MORNINGTON PENINSULA SHIRE
T: 03 5952 0333 | crystal.mcgibb@mornpen.vic.gov.au | 03 5952 0333
Private Bag 1485, Frankston VIC 3162 | 50 Bergman Street, Frankston VIC 3162
www.mornpen.vic.gov.au | Twitter @mornpen | Facebook @mornpen

From: Carly McCraken
To: Gail Bergman
CC: Aaron Wright
Subject: Thanks to Cleaning Service - Chris & Eddie

View | 14 Dec 2018 10:46

Hi Team

Just thought I'd pass on some positive feedback received this morning from a resident who had dropped her glasses down the stormwater pit outside her property in Mornington. Dean and Eddie responded & retrieved these for her & put them in her mailbox as requested. When I contacted her to advise the crew had attended, she was extremely appreciative and said the crew were her "knights in shining armour" today!

Cheers ☺

Carly McCraken
Customer Service Officer
Infrastructure Services

T: 03 5952 0333 | carly.mccraken@mornpen.vic.gov.au
P: Gail Bergman | g.bergman@mornpen.vic.gov.au
MORNINGTON PENINSULA SHIRE
www.mornpen.vic.gov.au

 Thank you for your service



From: TRISH BARR [mailto:trishbarr@downer.com.au]
Sent: Tuesday, 5 December 2017 9:12 AM
To: Corporate E-Mail Inquiries & Customer Enquiries [mailto:corporate@downer.com.au]
Subject: Drain at 28 Bernards Way, Cape Schank - (Fish Barn - DN13 587 923)

ATTENTION WARDEN

Good Morning Warden, I have attached some photos of the drain on my property, which you recently organized for the maintenance on.

This is the first time the drain has ever functioned properly, albeit there is excessive water surrounding the grate. After the events of the past weeks, and the enormous amount of rain we experienced, the drain did not block up immediately, as it has always done in the past.

I feel the new contractors have certainly carried out this work efficiently, and hope that they are engaged into the future.

Thank you for your assistance in this matter.

Kind Regards, Trish



Appendix S3-9.4 Changing Delivery Needs

Tender Number: 2328 | 13 June 2018

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9.4 Changing Service Delivery Needs

The tenderer is required to detail how it would go about changing service delivery needs as a result of outcomes identified in the processes listed for the purposes of clauses **Error! Reference source not found.** and **Error! Reference source not found.**.

Downer approaches Customer Service by creating value for our customers and doing our utmost to improve network performance, with the aim of increasing customer satisfaction.

We maintain a high level of adaptability to ensure our service goes beyond minimising complaints, to listening to customers' views and providing prompt solutions that exceed customers' expectations.

An example of us doing that is in this specific contract, taking the six-month caretaker role as maintenance partner to provide Cleansing and Drainage Cleaning services.

Over the summer months the Mornington Peninsula swells in populations, particularly around key events such as Australia Day Weekend, with litter increasing and public exposure heightened. Downer has adapted its service delivery by increasing resources in the lead-up, during and after this event to reduce negative exposure to the Shire and to enhance the community's experience.

These additional resources demonstrate Downer's commitment to delivering an exceptional level of service that meets the changing demands of this contract.

Friday 26/01/2018

- One (1) x additional cleaner at the Village Green, Rosebud
- Two (2) x additional cleaners at Mornington Park
- Six (6) x additional litter crew members at Mornington Park
- Two (2) x Rapid Response to patrol the coastline from Mt Eliza to Portsea collecting dumped rubbish
- One (1) x additional dumped litter crew for to assist the Rapid Response crews and the Clean Team through the heavy volume areas; McCrae – Rye

Saturday 27/01/2108

- Two (2) x Rapid Response to patrol the coastline from Mt Eliza to Portsea collecting dumped rubbish
- One (1) x additional dumped litter crew for to assist the Rapid Response crews and the Clean Team through the heavy volume areas; McCrae – Rye

Sunday 28/01/2018

- Two (2) x Rapid Response to patrol the coastline from Mt Eliza to Portsea collecting dumped rubbish
- One (1) x additional dumped litter crew for to assist the Rapid Response crews and the Clean Team through the heavy volume areas; McCrae – Rye

In addition, Downer committed two Emergency Contact Resources on this contract to enable stakeholders to lodge requests for reactive jobs immediately.

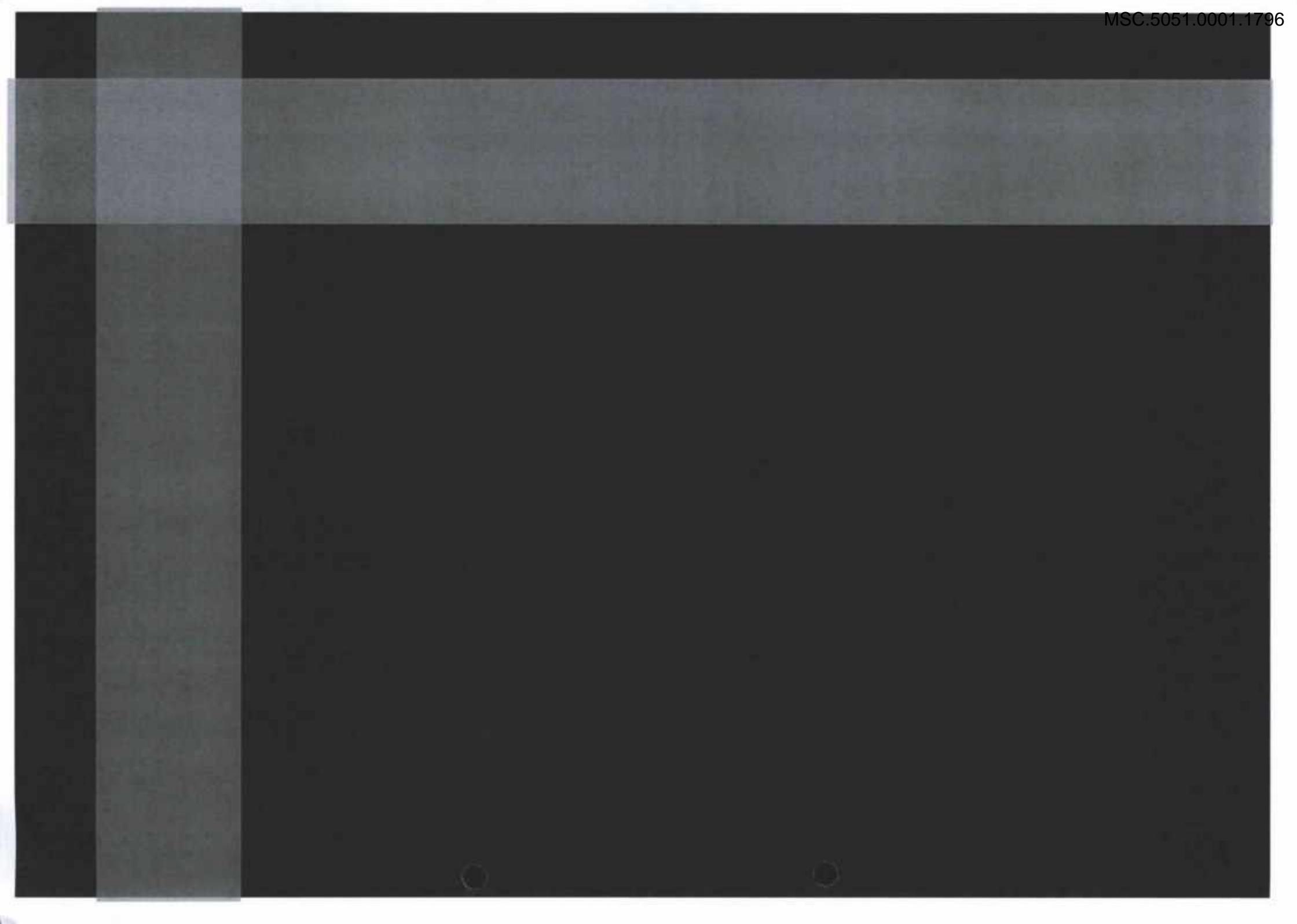
Downer has set itself a delivery standard to responding to stakeholder concerns with nine working days. Downer has met this target, with no exceptions or overdue case for more than four years, on the MPSCs Safer Local Roads contract.

An example of how we have done this on previous contracts in the Mornington Peninsula Safer Local Roads contract, during which we responded to a flooded car park in Rosebud. Due to unusually high rainfall, Downer received a call concerning the flooding at midday. Given the condition and location of the facility (at the back of local shops) Downer re-diverted and mobilised a crew within the area to immediately re-sheet the carpark with crushed rock to repair the potholes before the end of the same business day.



Figure 1: Condition of the Rosebud carpark at midday, prior to Downer's Customer Service response

Downer maintains a transparent and trusted relationship with Mornington Peninsula Shire Council through the collaborative forums described in *Annexure S3-9.3 Operational and Senior Team Meetings*, and by giving Council access to Tableau, our live reporting on works performance, showing the status of all contract works.





Appendix S3-10 Continuous Improvement

Tender Number: 2328 | 13 June 2018

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If selected as the service provider for this contract, Downer will provide Mornington Peninsula Shire Council with access to this software, ensuring Council can see the status of all works, maintaining transparent communication and opportunities for continuous improvement.

Downer is targeting 95% compliance on this contract, as highlighted on its Strategic Plan, and achieves this target by maintaining an open and transparent approach to service delivery, in which client feedback is sought and welcomed to identify opportunities for continuous improvement. We achieve this by way of client audits, internal audits, operational team meetings and senior management team meetings.



Figure 2: Tableau, provides Downer and Mornington Peninsula Shire Council with full visibility of works status, in real time

This commitment extends through all parts of our operation. Every one of Downer’s product manufacturing lines and service delivery provisions is regularly audited to ensure it meets client contract requirements and Downer’s quality specifications.

To manage and action non-conformances and business improvement opportunities generally, Downer follows the procedures detailed in the Business Improvement Procedure Detail below.

Scenario	Business Improvement Type	Commencing Step
An opportunity to improve the IMS, a process or document, or address external feedback is identified	Business Improvement Opportunity (BIO)	Raise a Business Improvement Opportunity, Downer document <i>DA-QA-FM007 Business Improvement Opportunity</i>
A negative complaint, verbal or written, is received from the Client or an external party		
Observe a work idea to identify any opportunities for improvement	Quality Process Observation (QPO)	Complete a Quality Process Observation (QPO), Downer document <i>DA-QA-FM011 Quality Process Observation</i>
A serious or significant non-conformance with a process or material is identified	Non-Conformance Report (NCR)	Complete a Business Improvement Opportunity or Non-Conformance Report, Downer document <i>DA-QA-FM009 Non-Conformance Report</i>
A discrepancy is identified from an internal audit (first-party audit)		
A discrepancy is identified from an external audit: <ul style="list-style-type: none"> of a supplier or contractor (second-party audit) of Downer's operations, goods or services, that is conducted by the client (second-party audit) conducted by an independent party, e.g. certification parties, or an agent on behalf of the Client (third-party audit) 		
Goods do not meet specification, e.g. as a result of Inspection and Test Plan (ITP) monitoring		
A notification needs to be distributed to communicate an outcome	N/A	Prepare and/or update notification of communication outcome

Monitoring and Improving Service Delivery

Downer policy document *DA-QA-PR007 Internal Audits* defines how audits, including contract audits, are scheduled, conducted, and reported. These audits are conducted regularly throughout the life of every contract we work on in order to:

- Identify compliance to requirements, positive and adverse trends, and improvement opportunities
- Ascertain whether procedures and processes comply with the approved head contract, specifications, standards, legislation, and regulatory requirements
- Determine whether the IMS has being effectively implemented and maintained.

On this contract, the Contract Manager will be responsible for developing and managing the contract's audit program, and ensuring this covers all contract functions.

The contract's audit schedule is made specific to the contract, and saved in the contract's document repository.

On completion of each audit, an audit report is prepared and the master copy, detailing any Non-conformance Reports (NCRs) raised. This report is then sent to the functional manager to be actioned, specifically, rectifying any non-conformances and actioning opportunities for improvement.

Periodic follow-up audits may be scheduled over the duration of the project to ensure standards do not fall below the audited level of conformance.

Control of non-conformances

Any non-conforming materials or works, identified during an audit, will be managed in accordance with contract specifications and with Downers business improvement procedures documented in Downer policy document *DA-QA-PR005 Business Improvement*.

On receiving this, the Contract Manager for this contract will ensure:

- Suspect materials are isolated and removed to prevent inadvertent use
- A root cause is identified
- Any weakness in service delivery are identified
- Effective actions are implemented to prevent recurrence.

The Contract or Quality Manager will determine the nature of the non-conformance, then record this and the action(s) required. Rework or repairs will be re-tested and the details will be added to the inspection and test report.

Upon satisfactory completion of the identified actions, an NCR is signed off and, if applicable, any stickers and / or tags used are removed, and the material is removed from isolation. A copy of the signed NCR will be incorporated into the Daily Journal Report or job package.

The Contract Manager will review the Business Improvement Program (BIP) Register weekly. Any corrective action that fails to have the desired effect will be managed in accordance with Downer policy document *DA-QA-PR005 Business Improvement*.

Any complaints received or forwarded on from Mornington Peninsula Shire Council will be recorded by the Contract Manager in the BIP Register and actioned within the appropriate timeframe.



Following rectification and close-out of corrective actions, Downer commences a lessons-learned process, conducted in conformance to the procedures detailed in Downer policy document *DI-PM-PR025 Lessons Learned – Intermediate and Close-Out*. This process forms a key element of Downer's quality assurance by actively identifying and using learnings to drive continuous improvement.

Staff Training

Another way Downer continuously improves our service delivery is through our people, specifically, choosing the very best people, and maintaining a training program that regularly trains and upskills the people we have.

The Downer Roads Services business is currently upskilling over 100 employees by way of apprenticeships and traineeships. In addition, Downer provides an extensive selection of internal courses employees can take part in to learn new skills such as project management, business and leadership skills. All of these courses are accessed through the Downer Learning Hub, which includes courses such as:

- Leadership in Action (Business Leadership and People Management)
- Championing Change (Change Management)
- Project Principles (Project Management).

Downer also encourages employees to upskill through external registered training organisations, often paying in full or in part for these courses and giving employees study days away from work to complete their course requirements.

Every Downer employee receives a training plan, which identifies their skills and any gaps in these skills where additional training is required. These training plans are reviewed and updated regularly, recording all new skills and training each employee has completed, and encouraging a company culture of continuous learning and improvement.

Employee training plans include details on:

- Formal training courses completed (internal and external)
- Exposure to specialists, technical experts or best practice operators
- Mentoring and coaching completed
- On-the-job guidance and training
- Short-term secondments to other Downer contracts or parent company businesses.

This approach enables training programs to be developed which are tailored specifically to individual staff member requirements.

Safety and Zero Harm

Downer is committed to zero harm, ensuring we maintain business practices that do not harm our people, the public or the environment. A key part of maintaining the highest level of zero harm is our continual monitoring of our performance in this area, and recording of any weaknesses and opportunities for improvement.

Downer's Near Miss Reporting Hotline encourages all people: employees, subcontractors and the community to report any health and safety issues or risks, which Downer then immediately actions and / or rectifies.

Operating 24/7, the hotline provides an easily accessed solution for employees and supply chain partners to report situations that could put them or the community in harm's way.

Since the hotline was implemented in 2012, more than 30,000 reports have been received. This data is collected, recorded and analysed to identify trends that enable Downer to make informed decisions on targeted improvements that have been developed, trialled and implemented on our worksites.

In addition to our Near Miss Hotline, every Downer worksite conducts regular Toolbox meetings, in which hazards, often specific to that contract and geographic area, are reported and managed with critical controls and rectifications designed to protect our people and the environment.

Downer Roads Services business also conducts mandatory Toolbox meetings and safety calls in which all near misses and new ideas are discussed and actioned to encourage continuous improvement in this area.

Innovation

In all contracts, Downer continually looks for ways to innovate, do things better, achieve better outcomes and positively challenge the norm through thought leadership. We do this with the guidance of an established set of processes and incentives designed to encourage innovative thought, and implement workable ideas into our contracts.

On this contract, Downer will maintain and regularly update a Continuous Improvement Register that will record innovative ideas to ensure they are further considered and developed to determine whether they have practical and valuable application.

Downer will include this register as a standing item in operational meetings, to encourage new ideas to be raised, and worthwhile ideas to be actioned. This register will also provide additional impetus to drive our high-achievement culture, which Downer has a proven history of driving, to meet and exceed our customers' expectations. This is achieved through clear performance metrics, empowerment of employees and the provision of personal development for employees that aligns with the KPIs of every contract on which we work.

Smart Drains Technology

Downer, EYefi and Fujitsu have collaborated to develop a Smart Drain sensor that monitors water levels in stormwater drains.

The Smart Drain sensor has been developed specifically for installation within roadside storm water pits that use side or top entry water inlets, and with either a concrete or grill pit lids.

The data generated from these sensors is then analysed to correlate rainfall activity, measuring water levels and the change in water levels over time. This gives Downer insight into the functioning of each drain and information when drains are blocked or obstructed, alerting work crews to clean them before flooding occurs.

A network of sensors monitors drains in real time, and this reduces the need for manual inspections, resulting in greater efficiency and cost-effective operations.

The system uses sonar sensors and can also use cameras to provide office-based staff a visual inspection remotely, so Downer can see if rubbish or specific issues are causing high water levels within roadside stormwater drains. This again results in greater efficiency and most cost-effective service delivery for Mornington Peninsula Shire Council.

"Many of our stormwater pits, especially those in flood prone areas could be checked daily or several times per day. This technology informs us quickly that there is a blockage, so we can send someone there immediately and have it removed and cleaned before further flooding and complications arise.

We are proud to be trialling this in the Yarra Ranges as an Australian first and, if the results are positive, we hope it can be adopted throughout the municipality"

- Yarra Ranges Mayor Len Cox

The Smart Drain incorporates a small solar panel on the surface of the drain, providing power to the sensor, which also uses a battery for measurements at night. This is part of Downer's Smart City Internet of Things (IoT) solution, which, when combined with Artificial Intelligence analysis, provides councils and road authorities with a new level of understanding of how assets are performing, to provide better service to customers

Downer sees potential in investing in this technology in Mornington Peninsula to assist in mitigating the issues experienced with accessing the 3,000-plus pits in easements greater than 375mm located on private properties.

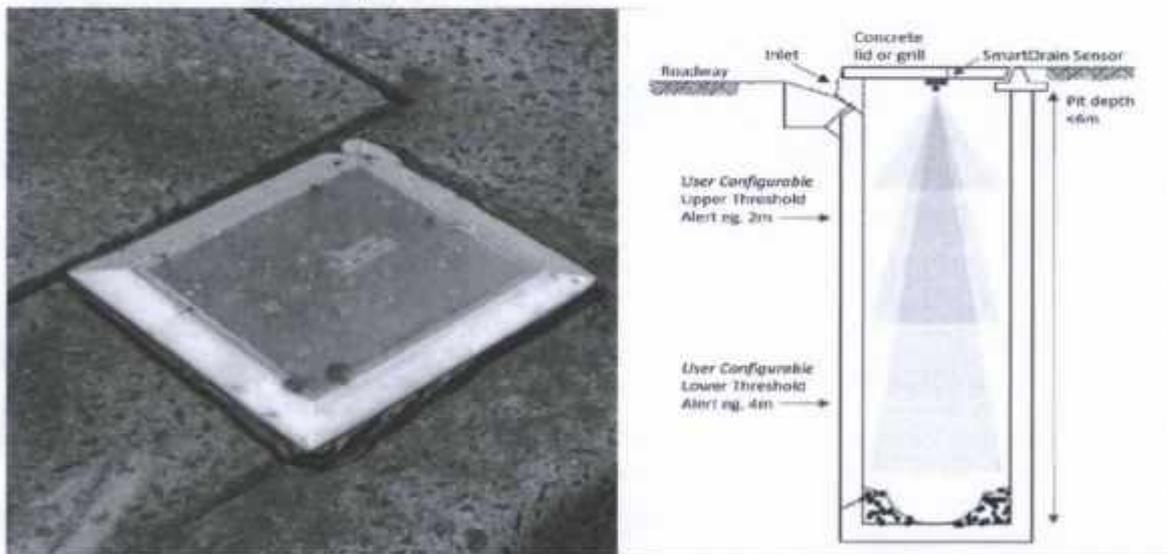


Figure 3: Downer's Smart Drain system sensor and schematic of operations

Recycling waste

Downer intends to take as much as 85% of all materials collected through sweeping and pit/pipe clearing and repurpose this into useable material. This extends our company commitment to delivering environmentally sustainable operations, and the recent opening of the Downer detritus recycling plant in Sydney. This facility is on track to redirect more than 8,000 tonnes of material from landfill per annum, turning this into valuable construction material.

Downer's Reconomy business is now in discussions with local councils in Victoria to build a second recycling plant in Victoria, which will redirect all road sweepings and drain material from landfill and repurpose this into road construction material.

While waiting for this facility to be completed, Downer will invest with our supply chain partner Vins Bins to repurpose over 83% of waste into backfill materials; this will be then on-sold through providers of landscape supplies.

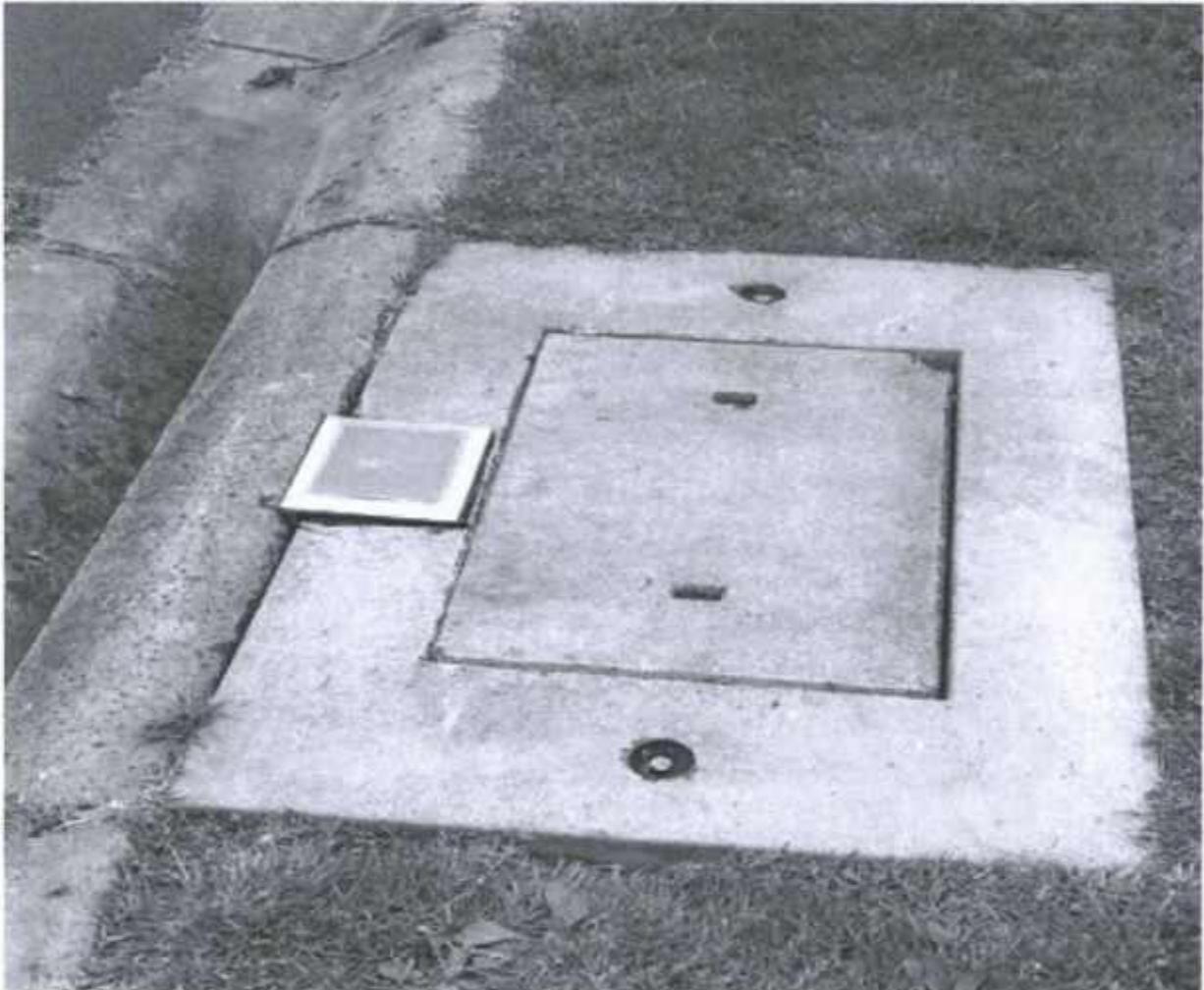


Figure 4: A Downer pit sensor, monitoring water levels to prevent flooding and expensive repairs

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Appendix S3-11 ES and E Contribution

Tender Number: 2328 | 13 June 2018

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11. Economic, Social and Environmental Contribution to the Mornington Peninsula Region

The tenderer is required to list any economic contribution which it currently makes, or would make if its tender is accepted, to the Mornington Peninsula region. This might include, for example, that the tenderer is already Mornington Peninsula-based, would establish a base in the Mornington Peninsula region if its tender is successful, uses Mornington Peninsula-based suppliers or would employ Mornington Peninsula-based staff.

If the tenderer is nominated as the preferred tenderer, the Principal may elect to negotiate amendments to the Contract to bind the tenderer to its commitments with respect to its economic contribution to the Mornington Peninsula region.

Downer is committed to investing in and supporting the local communities in which we work. We demonstrate this commitment by:

- Providing personalised service, listening and responding to residents' requests
- Procuring locally-sourced products whenever possible
- Employing workers who live in the area
- Sponsoring school and community events
- Conducting regular community engagement sessions.

We see the Mornington Peninsula as an investment, in which we work to support the local community. Since working in the Mornington Peninsula, Downer has donated and supported events including:

- Mayoral Charity Golf Day
- New Year's Eve Celebrations
- Schoolies
- Blessing of the Waters
- Australia Day Celebrations
- ANZAC Day
- The Queen's Baton Relay.

If selected as the service provider for this contract, Downer intends to continue suggesting new contributions we could make in agreement with the Mornington Peninsula Shire Council. Some of these contributions already considered include:

Upskilling Local Subcontractors and Residents

Downer demonstrates its investment in the communities in which we work by conducting regular learning and development programs, in which we upskill local businesses, subcontractors and local residents.

Through these programs Downer has developed long and valuable relationships with specialist local subcontractors and local councils, by sharing our expertise and internal training programs in project management, innovation and safety.

Downer regards our subcontractors as an extension of our business and, an extension of the local community, so supporting these people supports all.

In addition to subcontractors, Downer seeks to assist individual local residents, by employing locally and often assisting local residents with training programs designed to help the secure work or to escalate their career. Downer has enacted this program in other contracts such as the Mornington Peninsula Safer Local Roads contract.

Social and Economic Contribution

Downer provides economic support to the communities in which we work by, as much as possible, employing local residents, engaging with locally based subcontractors, and procuring products from local providers.

For this specific contract, Downer intends to establish three local bases of operation, located in Hastings, Dromana and Rosebud. These bases will inject economic support to the community by way of product procurement and employment.

As well as hiring local and engaging locally-based subcontractors, Downer invests in upskilling local providers, offering a comprehensive range of training and skills development courses for Downer-elected subcontractors.

This range of courses includes industry skills, and ready-for-work programs offered to Indigenous and disadvantaged people. On the caretaker Mornington Peninsula Cleansing and Drainage Cleaning contract, Downer has upskilled and created employment opportunities for locally-based disadvantaged people in partnership with WISE (Disability Employment Service) in Rosebud. As a result of this initiative, Downer now has one person working with us fulltime as a sanitary cleaner.

Downer is also committed to supporting women in the workforce and creating opportunities to increase the number of female employees in our industry. Downer maintains a workforce made up of more than 40% female employees for this specific contract, and seeks to increase that over the life of the contract.

Investing in People's Safety

Downer maintains a commitment to Zero Harm, for our people, and the environment. This commitment has been demonstrated with several award-winning Downer programs including Mission Possible I, in which Downer initiated a 10-meter 'no go' zone between pedestrians and working plant to avoid pedestrian / plant injuries and Mission Possible II, in which we instructed control mechanisms to prevent uncontrolled vehicle rolls.

For this specific contract, Downer has co-invested with our supply chain partners in Reverse Smart technology, to fit all road sweepers used on this contract with autonomous braking, to reduce pedestrian/plant incidents.

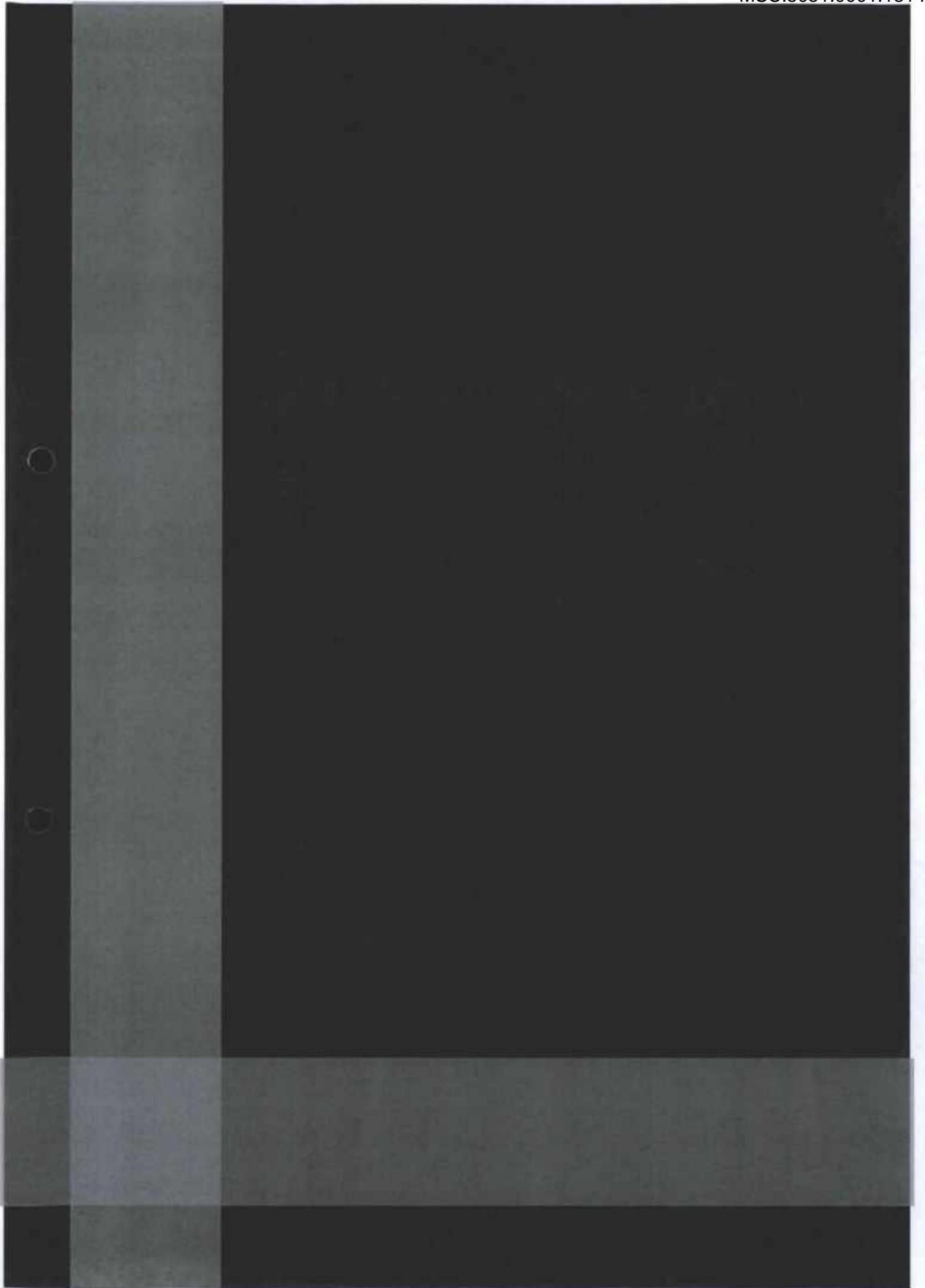
All these safety initiatives are highly relevant to Downer's work under this contract, in which numerous vehicles and plant work together to service this contract.

The Mornington Peninsula team have embraced these safety initiatives, and proactively adopt these controls across the network



Figure 1: Downer Mission Possible I and II, Downer's award-winning programs designed to reduce workplace injuries

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**Attachment S3-8.9 Document
Management Procedures**

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

Downer 
Relationships creating success

Procedure

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1 PURPOSE

This procedure describes how to manage documents in Downer controlled document libraries.

2 SCOPE

This procedure applies to Infrastructure Services and Engineering, Construction and Maintenance; and Group, hereafter referred to as Downer.

The target audiences for this procedure are Process Owners, Business Group Quality Managers, and Business Systems Managers.

This procedure applies to documents in the:

- Integrated Management System (IMS) Library
- Group Document Library
- Business Group document libraries.

 Documents not in a Business Group document library must still comply with the *Downer Group Style Guide*.

This procedure does not apply to:

- the management of records, refer to *DA-QA-PR009 Records Management*
- the management and control of project documents, refer to *DI-PM-PR015 Project Document Management & Control – Planning* and *DI-PM-PR016 Project Document Management & Control – Execution*.

3 DEFINITIONS

The following terms are used in this document and are included in *DA-QA-RG001 Definitions Register*.

Business Group	An umbrella term for one or more operational businesses grouped along organisational structure lines rather than functional or capability lines.
Business Review	A broader consultative mechanism whereby a review by stakeholders from separate functions/ lines of business occurs when identified by the Process Owner or Originator as being impacted by the document.
Business Systems Team	The team responsible for the development and maintenance of the IMS and Group document libraries.
Controlled Document	A document which is identified by a document number in a Downer Controlled Document Library.
Document	Unless specified otherwise, references made to "documents" also refers to data. As a minimum, documents include policies, guidelines, procedures, work instructions, forms and flowcharts.
Downer Controlled Document Library	A repository for documents centrally controlled by Downer Group, or for one or more Downer Divisions or for one or more business groups, whereby documents are version controlled and need approval prior to releasing or removing from the repository.
Employee	An individual who has an employment relationship with Downer and is registered in the Downer Payroll system, including permanent, casual or fixed term employees. Contractors and contingent labour hire are specifically excluded.
Group Documents	Documents applicable to all parts of Downer and documents applicable to Group functions, both of which are approved by relevant process owners.
Integrated Management System (IMS)	The document library for all support functions, including Finance, Zero Harm, Quality, HR, and Project Management, that is designed to provide consistent process controls, meet the requirements of external standards, and link and integrate relevant core business processes.
Interlock	A documented reference to the use of/ reference to another Process Owner's document. Interlocks may be 'one-way' or 'return' in nature, whereby following the use of the interlocked to document, the referring document either ends (one-way) or continues (return) using information from the interlocked to document.

Major Document Change

A change to a document that:

- causes a change to its intent or scope, e.g. process/ procedure modification, new process/ procedure/ or other document type introduced, legislative requirements changes, or a change to the applicability of a document to different parts of Downer or to different scenarios; and
- is not an administrative update associated with another major document change, e.g. changes to document numbers and/ or names or removing obsolete content.

Communication/ training about the major document change must be provided in a way that:

- ensures it's impacted audience understands what they must do differently as a result of the change; and
- where appropriate, collects a record of attendance/ acknowledgement/ understanding or proof of competency.

Minor Document Change

A change to a document that:

- does not cause a change to its intent or scope, e.g. spelling and grammatical corrections, formatting or style edits, document template changes, rebranding, clarifications or cosmetic changes; or
- is an administrative update associated with another major document change, e.g. changes to document numbers and/ or names or removing obsolete content.

Communication of the minor document change can optionally be provided or will be covered by the communication/ training provided for the associated major document change.

Peer Review

A consultative process Downer uses for reviewing new or updated documents for a Downer Controlled Document Library which includes relevant SME personnel from the function to which the document relates.

Process Compliance Matrix (PCM)

The tool used to map the Downer controlled document libraries and their process owners, as well as other data.

Process Owner

The position responsible for ensuring the establishment, maintenance and improvement of IMS related documentation to reflect the requirements of the business and other stakeholders.

Record

Provides written 'point in time' or historical information/ evidence associated with a completed activity, task, meeting, event, communication or project typically in response to a business process. A record is 'in active' and therefore does not change once it is completed.

Records are usually filed and, where needed, archived or destroyed according to legislative and corporate requirements.

Examples include processed forms, superseded documents, meeting minutes, emails, training records, reports and archived project documents.

Refer to *DA-QA-RI002 Definitions Document and Record* for a more expanded and illustrated definition.

SME

Subject matter expert.

4 REQUIREMENTS AND RESPONSIBILITY

4.1 Records Management

Records and documentation created, obtained or received using this procedure must be managed in accordance with *DA-QA-PR009 Records Management*, and *DA-QA-FM013 Master Records Index*.

4.2 Key Responsibilities

The following table provides additional information relating to selected roles in this procedure, as indicated in *Annex A – Document Management Flowchart*.

Role	General Responsibilities	May be performed by...
Originator	<ul style="list-style-type: none"> Identify new/ updated documents. 	any Downer employee.
Process Owner	<ul style="list-style-type: none"> Determine if new/ updated documents are required Create/ update documents Complete document reviews, if applicable Approve new/ updated documents. <p> The Process Owner may delegate certain steps in this procedure as appropriate.</p>	the functional lead for the function, e.g. EGM or GM.
Quality Manager	<ul style="list-style-type: none"> Determine suitability of new/ updated documents Release documents to the Downer Controlled Document Library Remove documents from the Downer Controlled Document Library. 	different roles, depending on the Downer Controlled Document Library, e.g. GM Business Systems, Business Systems Manager, Business Group Quality Manager or Company Secretary.

4.3 Document Management Procedure Detail

This procedure may be initiated by various scenarios, which determine where the procedure commences, as indicated in the following table.

Scenario	Commencing Step
A new document or update to an existing document is required.	Step 1 <i>Identify Document</i> .
A document needs to be removed from the Downer Controlled Document Library.	Step 8 <i>Remove Document</i> .

Refer to *Annex B – Document Management Guidance* for additional guidance when performing steps in this procedure.

This procedure is described in the following table and is illustrated in *Annex A – Document Management Flowchart*.

 This procedure is written for an individual document's creation/ update or deletion, but may be similarly applied to groups of documents.

Step	Actions						
1 Identify Document	<p>The Originator:</p> <ul style="list-style-type: none"> identifies the need for a new document, or an update to an existing document discusses the new/ updated document with the relevant Process Owner, and takes action as per the following table. <table border="1"> <thead> <tr> <th>Discussion Outcome</th> <th>If the document is...</th> </tr> </thead> <tbody> <tr> <td>Proceed with new/ updated document</td> <td> <ul style="list-style-type: none"> an update to an existing document or a new document for a document type previously used by the Process Owner, the procedure continues at step 3 <i>Create/ Update Document</i>. part of a new document suite or is a new document type that the Process Owner hasn't used before, the procedure continues at the next step. </td> </tr> <tr> <td>Do not proceed with new/ updated document</td> <td>This procedure ends. ☒</td> </tr> </tbody> </table>	Discussion Outcome	If the document is...	Proceed with new/ updated document	<ul style="list-style-type: none"> an update to an existing document or a new document for a document type previously used by the Process Owner, the procedure continues at step 3 <i>Create/ Update Document</i>. part of a new document suite or is a new document type that the Process Owner hasn't used before, the procedure continues at the next step. 	Do not proceed with new/ updated document	This procedure ends. ☒
	Discussion Outcome	If the document is...					
	Proceed with new/ updated document	<ul style="list-style-type: none"> an update to an existing document or a new document for a document type previously used by the Process Owner, the procedure continues at step 3 <i>Create/ Update Document</i>. part of a new document suite or is a new document type that the Process Owner hasn't used before, the procedure continues at the next step. 					
Do not proceed with new/ updated document	This procedure ends. ☒						
2 Discuss New Document Details	<p>The Process Owner discusses with the Quality Manager the details of the new document, including as applicable:</p> <ul style="list-style-type: none"> the document type, format, and structure any interlocks or impacts to existing documents in the Downer Controlled Document Library. 						
3 Create/ Update Document	<p>The Process Owner:</p> <ul style="list-style-type: none"> creates/ updates the document, ensuring it is based on and complies with the following mandatory documents: <ul style="list-style-type: none"> <i>DA-QA-ST001 IMS Style & Template Standards</i>, which provides general guidance on document types and style, design and writing principles, as well as detailed guidance and instructions on using the current procedure, flowchart and form templates <i>Downer Group Style Guide</i> relevant document template, as per <i>Annex C – Document Templates</i> identifies any legacy documents that will no longer be used on other published Downer Controlled Document Libraries, e.g. DEEMS or Works IMS, (optionally using the "Legacy Summary" tab in <i>DA-QA-FM004 Document Change-Version-Legacy Summary</i>, where numerous documents are involved) refers to <i>Annex B – Document Management Guidance</i> for requirements and guidance on: <ul style="list-style-type: none"> creating/ updating definitions assigning the document a version number identifies potential changes to existing documents (owned by the Process Owner or another Process Owner) as a result of the new/ updated document; and where applicable, notifies/ engages relevant process owner(s) to ensure the changes to their documents are correct and any interlocks between the documents work. Refer to the "Logical Fit and Interlocks" design principle in <i>DA-QA-ST001 IMS Style & Template Standards</i> for more information 						

Step	Actions
<p style="text-align: center;">3</p> <p>Create/ Update Document, continued</p>	<ul style="list-style-type: none"> ▪ assesses the need, and engages the Learning & Development team, as appropriate, to develop new or update existing training if a new document is created or a major document change is made ▪ does ones of the following: <ul style="list-style-type: none"> ▪ For updates to an existing document that is a 'minor' document change, the procedure continues at step 5 <i>Approve Document</i>. ▪ For a new document or update to an existing document that is a 'major' document change, the procedure continues at the next step. <p> The Business Systems Team can provide assistance with designing/ drafting documents and using the current document templates.</p>
<p style="text-align: center;">4</p> <p>Complete Reviews</p>	<p><u>4.1 Complete Peer Review:</u></p> <p> The Quality Manager must always be included in the peer review to ensure the document type, format, and structure are correct, and any interlocks or impacts to existing documents in the Downer Controlled Document Library have been correctly identified.</p> <p>The Process Owner:</p> <ul style="list-style-type: none"> ▪ ensures the new/ updated document is peer reviewed by: <ul style="list-style-type: none"> ▪ selecting suitable reviewers, e.g. technical peers, functional area representatives impacted by the document, project managers, and the Client (where applicable) ▪ distributing the new/ updated document to reviewers and providing direction on what to review ▪ capturing any comments/ feedback, optionally using <i>DA-QA-FM002 Document Review</i> or an equivalent ▪ analysing and consolidating comments, and incorporating any agreed comments into the new/ updated document ▪ maintains a record of the completed peer review. <hr/> <p><u>4.2 Complete Business Review:</u></p> <p> Following completion of the peer review.</p> <p>The Process Owner:</p> <ul style="list-style-type: none"> ▪ ensures a business review is completed for the new/ updated document by: <ul style="list-style-type: none"> ▪ identifying relevant functional and operational stakeholders and Process Owners (i.e. reviewers) to review the new/ updated document; and where applicable, other impacted documents from the additions/ changes ▪ impacted/ updated documents and associated interlocks as a result of the additions/ changes ▪ distributing the new/ updated document to reviewers and providing direction on what to review ▪ capturing any comments/ feedback, optionally using <i>DA-QA-FM002 Document Review Feedback</i> or an equivalent

Step	Actions
<p>4</p> <p>Complete Reviews, continued</p>	<ul style="list-style-type: none"> ▪ analysing and consolidating comments, and incorporating any agreed comments into the new/ updated document ▪ maintains a record of the completed business review. <p><u>4.3 Complete Quality Review:</u></p> <p> Prior to or after peer and business reviews.</p> <p>The Process Owner ensures the new/ updated document is quality reviewed by the Business Systems Team, which includes but is not limited to ensuring:</p> <ul style="list-style-type: none"> ▪ the correct Downer logo and template is used to create the document ▪ a document number is allocated in accordance with <i>DA-QA-ST002 Document Numbering Convention</i> or <i>DG-QA-ST001 Document Numbering Convention</i> ▪ the version number of the document when released is meets the criteria in <i>Annex B – Document Management Guidance</i> ▪ if included, definitions are consistent with those in <i>DA-QA-RG001 Definitions Register</i>. <p><u>Next Steps:</u></p> <p>Following the completion of all reviews, the Process Owner does one or more of the following:</p> <ul style="list-style-type: none"> ▪ If the document needs to be updated following the outcome of the reviews, the procedure continues at step 3 <i>Create/ Update Document</i>. ▪ If the document is ready for release to the Downer Controlled Document Library, the procedure continues at the next step. ▪ If a document(s) has been identified for removal from the Downer Controlled Document Library as part of the creation/ update/ review activities, the procedure continues at step 8.
<p>5</p> <p>Approve Document</p>	<p> The Process Owner must approve the release of all documents to the Downer Controlled Document Library.</p> <p> The Quality Manager must approve the release of all <u>Group</u> documents to the Downer Controlled Document Library.</p> <p>The Process Owner:</p> <ul style="list-style-type: none"> ▪ at their discretion, obtains approval from senior management for the new/ updated document, e.g. where the introduction of a suite of documents or system causes a significant change to business operations across one or more divisions ▪ completes and signs <i>DA-QA-FM001 Approval to Release to Document Library</i> (optionally using <i>DA-QA-FM004 Document Change-Version-Legacy Summary</i>, where numerous documents are involved) , ensuring: <ul style="list-style-type: none"> ▪ all updated documents are identified as a minor or major document change ▪ any legacy documents that will no longer be used are identified against the documents replacing them, optionally using the "Legacy Summary" tab of <i>DA-QA-FM004 Document Change-Version-Legacy Summary</i> ▪ approvals from any other "co-signatories" for the document, identified in the Process Compliance Matrix (PCM) are included or attached to the Approval to Release to Document Library.

Step	Actions
<p style="text-align: center;">5</p> <p style="text-align: center;">Approve Document, continued</p>	<ul style="list-style-type: none"> ▪ does one or more of the following: <ul style="list-style-type: none"> ▪ For Group documents, sends the completed Approval to Release to Document Library to the Quality Manager for approval, along with the new/ updated document; and any records of approval or authorisation. The procedure continues at the next step. ▪ For all other documents, sends the completed Approval to Release to Document Library to the Quality Manager, along with the new/ updated document for releasing; and any records of approval or authorisation. The procedure continues at step 7 <i>Release Document</i>. <p> For minor document changes, the Quality Manager can complete and sign the Approval to Release to Document Library on behalf of the Process Owner.</p>
<p style="text-align: center;">6</p> <p style="text-align: center;">Approve Group Document</p>	<p>The Quality Manager:</p> <ul style="list-style-type: none"> ▪ reviews the new/ updated documents and any records of approval or authorisation, working to resolve any issues with the Process Owner ▪ Approves the the new/ updated documents by signing the Approval to Release to Document Library. <p> If changes are required, the procedure may continue at any of the previous steps, as appropriate.</p>
<p style="text-align: center;">7</p> <p style="text-align: center;">Release Document</p>	<p>The Quality Manager:</p> <ul style="list-style-type: none"> ▪ checks the completed Approval to Release to Document Library and the document's version number to ensure correctness, resolving any issues with the Process Owner, if required ▪ releases the new/ updated document to the Downer Controlled Document Library ▪ updates applicable documents and registers, e.g. PCM ▪ where applicable, updates legacy respositories to point to newly released documents ▪ notifies relevant stakeholders (e.g. process owners of existing documents impacted by the release of the new/ updated document), optionally using <i>DA-QA-FM003 Posting Advice for New, Amended or Removed Documents</i> or an equivalent. <p>This procedure ends. ⊗</p>

Step	Actions
<p style="text-align: center;">8</p> <p>Approve & Remove Document</p>	<p> When a document needs to be removed from the Downer Controlled Document Library.</p> <p> The Process Owner must approve the removal of all documents from the Downer Controlled Document Library.</p> <p> The Quality Manager must approve the removal of all <u>Group</u> documents from the Downer Controlled Document Library.</p> <p>The Process Owner:</p> <ul style="list-style-type: none"> ▪ completes and signs the <i>DA-QA-FM001 Approval to Release to Document Library</i> ▪ obtains approvals from any other "co-signatories" for the document, identified in the Process Compliance Matrix (PCM) are included or attached to the Approval to Release to Document Library. ▪ sends the completed Approval to Release to Document Library to the Quality Manager to action. <p>The Quality Manager:</p> <ul style="list-style-type: none"> ▪ reviews the reason(s) for the change, resolving any issues with the Process Owner, if required ▪ ensures the change won't affect the integrity of the Downer Controlled Document Library and complies to quality, safety, and environmental management systems requirements ▪ for Group documents, approves the removal by signing the the Approval to Release to Document Library ▪ removes the document from the Downer Controlled Document Library, ensuring a copy of the superseded document is maintained for audit traceability ▪ updates applicable documents and registers, e.g. PCM ▪ notifies relevant stakeholders of the removal, optionally using <i>DA-QA-FM003 Posting Advice for New, Amended or Removed Documents</i> or an equivalent. <p>This procedure ends. ⊗</p>

4.4 Process Variations & Exceptions

4.4.1 Project/ Contract Specific Forms

The Quality Manager has the authority to amend standard forms or generate new forms to suit project/ contract specific applications, as per *DI-PM-PR015 Project Document Management & Control – Planning*, however the following minimum requirements must be met:

- Format must utilise standard document template formats as per *Annex C – Document Templates*.
- Where information about the contract/ project is required to be included and there is no existing provision provided in the document header, the relevant/ required information must be added to the header of the document in Arial, 8pt, not bold, right aligned.
- Client logos may be added to the header, as required.
- The document must be identified by a project number as defined in *DI-PM-PR016 Project Document Management & Control – Execution*

- If a new project/ contract form, consider including in the Downer Controlled Document Library as a standard form. Use of the project/ contract form must be included in the project's Project Management Plan.

4.4.2 Minor Document Changes to Existing Documents

Where a major document change (e.g. the introduction of a suite of new documents) requires minor document changes to be made to existing documents (e.g. updating document references), the Quality Manager can make the required minor document changes and complete and sign the Approval to Release to Document Library on behalf of the Process Owner, ensuring the Process Owner is notified of the minor document changes.

4.4.3 Creating Non-Library Documents

To create a non-library document, optionally use *DA-QA-TP014 Document*, which provides all the standard styles of any other document released to a Downer Controlled Document Library.

4.4.4 Transitional Arrangements

In the case of acquisitions, mergers or organisational restructures there may be a period of time where documents in Business Group document libraries do not comply with this procedure but this period should be minimised.

5 REFERENCED DOCUMENTS

POLICIES

DA-QA-PO001 Business Quality Policy

PROCEDURES

DA-QA-PR009 Records Management

DI-PM-PR015 Project Document Management & Control – Planning

DI-PM-PR016 Project Document Management & Control – Execution

STANDARDS

DA-QA-ST001 IMS Style & Template Standards

DA-QA-ST002 Document Numbering Convention

DG-QA-ST001 Document Numbering Convention

FORMS

DA-QA-FM001 Approval to Release to Document Library

DA-QA-FM002 Document Review Feedback

DA-QA-FM003 Posting Advice for New, Amended or Removed Documents

DA-QA-FM004 Document Change-Version-Legacy Summary

DA-QA-FM013 Master Record Index

TEMPLATES

DA-QA-TP001 Policy

DA-QA-TP002 Procedure

DA-QA-TP003 Procedure Flowchart

DA-QA-TP004 Procedure Flowchart Stencil

DA-QA-TP005 Form - Portrait

DA-QA-TP006 Form - Landscape

<i>DA-QA-TP007</i>	Project Form – Portrait
<i>DA-QA-TP008</i>	Project Form – Landscape
<i>DA-QA-TP009</i>	Work Instruction
<i>DA-QA-TP010</i>	ZH Standard (Environment)
<i>DA-QA-TP011</i>	ZH Standard (Safety)
<i>DA-QA-TP012</i>	Project Document Template
<i>DA-QA-TP013</i>	Email Template
<i>DA-QA-TP014</i>	Document
<i>DA-QA-TP023</i>	ZH Standard (Critical Risk)

INTERNAL REFERENCE

<i>DA-QA-RI002</i>	Definitions Document and Record
<i>DA-QA-RI011</i>	Procedure Flowchart Icon Sampler
<i>DA-QA-RI012</i>	IMS Template Hierarchy Definition

REGISTERS

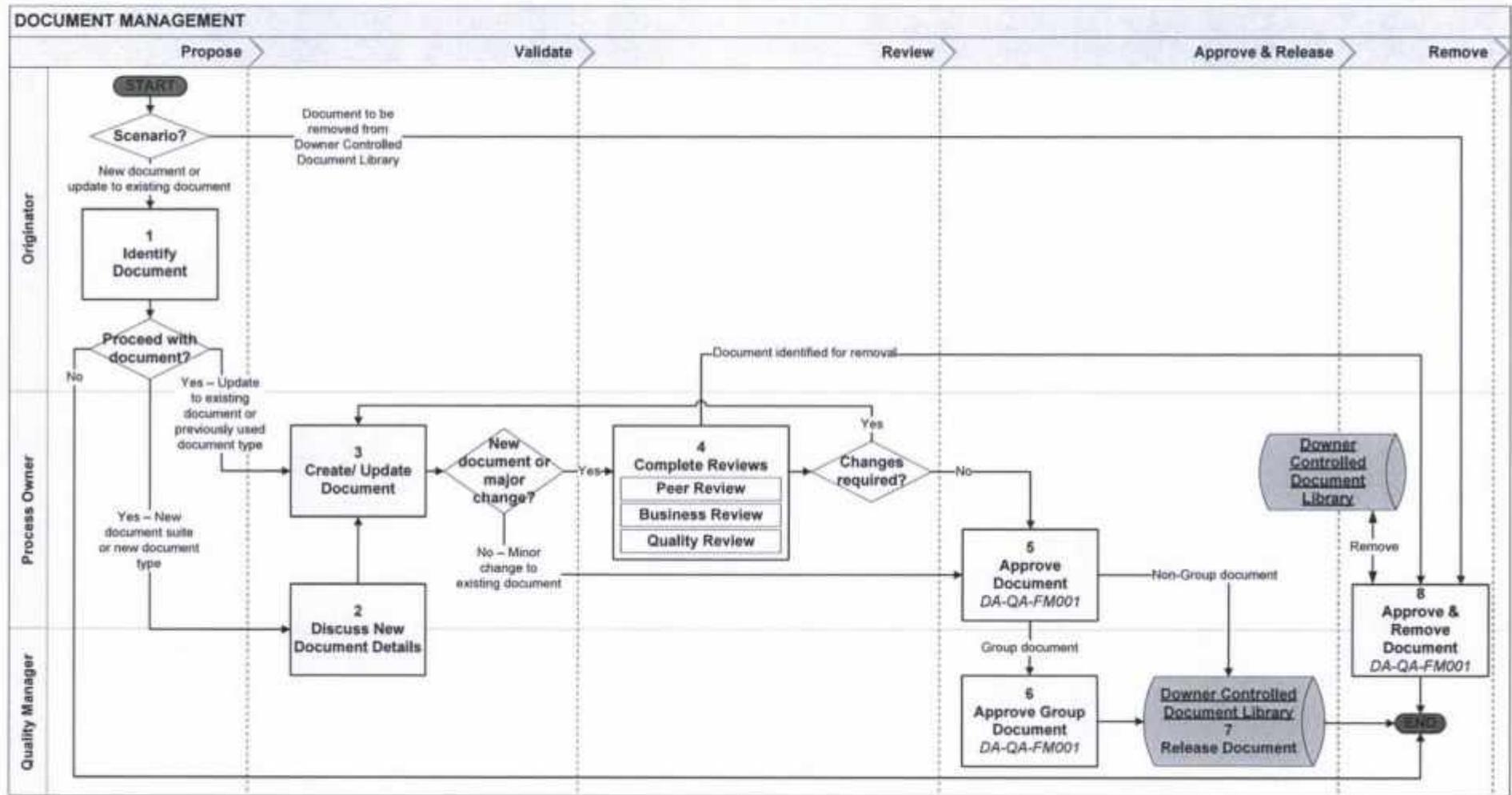
<i>DA-QA-RG001</i>	Definitions Register
<i>DI-PM-RG015</i>	Project Document Management and Control Registers

OTHER

ISO 9001 Quality Management System

Downer Group Style Guide

ANNEX A – DOCUMENT MANAGEMENT FLOWCHART



ANNEX B – DOCUMENT MANAGEMENT GUIDANCE

Definitions Requirements

As part of creating or updating documents, consideration of standard terminology and their associated definitions must be considered as it is a significant factor impacting document usability and common language used within Downer.

- 1.1.1.1** As terms can be used by one or more functions, definitions must be adopted from those in *DA-QA-RG001 Definitions Register*.
- 1.1.1.2** Where a Process Owner believes that a definition needs to be amended, they must obtain approval from all Process Owners who use the term in their documents. This is indicated by the "Function" column in *DA-QA-RG001 Definitions Register*, whereby "Downer" indicates all functions use the term, therefore all functional Process Owners must approve any changes to the term.
- 1.1.1.3** Where an existing definition is potentially being updated, all procedures that define that term must also be reviewed for impact of changing the term and updated for consistency, as appropriate, by the person initiating the change. Relevant documents are found in the "Referenced in" column in *DA-QA-RG001 Definitions Register*.
- 1.1.1.4** The "Common Terminology" design principle and the "Terminology & Definitions" section of *DA-QA-ST001 IMS Style & Template Standards* must be used when creating/ updating definitions.

Any term(s) in the "Definitions" section of a document will be added to *DA-QA-RG001 Definitions Register* where they are:

- new terms that do not currently exist in *DA-QA-RG001 Definitions Register*; or
- to replace an existing term and are supported by approval from all Process Owners of the functions listed in the "Function" column in *DA-QA-RG001 Definitions Register* term .

Peer & Business Reviews

Objectives of peer and business reviews include:

- assisting in development of new or updating of existing documents for a Downer Controlled Document Library
- focusing on content, e.g. technical, roles and responsibilities, and contractual
- using selected Downer personnel as 'Reviewers' to add value and assist the Originator to develop a draft of the document to satisfy the relevant Downer Controlled Document Library, contractual, and operational/ technical requirements
- determining if the document is "fit for purpose" and providing content for improvement
- identifying, resolving and removing agreed issues; and
- providing for quick turn-around of documents under development or amendment.

Document Identification

All documents in a Downer Controlled Document Library shall be allocated a unique identifier comprising a document number and document name.

The document identifier for each document shall follow the convention defined in *DA-QA-ST002 Document Numbering Convention* or *DG-QA-ST001 Document Numbering Convention*, as applicable to the Downer Controlled Document Library.

Document Versioning & Training Record Traceability

The version number for new documents commences at 1.0.

When a document is updated, the version number will change as follows:

Change Type	Version Number Rules
Major Document Change	Version number changes to the next whole number, e.g. from version 1.0 to 2.0.
Minor Document Change	Version number changes to the next secondary number, e.g. from version 4.2 to 4.3.
Draft Change	<p>A draft document will take the new proposed version number followed by the identifier "Draft v0.", e.g.:</p> <ul style="list-style-type: none"> The first draft of a major document change to a document with current version 1.0 will be: 2.0 Draft v0.1 The first draft of a minor document change to a document with current version 1.0 will be: 1.1 Draft v0.1

4.1.1.1 Submission of documents to the Quality Manager must ensure:

- the version number in the footer of the document(s) is the final 'to-be-published' version number, i.e. any reference to "Draft" is removed; and that the version number is the same in all sections in the document; and
- the version number is only in the footer and not included in the file name.

Version numbers and history shall be maintained in the Downer Controlled Document Library.

Training records and materials shall align to whole number versions of the parent document (e.g. 1.0 or 2.0) as they are only updated following major document changes to the parent document.

Issue of Documents

Hard Copy:

Unless maintained on a controlled document register, all printed documents are uncontrolled. The Quality Manager determines the need for controlled document distribution, and where required, ensures the following are recorded at minimum for each distribution:

- Document Type
- Document Number
- Document Title
- Version Date; and
- List of persons receiving documents.

DI-PM-RG015 Project Document Management and Control Registers or an equivalent, may be used/ adapted to maintain a record of hard copy distributions.

The Quality Manager must ensure that any changes are communicated to users.

Data Storage Devices:

Where the Downer network is not available at a specific site, the Quality Manager or delegate may export the documents from the Downer Controlled Document Library to a data storage device (e.g. CD or USB drive) for use at the site.

The data storage device is controlled by whoever creates and issues the device. The contents of the data storage device must be listed prior to issuing, as per guidance provided above for Hard Copy distributions a.

Control of Documents

Use of Electronic Documents:

ISO 9001 Quality Management System and good business practice do not support the use of uncontrolled documents. Users should therefore not rely on the document without first checking that it is the current version by looking at the version number in the footer of the document in the Downer Controlled Document Library, and comparing it to any printed copy.

Exporting Documents:

Saving documents from the Downer Controlled Document Library onto computer hard drives is prohibited, except when required as supporting information for projects and tendering. Altering and then printing electronic documents from the Downer Controlled Document Library is strictly prohibited.

External Documents:

External documents such as client documents (e.g. project specifications, project drawings, and industry group documents) must be stored and controlled in a manner defined by the Quality Manager.

External documents such as legislation and standards that are required to meet legal and certification requirements must be identified and their distribution controlled.

Computer Files & Data Backups

Documents within the Downer Controlled Document Library and filed on Downer servers are backed up daily.

All users of personal computers, where business critical information is applicable, must ensure that files are backed up onto a suitable data storage device.

ANNEX C – DOCUMENT TEMPLATES

The templates in the following table are applicable to documents released to a Downer Controlled Document Library.

Document Type	Template	File Format
Policy	<i>DA-QA-TP001 Policy</i>	Microsoft Word
Procedure	<i>DA-QA-TP002 Procedure</i>	Microsoft Word
Procedure Flowchart	<ul style="list-style-type: none"> ▪ <i>DA-QA-TP003 Procedure Flowchart</i> ▪ <i>DA-QA-TP004 Procedure Flowchart Stencil</i> ▪ <i>DA-QA-RI011 Procedure Flowchart Icon Sampler</i> 	Microsoft Visio
Form	<ul style="list-style-type: none"> ▪ <i>DA-QA-TP005 Form – Portrait</i> ▪ <i>DA-QA-TP006 Form – Landscape</i> ▪ <i>DA-QA-TP007 Project Form – Portrait</i> ▪ <i>DA-QA-TP008 Project Form – Landscape</i> 	Microsoft Word
Template	<i>DA-QA-TP012 Project Document Template</i>	Microsoft Word
	<i>DA-QA-TP013 Email Template</i>	Microsoft Outlook
	<i>DA-QA-RI012 IMS Template Hierarchy Definition</i>	Microsoft Powerpoint
Work Instruction	<i>DA-QA-TP009 Work Instruction</i>	Microsoft Word
Zero Harm Standard	<ul style="list-style-type: none"> ▪ <i>DA-QA-TP010 ZH Standard (Environment)</i> ▪ <i>DA-QA-TP011 ZH Standard (Safety)</i> ▪ <i>DA-QA-TP023 ZH Standard (Critical Risk)</i> 	Microsoft Word
MS Excel Templates	<p>Downer Group Excel template - Open Excel, the new template should open automatically.</p> <p> If Microsoft Excel templates are required as forms, the appropriate headers and footers must be applied as per <i>DA-QA-TP005 Form Template - Portrait</i></p>	Microsoft Excel

Document Type	Template	File Format
Guide	<p>None currently.</p> <p> Guides include information on one or more of the following:</p> <ul style="list-style-type: none"> ▪ General information that gives background or the 'story' behind a topic or other IMS document. ▪ Guidance or additional information that assists the user in completing steps of a procedure, e.g.: <ul style="list-style-type: none"> ▪ Information describing other models that apply to the procedure, e.g. learning and development lifecycles. ▪ Guidance on what to consider when making discretionary decisions, e.g. at what point would you progress a harassment claim. ▪ References to other documents that <u>may be used</u> to assist the user in performing the procedure, e.g. samples, websites, or training resources. ▪ Volumous information that is mandatory in nature and referred to from the procedure, i.e. it must be used when completing steps of a procedure. <p> Guides do not duplicate information covered in policies or procedures, nor do they state the requirement to use or complete forms, other tools or documents when executing the procedure. The structure of guides is flexible, whereby different types of information is included as appropriate and logical.</p>	Microsoft Word



Attachment S3-8.9 Environmental Inspection Checklist

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

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Environmental Inspection Checklist

Workplace / Location:		Date: / /	Time: :
PERSONS INVOLVED OR CONSULTED DURING INSPECTION			
Name	Signature	Name	Signature

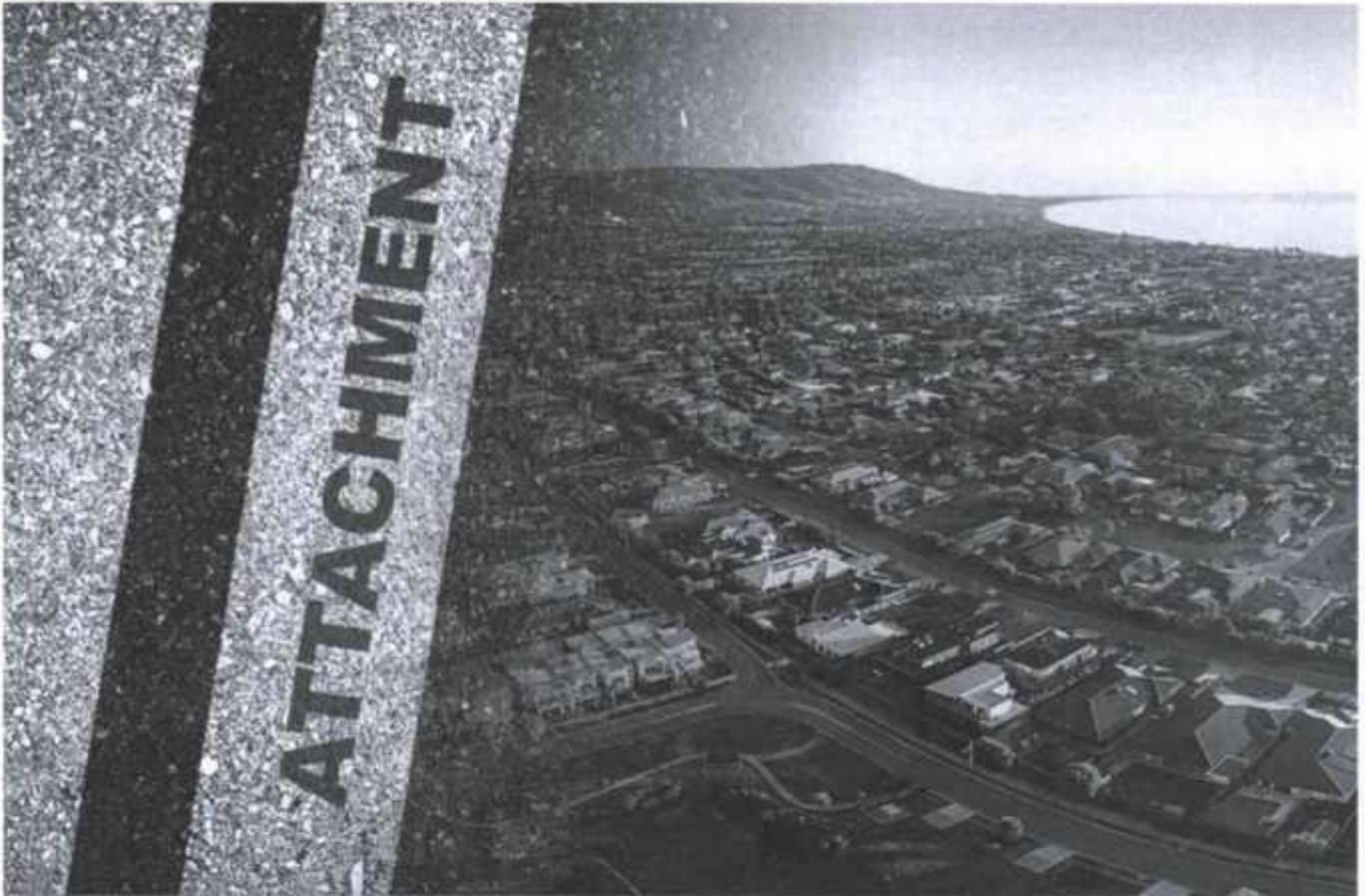


The inspection checklist is to be updated to be site specific. Refer to site specific Risk Registers, EMP or ZHMP.

INSPECTION CRITERIA <i>Scope of inspection to include contractors & subcontractors</i>	C / NC / NA <i>Compliant Not Compliant Not Applicable</i>	IMMEDIATE ACTIONS TAKEN/ GENERAL COMMENTS
Zero Harm Risk Management (DA-ZH-PR028)		
Risk assessments (SWMS/ Be A Star) on site include relevant environmental hazards and controls.		
Waste Management (DA-ZH-ST063)		
All sites (including car parks and compounds) are clean and litter free.		
Waste streams segregated where possible with no evidence of cross contamination.		
All bins required are supplied, labelled and covered. Easily accessible and collected regularly by a licenced waste contractor.		
All concrete washout/ waste disposed appropriately.		
Soil and Water Management (DA-ZH-ST064)		
All site access points are stabilised and adjoining public roads are free of mud and dirt.		
All erosion and sediment controls are correctly installed and maintained.		
No evidence of soil erosion or sediment deposition.		
Stockpiles <2 metres high, with a 2:1 or greater batter, and away from natural drainage lines.		
Temporary toilets and associated warning devices in working order.		
Water taps, hoses and pipes in working order and no evidence of leaks.		
Oil water separators in working order and emptied regularly.		
Biosecurity (Weed, Pathogen or Pest) Management (DA-ZH-ST067)		
Site biosecurity certification is implemented (stickers/ records).		
New infestations are not evident.		
Vehicles are washed down in a well maintained, designated wash down bay.		
Environmental Noise and Vibration (DA-ZH-ST066)		
All works are restricted to the specified hours of operation.		
Noise/ vibration impact controls are in place.		
Air Quality Management (DA-ZH-ST070)		
Dust suppression controls are implemented and there is no visible dust leaving site.		

Environmental Inspection Checklist

Vehicles/ plant transporting fill material have covered loads.		
Stack and vehicle exhausts are free from black smoke or significant visual emissions.		
Flora and Fauna Management (DA-ZH-ST071)		
All vegetation clearing or disturbance is approved and undertaken in compliance with permits and/ or site management plans.		
Boundary fencing/ flagging is installed to prevent access to protected areas.		
Controls in place to minimise disturbance to flora and fauna are maintained and effective.		
Disturbed/ exposed areas are stabilised and revegetated progressively.		
Heritage Management (DA-ZH-ST076)		
Heritage areas are known to site personnel, fenced, signed, and protected from disturbance.		
Hazardous Chemicals and Dangerous Goods (DA-ZH-ST024) and DA-ZH-ST054 Hazardous Chemicals and Dangerous Goods Storage Principles and Transportation		
Chemicals are correctly stored as per Australian Standard requirements, including appropriate segregation, minimum clearances around bulk fuel storage containers, and bunding is free of rubbish or waste water.		
All chemicals on site have a valid Safety Data Sheet. (<5 years old)		
Spill response equipment on site is relevant for works, available for all work crews, readily accessible and fully stocked.		
Drip trays are available for use during refuelling.		
Waste drums and IBC's are regularly emptied and disposed of.		
Fire Management (DA-ZH-ST041 Hot Work)		
Adequate firefighting equipment is available.		
Hot works permits are available and adhered to for all hot work activities.		
All fire restriction are monitored, communicated to work crews and adhered to.		
Energy Management		
All vehicles, plant (generators) and equipment (lights and appliances) not in use is switched off.		
OTHER ISSUES IDENTIFIED		
INSPECTION SIGN OFF		
Total number of corrective Actions Identified:		
Signature of Responsible Manager:		



**Attachment S3-8.9 Environmental
Management Certificate**

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

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QCS MANAGEMENT (P) LTD.
MANAGEMENT SYSTEMS CERTIFICATION

Certificate of Registration

Awarded to:

**DOWNER INFRASTRUCTURE SERVICES AND ENGINEERING,
CONSTRUCTION & MAINTENANCE**

HEAD OFFICE: LEVEL 11, 303 COLLINS STREET, MELBOURNE, VIC 3004, AUSTRALIA

(This is a multi site certification, other sites are referred in annexure – A)

The Environment Management System has been assessed successfully and found to comply with the requirements of the international standard

ISO 14001:2015

Scope of Certification

DOWNER WORKS ACROSS THE FULL INFRASTRUCTURE VALUE CHAIN INCLUDING DESIGN, CONSTRUCTION, COMMISSIONING, OPERATIONS, MONITORING, ASSET MANAGEMENT, MAINTENANCE, REFURBISHMENT, RENEWAL AND REPLACEMENT

(Detail description of scope referred in annexure B)

Certificate Number : QCSMPL/INT/E/J/1130

Initial Registration date : 01/08/2016

1ST Surveillance Audit Before: May 2017

Issue Date : 09/09/2016

2ND Surveillance Audit Before: Feb 2018

Certificate Expiry Date : 31/07/2019

3RD Surveillance Audit Before: Nov 2018

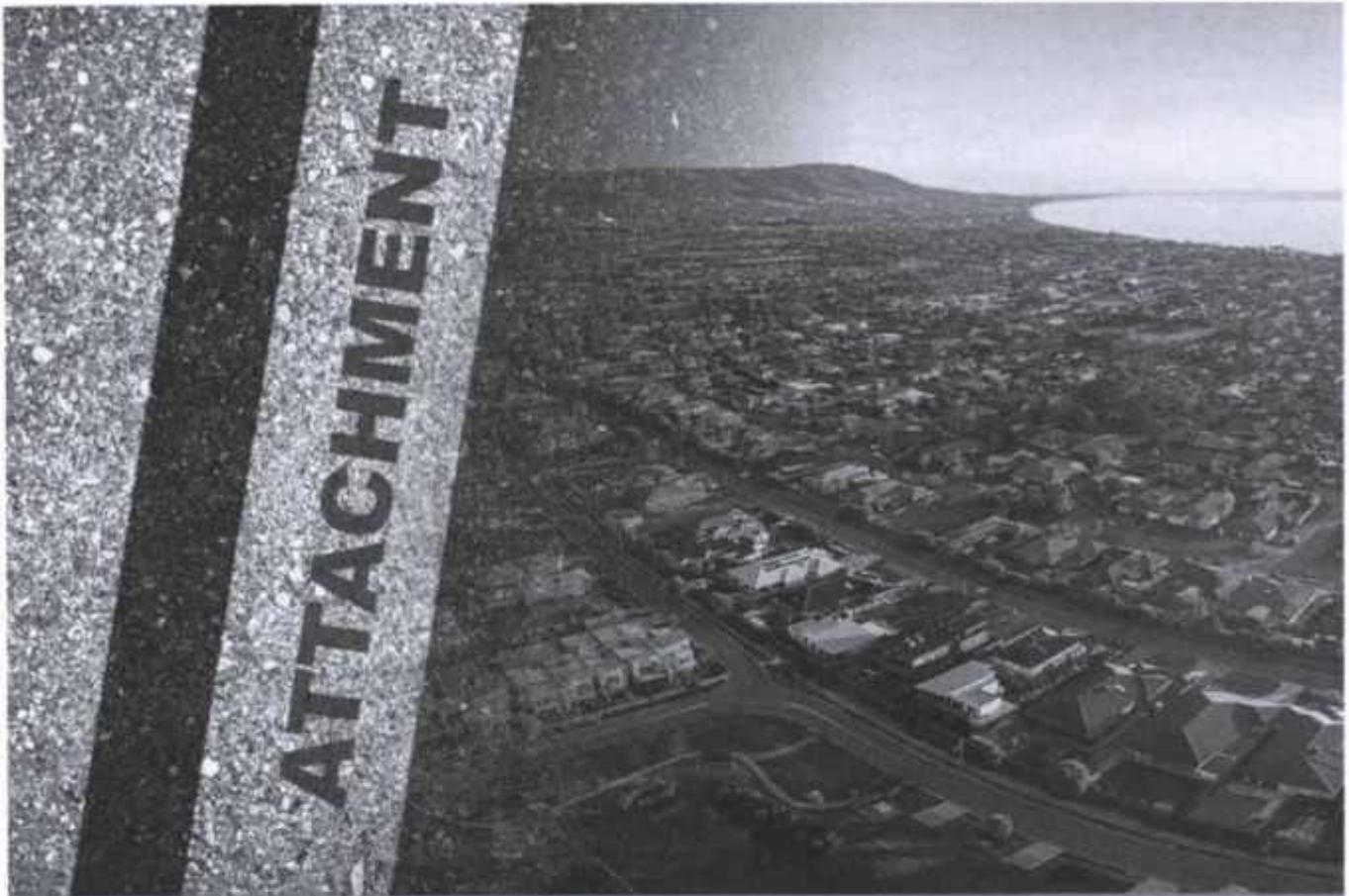
The continual validity of the certificate is conditional to compliance with the terms and conditions of QCS's management systems certification scheme regulations (Annexure-15) provided with the certificate. This certificate cannot be treated as a legal document & remains the property of QCS management Pvt Ltd which needs to be returned to them on request. To check the validity of the certificate kindly log on to www.qcspl.com or www.jas-anz.org



Partha Bagchi
(Managing Director)

This certificate was issued electronically and remains the property of QCS Management Private Limited. and is bound by the conditions of the certification contract. This certificate can be verified at www.qcspl.com. Printed copies can be validated at www.qcspl.com/search company & www.jas-anz.org/register or contact us at +91-8697724963/75

Critical Location: QCS Management Pvt. Ltd. 37E/1(310) 2nd street, Modern Park, Santoshpur, Kolkata-700075, West Bengal, India.



**Attachment S3-8.9 Environmental
Management Plan**

Tender Number 2328

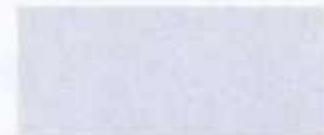
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Construction Environmental Management Plan



Project Document Number & Version: Project Document Number & Version Number

Project Name

CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN

Project or Facility Name

Contract No. Contract No.

Document Preparation & Control	Document Review
Name – Project Manager	Name – Construction Manager
Name – Project Engineer	
Document Approval	Signature
Name – Construction Manager	

Project Document Version	Date
Project Document Version Number	Date

Document Version History			
Version No.	Date	Document Status	Brief Description of Change(s) from Previous Version

DOCUMENT TEMPLATE COMPLETION INSTRUCTIONS

Follow these steps/ rules:

1. Complete this template by adding/ removing/ replacing content as required, while trying to maintain the integrity and structure of this template as far as practicable.
2. Replace any **grey variable text** with information as indicated, including in the document header, then removing highlighting.
3. For use in a workshop or facility not related to a project, delete the "Contract No." details above and replace all replaces to "contract number" and "project" throughout the document with the workshop/ facility details, where applicable.
4. Read and apply instructions as indicated in *blue italic text*, then delete instructions.
5. Ensure the Project Specific Requirements tables in each section are completed as prompted, e.g.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

6. Insert client logo in the header (if applicable), or delete picture field from header (a blank field will print if not deleted) and then merge the centre and right columns together. The column containing the Downer logo must not be merged.
7. Ensure the header is correct and consistent in each section of the document.
8. Update Table of Contents when document is complete, by highlighting the table and pressing "F9".
9. Delete this table when the document draft is completed.

! Each time this document is updated, after this table is removed, the values for "Document Version Number" will need to be updated manually on this page (body and header), and "Document Version Date" will need to be updated manually on this page (body).

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Construction Environmental Management Plan



Project Name

Project Document Number & Version: Project Document Number & Version Number

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WATERMARK

1 PURPOSE

This plan defines the environmental management principles, processes, procedures, systems, tools, and templates implemented for use throughout the duration of the project.

This plan is subordinate to the Project Management Plan (PMP) which has been developed to:

- satisfy the requirements of the contract; and
- support the Project Team in completing the requirements of the project.

2 DOCUMENT SCOPE

The scope of this management plan applies to Infrastructure Services and Engineering, Construction and Maintenance; and New Zealand, hereafter referred to as Downer.

This plan applies to all aspects of environmental management for the project.

The target audiences for this plan are all Downer workers, and any other relevant stakeholders.

3 PROJECT MANAGEMENT FRAMEWORK

The Downer project management framework aligns and integrates the project functions which define the project's delivery methodologies and processes. The Project Management Plan (PMP), as a key element of the project management framework, is the integration document which identifies and details both the standard Downer project management practices, structure, and execution methods and any project specific requirements for the project.

The PMP incorporates a number of subordinate management plans which provide the specific functional detail required to successfully delivery the project, as illustrated in the following figure.

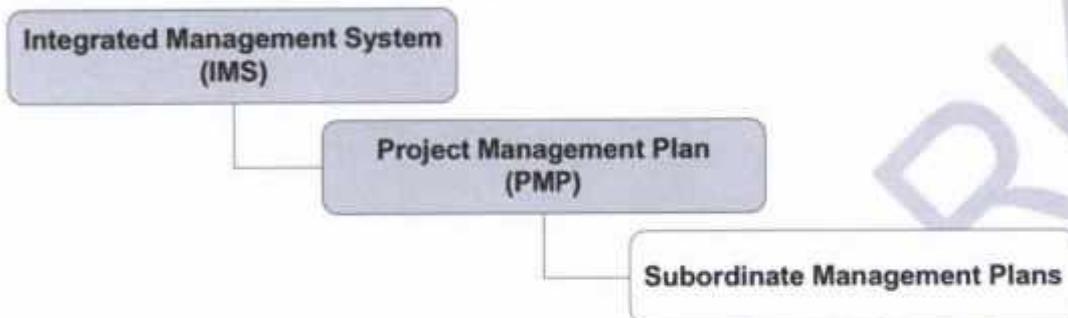


Figure 1: Project Management Plan Structure

The plans reference any IMS documents (including but not limited to, procedures, work instructions, and forms), client specific requirements, and project specific documents required to execute the project.

The PMP provides project specific details including, but not limited to, the following:

- Project information, i.e. background, project location, and project description
- Scope of work, i.e. scope of work narrative, basis of design, battery limits, and scope of services; and
- Project objectives and values, i.e. objectives, overarching principles, values, and key performance indicators (KPIs) for the project.

All positions in the Project Team have a clearly defined role and set of responsibilities that are included either in the PMP or relevant subordinate management plan. All members of the Project Team are made aware of and understand their responsibilities prior to commencing work on the project. Refer to *Annex A – Project Roles & Responsibilities* for the roles and responsibilities for environmental management.

The PMP and subordinate management plans are audited throughout the duration of the project to maintain compliance, and updated as required. Updates to the PMP and subordinate management plans are subject to the document review and approval process detailed in the PMP.

4 REFERENCED DOCUMENTS

Add/ remove references as required, then delete this instructional text.

CONTRACT AND MANAGEMENT PLANS

Document Number	Project Management Plan
Document Number	Quality Management Plan
Document Number	Emergency Preparedness Management Plan

POLICIES

DG-ZH-PO001 Environmental Sustainability Policy

PROCEDURES

<i>DA-QA-PR007</i>	Internal Audits
<i>DA-ZH-PR003</i>	Training and Competency Management
<i>DA-ZH-PR006</i>	Incident Reporting and Investigation
<i>DA-ZH-PR007</i>	ZH Project Planning and Performance Reporting
<i>DA-ZH-PR013</i>	Communication and Consultation
<i>DA-ZH-PR015</i>	Emergency Preparedness and Response
<i>DA-ZH-PR022</i>	Visitor and Contractor Management
<i>DA-ZH-PR028</i>	Zero Harm Risk Management
<i>DA-ZH-PR031</i>	Zero Harm Change Management
<i>DA-ZH-PR077</i>	Greenhouse Gas & Energy Reporting
<i>DA-ZH-PR116</i>	Zero Harm Inspections and Observations
<i>DI-RM-PR003</i>	Project Risk and Opportunity Management
STANDARDS	
<i>DA-ZH-ST024</i>	Hazardous Chemicals and Dangerous Goods
<i>DA-ZH-ST054</i>	Hazardous Chemicals and Dangerous Goods Storage Principles and Transportation
<i>DA-ZH-ST063</i>	Waste Management
FORMS	
<i>DA-ZH-FM063.1</i>	Waste Estimation Record
<i>DA-ZH-FM063.2</i>	Waste Disposal Register
<i>DA-ZH-FM067.1</i>	Hygiene Inspection Form
<i>DA-ZH-FM015.2</i>	Spill Response Equipment Needs Assessment Form
<i>DA-ZH-FM116.9</i>	Environmental Inspection Checklist
<i>DA-ZH-FM149.1</i>	Vegetation Disturbance Permit
REGISTERS	
<i>DA-QA-RG001</i>	Definitions Register
OTHER	
<i>10 Environmental Principles</i>	

5 DEFINITIONS

The following terms are used in this document and are included in *DA-QA-RG001 Definitions Register*.

CEMP	Construction Environmental Management Plan
Downer Worker	All individuals working for Downer as: employees, contingent labour hire, contractors, subcontractors, apprentices, trainees, and work experience students.
EMS	Environmental Management System

Integrated Management System (IMS)	The documented management system for agreed operational arrangements for all support functions including Finance, Zero Harm, Quality, HR, Project Management. The IMS is designed to provide consistent process controls, meet the requirements of external standards, linking and integrate relevant core business processes.
INX InControl	The Zero Harm database used to record, investigate and follow-up events, including audits, hazards, incidents, inspections, meetings, observations, risk assessments, reviews, and suggestions.
PMP	Project Management Plan
Safe Work Method Statement (SWMS)	A document that identifies hazards associated with each step of a work process and the controls that are required to minimise risk to people, environment, and property.
Subcontractor	<p>An individual or organisation that signs a contract with Downer to perform part or all of the obligations of a Downer contract, including the performance of work, i.e. provision of labour and/ or labour services.</p> <p>Examples of subcontractors include contingent labour hire, independent contractors, consultants and cartage contractors.</p>
Zero Harm (ZH)	Health, safety, environment and community.

6 STANDARDS & LEGISLATION

6.1 Legislation & Regulatory Requirements

Downer is aware of the importance of complying with all applicable environmental measures, and where practicable, exceeds the minimum legislative and regulatory requirements. Downer's obligations include conditions of regulatory approvals as well as the generally applicable Environmental Acts and their subsidiary legislation. Downer and the Project Team monitor changes to environmental legislation through monthly updates on environmental law changes provided by EnviroLaw, and ensure compliance is maintained throughout the project's lifecycle.

Project Specific Requirements

The specific environmental legislation and standards applicable to this project are listed in the following table.

Insert all relevant legislation required for the execution of environmental management for the project in the table below. Add/ remove rows as required, then delete this instructional text and any instructional text in the table below.

Environmental Legislation

Project Specific Legislation (e.g. works approval, review of environmental factors, licence requirements, and clearing permits).

Project Specific Requirements
Commonwealth Legislation
Environment Protection and Biodiversity Conservation Act 1999
Environment Protection and Biodiversity Conservation Regulations 2000
National Greenhouse and Energy Reporting Act 2007
National Greenhouse and Energy Reporting Regulations 2008
Ozone Protection and Synthetic Greenhouse Gas Management Act 1989
Ozone Protection and Synthetic Greenhouse Gas Management Regulations 1995
State-based Legislation
Australian Standards and Guidance Material
ANZECC 1992 Australian Water Quality Guidelines for Fresh and Marine Waters
AS 1940 The Storage and Handling of Flammable & Combustible Liquids
AS 2436 Guide to Noise and Vibration Control on Construction, Demolition and Maintenance Sites
AS 3780 The Storage and Handling of Corrosive Substances (similar standards exist for other classes of dangerous goods)
AS 4326-2008 The Storage and Handling of Oxidising Agents
AS/NZS 3833 The Storage and Handling of Mixed Classes of Dangerous Goods, in Packages and Intermediate Bulk Containers
IECA 2008 – Best Practice Erosion and Sediment Control
ISO 14001 Environmental Management Systems – Requirements with Guidance for Use

7 PROJECT DESCRIPTION

To avoid duplication refer to the PMP for the project details relevant to all subordinate management plans, including but not limited to:

- Scope of Work
- Battery Limits
- Exclusions; and

- Location.

7.1 Environmental Sensitivities Control Map

An *Environmental Sensitivities Control Map* must be included in in Annex C for all projects that may encounter the following:

- *Endangered Ecological Communities (EEC)*
- *known cultural heritage sites*
- *known fauna habitat to be protected*
- *watercourses, wetlands and natural springs*
- *acid sulphate soils.*

The *Environmental Sensitive Control Map* must include:

- *project boundaries*
- *environmental protection boundaries*
- *designated 'No-Go Zones'; and*
- *Surface water flow.*

Where an *Environmental Sensitivities Control Map* is not required for the project, delete this section.

The *Environmental Sensitivities Control Map* for the project, detailing project boundaries, environmental protection boundaries, designated 'No-Go Zones' and surface water flow, is included in Annex C – *Environmental Sensitivities Control Map*. The *Environmental Sensitivities Control Map* covers the:

- *Endangered Ecological Communities (EEC)*
- *known cultural heritage sites*
- *known fauna habitat to be protected*
- *watercourses, wetlands and natural springs*
- *acid sulphate soils.*

Include additional aspects in the list above where applicable, then delete this instructional text.

8 ENVIRONMENTAL MANAGEMENT OVERVIEW

8.1 Objectives & Targets

In consideration of *DG-ZH-PO001 Environmental Sustainability Policy*, the Client's contractual requirements, and any identified hazards and/ or risks for the project, Downer has developed a standard set of objectives and targets that are applicable to all projects, as per the following table. These objectives and targets are managed to ensure that all identified, as well as potential environmental impacts that could reasonably be expected to occur during the construction works, fall within acceptable and agreed limits. This is achieved through pro-active environmental management planning prior to carrying out particular elements of work.

Focus Area	Objective	Target
Legal Compliance	<ul style="list-style-type: none"> ▪ Compliance with all legal requirements. ▪ Undertake the project in accordance with environmental approvals. 	<ul style="list-style-type: none"> ▪ No regulatory infringements, including PINS and prosecutions. ▪ 100% compliance with statutory approvals.

Focus Area	Objective	Target
Monitoring	Complete internal environmental audits in accordance with the pre-planned audit schedule.	Complete 100% of scheduled environmental audits.
Reporting	Promote a positive reporting culture. Ensure all environmental observations, hazards and near misses and incidents are entered into INX InControl . Ensure actions are closed out by the nominated due dates.	0 actions arising from incident overdue >30 days.
Planning	Ensure that Downer workers are provided with regular and up-to-date information on environmental aspects for the duration of the project.	Review the content of the CEMP prior to 25% of the scheduled project duration to maintain the currency of information provided to Downer workers and others.
Risk Management	Ensure that Downer workers are familiar with hazards and risks associated with the execution of the scope of work (work under contract).	The Project Risk Register, controls, and treatment plans are regularly reviewed and communicated to the Project Team in accordance with <i>DI-RM-PR003 Project Risk and Opportunity Management</i> .
Consultation	Ensure that Downer workers are regularly consulted on matters that affect the environment.	Conduct pre-start meetings (daily), and toolbox meetings (monthly).
Training	Ensure Downer workers are provided with training to enable work practices to be undertaken that are safe and minimise risk to the environment.	All Downer workers undertake, as a minimum, the two levels of induction training, i.e. project specific induction and Downer site specific induction.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

8.2 Risk Management

Throughout the duration of the project risks are identified, assessed, and controlled using of a number of different tools.

The identification of environmental activities and the respective potential impact to the environment is determined following a review of the:

- contract and its associated environmental conditions
- consent conditions as applied by the State and Federal governments and detailed in the associated Environmental Impact Assessment (EIA) document; and
- actual scope of work and consideration of all applicable legislation, standards, and other conditions.

Risk is managed during the project's phases (i.e. Handover & Initiation, Planning, Start-Up, Execution, and Close-Out) in accordance with the project's Project Management Plan (PMP).

The Project Risk Register details the relevant environmental aspects, their associated impacts, the mitigation control, and a rating of their significance. Refer to *Annex B – Project Risk Register Excerpt* for an excerpt of the Project Risk Register detailing the environmental risks for the project.

The significant environmental risks for the project, by risk ranking A and B inherent risks, are detailed in the table below. The procedures and control measures for the identified significant project aspects have been developed and are defined in section 14 Managing High Risk Activities

While on site, the processes, tools, and control hierarchy used to manage risk are defined in *DA-ZH-PR028 Zero Harm Risk Management*. Risk assessments are completed as follows:

- A Project Risk Register is developed by relevant members of the Project Team, in consultation with the Client. Unless specified otherwise by the Client, the Project Team is responsible for maintaining the Project Risk Register.
- All high risk tasks are assessed by having a SWMS developed for them using the SWMS Form, as per *DA-ZH-PR028 Zero Harm Risk Management*.
- A SWMS Register is developed for the project as per *DA-ZH-PR028 Zero Harm Risk Management*.
- Zero Harm start-up (i.e. pre-commencement) toolbox talks are conducted to communicate key hazards, risks, and the SWMS, and are documented accordingly.
- Zero Harm pre-start and risk control assessments are conducted prior to commencing work each day.

Project Specific Requirements

- The significant environmental risks for the project are:

ID	Risk	Risk Rating	CEMP Reference

- Insert any additional project specific requirements or 'No further project specific requirements'.

8.3 Change Management

Zero Harm related changes in the workplace are managed using *DA-ZH-PR031 Zero Harm Change Management*, which describes the change management process of:

- initiate and plan the change
- consult on the change
- approve the change
- implement the change; and
- review the change.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

8.4 Subcontractor Management

Subcontractors comply with the requirements of the subcontract agreement, which includes the details of all environmental requirements while performing works under the control and direction of Downer.

Subcontractor personnel adopt the same responsibilities as outlined for Downer personnel, inclusive of reporting all matters relating to health, safety, and the environment.

Pre-qualification evaluation and assessment, engagement, review and on-site management and monitoring of subcontractors is undertaken as per the project's Project Management Plan (PMP) and *DA-ZH-PR022 Visitor and Contractor Management*.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

9 TRAINING & AWARENESS

Downer recognises the importance of employee training and induction, and the critical role it plays in supporting the safe and environmentally responsible conduct of project operations.

Downer promotes the following:

- A person must not undertake an activity that pollutes, or might pollute, the environment unless the person takes all reasonable and practicable measures to prevent or minimise any resulting environmental harm.
- In determining what activities are required to be taken, the following are considered (amongst other things):
 - The nature of the pollution or potential pollution and the sensitivity of the receiving environment.
 - The current state of technical knowledge and likelihood of successful application of the activities that might be taken.
 - The financial implications of the activities that might be taken, as those implications relate to the class of person undertaking activities of the same or a similar kind.

Downer manages project activities in such a manner as to:

- minimise impact to the environmental; and
- educate personnel on their responsibilities relating to protecting the environment.

All personnel have environmental management responsibilities, and Downer ensures that these responsibilities are communicated to all personnel via appropriate environmental management training, including the initial environment induction.

9.1 Environmental Principles

Downer has established *10 Environmental Principles* that is a set of fundamental principles that all projects adhere to at all times. The Environmental Principles are prominently displayed on-site in communal areas and/ or on notice boards.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

9.2 Inductions

Environmental awareness training is provided to all personnel involved with the project, including all subcontractors and visitors, via inductions, as per *DA-ZH-PR003 Training and Competency Management*.

A project specific induction is delivered to all personnel and subcontractors highlighting the hazards specific to the site, and the controls necessary to manage them appropriately. Induction handbooks and associated training presentations may be used for the induction. Personnel are re-inducted annually. The environmental component of the induction is tailored for each group of inductees (as applicable) to ensure that specific components of work are adequately addressed. This method of environmental awareness training ensures that all personnel are aware of:

- the importance of conformance with environmental policy and procedures and the requirements of the CEMP and associated sub-plans (if applicable)
- *10 Environmental Principles*
- the significant environmental aspects of the project works and the environmental benefits of improved work performance
- their roles and environmental responsibilities for achieving conformance with environmental policy and procedures and with the CEMP, including site emergency preparedness and response requirements; and
- the potential consequences of departure from specified operating procedures.

The project's environmental induction is valid for a period of 12 months, after such time the person undertakes refresher training.

All personnel, including subcontractors, attend inductions prior to commencing work on the project. Records of inductions are recorded in the project's training matrix.

Project Specific Requirements

The following topics are covered by the induction with the aim of instilling an understanding of the environmental impacts of daily work practices and activities, and to encourage alternative practices, where feasible:

Add/ remove topics covered by the induction as applicable, then delete this instructional text.

- Company statement
- Regulations and compliance
- Waste management
- Hydrocarbon management
- Heritage areas
- Water management
- Weed management
- Dangerous and feral animals
- Hazardous substances
- Event/ incident management; and
- Insert any additional project specific requirements. *Delete if there are no other project specific requirements.*

9.2.1 Visitor Inductions

Subcontractors that attend site on an intermittent basis, e.g. a delivery driver, are typically inducted on a visitor basis. Subcontractors are assessed by the relevant member of the Project Team on a case-by-case situation to determine if a subcontractor is required to undertake a visitor induction or full site induction.

A visitor induction is valid for a period of 2 weeks.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

9.3 Training

Employee training and competency requirements are reviewed annually, or as an employee's role changes.

Downer maintains a database of training records and employee competencies that provides capabilities such as tracking expiry of time limited competencies and programming of training requirements.

Personnel who undertake activities with significant environmental risk complete specialist environmental training, which is conducted by Downer (with support of the Client), in addition to the environmental induction.

Specialist training includes, but is not limited to:

- erosion and sediment control principles and practise
- dust control procedures
- response in heavy rain events
- vehicle wash down procedures
- emergency response procedures; and
- hazardous materials spill response.

Selected personnel, including all plant service personnel, undertake awareness training in the correct use of spill response kits.

The Zero Harm Advisor undertakes relevant Zero Harm supervisor training as required by the Client.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

10 COMMUNICATIONS

10.1 General Communication

Achieving effective communication between all parties is critical to ensure that the requirements of this CEMP are met.

Downer uses a number of methods to communicate with employees, subcontractors, and visitors. The requirements, frequency, information, and methods of recording communication are outlined in the project's Project Management Plan (PMP), DA-ZH-PR013 *Communication and Consultation*, and DA-ZH-PR028 *Zero Harm Risk Management*.

Typical methods of communication on site:

- pre-start meetings

- Zero Harm start-up (i.e. pre-commencement) toolbox talks
- Zero Harm inductions
- noticeboards
- toolbox talks; and
- environment alerts.

Pre-start and toolbox meetings include delivering key environmental messages and audit and inspection results, and communicating environmental risks for the scheduled activities.

Pre-start meetings are minuted and the minutes reviewed and signed by the meeting chairperson, and made available to all Downer workers and visitors (if applicable) on site.

The Zero Harm Manager ensures that relevant documentation is filed electronically, and hard copies made available to personnel. Hard copy documentation made available to personnel typically includes:

- the project's Emergency Preparedness Management Plan
- standard operating procedures
- work instructions
- client procedures/ policies
- fatal risk control standards
- risk assessments
- minutes of meetings; and
- copies of pertinent legislation and codes of practice.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

10.2 Dispute Resolution

Downer's dispute resolution process meets the requirements of the Work Health and Safety Regulation 2011 and is included in *DA-ZH-PR013 Communication and Consultation*.

Other disputes raised that are not applicable to Zero Harm are managed in accordance with the project's Project Management Plan (PMP).

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

10.3 External Communication

Direct communication with the media and general public is not permitted. Any requests from the media or general public are referred to the Project Manager who takes action in accordance with the project's Project Management Plan (PMP).

All direct communication with statutory authorities is approved by the Project Manager or the Zero Harm Manager.

The Client typically also has specific requirements relating to external communications.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11 MONITORING & CORRECTIVE ACTION

11.1 Audit & Inspection

Downer conducts internal environmental audits in accordance with *DA-QA-PR007 Internal Audits* to ensure the ongoing adequacy and effectiveness of the CEMP and EMS, and to facilitate continuous improvement.

Environmental audits are planned and scheduled with all other project audits, and detail the type of audit, duration, auditors (including the Lead Auditor), and dates. Refer to the project's Quality Management Plan for further information.

The findings from internal audits on the implementation of the CEMP and EMS for the project are provided to the Project Manager. Any client requirements for audits are also defined in the project's Quality Management Plan.

Audits are conducted by the Zero Harm Manager or nominated qualified delegate.

In addition to planned internal audits, the Project Team verifies environmental conformance to the CEMP as per the reviews in the following table and *DA-ZH-PR116 Zero Harm Inspections and Observations*.

Type of Review	Goal	Frequency
Solid Wastes	<ul style="list-style-type: none"> ▪ Recycling where practical and economically feasible. ▪ Appropriate use of landfill site for disposal. ▪ Appropriate placement and use of site amenities. 	<ul style="list-style-type: none"> ▪ Spot checks of recycling facilities. ▪ Informal daily, formal monthly inspections
Flora and Fauna	Compliance with section 14.3 <i>Flora and Fauna Management</i> of this plan.	Informal daily, formal monthly inspections
Erosion and Sediment Control Measures	Implementation, monitoring, and maintenance of all soil erosion and sediment control measures defined in section 14.6 <i>Erosion and Sediment Control</i> of this plan.	Informal daily, formal monthly inspections.
Work Site Storage and Handling of Fuels, Oils, Chemicals, and Paints	Compliance with dangerous substances regulations and hydrocarbons and chemicals procedures defined in section 14.2 <i>Hydrocarbon and Chemical Management</i> of this plan.	Informal daily, formal monthly inspections.
Hydrocarbon and Oil Spills	Compliance with section 14.2 <i>Hydrocarbon and Chemical Management</i> of this plan.	Continuous monitoring by Environmental Advisor and/ or Site Supervisor. Spot checks of sites and formal monthly inspections

Type of Review	Goal	Frequency
Air Quality and Dust Management	Compliance with section 14.5 <i>Air Quality Management</i> of this plan.	Continuous monitoring by Environmental Advisor and/ or Site Supervisor. Spot checks of sites and formal monthly inspections
Applicable Impact Mitigation Strategies	Compliance to SWMS requirements and the CEMP.	Informal daily, formal monthly
Housekeeping	<ul style="list-style-type: none"> ▪ Tidy work site with no litter and all waste contained in appropriate containers. ▪ Containers to be emptied and disposed of at appropriate intervals. 	Informal daily, formal monthly inspections

Whenever practicable, personnel conducting an audit address identified deficiencies during the course of the inspection. In all other cases the Supervisor is responsible for ensuring action and a date for completion is assigned to each outstanding action. The Environmental Advisor monitors the progress of rectification of any outstanding corrective actions.

Results of all audits are made available to personnel via pre-start, and/ or toolbox meetings.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.2 Client Audits

Any client or third party audit requirements to verify the effectiveness of the CEMP are captured in the audit schedule as per the project's Quality Management Plan.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.3 Subcontractor Audits

Subcontractors are required to undertake audits of their work space, as communicated to the Subcontractor through the tender and contract. Compliance with this requirement is a contract deliverable and is defined in the Supplier Data Requirements. Refer to the Project Management Plan for further information on project procurement management. The environmental audit requirements are communicated to the procurement personnel for inclusion in the tender documents.

The reviews listed in the table in section 11.1 *Audit & Inspection* also apply to subcontractor activities and workspaces.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific*

Project Specific Requirements

requirements have been included above.

11.4 Compliance Tracking

Compliance tracking is undertaken on a continuous nature during construction using Downer's compliance management system **INX InControl**, which allows authorised users to:

- access the Compliance Tracking Database, Incident Reporting Database, and Complaints Register; and
- sort and evaluate the compliance status of all conditions at any time.

The Compliance Tracking Database includes a protocol to address:

- auditing requirements
- reporting requirements; and
- incident response mechanisms.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.5 Environmental Non-Compliance

Non-compliances raised by the Client and via internal project audits are registered and controlled in accordance with *DA-ZH-PR006 Incident Reporting and Investigation* and using **INX InControl**.

Possible non-compliances include non-compliance with the management measures outlined in this CEMP. All non-compliances are registered and controlled using **INX InControl**.

Where detected, any non-compliance or environmental impact exceeding specified limits are investigated by the Environmental Advisor to determine the extent of possible non-conformance. The non-compliance is corrected as soon as possible with necessary action taken to prevent recurrence.

All non-compliances are reported to the Client and clearly identify the corrective/ preventative actions to be taken and the close-out date.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.6 Environmental Complaints

Third party environmental complaints are managed in accordance with *DA-ZH-PR013 Communication and Consultation*. Specifically the Environmental Advisor:

- records complaints as an incident in **INX InControl**
- investigates and verifies complaints, and assesses if excessive off-site impacts have occurred
- implements corrective measures including modification of construction methods and operational techniques to avoid recurrence or minimise ongoing adverse impacts
- completes monitoring/ additional investigations to verify the adequacy of the recommendations, as required

- notifies the complainant of actions taken; and
- continues to monitor activity, if required.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.7 Environmental Breach

Subcontractors found to be in breach of this CEMP are managed in accordance with the subcontract under which they have been engaged.

Employees who breach the requirements of this CEMP are managed in accordance with the Workplace Relations Management processes defined in the Project Management Plan. Personnel found to be grossly negligent or commit an intentional environmental breach are removed from site and managed in accordance with the project's Workplace Relations Management processes.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

11.8 Reporting

Environmental performance is reported for the project in accordance with *DA-ZH-PR007 ZH Project Planning and Performance Reporting*.

Environmental performance is reviewed and documented via minutes of scheduled project meetings utilising inputs from the Environmental Advisor, Construction Manager, and Zero Harm Manager.

As per *DA-ZH-PR077 Greenhouse Gas & Energy Reporting*, monthly reporting for Downer includes:

- greenhouse gas and energy data; and
- waste generation and water consumption data, gathered using the Environmental Data Collection Record described in *DA-ZH-PR077 Greenhouse Gas & Energy Reporting*.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

12 INCIDENT MANAGEMENT

In accordance with *DA-ZH-PR015 Emergency Preparedness and Response*, the Project Team establishes an Emergency Preparedness Management Plan (EPMP) for the project which addresses all emergency response scenarios. Common types of environmental emergencies include:

- sewage spills (to land or to water)
- emulsion spills (to land or to water)
- hydrocarbon spills (to land or to water)

- sediment discharge (to land or to water)
- unexpected finds (cultural heritage); and
- damage to heritage items or protected flora and fauna.

In the event of an incident that may have resulted in a near miss or an impact to the environment or community, Downer employees are expected to respond appropriately in accordance with *DA-ZH-PR006 Incident Reporting and Investigation*.

The Construction Manager (or Site Manager), Supervisor(s), Zero Harm Manager and environmental personnel workshop and identify the potential for and responses to environmental incidents and emergency situations for the project. The workshop includes:

- a review of all audit findings, including external audits
- a review of the operation of environmental procedures, processes, forms, checklists, and any other documents referenced in the CEMP and sub-plans
- a review of any design or activity modifications
- a review of environmental incidents and community complaints; and
- modifications to the CEMP and/ or sub-plans, as required.

The outcomes of the workshop are registered in **INX InControl**, and any actions assigned are followed-up through to completion.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

13 DOCUMENT CONTROL & MANAGEMENT REVIEW

All project documents are generated, numbered, approved, revised, transmitted, and stored in accordance with the Document Management and Control processes defined in the Project Management Plan.

The CEMP review ensures the suitability, effectiveness, and adequacy of the CEMP. The CEMP is formally reviewed annually (as a minimum) and whenever the CEMP, risk, and/ or activities change from the scope/ content.

The review is conducted by a review team comprising the Project Manager (or delegate) and the Zero Harm Manager, and considers performance against the CEMP with respect to incident trends and findings from internal and external audits.

The Project Manager (or delegate) ensures any changes to the CEMP as a result of review/ change is communicated to personnel.

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14 MANAGING ENVIRONMENTAL ASPECTS

The following sub-sections detail the controls and supporting information for the environmental risk aspects for the project.

Each of the following sub-sections can be edited to include any project specific or Client specific requirements relevant to the specific environmental aspect. Alternatively, delete any of the following sub-sections as required depending on the project risk profile and the identified environmental aspects that require more detailed management. In each instance the entire sub-section should be deleted if not required.

14.1 Waste Management

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with waste management.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
DA-ZH-FM063.1 Waste Estimation Record must be completed to determine appropriate waste storage and disposal requirements.	Site Manager/ Environmental Advisor
Construction Phase	
Segregated bins will be provided for construction waste, general waste and recycling. These bins provide adequate containment considering predicted amount of waste to be generated, fire safety, pest, odour and dust control and the protection of soil and water.	Site Manager
Liquid waste, including waste items with a potential to leak, will be stored in a suitably covered, ventilated and bunded area.	Site Manager
<ul style="list-style-type: none"> ▪ All on-site toilet systems (excluding potable portaloo type systems that are standalone or trailer mounted and sewage/ wastewater treatment plants) must be supplied and fitted with: <ul style="list-style-type: none"> ▪ Alarms on the waste storage tanks to indicate when storage tanks are at 90% full of volume capacity ▪ Automatic cut off valves on the potable water supply when the waste storage tanks are at 90% full of volume capacity; and ▪ Push taps (time flow taps). ▪ Ensure the volume of the potable water tank does not exceed 90% of the volume of the wastewater storage tank. ▪ Carry out daily inspections of on-site septic systems. ▪ Maintain inspection and maintenance records. ▪ Immediately report any waste water leaks, spills, or overflows regardless of volumes. ▪ Repair faulty or leaking equipment. ▪ Monitor the waste water storage tank and organise removal of liquid waste as required. ▪ Monitor the water supply tank and organise filling as required. ▪ Ensure that taps and toilets are not left running. 	Site Manager

Management Measures & Mitigation Strategies	Responsibility
Regulated waste will be stored in appropriately sealed, marked containers and in a bunded area.	Site Manager
A Safety Data Sheet for each waste that has the potential to pose a risk to health or the environment will be available to personnel exposed to the waste.	Site Manager
Waste will be removed as it accumulates and regularly from site.	Site Manager
The final destination of waste of any kind will be determined after careful consideration has been given to all available reuse and recycling options. Any waste material that is unable to be recycled will be disposed of using an authorised waste facility.	Site Manager
A waste tracking system will be implemented tracking waste to the receiving facility. <i>DA-ZH-FM063.1 Waste Estimation Record</i> or <i>DA-ZH-FM063.2 Waste Disposal Register</i> may be used for this purpose.	Site Manager
All waste will be contained or covered during transportation to prevent spillage or loss.	Site Manager
Regulated wastes will be disposed of by a waste contractor licenced to remove such waste, and include the generation and recording of appropriate transport and disposal dockets.	Site Manager
All sewerage waste will be regularly collected and transported by a transport company licenced to transport liquid waste.	Site Manager
Post-construction Phase	
All wastes will be removed from site at the completion of the project	Site Manager

Project Specific Requirements
<ul style="list-style-type: none"> Insert any project specific requirements. <i>Delete if there are no project specific requirements and keep the below.</i> After review of the contract documents there are no project specific requirements. <i>Delete if project specific requirements have been included above.</i>

14.2 Hydrocarbon and Chemical Management

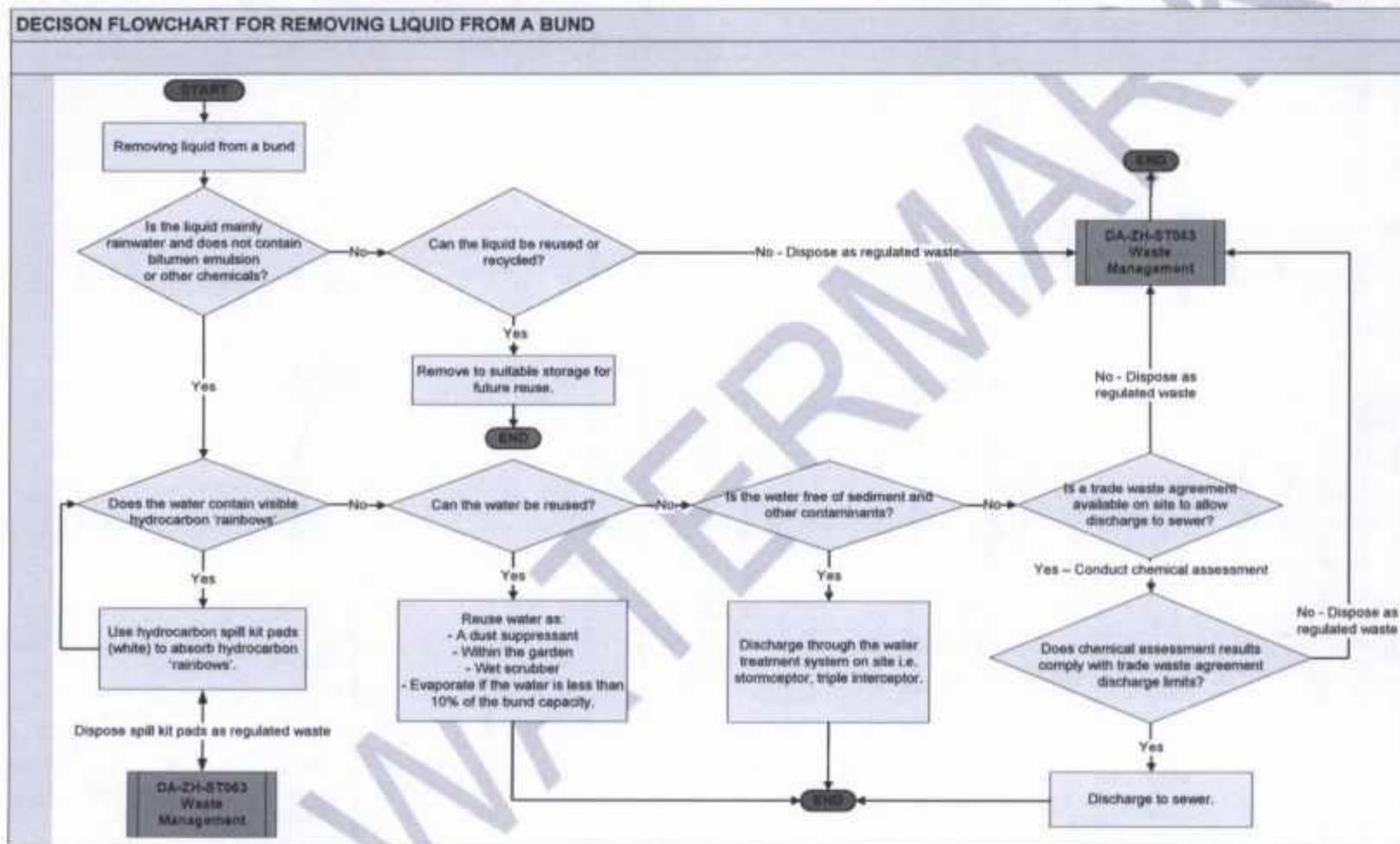
The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with hydrocarbon and chemical management.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
<i>DA-ZH-FM015.2 Spill Response Equipment Needs Assessment Form</i> will be completed to determine appropriate spill response equipment needs.	Environmental Advisor/ Zero Harm Advisor

Management Measures & Mitigation Strategies	Responsibility
Construction Phase	
<p>Hazardous chemicals will be stored in a bunded area ensuring the following requirements:</p> <ul style="list-style-type: none"> ▪ Bund constructed of impervious materials. ▪ Located at least 50m from waterways or drainage channels. ▪ Contains at least 25% of the total volume stored or at least 110% of the largest container, whichever is larger. ▪ The storage vessel(s) are back from the bund wall (or shielded) to prevent jetting of the liquid outside of the bund. 	Site Manager
A register and copy of SDSs of all hazardous substances and fuel and oil storages will be maintained in accordance with <i>DA-ZH-ST024 Hazardous Chemicals and Dangerous Goods</i> .	Site Manager
Hazardous chemicals will be segregated in accordance with <i>DA-ZH-ST024 Hazardous Chemicals and Dangerous Goods</i> .	Site Manager
<p>For oxygen, acetylene and other compressed gases:</p> <ul style="list-style-type: none"> ▪ cylinders in use will be adequately restrained (i.e. chained to a trolley or other appropriate device) ▪ full and empty cylinders in storage will remain upright and restrained to a wall (or similar) in an area away from sources of heat ▪ empty cylinders will be stored separately to those that are full ▪ cylinders of like gases will be stored together, except in the case of oxy/ acetylene secured to a trolley for use; and ▪ oxygen and fuel gasses will be stored separately from corrosive and flammable gases. 	Site Manager
The disposal of hazardous chemicals and dangerous goods will be undertaken in a safe manner that complies with <i>DA-ZH-ST063 Waste Management</i> .	Site Manager
Removal of liquid from a bund will be completed in accordance with <i>section 14.2.1 Decision Flowchart for Removing Liquid from a Bund</i> of this plan.	Site Manager
Hazardous chemicals management will be formally inspected weekly using <i>DA-ZH-FM116.9 Environmental Inspection Checklist</i> .	Environmental/ Zero Harm Advisor
Inspection of open storage facilities will be undertaken before and after significant (>10 mm) rainfall events to ensure adequate capacity remains.	Site Manager/ Environmental Advisor/ Zero Harm Advisor

14.2.1 Decision Flowchart for Removing Liquid from a Bund

The following flowchart has been extracted from standard DA-ZH-ST054 Hazardous Chemicals and Dangerous Goods Storage Principles and Transportation.



14.3 Flora and Fauna Management

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with flora and fauna management.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
Land and/ or vegetation disturbance will not occur without an approved <i>DA-ZH-FM149.1 Vegetation Disturbance Permit</i> or client equivalent in place. Refer to <i>Annex D – Example Vegetation Disturbance Permit</i> for a completed example.	Site Manager
Where native flora and fauna is or has the potential to be impacted, a suitably qualified person(s) will complete an ecological assessment to ascertain quality of flora and fauna that may be adversely affected by the project/ works controlled by Downer.  A 'suitably qualified person' is a person with the relevant tertiary qualification, e.g. environmental science or ecology, and the minimum amount of experience.	Site Manager
Sensitive flora and fauna areas will be highlighted in the site induction and on site control maps.	Site Manager
Construction Phase	
All clearing or disturbance of vegetation will be kept to a minimum and only with an approved Vegetation Disturbance Permit.	Site Manager
Personnel will not be permitted to intentionally feed, harass, harm, injure or kill fauna.	Site Manager
Fauna will only be handled by approved and appropriately trained fauna handlers.	Site Manager
All on the job fauna incidents and/ or mortalities will be reported and entered into INX InControl .	Site Manager
The establishment of access points, machinery and truck turning areas, parking areas and temporary stack sites will be determined early to minimise impact.	Site Manager
Materials will be placed on established lay down areas.	Site Manager
No spoil or stockpiles will be placed on native vegetation without approval by a suitably qualified person.	Site Manager
Protective fencing (physical barriers) and appropriate signage will be installed around native vegetation and monitored/ maintained appropriately.	Site Manager
At least one fauna escape ramp (e.g. scramble matting, ramps, ladders, or battered slopes) will be installed on each excavation that is going to remain open for longer than 24 hours. Escape ramps will not exceed 45 degrees.	Site Manager
Where long trenches (>30m) are excavated, fauna escape ramps will be installed at a minimum distance of 25m for the length of the trench. For example, a cable trench 100m in length would have four (4) fauna escape ramps installed at 25m intervals.	Site Manager

Management Measures & Mitigation Strategies	Responsibility
End caps will be fitted to all open pipework to prevent fauna access.	Site Manager
All plant/ vehicles will be operated to minimise disturbance and spread any weeds or pests.	Site Manager
Flora and fauna management will be formally inspected weekly using <i>DA-ZH-FM116.9 Environmental Inspection Checklist</i> .	Environmental Advisor

Project Specific Requirements
<ul style="list-style-type: none"> The client name vegetation permit is document number and name or reference.

14.4 Environmental Noise and Vibration

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with environmental noise and vibration.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
The location of nearby residences and other sensitive land users likely to be impacted by Downer operations will be identified.	Site Manager
If nearby residences or others sensitive land users are likely to be adversely impacted, the project may require a more detailed Environmental Noise and Vibration Management Plan approved by the local regulator.	Site Manager
Construction Phase	
Work will be completed in accordance with state-based approved hours for construction noise (refer to section 14.4.1 <i>Approved Hours of Work</i> of this plan)	Site Manager
All plant and equipment will be adequately maintained, kept in good operating order and operated in an appropriate and efficient manner. Any unusually noisy equipment will be investigated and rectified.	Site Manager
The hierarchy of controls will be followed to avoid/ reduce noise and vibration, where possible.	Site Manager
Vehicle reversing will be limited, where possible.	Downer workers
Environmental noise and vibration management will be formally inspected weekly using <i>DA-ZH-FM116.9 Environmental Inspection Checklist</i> .	Environmental Advisor/ Zero Harm Advisor

Project Specific Requirements
<ul style="list-style-type: none"> Insert any project specific requirements. <i>Delete if there are no project specific requirements and keep the below.</i>

Project Specific Requirements

- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14.4.1 Approved Hours of Work

The following table defines the approved hours of work for the project in accordance with state-specific guidelines as well as any addition project specific requirements mandated by the client name.

-  BL = Background level noise calculated or prescribed. The description, definition and calculation differ in each jurisdiction.

The following table is a guideline only, and the appropriate regulatory authority definitions and approval conditions *must* be referred to. It is always necessary, regardless of the legal requirement, to talk to the appropriate regulatory authority for construction projects about the management of noise and vibration. Delete the state/ references not applicable to the project and include any client specific requirements.

State/ Reference	Time of Day	Comments
QLD <i>Environmental Protection Act 1994 - SECT 440R</i>	6.30am to 6.30pm Monday to Saturday	Building works outside of these hours are permitted, as long as they do not result in audible noise at the nearest noise sensitive place.
NSW <i>Interim Construction Guideline July 2009</i>	Recommended standard hours: <ul style="list-style-type: none"> Monday to Friday 7.00am to 6.00pm Saturday 8.00am to 1.00pm No work on Sunday or public holidays 	<ul style="list-style-type: none"> Noise affected premises BL + 10dB(A) LAeq (15minute). Noise of 75dB(A) LAeq (15minute) represents a highly noise affected premises.
	Outside recommended standard hours	Noise affected premises BL + 5 dB(A) LAeq (15minute).

State/ Reference	Time of Day	Comments
ACT <i>Noise Environmental Protection Policy 2010</i>	<p>Industrial areas:</p> <ul style="list-style-type: none"> 6.00am to 8.00pm <p>Other areas:</p> <ul style="list-style-type: none"> For less than 2 weeks 7.00am to 8.00pm Monday to Saturday, and 8.00am to 8.00pm on Sunday and public holidays For more than 2 weeks 7.00am to 6.00pm Monday to Saturday, excluding public holidays <p>Road works not on a major road:</p> <ul style="list-style-type: none"> 7.00am to 8.00pm on Monday to Saturday and 8.00am to 8.00 pm on Sunday and public holidays 	For building work approved by a building permit.
VIC <i>Noise Control Guideline October 2008</i>	<p>Recommended standard hours:</p> <ul style="list-style-type: none"> Monday to Friday 7.00am to 6.00pm Saturday 7.00am to 1.00pm <p>Road repairs:</p> <ul style="list-style-type: none"> 7.00am to 6.00pm Monday to Saturday 9.00am to 6.00pm Sunday and public holidays 	Noise Control Guideline must be followed.
	<p>Outside standard hours:</p> <ul style="list-style-type: none"> 6.00pm to 10.00pm Monday to Friday 1.00pm to 10.00pm Saturday 7.00am to 10.00pm Sunday and public holidays 	<p>Noise affected premises BL + 10dB(A) LAeq (15minute) within 18 months</p> <p>Noise affected premises BL + 5dB(A) LAeq (15minute) after 18 months</p>
	<p>Night works:</p> <ul style="list-style-type: none"> 10.00pm to 7.00am Monday to Sunday 	Noise must be inaudible.

State/ Reference	Time of Day	Comments
TAS <i>Environmental Management And Pollution Control (Miscellaneous Noise) Regulations 2004</i>	Recommended standard hours: <ul style="list-style-type: none"> 7.00am to 6.00pm Monday to Friday 8.00am to 6.00pm Saturday 10.00am to 6.00pm Sunday and statutory holidays 	Consult the relevant authority.
SA <i>Environment Protection (Noise) Policy 2007</i>	7.00am to 7.00pm, Monday to Saturday and excluding public holidays	<ul style="list-style-type: none"> Source noise level (continuous) doesn't exceed 45 dB(A) or BL if higher; or Source noise level (maximum) doesn't exceed 60 dB(A) or BL if higher. <p>Outside these hours or conditions, approval from the Environment Protection Authority (EPA) is required.</p>
WA <i>Environmental Protection (Noise) Regulations 1997</i>	7.00am to 7.00pm excluding Sunday and public holidays	<ul style="list-style-type: none"> The LA10 noise level at the sensitive premises must be below 45 decibels and 40 decibels if the noise is tonal, unless the following controls are implemented: <ul style="list-style-type: none"> the construction work is carried out in accordance with control of environmental noise practices set out in section 4 of AS 2436-2010 <i>Guide to Noise and Vibration Control on Construction, Demolition and Maintenance Sites</i>; and the equipment used on the premises is the quietest reasonably available. The local regulator (i.e. council/ environment regulator) <u>may</u> require a noise management plan to be submitted prior to carrying out work. <p><i>if</i> unsure of whether a noise management plan is required, contact the regulator for clarification.</p>

State/ Reference	Time of Day	Comments
	7.00pm to 7.00am including Sunday and public holidays	<ul style="list-style-type: none"> The construction work is carried out in accordance with control of environmental noise practices set out in section 4 of <i>AS 2436-2010 Guide to Noise and Vibration Control on Construction, Demolition and Maintenance Sites</i> The equipment used on the premises is the quietest reasonably available. A noise management plan must be completed and provided to the regulator no later than 7 days before the construction work commences. The plan must be approved by the regulator's CEO prior to commencement. At least 24 hours before the construction work commences, written notice of the proposed construction work is provided to all occupiers of all premises effected by the works. Unless it was reasonably necessary for the construction work to be carried out at that time.
NT <i>Noise Guidelines for Development Sites June 2011</i>	<ul style="list-style-type: none"> 7.00am to 7.00pm Monday to Saturday 9.00am to 6.00pm Sunday and public holidays 	<p>If <i>AS 2436-2010 Guide to Noise and Vibration Control on Construction, Demolition and Maintenance Sites</i> is followed, construction noise levels should not exceed:</p> <ul style="list-style-type: none"> in residential use areas, BL plus 5 dB(A) LAeq in mixed commercial/ residential use areas, 60 dB(A) LAeq total in commercial use areas, 65 dB(A) LAeq total in industrial use areas, 70 dB(A) LAeq total. <p>Outside of these conditions a noise and vibration plan must be submitted to the Environment and Heritage Division.</p>

Project Specific Requirements

- The client name approved work hours requirements are detailed below.
 - Insert specific noise related hours of work details.

14.5 Air Quality Management

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with air quality management.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	

Management Measures & Mitigation Strategies	Responsibility
Areas or plant that can impact on air quality will be identified.	Site Manager
The site induction will include dust and air quality management.	Site Manager
Construction Phase	
Consideration will be given to purchase the newest available technology for any new plant and equipment procured to minimise energy use and avoid air emissions.	Site Manager
Vegetation removal and topsoil stripping will be undertaken on a campaign basis, to reduce the area of exposed ground at any one time.	Site Manager
Unnecessary vehicle movements will be eliminated by carpooling where practicable and ensuring vehicles remain on designated tracks.	Site Manager
Dust mitigation strategies will be implemented, e.g. water carts and sprinklers.	Site Manager
Visual dust monitoring will be undertaken continuously and additional controls implemented as required.	Site Manager
Emissions monitoring will be conducted in accordance with approval conditions and/ or protection licenses and permits.	Site Manager

Project Specific Requirements

- Insert any project specific requirements. *Delete if there are no project specific requirements and keep the below.*
- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14.6 Erosion and Sediment Control

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with erosion and sediment control.

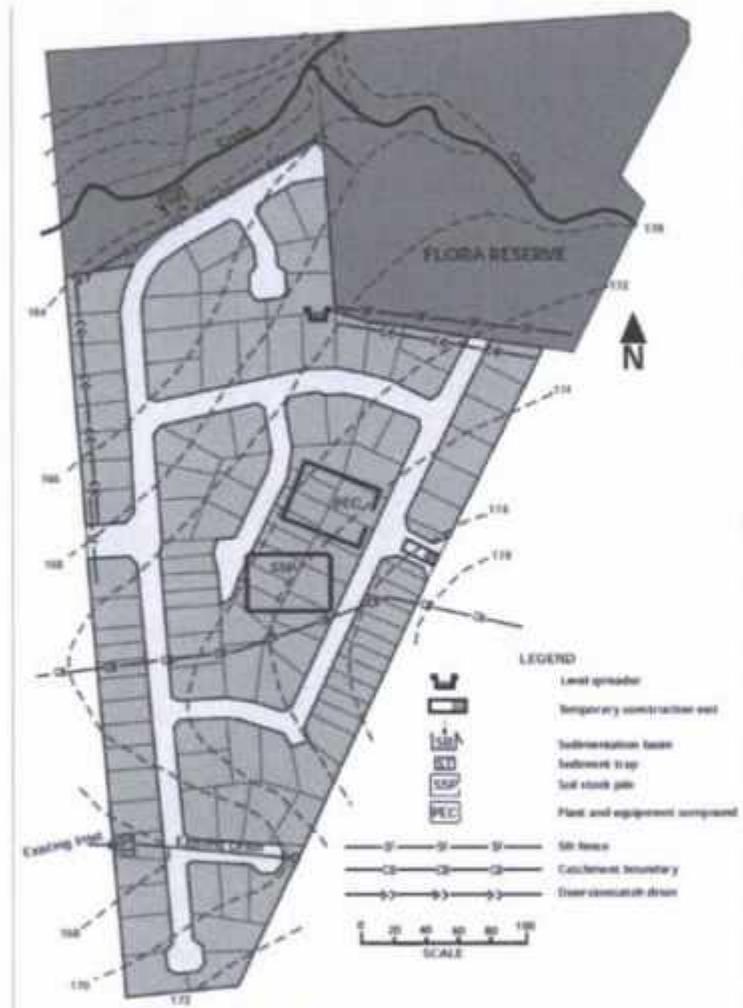
Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
<p>A site map will be completed that highlights:</p> <ul style="list-style-type: none"> ▪ north point and plan scale ▪ approximate grades and directions of falls (contours 0.5m for gradients <15%, 1m for gradients 15-30% and 2m slopes >30%) ▪ site boundaries, adjoining roads and sensitive surroundings ▪ construction access points ▪ site office, car park and location of stockpiles ▪ proposed construction activities and limits of disturbance ▪ approximate location of trees and other vegetation designated "No Go Zones" ▪ existing and proposed drainage patterns and discharge points ▪ clean water diversion of upslope runoff around the disturbed areas ▪ location and details of proposed erosion and sediment control measures ▪ location of stockpile areas, including topsoil storage, protection and reuse methodology, and ▪ creek crossings and mitigation controls. 	Site Manager
Construction Phase	
<p>The smallest possible area of land disturbance will only be exposed for the shortest possible time by:</p> <ul style="list-style-type: none"> ▪ rehabilitating disturbed areas quickly (as required by local guidelines) ▪ limiting vehicle movement to existing tracks ▪ maintaining access tracks in sound condition to limit the likelihood of vehicles not using the track ▪ diverting clean water around stockpiles, hazardous substances storage areas etc. ▪ where possible, limiting the height of stockpiles to less than 2.5m and battering the sides to 2:1 or flatter; and ▪ where possible, covering stockpiles or seed stockpiles with sterile seed. 	Site Manager
Drip trays and spill kits are essential and will be in place when using mobile refuelling locations.	Site Manager
A drain warden, mesh and gravel inlet filter, geotextile inlet filter, sandbags or other locally approved method to cover drains/ water inlets will be used to reduce the sediment load.	Site Manager
Erosion and sediment controls will be formally inspected weekly using <i>DA-ZH-FM116.9 Environmental Inspection Checklist</i> .	Zero Harm Advisor
Project Specific Requirements	
<ul style="list-style-type: none"> ▪ Insert any project specific requirements. <i>Delete if there are no project specific requirements and keep the below.</i> 	

Project Specific Requirements

- After review of the contract documents there are no project specific requirements. *Delete if project specific requirements have been included above.*

14.6.1 Erosion and Sediment Control Map

The following is an example map only. Remove and insert the relevant erosion and sediment control map for the project, then delete this instructional text.



14.7 Greenhouse Gas Management

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with greenhouse gas management.

Management Measures & Mitigation Strategies	Responsibility
Construction Phase	
Opportunities to reduce energy usage and associated greenhouse emissions will be identified.	Site Manager

Management Measures & Mitigation Strategies	Responsibility
All plant and equipment will be maintained to ensure that maximum operating efficiency can be attained.	Site Manager
Energy usage will be reviewed in accordance with procedure <i>DA-ZH-PR077 Greenhouse Gas and Energy Reporting</i> .	Site Manager
Site energy usage will be monitored and monthly reports provided to the Client in accordance with NGER requirements.	Zero Harm Advisor

Project Specific Requirements
<ul style="list-style-type: none"> ▪ Insert any project specific requirements. <i>Delete if there are no project specific requirements and keep the below.</i> ▪ After review of the contract documents there are no project specific requirements. <i>Delete if project specific requirements have been included above.</i>

14.8 Cultural Heritage

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with cultural heritage.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
<ul style="list-style-type: none"> ▪ When planning a high impact activity such as ground disturbance, compaction, vibration, or disturbance to trees, it will be determined if a heritage site could be impacted upon. ▪ The land owner, the local Aboriginal authority, and the local government authority will be consulted, and a national and state-based search will be completed. 	Project Manager
Construction Phase	
The location of the known heritage sites and artefacts will be displayed and communicated.	Site Manager
All known heritage sites and artefacts will be protected using exclusion fencing, or a similar physical barrier.	Site Manager
The location of the heritage sites and artefacts will be communicated to all personnel in accordance with <i>DA-ZH-PR013 Communication and Consultation</i> .	Site Manager
The removal or destruction of a known heritage site will not occur unless in accordance with a permit or other approval from an appropriate regulatory authority.	Site Manager
Cultural heritage management will be formally inspected weekly using <i>DA-ZH-FM116.9 Environmental Inspection Checklist</i> .	Zero Harm Advisor

Management Measures & Mitigation Strategies	Responsibility
<ul style="list-style-type: none"> If unknown suspected heritage sites or aboriginal artefacts are found during the course of works, work in the area will immediately cease, the area barricaded, and the project's emergency plan implemented to limit potential impacts. Heritage stakeholders will be liaised and cooperated with, and works will not recommence without further instructions. If an adverse unintended result occurs to known significant sites, procedure <i>DA-ZH-PR006 Incident Reporting and Investigation</i> will be implemented immediately. 	Downer workers

Project Specific Requirements
<ul style="list-style-type: none"> Insert any project specific requirements. <i>Delete if there are no project specific requirements and keep the below.</i> After review of the contract documents there are no project specific requirements. <i>Delete if project specific requirements have been included above.</i>

14.9 Biosecurity

The following table outlines the management measures and mitigation strategies that are undertaken as far as practicable during the pre-construction, construction, and post-construction phases of the project to mitigate the potential impacts associated with biosecurity.

Management Measures & Mitigation Strategies	Responsibility
Pre-construction Phase	
<p>Where a biosecurity risk is present on or adjacent to the site, a suitably qualified person(s) will complete a survey and assessment.</p> <p> A 'suitably qualified person' is a person with the relevant tertiary qualification, e.g. environmental science or ecology, and the minimum amount of experience.</p>	Site Manager
Construction Phase	
The location of biosecurity risks and control requirements will be communicated to all personnel in the site induction.	Site Manager
Where necessary, biosecurity management signs will be erected at strategic locations prior to any construction or clearing to restrict access to infested areas and ensure personnel use designated access tracks.	Site Manager
Where a biosecurity threat is detected or suspected, it will be demarcated, avoided and/ or treated as per the most recent information available from the relevant state biosecurity or agriculture department.	Site Manager
<p>Where applicable, all vehicles and machinery will be thoroughly washed to remove all soil/ mud and plant material prior to entering site.</p> <p> It is recommended that this requirement is included under special conditions of the contract (where not already included) and provide <i>DA-ZH-FM067.1 Hygiene Inspection Form</i>.</p>	Site Manager



Construction Environmental Management Plan

Project Name

Project Document Number & Version: Project Document Number & Version Number

Management Measures & Mitigation Strategies	Responsibility
Biosecurity management will be formally inspected weekly using <i>DA-ZH-FM116.9 Environmental Inspection Checklist</i> .	Site Manager

Project Specific Requirements
<ul style="list-style-type: none"> Insert any project specific requirements. <i>Delete if there are no project specific requirements and keep the below.</i> After review of the contract documents there are no project specific requirements. <i>Delete if project specific requirements have been included above.</i>

WATERMARK

ANNEX A – PROJECT ROLES & RESPONSIBILITIES

The Project Manager works with the relevant functional managers and human resources personnel to ensure adequate resources are in place for the project, as per the project's Project Management Plan (PMP).

The Project Manager ensures that the specific roles, inter-relationships, and lines of reporting for the project are defined in the project's organisational structure, and may assign:

- an individual to a specific role
- the responsibilities for the specific role to themselves; or
- the responsibilities for the specific role to other project team members.

Refer to the PMP for further information.

Project Manager

Typical Responsibilities

- Visibly committing to and implementing environmental practices as defined in the CEMP.
- Overseeing site occupation and project delivery compliance to the CEMP, and ensuring environmental records are maintained and made available upon request to government agencies.
- Reporting project environmental status and environmental incident to the Client.
- Reviewing and participating in environmental incident investigations and nominated corrective measures.
- Attending project and environmental meetings.
- Participating in environmental audits.
- Initiating environmental reviews with the Environmental Advisor to facilitate continual improvement.

Project Specific Responsibilities

- **Insert any project specific responsibilities or 'Nil' if not applicable.**

Construction Manager

Typical Responsibilities

- Ensuring environmental works are carried out in accordance with the CEMP and applicable sub-plans, and Downer procedures.
- Co-ordinating and facilitating SWMS activities for their area of responsibility.
- Ensuring all personnel, including subcontractors and visitors, undertake project defined induction and training, and are aware of any evacuation and emergency procedures.
- Reporting environmental incidents to the Project Manager and the Environmental Advisor as they are identified.
- Consulting and liaising with the Client on environmental matters, and informing the Environmental Advisor of any issues.
- Ensuring daily and weekly environmental inspections are carried out and actions identified are implemented immediately.
- Participating with the Environmental Advisor in the investigation of incidents in their area of responsibility.
- Ensuring environmental issues are raised at site toolbox meetings.
- Participating in emergency response as part of the Emergency Response Team.

Project Specific Responsibilities

- **Insert any project specific responsibilities or 'Nil' if not applicable.**

Site Supervisor

Typical Responsibilities

- Ensuring environmental works are carried out in accordance with the CEMP and applicable sub-plans, and Downer procedures.
- Reporting environmental incidents to the Project Manager and the Environmental Advisor as they are identified.
- Participating with the Environmental Advisor in the investigation of incidents in their area of responsibility.
- Ensuring environmental issues are raised at site toolbox meetings.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

Environmental Sustainability Manager (Governance Role)

Typical Responsibilities

- Providing senior support to the Project Manager and Environmental Advisor/ Zero Harm Advisor to ensure environmental works are carried out in accordance with the CEMP and the respective sub-plans, and Downer procedures.
- Conducting periodic reviews and audits to verify compliance with this plan.
- Providing technical support to site staff.
- Assisting in the investigation of any incidents.
- Consulting, as necessary, with the Client on environmental matters.

Project Environmental Manager or Zero Harm Manager

The project team organisational structure will include a Project Environmental Manager or Zero Harm Manager as defined in the Project Management Plan.

Typical Responsibilities

- Providing senior support to the Project Manager and Environmental Advisor to ensure environmental works are carried out in accordance with the CEMP and applicable sub-plans, and Downer procedures.
- Providing technical support to site staff.
- Assisting in the investigation of any incidents.
- Consulting with the Client on environmental matters, as required.
- Maintaining effective Zero Harm systems in the field by developing maximum employee and subcontractor participation.
- Participating actively in project team Zero Harm meetings.
- Assisting in achieving zero environmental incidents for the project.
- Maintaining a useable library of environmental documentation.
- Undertaking weekly and monthly environmental inspections across all areas of the site and presenting alerts or findings at toolbox meetings.
- Undertaking regular system/ project environmental audits and producing high quality environment audit reports.
- Provide environmental guidance in resolving issues with a view to continuous improvement and elimination of any environmental incidents.

- Co-ordinating and delivering environmental training, including for environmental management, spill response, and spill prevention.
- Assisting field personnel in the development of project specific documentation, e.g. SWMS.
- Assisting in the preparation of the Project Risk Register and the environmental induction of project personnel.
- Monitoring and reporting on energy, greenhouse gas and waste management, including sewage disposal.
- Being familiar with and implementing the requirements of the Client's CEMP, as required.
- Being familiar with and implementing the requirements of this CEMP, as required.
- Complying with any regulations or statutory obligations for environmental management.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

Environmental Advisor/ Zero Harm Advisor

Typical Responsibilities

- Visibly committing to environmental procedures and instruction, and maintaining environmental records defined within this CEMP.
- Reporting to the Environmental Manager, Zero Harm Manager, Project Manager, and Construction Manager on environmental issues, as required.
- Providing environment planning (inclusive of impact mitigation measures) and discipline technical support to the Project Manager and project team.
- Assisting the Construction Manager/ Environmental Manager in providing environmental training and inducing all site personnel, including subcontractors and visitors.
- Providing environmental input to the formulation of SWMS, as required.
- Consulting and liaising with the Client on environmental matters, including compliance with all regulatory requirements.
- Resolving and/ or facilitating solutions to site environmental issues and problems.
- Liaising with relevant regulatory authorities and stakeholders, as required.
- Reviewing and participating in environmental incident investigation, and nominating corrective measures.
- Carrying out environmental inspections.
- Initiating environmental reviews with the Project Manager and facilitating continual improvement.
- Directing the workforce (in consultation with the Project Manager) to stop work in order to achieve compliance with the environmental requirements of the head contract, as covered in the CEMP and applicable sub-plans, or to prevent environmental damage.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

Downer Worker

Typical Responsibilities

- Visibly committing to environmental procedures and instruction.
- Completing required inductions as specified in this CEMP.
- Participating in the formulation of SWMS.

- Implementing environmental controls as detailed in inductions, SWMS, all aspects of this CEMP and applicable sub-plans, compliance documents, procedures, and standards.
- Reporting environmental incidents and issues to the relevant Supervisor or to the Environmental Advisor.
- Using equipment provided to reduce environmental hazards or emissions.
- Participating in daily and weekly environmental inspections.
- Contributing to the overall project goal for zero environmental impacts and incidents by making suggestions for improvement where identified.
- Complying with all aspects of this CEMP and all associated compliance documents, permits, procedures, and standards.
- Conducting risk assessments and providing SWMS to Downer prior to construction.
- Undertaking induction(s) as defined by this CEMP and complying with project environmental instructions.
- Providing to Downer details of all hazardous substances, contained within Safety Data Sheets (SDS), proposed for use in subcontractor scope.
- Providing other environmental related data to Downer as defined by this CEMP, including data for NGER, waste generation, and water consumption.
- Attending site meetings when requested.
- Reporting, investigating, and implementing corrective measures arising from associated environmental incidents.
- Attending environmental training and awareness sessions.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.

Zero Harm Administrator

Typical Responsibilities

- Reporting to the Environmental Manager, Zero Harm Manager, Project Manager, and Construction Manager on environmental issues, as required.
- Visibly committing to environmental procedures and instruction, and maintaining environmental records defined within this CEMP.
- Providing administrative support to the environmental team, specifically:
 - **INX InControl** administration
 - inductions and registrations
 - audit and inspection results
 - incident reports; and
 - verification of competency (VOC) and training record updates.

Project Specific Responsibilities

- Insert any project specific responsibilities or 'Nil' if not applicable.



Construction Environmental Management Plan



Project Name
Project Document Number & Version: Project Document Number & Version Number

ANNEX B – PROJECT RISK REGISTER EXCERPT

Insert an excerpt from the Project Risk Register detailing the environmental risks for the project, then delete this text.

WATERMARK



ANNEX C – ENVIRONMENTAL SENSITIVITIES CONTROL MAP

Where applicable, insert the project's Environmental Sensitivities Control Map, then delete this text.

WATERMARK



Construction Environmental Management Plan

Project Name
Project Document Number & Version: Project Document Number & Version Number

ANNEX D – EXAMPLE VEGETATION DISTURBANCE PERMIT



Vegetation Disturbance Permit

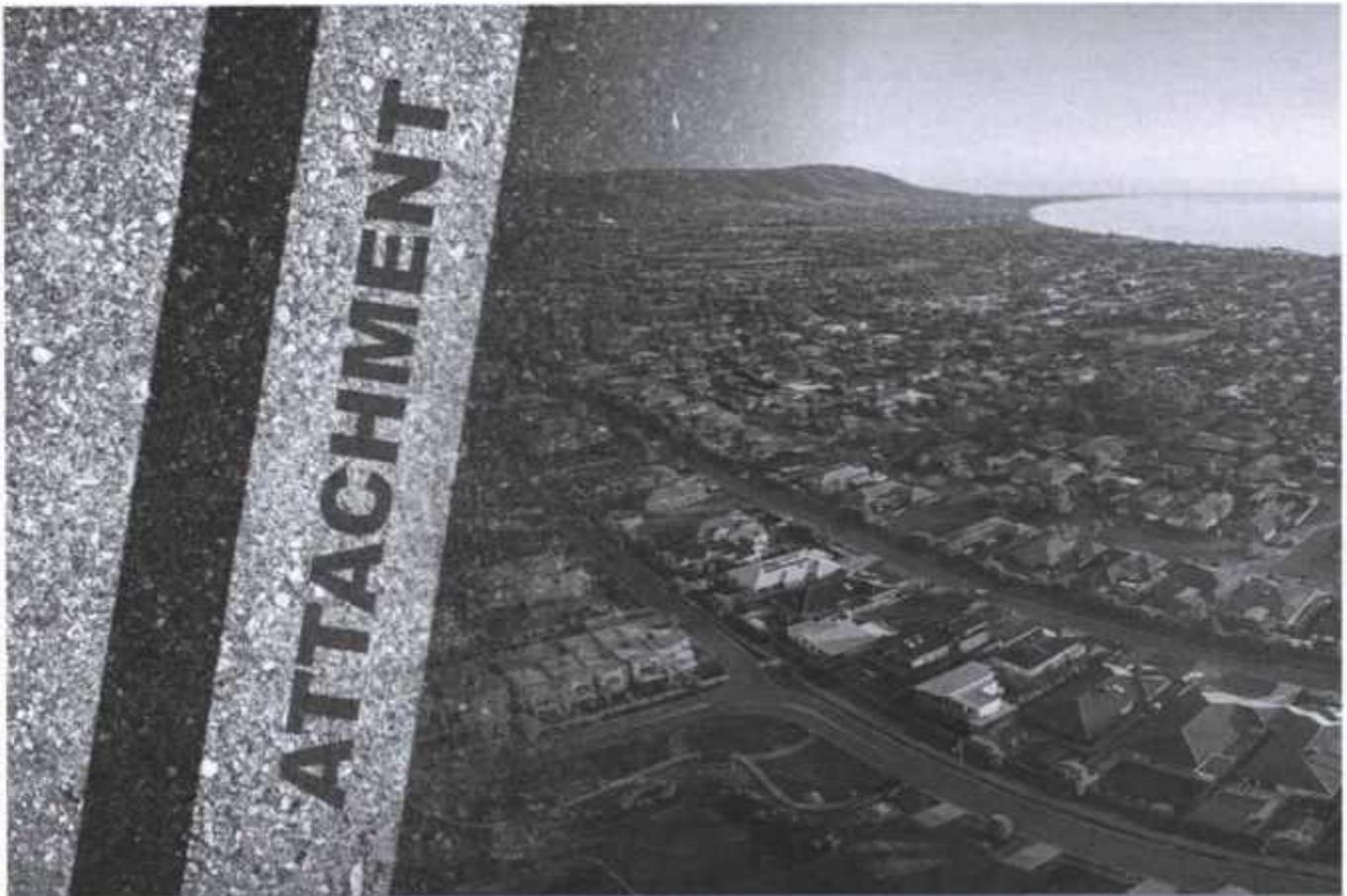
Project Name
Project Document Number & Version: Project Document Number & Version Number

FORM HANDLING INSTRUCTIONS	
<ul style="list-style-type: none"> Use this permit where a hold point for a vegetation disturbance is nominated and agreed to by the project during the project's Planning phase, unless an alternative or equivalent land and vegetation disturbance procedure is mandated by the Client. For further information on vegetation disturbance, refer to DA-ZH-ST149 Vegetation Disturbance 	

SECTION 1 – WORK DETAILS & PERMIT VALIDITY – WORK SUPERVISOR OR SITE ENGINEER	
Date Requested:	Name:
Project Name:	Map Attached? <input type="checkbox"/> Yes <input type="checkbox"/> No
Company:	
Permission is requested to disturb the following area:	
Purpose of disturbance?	

SECTION 2 – PERMISSIBILITY – ENVIRONMENT OFFICER OR ZERO HARM OFFICER			
Consideration	Yes	No	Comment/ Requirement
Has the area to be disturbed been inspected?	<input type="checkbox"/>	<input type="checkbox"/>	
Is the disturbance consistent with the project's planning and consent conditions and legislative requirements?	<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3 – ENVIRONMENTAL CONTROLS – ENVIRONMENT OFFICER OR ZERO HARM OFFICER			
Consideration	Yes	No	Comment/ Requirement
Is an ecological pre-clearance survey required as per planning approvals and/or permit conditions?	<input type="checkbox"/>	<input type="checkbox"/>	Include pre-clearance survey reference.
Are there any specific notification procedures that need to be followed?	<input type="checkbox"/>	<input type="checkbox"/>	
Are there any additional requirements from private or crown land owners?	<input type="checkbox"/>	<input type="checkbox"/>	
Is a requirement for biosecurity/ control of weeds in the disturbance area referred to in DA-ZH-ST067 Biodiversity Management?	<input type="checkbox"/>	<input type="checkbox"/>	
Has an erosion and sediment control plan (site advisory sheet) been prepared for the activity? Refer to DA-ZH-ST064 Soil and Water Management.	<input type="checkbox"/>	<input type="checkbox"/>	Include site advisory sheet reference.



**Attachment S3-8.9 Environmental
Sustainability Policy**

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

Downer 
Relationships creating success

ENVIRONMENTAL SUSTAINABILITY POLICY

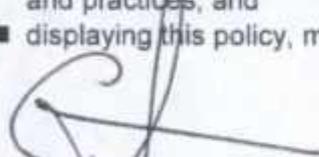
Downer is a leading provider of services to customers in global markets including Transportation, Energy and Resources, Industrial, Infrastructure and Commercial Services, and Facilities.

Our goal is to...

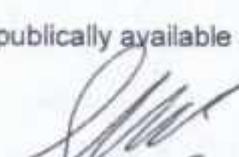
- minimise the short and long term impact of our activities on the environment and local communities through responsible environmental sustainable management within design, planning, delivery, construction, manufacturing and operation;
- promote a positive culture through implementing initiatives that foster sustainable innovation; and
- optimise our products and services to relentlessly improve our environmental sustainability performance and improve the sustainable use of natural resources.

We commit to ...

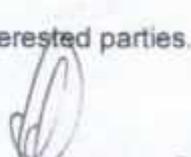
- complying with relevant environmental legislation, appropriate industry guidelines and standards, customers and regulatory agency requirements;
- implementing responsible resilient work practices that minimise the impact on local communities;
- implementing and maintaining an environmental management system consistent with International Standard AS/NZS ISO 14001 which integrates requirements throughout the overarching operational systems;
- establishing, monitoring and reviewing environmental sustainability objectives and targets and identify opportunities to improve our environmental sustainability;
- evaluating the performance, effectiveness and compliance of our environmental management systems through regular audits and reviews;
- implementing effective controls to identify, evaluate, eliminate or reduce adverse environmental risks from our work activities;
- take all practical steps to prevent pollution and protect biodiversity and ecosystems;
- driving innovation to identify sustainable supply chains, reduce operational energy, waste, and water consumption, reduce emissions, and mitigate climate change;
- procuring goods and services to minimise environmental risk and maximise environmental sustainable opportunities and benefits for the total life cycle;
- providing education, training and encouragement to our workforce, and business partners to understand their responsibilities for the implementation of environmental sustainability principles and practices; and
- displaying this policy, making it publically available and sharing it with interested parties.



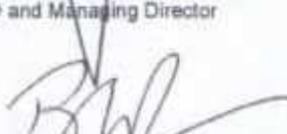
Grant Fenn
CEO and Managing Director



Steve Killeen
CEO New Zealand



Sergio Cinerari
CEO Infrastructure Services



Brendan Petersen
CEO Mining, Energy and Industrial Services



Dana Nelson
CEO and MD Spolless



**Attachment S3-8.9 Record
Management Procedures**

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

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Procedure

1 PURPOSE

To define processes and responsibilities for record management including creation, receipt, maintenance, use and disposition of records.

2 SCOPE

This procedure applies to all Downer Australia (DA) records generated through the use of the Integrated Management System (IMS) whether hardcopy or in electronic form.

Transitional Note: This procedure supersedes *MS036 Records Management* in the *Works IMS, E-DC-P01 Documentation and Archiving* in the *DEEMS, PG-QA-P8 Records Management* in the *CPGR IMS* and *DCT-MSP-016* in the *Emerging Sectors IMS*.

3 DEFINITIONS

Functional Manager	<p>Manager / leader across cross-functional roles that has responsibility for overseeing core business functions and services, comprising;</p> <ul style="list-style-type: none"> ▪ Commercial & Risk; ▪ Project Management; ▪ Finance and Administration; ▪ Business Services; ▪ Procurement; ▪ Human Resources; ▪ Zero Harm; ▪ Quality
--------------------	--

4 REQUIREMENTS AND RESPONSIBILITY

4.1 General

The management of records is essential for Downer Australia (DA) to protect and preserve records as evidence of actions. Records enable DA to:

- Meet legislative and regulatory requirements including archival, audit and oversight activities,
- provide protection and support in litigation including the management of risks associated with the existence of, or lack of, evidence of organisational activity,
- demonstrate evidence of conformance to the prescribed arrangements in the **DA IMS**,
- demonstrate evidence of ongoing adherence and compliance to the **DA IMS**,
- protect the interests of the organisation and the rights of employees, clients and present and future stakeholders,
- support and document current research and development activities, developments and achievements,

4.2 Regulatory Environment

It is the responsibility of each Functional Manager to identify the regulatory environment that affects their activities and requirements to document their activities in accordance with *DA-QA-FM013 Master Records Index (MRI)*.

4.3 Responsibilities for Creation, Capture and Retention

It is the responsibility of each operational and Functional Manager (HR, Finance, and Commercial etc.) or delegate to create, capture and retain relevant records for the required periods. All identified records, locations and responsibilities shall be listed in the *DA-QA-FM013 Master Records Index (MRI)*.

Records shall be managed in accordance with *DA-QA-FM013 Master Records Index (MRI)*.

4.4 General Record-Keeping Requirements

Persons responsible for record keeping shall ensure that records are:

- complete,
- legible,
- generated using approved forms where applicable,
- identified with the job number or unique traceability number if required,
- signed where required,
- distributed, filed, indexed and stored in the manner defined in this procedure

Hard-copy records shall be filed in an appropriate manner eg manila folders, loose-leaf ring binders or filing cabinets, for effective retrieval, minimises damage or deterioration and prevents loss.

4.5 Archiving, Storage and Retrieval of Records

The process consists of the flowchart in *Annex A* and the following notes.

4.5.1 Project Records

Following the receipt of a Final Certificate from the client, the Project Manager or delegate shall collect, review and archive all the Project records listed in *DA-QA-FM013 Master Records Index* in the Projects section.

Where an electronic record is used for any of these records, the location of the electronic record should be noted on the hard copy file.

4.5.2 Office Records (HR, Commercial, Financial, Employees, Plant & Equipment & Other)

When office records have served their immediate purpose or if storage space is required, the Functional Manager or nominee shall ensure collection, review and archiving of the records listed in *DA-QA-FM013 Master Records Index* in accordance with *Section 4.5.3* below.

Ensure all records listed as confidential in *DA-QA-FM013 Master Record Index* are maintained as confidential and available on a restricted; as needs basis only, approval from the Functional Manager should be obtain prior to retrieval.

4.5.3 Archive initiation

The following requirements shall be met when it is necessary to place records into archive storage:

- All job files, documents or records where ever possible are to be removed from ring bound files and placed in manila folders, envelopes or packaged.
- Each manila folder, envelope or package is to be identified as to its contents (job number, job title, broad content description) and placed in an archive box.
- Archive boxes should not be over- filled or overloaded.

- Archive box is to be clearly labelled with a unique identifier (eg: barcode, job number etc.) to allow retrieval. This unique identifier shall be referenced in the archive register so that the contents and retention times of each archive are known. Retention times shall be in accordance with *DA-QA-FM013 Master Record Index*, *DA-QA-FM014 Sample Archive Register* (or equivalent) may be used to record this information and a copy kept inside the box if required.
- The archive box is then stored in an archive facility (internal or external).

4.5.4 Retrieval of Archives

The following requirements shall be met for retrieval of records/boxes from the archives:

- Retrieve archive from the archive facility via the unique identifier.
- Records/box may be temporarily removed for copying purposes or viewed whilst box is out of archive. Make copies if necessary and return the records/box as soon as possible.
- Under no circumstance shall the records be altered, defaced or destroyed. They are to be regarded as originals and if there is a need to update them, this should only be done on a copy.
- Return the record/box to the archive facility.

4.5.5 Archive Disposal

Annually (or more frequently as deemed necessary) the Functional Manager or delegate shall ensure the archive contents are reviewed and:

- Determine which records are due for disposal.
- Complete *DA-QA-FM015 Destruction Authority* and forward it to the Functional Manager for authorisation.
- On authorisation of the *DA-QA-FM015 Destruction Authority*, the Functional Manager will arrange for records to be disposed of by a suitable method or alter the destruction date on the register and endorse Destruction Authority accordingly. Ensure records that are confidential, such as financial records, are disposed of accordingly.
- Retain and file the *DA-QA-FM015 Destruction Authority* as a record of actions taken. It shall be filed with the archive records

4.6 Record Retention Periods

Retention periods should be based on criteria such as:

- the requirements of applicable legislation or regulations;
- specific client or contract requirements;
- warranty or defects liability periods;
- the likelihood of a particular record being of assistance in protecting the company against any defective product, service litigation or future work injury compensation claims;
- personnel records shall be retained indefinitely;
- DA Group Policies and Procedures;
- For records retention periods not defined in the MRI, it shall be seven years.

5 REFERENCED DOCUMENTS

POLICIES

DA-QA-PO001 Business Quality Policy

FORMS

DA-QA-FM013 Master Records Index (MRI)

DA-QA-FM014

Sample Archive Register

DA-QA-FM015

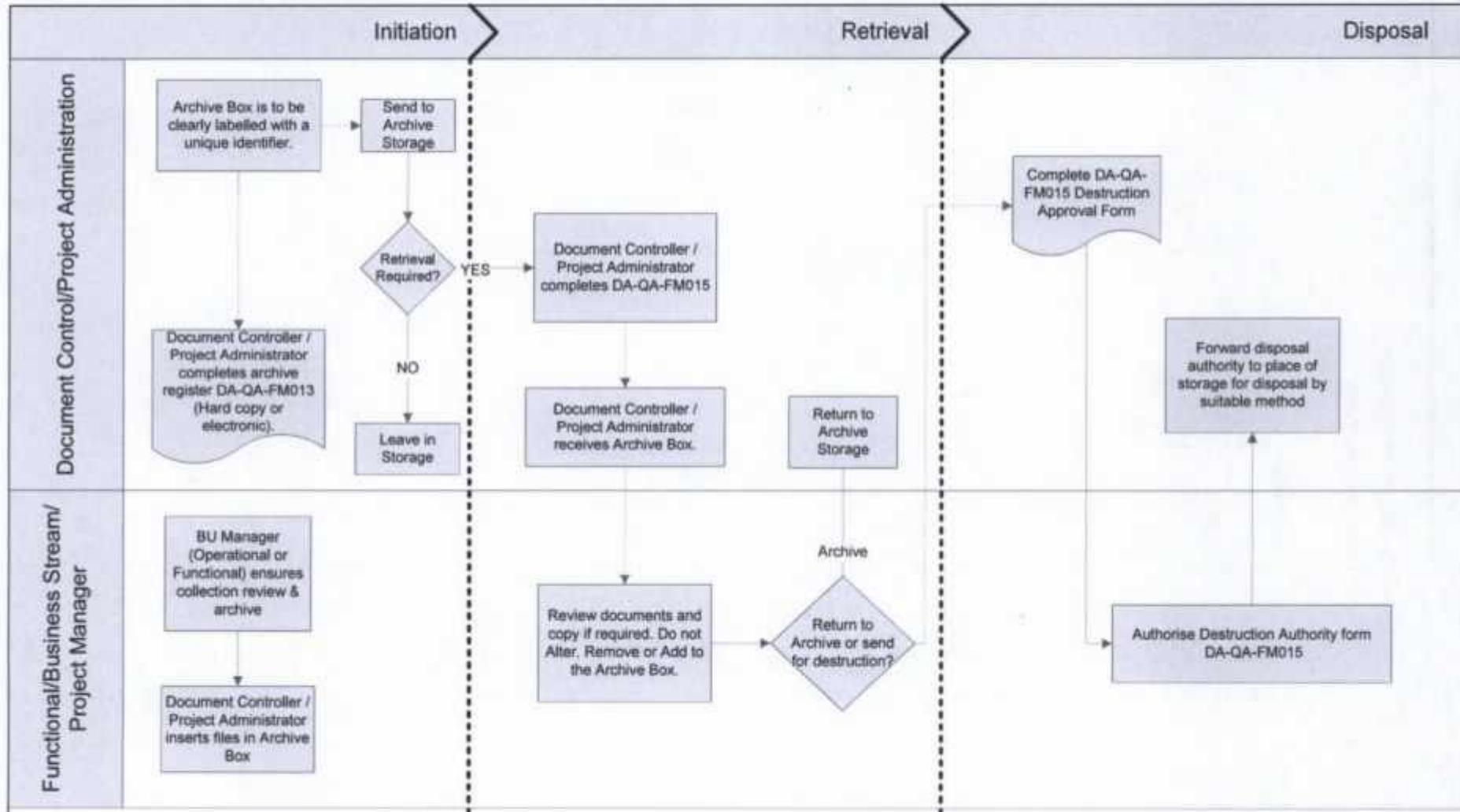
Destruction Authority

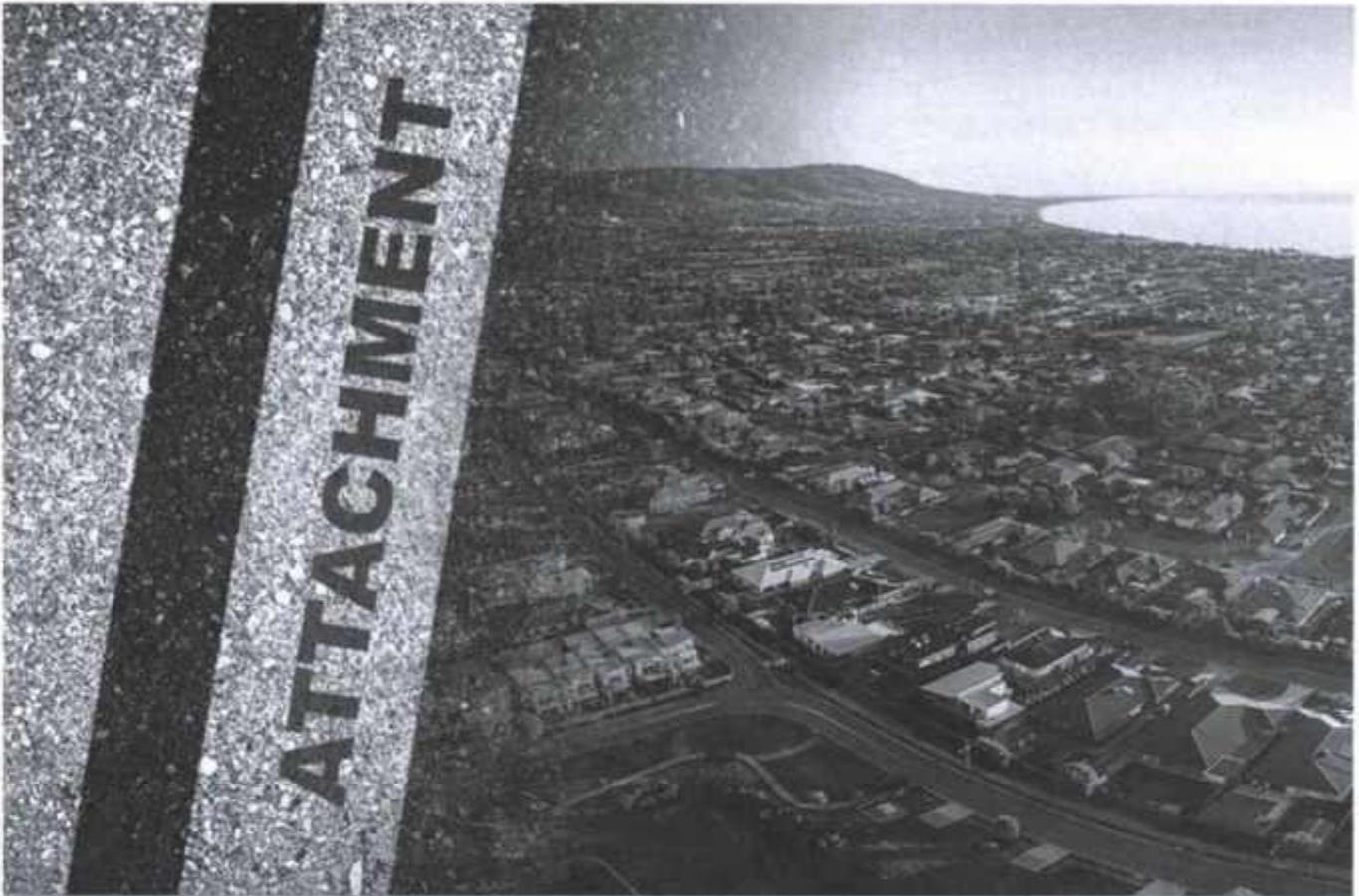
OTHER

AS ISO 1548.1

Record Management

ANNEX A – ARCHIVE INITIATION, RETRIEVAL AND DISPOSAL FLOWCHARTS





**Attachment S3-8.9 Zero Harm
Management**

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

Downer 
Relationships creating success

Procedure

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1 PURPOSE

This procedure details the requirements to manage zero harm risks.

This procedure defines the minimum requirements in Downer to ensure:

- workplace hazards are identified
- the risk associated with each identified hazard is assessed and understood
- decisions regarding the appropriate control measures are reviewed and approved by a risk owner; and
- control measures are implemented and continually monitored to be effective.

All activities in this procedure are consistent with the Downer policies and procedures listed in section 5 *Referenced Documents*.

2 SCOPE

This procedure applies to Infrastructure Services and Engineering, Construction and Maintenance; hereafter referred to as Downer.

The target audiences for this procedure are all Downer workers at corporate, regional, and site/ project levels.

This procedure applies to risk management related to Zero Harm hazards and risks, including hazard identification, risk assessment, criteria for risk control measures, and implementation, verification and review of control measure effectiveness.

This procedure does not apply to risk management for non-Zero Harm related hazards and risks.

This procedure sits within the following phase of the Opportunity and Bid Methodology:



This procedure sits with the following phases of the Project Management Process:



3 DEFINITIONS

The following terms are used in this document and are included in *DA-QA-RG001 Definitions Register*.

Acceptable Risk	A level or weighting of risk which is considered sufficiently low so as not to require any changes to the situation presenting the risk, i.e. "so far as is reasonably practicable" (SFAIRP).
Bowtie Analysis (BTA)	An analytical method for identifying and reviewing controls intended to prevent or mitigate a specific unwanted event.
Cause	A reason, trigger or an initiating event or condition that may lead to an unwanted event occurring (other than the failure of a control).
Competent	Having suitable qualifications (whether by experience or training or both) with the appropriate subject matter skills and knowledge to undertake a work task/ activity/ function safely, correctly, effectively and efficiently.
Consequence	A statement that describes the outcome following an unwanted event occurring.
Control	A human act, a physical object (engineered) or a technological system (or a combination of each) intended to prevent or mitigate an unwanted event. There are three types of controls: preventative controls, recovery controls, and escalation factor controls.
Critical Control	A highly relied upon control that is crucial to preventing the occurrence of an unwanted event or mitigating the consequences of the unwanted event if it did occur. The absence or failure of a critical control would significantly increase the risk despite the existence of the other controls.
Critical Risk	A potential unwanted event that could result in one or more fatalities, and/ or significant environmental harm (where the potential or real impact is a 5 or 6 level consequence on the Downer risk matrix).
Critical Risk Activity	An occupational activity or task that has the potential to result in a level 5 or 6 consequence as per the Downer risk matrix.
Downer Worker	All individuals working for Downer as: employees, contingent labour hire, contractors, subcontractors, apprentices, trainees, and work experience students.

Escalation Factor	A failure mechanism of a control, i.e. the method of how the effectiveness of a control is either reduced or defeated. The outcome of a failed control would escalate or increase the level risk.
Hazard	An energy source that, if released in an unplanned or uncontrolled way, can cause an unwanted event, i.e. something with the potential to cause harm.
RACI	<p>An industry wide acronym typically used as the basis for a matrix to describe the participation by various roles in completing tasks or deliverables for a project or business process in terms of who is:</p> <ul style="list-style-type: none"> ▪ Responsible (R) – responsible for actually doing or completing the task ▪ Accountable (A) – responsible for ensuring that the task is completed ▪ Consulted (C) – consulted for their subject matter expertise required in order to complete the task; and ▪ Informed (I) – need to be kept informed about status of task completion.
Residual Risk	The level of risk remaining after controls have been implemented, based on the magnitude and likelihood of the consequence with consideration of the effectiveness of current controls.
Risk	The effect of uncertainty on objectives, usually measured in terms of the likelihood that particular consequences of an unwanted event will be experienced.
Risk Assessment	A methodical process to identify, evaluate and estimate the level of risk associated with a particular hazard.
Risk Assessment Matrix	The standard Downer tool used for ranking and displaying risks by defining ranges for consequences and likelihood.
Risk Control Effectiveness	How well each control measure addresses the cause and/ or consequence of the risk and can be validated through the assurance/ verification process.
Safe Work Method Statement	A safe work method statement specifies the hazards relating to high risk construction work and any associated health and safety risks, describes the measures to be implemented to control the risks, and describes how the control measures will be implemented, monitored and reviewed.
Work Instruction	Work instructions provide low level detailed instructions on how to perform routine activities.
Zero Harm	Health, safety and environment.

4 REQUIREMENTS AND RESPONSIBILITY

4.1 General Requirements

The management of Zero Harm risk in Downer is comprised of a comprehensive, layered approach that includes the following:

- the Downer Group Risk & Opportunity Management Framework, which establishes the process and tools for identification, assessment, and management of risk
- this procedure, which is specific to the management of Zero Harm risk; and
- the Critical Risk Management Process, which emphasises the importance of controlling critical risks that have the potential to result in fatalities or significant injuries or harm to the environment.

The following list of requirements applies to managing Zero Harm risks at Downer.

- The assessment of all Zero Harm risk within Downer must be in accordance with *DG-RM-FR-001 Downer Group Risk and Opportunity Management Framework*. Exceptions to this are included in section 4.3.4 *Procedure Variations & Exceptions*.
- Controls for critical risks (i.e. risks with a potential consequence rating of 5 or 6) are identified and analysed using the bowtie analysis method. Critical controls must be communicated via project and/or site risk registers, Zero Harm Management Plans, Safe Work Method Statements (SWMSs) and associated project and/or site training programs, and verified regularly through management observations, audits and inspections.
- Zero Harm risk assessments must be led by suitably competent Downer workers with knowledge, skills, and experience commensurate with the level of complexity.
- All Zero Harm risk assessments must be conducted in consultation with at least four people, including but not limited to:
 - a person(s) who possesses a thorough understanding and/ or technical knowledge of the assessment scope, i.e. a subject matter expert (SME)
 - members of the workforce exposed to the risks
 - frontline supervisors, managers and/or health and safety representatives; and
 - other relevant stakeholders who may be affected by the risk assessment outcome, e.g. other business operators or clients, property owners, or regulatory authorities.
- Information from risk analyses must be summarised and communicated to relevant Downer workers so they are aware of the risks in their work area and the control strategy that needs to be in place to manage them. To comply with work health safety and environment legislation, Downer workers must be consulted on these risks and control measures in accordance with *DA-ZH-PR013 Communication & Consultation*.
- Relevant employee Health and Safety Representatives (HSR), if established, must be engaged in the risk assessment process, with subsequent outcomes discussed at toolbox meetings and/ or Zero Harm Committee meetings.
- Risk management requires that an acceptable risk response is defined and that risk ownership is assigned. The risk management response is prioritised based on the risk evaluation and the risk acceptance threshold. Control measures are selected and applied in accordance with the risk management hierarchy of controls to ensure that risks are reduced so far as is reasonably practicable (SFARP).
- Risk analysis and management outcomes must be communicated to stakeholders and integrated into operational planning in order to prioritise resources and proactively improve performance. Identified risks must be re-evaluated and updated on a regular basis to ensure that they accurately reflect current work activities and conditions.
- A risk owner must be assigned to all risks identified in the relevant risk register, e.g. Project Risk & Opportunity Register or Zero Harm Risk Register. The risk owner is accountable for the overall management of the risks. The risk owner must approve all risks to which they have been assigned and actively monitor the health of their risk profiles.

4.1.1 Safe Work Method Statements (SWMSs)

A Safety Work Method Statement (SWMS) is a document, signed by the customer, the project manager/ site supervisor and each person involved in doing work under the SWMS; that sets out for one or more 'high risk construction work activities':

- identification of the work that is high risk construction work
- a specification of hazards relating to the high risk construction work and the risks to health and safety
- a description of the measures to be implemented to control the risks; and
- a description of how the control measures are to be implemented, monitored and reviewed.

SWMSs are required for the 18 'high risk construction work activities' defined in the *Work Health and Safety Regulations* and for high risk activities nominated by Downer as per *Annex C – List of High Risk Activities* of this procedure.

SWMS are not required for 'work of a minor nature', as defined by *Safe Work Australia*.

A SWMS's primary purpose is to help supervisors, Downer workers and any other persons at the workplace/site to confirm, understand and monitor the control measures that have been established to carry out any high risk construction work in a safe and healthy manner, before commencement of the work.

SWMSs must be written by a person with sufficient subject matter expertise in performing the high risk construction activities, in consultation with a Zero Harm Representative and Downer workers who will be directly engaged in the high risk construction work.

SWMS must not include and are not intended to be (but may refer to) other work instructions, procedures, risk registers or standards when detailing control measures.

4.1.2 Monitoring and Continual Improvement Requirements

- Control measures must be implemented, regularly monitored, inspected, and maintained to ensure the expected level of protection is provided. Where applicable, the following methods must be used to monitor and document effectiveness and implementation of controls:
 - Critical risk verification activities (observations, audits and inspections)
 - Zero Harm permits
 - Behavioural observations and inspections; and
 - Consultation with relevant stakeholders, including Downer workers, clients, and contractors.
- Managers must ensure the frequency and method of monitoring is commensurate with the residual risk level identified in their risk registers.
- While all levels of controls are important, priority must be given to monitoring and verifying the effectiveness of critical controls. Critical controls need to be assessed for adequacy and effectiveness, and monitored to identify any weakness or deficiencies that can affect their performance. Refer to *DG-ZH-PS028.1 Critical Risk Management Process* for further information.
- Targets for verification of critical risk controls are set for senior management, operational managers and supervisors and must be monitored, measured and reported quarterly.

4.2 Records Management

Records and documentation created, obtained or received using this procedure must be managed in accordance with *DA-QA-PR009 Records Management* and *DA-QA-FM013 Master Records Index*.

4.3 Zero Harm Risk Management Procedure

4.3.1 Procedure Summary

The following table provides a high level summary of this procedure.

Phase	Activity	Key Outcome
Opportunity	Pre-tender risk assessment	Critical Zero Harm risks identified
Handover/ Initiation	Handover meeting	Critical Zero Harm risks transferred
Planning	Risk workshop	Zero Harm Risk Register developed, critical risks identified and control strategy integrated from existing bowties

Phase	Activity	Key Outcome
Start-Up	Hazard specific risk assessments Risk communication	Risk assessments completed (e.g. for plant, chemicals, traffic, and contractors) Control strategy from risk register communicated to the workforce via induction, toolbox meetings, ZH meetings, pre-start briefings, etc.
Execution	Risk assessments Control verifications Incident analysis	SWMSs and pre-starts completed Monitoring implementation and effectiveness of the control strategy against the scope of work Incident investigations
Close-Out	Lessons learned review	Zero Harm lessons learned completed

4.3.2 Procedure Detail

This procedure is described in the following table and is illustrated in *Annex A – Zero Harm Risk Management Flowchart*.

 The steps in the following table also apply to the establishment and operation of Downer facilities, however not all steps will be applicable.

 For Category 1 and 2 projects the role of "Project Manager" in this procedure may be completed by the relevant business General Manager, where applicable.

Step	Actions	RACI Role
Opportunity Phase		
1 Identify Critical or Systemic Safety Risks in Pre-Tender Risk Assessment	<p>The Bid Manager ensures:</p> <ul style="list-style-type: none"> Zero Harm risks that have the potential to impact on cost and schedule through significant health, safety, or environmental effects are identified as part of the bid risk allocation in the Project Risk & Opportunity Register, e.g. remediation of contaminated soils or removal of asbestos critical or systemic safety risks that are escalated from analysis of safe design, safety in constructability, site safety, environmental impact, and sustainability or other Zero Harm risk assessments are considered, including how these could affect the achievement of Downer's project objectives risk controls are selected in accordance with the highest reasonably practicable level of the hierarchy of controls (refer to Table 2 in <i>Annex B – Risk Assessment – Determining the Risk Level</i>) any design work undertaken during the Opportunity phase attempts to eliminate Zero Harm risk the top 3 Zero Harm risks are identified in <i>DG-OB-TP006 Approval to Submit Bid - TCC</i> the Project Board approves the Project Risk & Opportunity Register. 	<p>A: Bid Manager R: Project Board</p>

Step	Actions	RACI Role
1 Identify Critical or Systemic Safety Risks in Pre-Tender Risk Assessment	<ul style="list-style-type: none">  Failure to identify and assess Zero Harm risk during the Opportunity phase can impact on project costs and timelines.  Decisions made about risk controls and budget allocations during this phase reduce the ability to make safer choices at later phases.  Refer to <i>DI-GD-PR001 Opportunity and Bid Management Methodology</i> for further information on the Opportunity phase. 	A: Bid Manager R: Project Board
Handover/ Initiation Phase		
2 Complete Handover & Review Project Risk & Opportunity Register	<p>The Operational Business Manager ensures the:</p> <ul style="list-style-type: none"> ▪ project objectives, scope, risks, opportunities, and financial constraints are adequately handed over from the Bid Manager, and understood by the project management team and key stakeholders to assist with successful delivery of the project ▪ handover meeting(s) includes a review of the Project Risk & Opportunity Register ▪ handover meeting(s), provides the Project Team with an understanding of any commitments made during the bid process for managing Zero Harm risks and potential cost impacts ▪ handover meeting(s) includes representation by Zero Harm personnel. <p> Refer to <i>DI-GD-PR006 Bid Handover</i> for further information on bid handovers.</p>	A: Operations Business Manager C: Bid Manager
Planning Phase		
3 Develop Zero Harm Risk Register	<p> The following inputs must be used when developing the Zero Harm Risk Register:</p> <ul style="list-style-type: none"> ▪ site inspections conducted to identify site conditions, location(s), assets and substances used, and full scope of work ▪ risk information obtained from the Client or industry, where applicable ▪ project/ site specific hazards, including public safety hazards (e.g. school zones, high risk vehicle intersections, and railway crossings), identified as associated with the operations, products, or services. <p>The Project Manager ensures:</p> <ul style="list-style-type: none"> ▪ a facilitated risk assessment workshop is completed during the pre-construction stage(s) using <i>DA-ZH-FM028.8 Construction Risk Assessment Workshop</i>, to identify risks for projects, new contracts, and/ or new scopes of work ▪ a Zero Harm Risk Register is developed as per the following table: 	A: Project Manager

Step	Actions	RACI Role								
<p style="text-align: center;">3</p> <p>Develop Zero Harm Risk Register, continued</p>	<table border="1"> <thead> <tr> <th data-bbox="416 360 815 421">Scenario</th> <th data-bbox="815 360 1219 421">Requirement</th> </tr> </thead> <tbody> <tr> <td data-bbox="416 421 815 533">For a fixed worksite (e.g. depot, manufacturing facility, client site or office facility)</td> <td data-bbox="815 421 1219 533">A separate Zero Harm Risk Register</td> </tr> <tr> <td data-bbox="416 533 815 629">Category 3, 4 or 5 project (as per <i>DG-OB-R1001 Categorisation Table</i>)</td> <td data-bbox="815 533 1219 629">A separate project-specific Zero Harm Risk Register</td> </tr> <tr> <td data-bbox="416 629 815 712">Category 1 or 2 project (as per <i>DG-OB-R1001 Categorisation Table</i>)</td> <td data-bbox="815 629 1219 712">Included in the Zero Harm Risk Register for that business</td> </tr> </tbody> </table>	Scenario	Requirement	For a fixed worksite (e.g. depot, manufacturing facility, client site or office facility)	A separate Zero Harm Risk Register	Category 3, 4 or 5 project (as per <i>DG-OB-R1001 Categorisation Table</i>)	A separate project-specific Zero Harm Risk Register	Category 1 or 2 project (as per <i>DG-OB-R1001 Categorisation Table</i>)	Included in the Zero Harm Risk Register for that business	<p>A: Project Manager</p>
	Scenario	Requirement								
	For a fixed worksite (e.g. depot, manufacturing facility, client site or office facility)	A separate Zero Harm Risk Register								
	Category 3, 4 or 5 project (as per <i>DG-OB-R1001 Categorisation Table</i>)	A separate project-specific Zero Harm Risk Register								
Category 1 or 2 project (as per <i>DG-OB-R1001 Categorisation Table</i>)	Included in the Zero Harm Risk Register for that business									
<ul style="list-style-type: none"> ▪ all identified hazards are risk assessed with appropriate control measures determined, implemented and monitored ▪ residual safety risks from design risk assessments are transferred to the Zero Harm Risk Register ▪ appropriate controls for all Zero Harm risk assessments are selected considering the relevant Zero Harm hierarchy of controls (refer to Table 2 in <i>Annex B – Risk Assessment – Determining the Risk Level</i>) ▪ unless specified otherwise by the Client (if applicable), the Zero Harm Risk Register is recorded and maintained by the business unit/ project ▪ the Project Board approves the Zero Harm Risk Register ▪ the Zero Harm Risk Register is reviewed at intervals according to the risk profile of the work (e.g. more often if there are high-risk activities being undertaken) or when the work schedule changes ▪ the frequency and criteria for reviews of the Zero Harm Risk Register are set based on risk severity/ project duration/ complexity and incident occurrences ▪ lessons learned are included in reviews of the Zero Harm Risk Register ▪ the intervals of Zero Harm Risk Register reviews are documented in the Zero Harm Activity Plan (created using <i>DA-ZH-FM007.1 Zero Harm Activity Plan</i>) ▪ improvements identified from reviews of the Zero Harm Risk Register (and SMP/ ZHMP, where applicable) are implemented in consultation with relevant personnel in line with <i>DA-ZH-PR031 Zero Harm Change Management</i>. <p>✗ In some instances a combination of controls at various levels of the control hierarchy is required to effectively control the risk.</p> <p>✗ Over and above the requirement for a Zero Harm Risk Register, the Client may also request the submission of a Safety Management Plan (SMP) or Zero Harm Management Plan (ZHMP).</p> <p>✗ The completed Construction Risk Assessment Workshop document is the Zero Harm Risk Register.</p>										

Step	Actions	RACI Role
<p style="text-align: center;">4</p> <p>Analyse Critical Risks</p>	<p>The Project Manager ensures:</p> <ul style="list-style-type: none"> ▪ the Zero Harm Risk Register identifies critical risks and controls for any risk rated 5 or 6 and includes clear timeframes and responsibilities for implementation of the control strategy ▪ a bowtie analysis is reviewed (or completed if one doesn't exist) for any risk with a potential consequence rated 5 or 6, and any identified critical controls are included in the critical control verification program. <p>Where the work scope involves manufacturing new products or working at the Client's premises, the procedure continues at step 5 <i>Identify Risks for the Manufacture of New Products</i> or step 6 <i>Identify Risks When Working at Client Premises</i> (as relevant); otherwise the procedure continues at step 7 <i>Complete Hazard Specific Risk Assessments</i>.</p>	<p>A: Project Manager</p>
<p style="text-align: center;">5</p> <p>Identify Risks for the Manufacture of New Products</p>	<p>When manufacturing new products the Project Manager ensures:</p> <ul style="list-style-type: none"> ▪ the following (where applicable) are considered to identify and suggest controls for packaging, use, life, and disposal: <ul style="list-style-type: none"> ▪ development of a Safety Data Sheet (SDS); and ▪ plant risk assessments ▪ the risks associated with any new products are communicated, where appropriate. <p>Where the work scope involves working at the Client's premises, the procedure continues at the next step, otherwise the procedure continues at step 7 <i>Complete Hazard Specific Risk Assessments</i>.</p>	<p>A: Project Manager</p>
<p style="text-align: center;">6</p> <p>Identify Risks When Working at Client Premises</p>	<p>The Project Manager ensures:</p> <ul style="list-style-type: none"> ▪ where Downer is required to provide its services within or near a client's workplace, hazards at the workplace are identified, risk assessed, controlled as per the hierarchy of controls (refer to Table 2 in <i>Annex B – Risk Assessment – Determining the Risk Level</i>), documented, and communicated within the workplace as defined by the Safety Management Plan (SMP) or Zero Harm Management Plan (ZHMP), where applicable ▪ mutual arrangements are communicated with all parties for the implementation, monitoring, and review of respective risk controls for hazards impacting on the Client or project ▪ new high risks identified through the review of the Zero Harm Risk Register are transferred to the relevant SWMS ▪ adherence to client requirements where it is stipulated in the contract, or where an assessment is made which identifies the Client's process as more adequate to the project risk ▪ where a client process is to be adopted, <i>DA-ZH-PR031 Zero Harm Change Management</i> is used to approve the use of client documentation or Downer documentation which has been amended to incorporate client requirements. 	<p>A: Project Manager</p>

Step	Actions	RACI Role
Start-Up Phase		
7 Complete Hazard Specific Risk Assessments	<p>The Project Manager:</p> <ul style="list-style-type: none"> ▪ ensures Zero Harm managers/ advisors lead the application of the risk assessment tools and processes as subject matter experts (SMEs) ▪ approves the outcomes of applying the risk assessment tools and processes ▪ ensures Zero Harm teams incorporate the outcomes of the completed risk assessments into project/ contract pre-commencement workshops, inductions, communications, generic SWMSs and work instructions, as appropriate ▪ ensures risk assessments relevant to specific plant, equipment, or substances are reviewed on a <u>2 yearly basis</u> (as a minimum) or as soon as practicable following any: <ul style="list-style-type: none"> ▪ incident where the plant, equipment, substance or activity was a contributory factor ▪ new information which may affect the safe use of the plant, equipment or substance ▪ changes to the activity or working environment ▪ relevant legislative changes relating to the risk assessment process or the specific hazard; or ▪ request by a Health and Safety Representative, or regulatory body ▪ ensures plant risk assessments are recorded using the Plant Assessor online tool, or <i>DA-ZH-FM028.3 Plant Risk Assessment</i> where Plant Assessor is not available ▪ ensures hazardous chemical and dangerous goods assessments are recorded using <i>DA-ZH-FM024.1 Hazardous Chemicals and DG Risk Assessment</i> ▪ ensures that prior to purchasing goods or services, or plant and equipment (including supply, inspection, maintenance, commissioning, and isolation) the following is considered (where applicable): <ul style="list-style-type: none"> ▪ plant risk assessments and current maintenance records; and ▪ Safety Data Sheet (SDS) for chemicals and corresponding risk assessments ▪ ensures traffic management risk assessments are recorded using <i>DA-ZH-FM135.1 Traffic Management Risk Assessment</i> ▪ ensures the hierarchy of controls (refer to Table 2 in <i>Annex B – Risk Assessment – Determining the Risk Level</i>) is implemented to ensure that risks associated with purchasing of goods and services, and plant and equipment is eliminated or minimised so far as is reasonably practicable (SFARP) 	A: Project Manager

Step	Actions	RACI Role
7 Complete Hazard Specific Risk Assessments, continued	<ul style="list-style-type: none"> ensures the engagement of contractors and labour hire is subject to a Zero Harm evaluation in accordance with <i>DA-ZH-FM022.3 Contractor Evaluation Form</i>. Refer to <i>DA-ZH-FM022.5 Contractor Evaluation Guidance</i> for additional guidance on contractor evaluations. 	A: Project Manager
8 Complete Zero Harm Start-Up Toolbox Meeting	<p>The Project Manager ensures:</p> <ul style="list-style-type: none"> a project Zero Harm start-up (pre-commencement) toolbox meeting is conducted: <ul style="list-style-type: none"> before work commences on the first shift for all new sites and projects; and for Downer workers when it is their first day on site the agenda for the Zero Harm start-up (pre-commencement) meeting includes the following information, as a minimum: <ul style="list-style-type: none"> key aspects of the Safety Management Plan (SMP) or Zero Harm Management Plan (ZHMP), where it exists; and key site hazards and risks, including all relevant critical risks and Safe Work Method Statements (SWMSs) Zero Harm start-up (pre-commencement) meetings are documented and actions recorded using <i>DA-ZH-FM013.1 Toolbox Meeting Agenda and Minutes</i> (or similar). 	A: Project Manager
Execution Phase		
9 Develop & Review SWMSs	<p>The Project Manager ensures:</p> <ul style="list-style-type: none"> critical risks and high risk activities (refer to <i>Annex C – List of High Risk Activities</i> for a list) are identified prior to commencing work using <i>DA-ZH-FM028.2 Safe Work Method Statement (SWMS)</i> the content of SWMSs is restricted to the high risk activities associated with a work process and the controls required to manage them the Zero Harm Risk Register is checked when developing the controls for identified hazards, and hazards not previously identified are added to the register controls required to manage critical risks and high risk activities identified in the Zero Harm Risk Register are transferred to relevant Safe Work Method Statements (SWMS) SWMSs are signed by Downer workers undertaking the work to indicate they have been involved in the development and/ or review of the SWMS and understand the controls identified for the work generic SWMSs are reviewed and amended where necessary at the beginning of a new activity or commencement of the activity at a new location to identify any new hazards and/ or increased risks 	A: Project Manager R: Supervisor C: Downer Worker

Step	Actions	RACI Role
<p>9</p> <p>Develop & Review SWMSs, continued</p>	<ul style="list-style-type: none"> ▪ supervisors determine the frequency of SWMS review for routine/ repetitive high risk activities ▪ adequate information, training, instruction, and supervision is provided when undertaking high risk activities ▪ all SWMSs developed by contractors and/ or subcontractors are reviewed for completeness and effectiveness, as per <i>DA-ZH-PR022 Visitor and Contractor Management</i> ▪ a register of SWMSs being used onsite is established, optionally using <i>DA-ZH-FM028.6 SWMS Register</i>, to facilitate ease of access and review of currency. <p> <i>DA-ZH-FM028.5 Manual Handling Risk Assessment</i> may be used as an alternative to <i>DA-ZH-FM028.2 Safe Work Method Statement (SWMS)</i> for manual handling activities or in addition to the SWMS where the activity is more complex and requires a detailed assessment.</p> <p> Refer to <i>DA-ZH-FM028.7 SWMS Development Guidance/ Checklist</i> for guidance on developing SWMSs.</p>	<p>A: Project Manager</p> <p>R: Supervisor</p> <p>C: Downer Worker</p>
<p>10</p> <p>Provide Work Instructions</p>	<p>The Project Manager ensures:</p> <ul style="list-style-type: none"> ▪ work instructions that incorporate relevant controls are available for routine or repetitive work activities where the activity is not covered by other procedures/ processes and detailed instructions are required on how to perform routine activities ▪ workers carrying out these activities are periodically instructed in the requirements of work instructions relevant to their work through toolbox meetings, pre-start meetings, or other communication methods. <p> Content of work instructions may be drawn from superseded SWMSs that no longer meet the high risk activity criteria.</p>	<p>A: Project Manager</p>
<p>11</p> <p>Complete Pre-Starts & STARs</p>	<p> Daily.</p> <p> Pre-start meetings are mandatory daily worksite communications of risk management.</p> <p>The Project Manager ensures:</p> <ul style="list-style-type: none"> ▪ pre-start meetings are conducted: <ul style="list-style-type: none"> ▪ before starting work each day on a worksite ▪ during shift handover ▪ if there are new or hazards or an increase in risks during the course of the shift; and ▪ for multi-crew members if there are interfaces between work activities ▪ critical risks and high risk activities and the relevant controls associated with the day's activities are discussed at pre-start meetings and meeting records are signed off by all Downer workers on the job 	<p>A: Project Manager</p> <p>R: Downer Workers</p>

Step	Actions	RACI Role
11 Complete Pre-Starts & STARs, continued	<ul style="list-style-type: none"> ▪ pre-start meetings are documented using <i>DA-ZH-FM028.4 Zero Harm Pre-Start Meeting Record</i> (or an equivalent) ▪ any new or changed hazards or risks during the course of the shift are controlled and communicated via additional pre-start meetings and recorded using <i>DA-ZH-FM028.4 Zero Harm Pre-Start Meeting Record</i>. <p> The Stop, Think, Act, Review (STAR) process may be implemented as an additional personal risk review completed prior to or during work activities, particularly when a change in the task, work environment or plant / equipment occurs. A STAR may be undocumented unless mandated by contract conditions or by the business/ management team.</p> <p> An equivalent Zero Harm pre-start meeting record may be used if it is a controlled business unit or project form and contains (as a minimum) the fields in <i>DA-ZH-FM028.4 Zero Harm Pre-Start Meeting Record</i>.</p>	A: Project Manager R: Downer Workers
12 Complete Toolbox Meetings	<p> Monthly (as a minimum).</p> <p>The Project Manager ensures:</p> <ul style="list-style-type: none"> ▪ a documented toolbox meeting is conducted for routine risk communication and training in procedures and/ or work instructions ▪ toolbox meetings are documented and actions recorded using <i>DA-ZH-FM013.1 Toolbox Meeting Agenda and Minutes</i> (or similar). 	A: Project Manager
Close-Out Phase		
13 Review Zero Harm Risk Register for Lessons Learned	<p>The Project Manager ensures Zero Harm lessons learned documented over the course of the project are considered during lessons learned completed at project close-out.</p> <p> Refer to <i>DI-PM-GU025 Lessons Learned Guide</i> for additional guidance on lessons learned.</p> <p>This procedure ends. ⊗</p>	A: Project Manager

4.3.3 Procedure Variations & Exceptions

The following table contains the allowable exceptions for the assessment of Zero Harm risks for Infrastructure Services; and Engineering, Construction and Maintenance.

Exception	Actions	Responsibility
Prioritisation of Zero Harm Risk	<ul style="list-style-type: none"> The control of health, safety, and environmental risks must be prioritised using Table 1 in <i>Annex B – Risk Assessment – Determining the Risk Level</i>. Risks are prioritised by their residual risk rating, which guides the level of sign-off and requirement for further risk reduction measures. This necessarily overlaps with the priority for ongoing monitoring. Refer to Table 3 in <i>Annex B – Risk Assessment – Determining the Risk Level</i>. 	Project Manager
So Far As Is Reasonably Practicable (SFAIRP)	<ul style="list-style-type: none"> In accordance with work health safety and environment legislation, Zero Harm risk must be reduced so far as is reasonably practicable (SFAIRP). In determining what is “reasonably practicable”, managers must give due consideration to the level of risk, the degree of harm that might result from the hazard or the risk, availability, feasibility and knowledge of controls, resources, and associated costs. Managers must ensure so far as is reasonably practicable (SFAIRP) that selected risk controls do not expose workers to new risks (e.g. modification of plant without assessing changes to existing hazards or controls or the introduction of new hazards). Upon introducing new or changed risk controls to the workplace, relevant risk assessments must be reviewed and updated accordingly. 	

5 REFERENCED DOCUMENTS

GROUP DOCUMENTS

PROCESSES

DG-ZH-PS028.1 Critical Risk Management Process

OTHER

DG-RM-FR-001 Downer Group Risk & Opportunity Management Framework

OTHER DIVISIONAL DOCUMENTS

PROCEDURES

DA-QA-PR009 Records Management

DA-ZH-PR013 Communication & Consultation

DA-ZH-PR022 Visitor and Contractor Management

DA-ZH-PR031 Zero Harm Change Management

DA-ZH-PR116 Zero Harm Inspections & Observations

DI-GD-PR001 Opportunity and Bid Management Methodology

DI-GD-PR006

Bid Handover

FORMS

DA-QA-FM013

Master Records Index

DA-ZH-FM007.1

Zero Harm Activity Plan

DA-ZH-FM013.1

Toolbox Meeting Agenda & Minutes

DA-ZH-FM022.3

Contractor Evaluation Form

DA-ZH-FM022.5

Contractor Evaluation Guidance

DA-ZH-FM024.1

Hazardous Chemicals and DG Risk Assessment

DA-ZH-FM028.2

Safe Work Method Statement (SWMS)

DA-ZH-FM028.3

Plant Risk Assessment Form

DA-ZH-FM028.4

Zero Harm Pre-Start Meeting Record

DA-ZH-FM028.5

Manual Handling Risk Assessment Form

DA-ZH-FM028.6

SWMS Register

DA-ZH-FM028.7

SWMS Development Guidance/ Checklist

DA-ZH-FM028.8

Construction Risk Assessment Workshop

DA-ZH-FM135.1

Traffic Management Risk Assessment

DI-CM-FM003

TCC Presentation Submit

TEMPLATES

DG-OB-TP006

Approval to Submit Bid - TCC

GUIDES

DI-PM-GU025

Lessons Learned Guide

REGISTERS

DA-QA-RG001

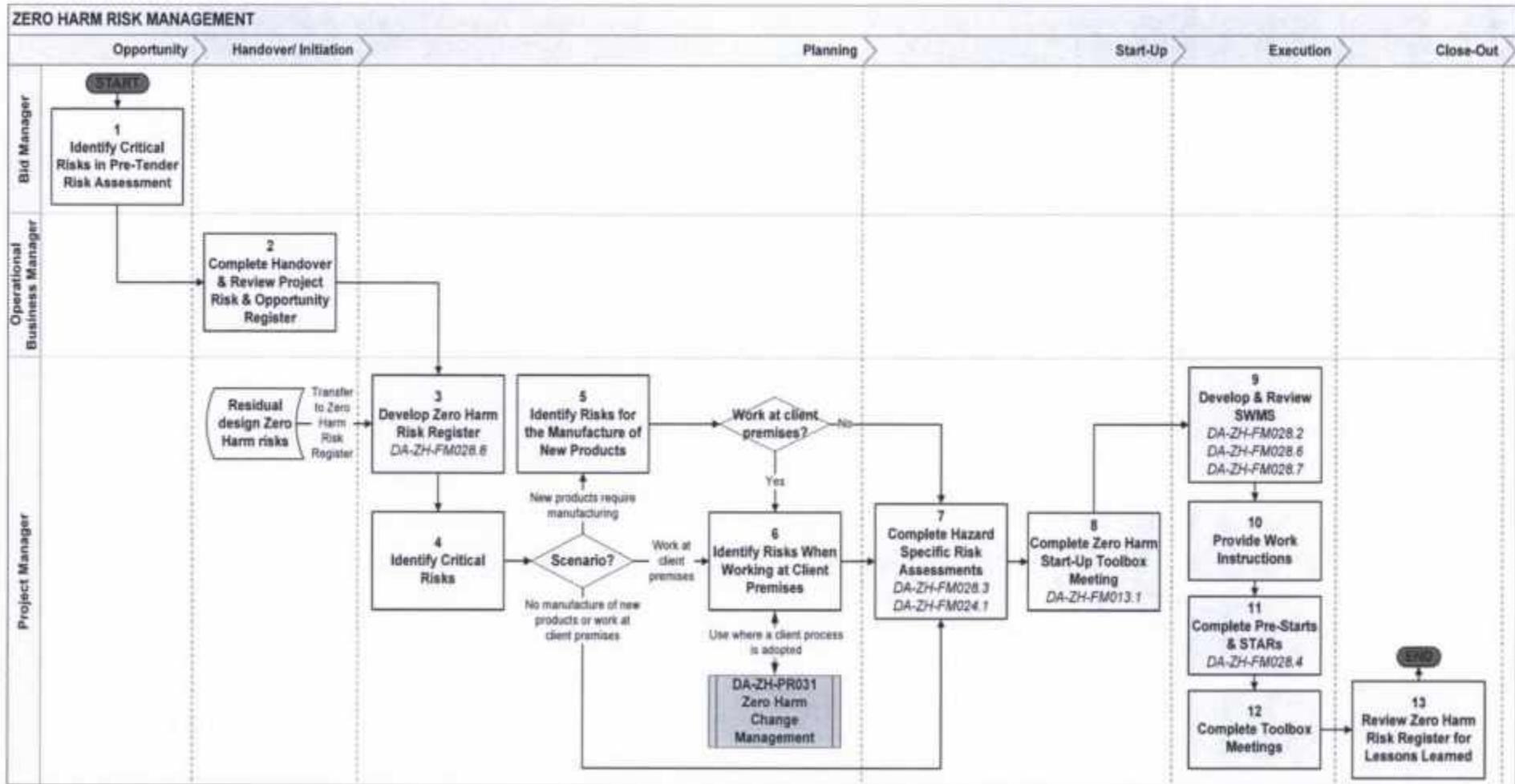
Definitions Register

INTERNAL REFERENCE DOCUMENTS

DG-OB-RI001

Categorisation Table

ANNEX A – ZERO HARM RISK MANAGEMENT FLOWCHART



ANNEX B – RISK ASSESSMENT – DETERMINING THE RISK LEVEL

Risk levels are determined after due consideration is given to the effectiveness of existing control measures. The level of risk that still exists after control measures have been implemented is referred to as the level of residual risk. In some cases the initial risk level (risk without controls) may need to be considered.

Table 1 – Prioritisation of Zero Harm Risks

Residual Risk Level	Action Required	Suggested Timing	Authority to Proceed
A	Immediately cease the activity. Take action to reduce residual risk to C or below.	Immediate	Not applicable
B	Take action to reduce residual risk to C or below.	Immediate	Not applicable
C	Review current controls to attempt to lower the risks further if possible. Closely supervise and monitor the effectiveness of existing risk controls.	Normally within 1 month	Supervisor or above
D	Monitor the effectiveness of risk controls. Reduce the risk further if practicable.	Ongoing control as part of a management system	Worker

Table 2 – Zero Harm Hierarchy of Controls Guidance

! The Project Manager must ensure the following hierarchy of control is consistently applied in the control of Zero Harm risks.

Control	Guidance/ Examples	
Elimination	<ul style="list-style-type: none"> The most effective control measure involves eliminating the hazard and associated risk. The best way to do this is by, firstly, not introducing the hazard into the workplace. For example, the risk of a fall from height can be eliminated by doing the work at ground level. 	<p>Most Preferable</p>  <p>Least Preferable</p>
Substitution	<ul style="list-style-type: none"> Substitute the hazard with something safer. Replace a hazardous item, material or process with a safer alternative or significantly reduce the magnitude of the hazard so the potential consequences are greatly reduced, e.g. use water based chemicals rather than solvent based chemicals. 	
Isolation	<ul style="list-style-type: none"> Isolate the hazard from people. This involves physically separating the source of harm from people by distance or using barriers, e.g. install guard rails around exposed edges and holes in floors, use remote control systems to operate machinery, store chemicals in a fume cabinet, and separate forklift traffic from pedestrians. 	
Engineering	<ul style="list-style-type: none"> Use engineering controls. An engineering control is a control measure that is physical in nature, including a mechanical device or process, e.g. use mechanical devices such as trolleys or hoists to move heavy loads, place guards around moving parts of machinery, install residual current devices (electrical safety switches), and set work rates on a production line to reduce fatigue. Design in controls or redesign the equipment or work process. 	
Administrative	<ul style="list-style-type: none"> Procedures, standards and work methods designed to minimise exposure to a hazard and control the hazard. For example, develop procedures on how to operate machinery safely, limit exposure time to a hazardous activity, and use signs to warn people of a hazard.  Rely on human behaviour and supervision, and used on their own, tend to be least effective in minimising risks. 	
Personal Protective Equipment (PPE)	<ul style="list-style-type: none"> Specialised clothing and equipment to protect workers from the hazard, e.g. ear plugs, safety glasses, gloves, high-visibility clothing, aprons, respirators, and face masks. 	

Table 3 – Priority Level for Treating Risk

Risk Level	Group	Division	Business Stream/ Business Unit	Projects	Required Responses
	Escalation & Delegation				
A	ExCo	Div ELT	BU ELT/ BU COO	COO/ EGM	<p><u>Action:</u> Where possible, take immediate action to reduce the risk and exposure. Senior leaders need to authorise risk acceptance if no further action is taken. Divisional executive management should determine whether further escalation at the Group level and ExCo is required.</p> <p><u>Monitoring:</u> Frequent review of risk exposure and actions taken to reduce rating or exposure by senior leaders (at least monthly).</p>
B	CEO	CEO	BU COO/ EGM	GM	<p><u>Action:</u> Identify and implement controls and senior leaders need to authorise risk acceptance.</p> <p><u>Monitoring:</u> Frequent review of risk, risk control effectiveness and risk reduction measures by senior leaders (at least monthly).</p>
C			GM	PM	<p><u>Action:</u> Manage risk by implementing controls as identified. Take additional measures to further reduce the risk if permitted following a cost benefit analysis</p> <p><u>Monitoring:</u> Review risk and exposures by mid-level management over the medium term (at least 3 monthly)</p>
D			PM	PM	<p><u>Action:</u> Manage risk by implementing controls as identified.</p> <p><u>Monitoring:</u> Review risk and exposures by management over the longer term (at least 6 monthly).</p>

ANNEX C – LIST OF HIGH RISK ACTIVITIES

High risk activities include, but are not limited to:

- Confined space entry
- Working at height/ risk of falling >2m
- Hot work
- Working on/ near energised electrical installations/ services
- Working in the vicinity of mobile plant
- Uncontrolled movement of vehicles or loads
- Working near traffic or within a rail corridor or near shipping lanes
- Working in isolation
- Hazardous manual handling
- Asbestos removal/ disturbance
- Demolition of load bearing structures
- Use of explosives
- Tilt-up/ precast concrete
- Excavation/ trenching >1.5m
- Electrical work (High Voltage and Low Voltage)
- Handling/ transporting hazardous substances and dangerous goods
- Stored energy
- Working near or over water with risk of drowning
- Crane operation and rigging (including booms and EWPs)
- Artificial extremes of temperature
- Work on telecommunication towers
- Work on/near chemical, fuel or refrigerant lines
- Contaminated or flammable atmospheres
- Structural alterations/ temporary support structures (including scaffolding)
- Work on near pressurised gas distribution mains or piping
- Occupational diving
- Work in a tunnel or shaft
- High risk health hazards (*ECM use only*)



Attachment S7-1.1 Downer HS Policy

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

Downer 
Relationships creating success

HEALTH & SAFETY POLICY

Our goal is Zero Harm. This means that we will care for and protect our people, the business, the communities in which we operate, and the environment.

We believe that...

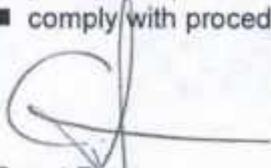
- all incidents are preventable
- safety is everyone's responsibility
- the behaviour of our leaders influences safety
- anyone can stop an unsafe act; and
- we can learn and improve.

Our commitment is to...

- accept no performance level other than Zero Harm
- ensure that safety is maintained as the primary value of our company
- provide a safe and healthy workplace
- empower our employees and contractors to participate in the identification, elimination or control of risks and hazards
- consult with our employees, contractors, and their representatives, clients, and suppliers as appropriate in the quest for safer workplaces
- comply with relevant Work Health Safety, Mining, Road and Rail Safety laws, regulations, industry codes of practice, licences and project requirements
- maintain, measure, report and review safety objectives and targets, and provide adequate resources to achieve these;
- maintain safety management systems that conform to recognized standards, and strive for continuous improvement
- develop and maintain a positive safety culture
- ensure that our people are trained and competent
- seek continuous improvement through effective review
- provide adequate resources to ensure safety objectives can be achieved
- ensure that this policy is available to interested parties; and
- encourage our people to extend their commitment to safety and good health beyond the workplace.

Employees and contractors shall share the responsibility and...

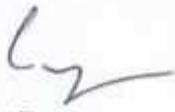
- present for work in a safe and fit manner
- promptly report incidents, unsafe practices and conditions; and
- comply with procedures, training, instruction and Cardinal Rules.



Grant Fenn
CEO and Managing Director



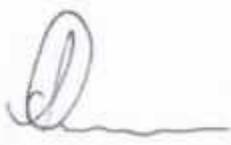
David Overall
CEO Mining



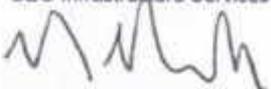
Cos Bruyn
CEO New Zealand



Brendan Petersen
CEO Engineering, Construction & Maintenance



Sergio Cinerari
CEO Infrastructure Services



Michael Miller
CEO Rail



**Attachment S7-1.2 Downer OHS
Certification**

Tender Number 2328

**Morningside Peninsula Shire Cleaning and
Drainage Services**

Downer 
Relationships creating success



QCS MANAGEMENT (P) LTD.
MANAGEMENT SYSTEMS CERTIFICATION

Certificate of Registration

Awarded to:

**DOWNER INFRASTRUCTURE SERVICES AND ENGINEERING,
CONSTRUCTION & MAINTENANCE**

HEAD OFFICE: LEVEL 10, 567 COLLINS STREET, MELBOURNE, VIC 3000, AUSTRALIA

(This is a multi site certification, other sites are referred in annexure - A)

The Occupational Health & Safety Management System has been assessed successfully and found to comply with the requirements of the international standard

OHSAS 18001:2007

Scope of Certification

DOWNER WORKS ACROSS THE FULL INFRASTRUCTURE VALUE CHAIN INCLUDING DESIGN, CONSTRUCTION, COMMISSIONING, OPERATIONS, MONITORING, ASSET MANAGEMENT, MAINTENANCE, REFURBISHMENT, RENEWAL AND REPLACEMENT

(Detail description of scope referred in annexure B)

Certificate Number : QCSMPL/INT/OHS/JI/1132

Initial Registration date : 01/08/2016

1ST Surveillance Audit Before: May 2017

Issue Date : 09/09/2016

2ND Surveillance Audit Before: Feb 2018

Certificate Expiry Date : 31/07/2019

3RD Surveillance Audit Before: Nov 2018

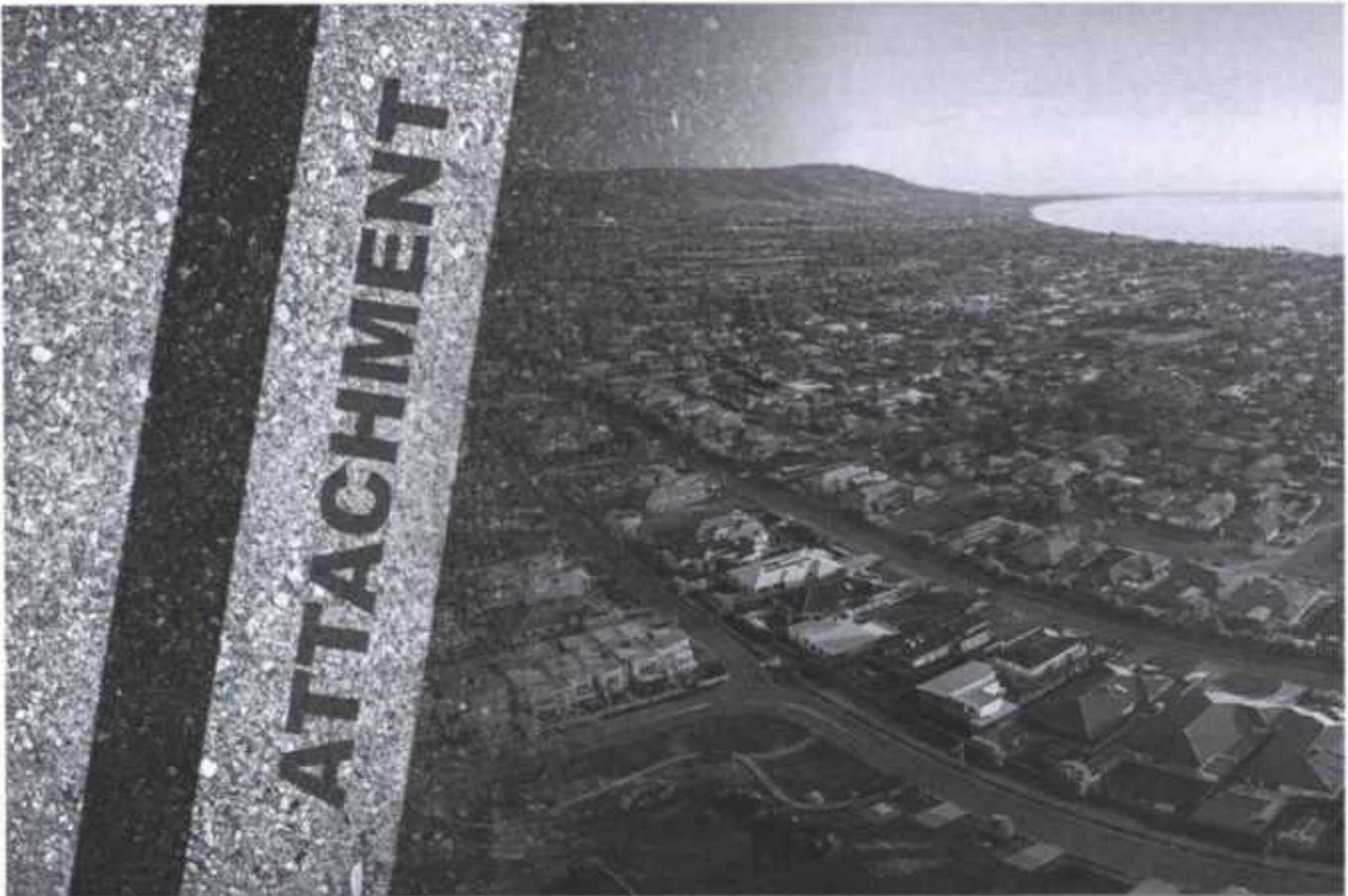
The continual validity of the certificate is conditional to compliance with the terms and conditions of QCS's management systems certification scheme regulations (Annexure - 15) provided with the certificate. This certificate cannot be treated as a legal document & remains the property of QCS management Pvt Ltd which needs to be returned to them on request. To check the validity of the certificate kindly log on to www.qcspl.com or www.jas-anz.org



Partha Bagchi
(Managing Director)

This certificate was issued electronically and remains the property of QCS Management Private Limited. and is bound by the conditions of the certification contract. This certificate can be verified at www.qcspl.com. Printed copies can be validated at www.qcspl.com/search company & www.jas-anz.org/register or contact us at +91-8697724963/75

Critical Location: QCS Management Pvt. Ltd. 37E/1(310) 2nd street, Modern Park, Santoshpur, Kolkata-700075, West Bengal, India.



**Attachment S7-1.3 Downer Zero Harm
OHS Plan**

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

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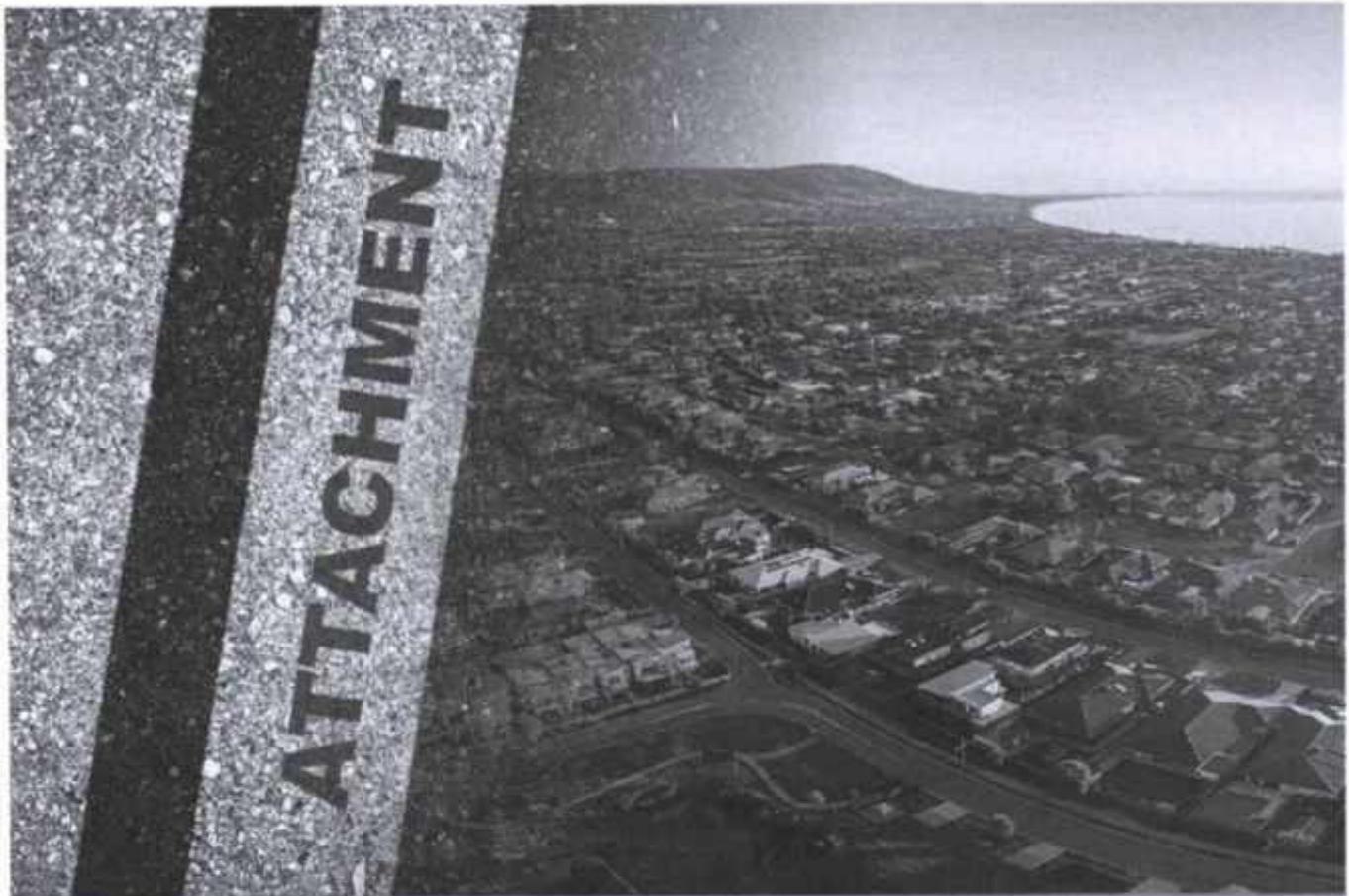
Zero Harm Management Plan

Project or Facility Name

Document Number & Version: Project/ Facility Document Number & Version Number

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**Attachment S7-2.3 Incident Hazard
Report Form**

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
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Incident/ Hazard Report Form

Incident Type:	<input type="checkbox"/> Injury/ Illness	<input type="checkbox"/> No Harm	<input type="checkbox"/> Environment	<input type="checkbox"/> Plant/ Equipment/ Vehicle	<input type="checkbox"/> Security		
Tick	<input type="checkbox"/> Property	<input type="checkbox"/> Systems	<input type="checkbox"/> Theft	<input type="checkbox"/> Process Loss	<input type="checkbox"/> Other		
Person/s Injured or Involved (e.g. reporting) in the Incident:	NAME:		EMPLOYMENT STATUS:		RELATIONSHIP TO INCIDENT: (E.g. Person injured or reporting etc.)		
			<input type="checkbox"/> Emp <input type="checkbox"/> Cont <input type="checkbox"/> Client <input type="checkbox"/> Public <input type="checkbox"/> Emp <input type="checkbox"/> Cont <input type="checkbox"/> Client <input type="checkbox"/> Public				
Team:		Project No:		Incident Location:			
Date of Incident:		Time:	<input type="checkbox"/> am <input type="checkbox"/> pm	Date Reported:			
					<input type="checkbox"/> am <input type="checkbox"/> pm		
Incident Reported To:							
Contractor Incident:	<input type="checkbox"/> NO	<input type="checkbox"/> YES	Company Name:				
Authorities or Emergency Services Notified	<input type="checkbox"/> NO	<input type="checkbox"/> YES	Provide Details:				
Names of Witnesses:	NAME:		EMPLOYMENT STATUS:		CONTACT NUMBER:		
			<input type="checkbox"/> Emp <input type="checkbox"/> Cont <input type="checkbox"/> Client <input type="checkbox"/> Public <input type="checkbox"/> Emp <input type="checkbox"/> Cont <input type="checkbox"/> Client <input type="checkbox"/> Public				
INCIDENT CLASSIFICATION:							
ACTUAL (Consequence)	<input type="checkbox"/> 1 Very Low	<input type="checkbox"/> 2 Low	<input type="checkbox"/> 3 Med	<input type="checkbox"/> 4 High	<input type="checkbox"/> 5 Very High	Overall Rating:	
POTENTIAL (C) Rating: (L)	<input type="checkbox"/> 1 Very Low <input type="checkbox"/> 1 Rare	<input type="checkbox"/> 2 Low <input type="checkbox"/> 2 Unlikely	<input type="checkbox"/> 3 Med <input type="checkbox"/> 3 Possible	<input type="checkbox"/> 4 High <input type="checkbox"/> 4 Likely	<input type="checkbox"/> 5 Very High <input type="checkbox"/> 5 Almost Certain		<input type="checkbox"/> 6 Extreme <input type="checkbox"/> 6 Extreme
WHAT HAPPENED? (Describe the incident and sequence of events – attach extra pages if required)							
IMMEDIATE ACTION TAKEN TO PREVENT A RECURRENCE:							
INJURY DETAILS: <input type="checkbox"/> NA							
Occupation of Injured Person:							
Employment Status:	<input type="checkbox"/> Full time	<input type="checkbox"/> Part time	<input type="checkbox"/> Casual	Shift Details:	<input type="checkbox"/> Day Shift	<input type="checkbox"/> Night Shift	<input type="checkbox"/> On-Call
					Shift Start Time	Scheduled Shift End Time	
	<input type="checkbox"/> Cntr	<input type="checkbox"/> Client	<input type="checkbox"/> Public		Hours into shift	Overtime	<input type="checkbox"/> Y <input type="checkbox"/> N
Classification:	<input type="checkbox"/> Fatality	<input type="checkbox"/> Lost Time	<input type="checkbox"/> Medical Treatment	<input type="checkbox"/> First Aid / Minor Injury			
Treatment Provided:					Referred to Doctor	<input type="checkbox"/> Y <input type="checkbox"/> N	
					Hospitalised	<input type="checkbox"/> Y <input type="checkbox"/> N	
Current Status:	<input type="checkbox"/> Normal Duties	<input type="checkbox"/> Modified Duties	<input type="checkbox"/> Off Work	<input type="checkbox"/> Other			

Incident/ Hazard Report Form

Nature of Injury: <i>Refer Appendix 1 Table 1A</i>		Agency of Injury: <i>Refer Appendix 1 Table 1C</i>	
Mechanism of Injury: <i>Refer Appendix 1 Table 1B</i>		Body Part: <i>Refer Appendix 1 Table 1D</i>	<input type="checkbox"/> L <input type="checkbox"/> R
VEHICLE, PLANT, EQUIPMENT OR PROPERTY INVOLVED: <input type="checkbox"/> NA			
Description:		ID/ Rego:	Damage Estimate: \$
Description:		ID / Rego:	Damage Estimate: \$
ENVIRONMENTAL IMPACT: <input type="checkbox"/> NA			
Type of Impact:	<input type="checkbox"/> Flora	<input type="checkbox"/> Noise Pollution	<input type="checkbox"/> Cultural/Heritage
	<input type="checkbox"/> Air Pollution	<input type="checkbox"/> Land Pollution	<input type="checkbox"/> Water Pollution
		<input type="checkbox"/> Fauna	<input type="checkbox"/> Public/Community
Volume or Area of Impact:			
PERSON/S INVOLVED IN INVESTIGATION:			
Name:		Name:	
Name:		Name:	
CONTRIBUTORY FACTORS <i>Select the factors which contributed to the incident.</i>			
PEOPLE	ENVIRONMENT	EQUIPMENT	PROCEDURES
<input type="checkbox"/> 1. Inadequate training and skill level	<input type="checkbox"/> 10. Adverse weather conditions	<input type="checkbox"/> 19. Poor design (ergonomics, guarding etc.)	<input type="checkbox"/> 26. Poor availability of procedures
<input type="checkbox"/> 2. Poor compliance to established procedures	<input type="checkbox"/> 11. Poor house keeping	<input type="checkbox"/> 20. Inadequate inspection & Maintenance	<input type="checkbox"/> 27. Poor communication of procedures
<input type="checkbox"/> 3. Errors of judgment or memory lapses	<input type="checkbox"/> 12. Limited visibility	<input type="checkbox"/> 21. Poor availability of equipment	<input type="checkbox"/> 28. Complexity of procedures
<input type="checkbox"/> 4. Poor familiarity with the task, equipment & environment	<input type="checkbox"/> 13. Wet or slippery surfaces	<input type="checkbox"/> 22. Poor suitability for intended purpose	<input type="checkbox"/> 29. Poor compliance to procedures
<input type="checkbox"/> 5. Risk taking tendencies	<input type="checkbox"/> 14. Presence of gas, vapour or dust	<input type="checkbox"/> 23. Unsuitable substances	<input type="checkbox"/> 30. Limited applicability to the task or conditions
<input type="checkbox"/> 6. Physical limitations	<input type="checkbox"/> 15. Slopes and gradients	<input type="checkbox"/> 24. Mechanical failure	<input type="checkbox"/> 31. Inadequate change management
<input type="checkbox"/> 7. Stress	<input type="checkbox"/> 16. High noise levels	<input type="checkbox"/> 25. Inadequate PPE	<input type="checkbox"/> 32. Inadequate supervision & monitoring
<input type="checkbox"/> 8. Time pressures	<input type="checkbox"/> 17. Extreme heat or cold	40. OTHER:	<input type="checkbox"/> 33. Poor systems and methods of work
<input type="checkbox"/> 9. Intentional or wilful damage	<input type="checkbox"/> 18. Restricted work space		<input type="checkbox"/> 34. Poor risk mgmt (failure to identify or control hazards)
			<input type="checkbox"/> 35. Poor communication and information
			<input type="checkbox"/> 36. Effectiveness of training
			<input type="checkbox"/> 37. Workplace culture
			<input type="checkbox"/> 38. Poor contractor management
			<input type="checkbox"/> 39. Inadequate resources
Cause No:	Reason for Selecting:		



Incident/ Hazard Report Form

CORRECTIVE ACTIONS REQUIRED

<input type="checkbox"/> 1. Provide more complete job instruction	<input type="checkbox"/> 4. Enforce work rules, revise standards	<input type="checkbox"/> 7. Re-enforce employee training
<input type="checkbox"/> 2. Review job planning, regulate job pace	<input type="checkbox"/> 5. Provide proper or additional PPE	<input type="checkbox"/> 8. Modify plant or equipment
<input type="checkbox"/> 3. Develop or revise SWMS	<input type="checkbox"/> 6. Provide proper or additional tools/equipment	<input type="checkbox"/> 9. Contact third party to correct issue
<input type="checkbox"/> 10. Other: _____		

ACTION NO:	ACTION REQUIRED	BY WHO	BY WHEN	STATUS
				<input type="checkbox"/> Open <input type="checkbox"/> Closed
				<input type="checkbox"/> Open <input type="checkbox"/> Closed
				<input type="checkbox"/> Open <input type="checkbox"/> Closed
				<input type="checkbox"/> Open <input type="checkbox"/> Closed

REPORT SIGN-OFF & ACKNOWLEDGEMENT

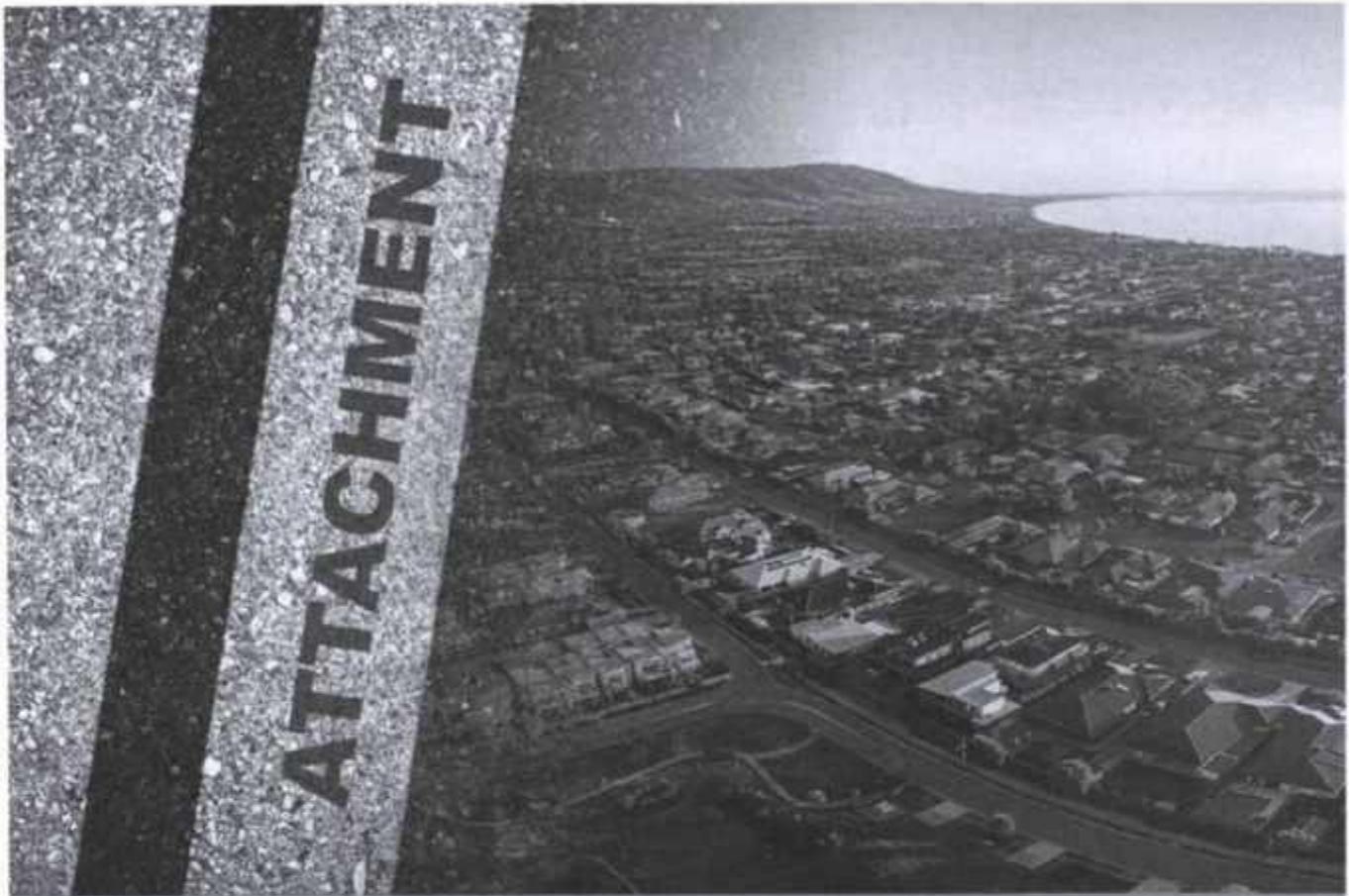
Responsible Manager: _____	Signature: _____
Person Injured or Raising Report: _____	Signature: _____

Risk Assessment Matrix		Likelihood				
		1. Rare <i>Less than 1% chance</i>	2. Unlikely <i>Greater than 1% chance</i>	3. Possible <i>Greater than 10% chance</i>	4. Likely <i>Greater than 50% chance</i>	5. Almost Certain <i>Over 90% chance</i>
Consequences	6 – Catastrophic. Examples: ■ Multiple fatalities ■ Significant irreversible effects to 10s of people ■ Very serious long term environmental impact.	B	B	A	A	A
	5 – Extreme. Examples: ■ Single fatality ■ Severe irreversible effects to one or more person ■ Serious medium-term environmental impact.	C	B	B	A	A
	4 – Severe. Examples: ■ Moderate irreversible disability to one or more persons ■ Moderate short-term environmental impact	C	C	B	B	A
	3 – High. Examples: ■ Hospitalisation required ■ Medium-term impairment to one or more persons ■ Minor effects on biological or physiological environment.	D	C	C	B	B
	2 – Medium. Examples: ■ Reversible disability requiring medical treatment ■ Limited environmental damage to a minimal area.	D	D	C	C	B
	1 – Low. Examples: ■ No treatment or minor first aid only ■ Small environmental impact.	D	D	D	C	C

Incident/ Hazard Report Form

TABLE 1 INCIDENT CATEGORIES

A NATURE OF INJURY		B MECHANISM OF INJURY	
01 Fracture (excluding vertebral column)	15 Effects of weather, exposure, air pressure (including bends, drowning, electrocution)	01 Falls on the same level (stumbling)	38 Thermal effect - internal body heating/cooling
02 Fracture of vertebral column with or without mention of spinal cord lesion	16 Multiple injuries (only where no principal injury can be identified)	02 Falls on the same level (including trips and slips)	43 Electric - radiation effect
03 Dislocations	17 Damage to artificial aids	03 Falls from stairs / steps	47 Acute over-exertion of body or part of body
04 Sprains and strains of joints and adjacent muscles (include acute trauma sprains and strains only)	19 Other and unspecified injuries	04 Falls from a height	48 Unspecified mechanism of injury
05 Intracranial injury including concussion	21 Deafness	07 Struck, Body hit by moving object	49 Mechanical vibration
06 Internal injury of chest, abdomen and pelvis	22 Eye disorders	08 Struck, Body contact with stationary object	50 Acoustic Sound - long term exposure sound
07 Traumatic amputation, including enucleation of eye (loss of eyeball)	28 Other diseases of the nervous system and sense organs	09 Struck, Body to body contact by person	51 Acoustic Sound - Sharp sudden sound
08 Open wound not involving traumatic amputation	31 Disorders of muscle, tendons, (inc synovitis, tenosynovitis, bursitis)	12 Crushing - Pinch	52 Pressure
09 Superficial injury	41 Dermatitis and other eczema	13 Crushing - Cutting or tearing	53 Body - repetitive movement
10 Contusion with intact skin surface and crushing injury, excluding those with fracture	51 Hernia	14 Crushing - Puncture	54 Body - muscular stress
11 Foreign body on external eye, ear, nose, respiratory, digestive or reproductive (including choking)	61 Infectious and parasitic diseases	15 Crushing - Bite	55 Exposure to biological factors
12 Burns	71 Diseases of the respiratory system (inc asthma, legionnaires, asbestosis)	16 Crushing - Bite by animal	56 Exposure mental stress
13 Injuries to nerves & spinal cord without evidence of spinal bone injury	81 Diseases of circulatory system (inc. heart disease, hypertension)	17 Crushing - Bite by insect	57 Slide or Cave-in
14 Poisoning and toxic effects of substances	91 Cancers	19 Suffocation	58 Vehicle accident
	98 Other diseases	25 Chemical - corrosion	98 Other and multiple mechanisms of injury
		28 Chemical - poisoning	99 Unspecified mechanisms of injury
		35 Thermal effect - external source hot/cold object	
C AGENCY OF INJURY		D BODY PART	
01 Machinery and fixed plant	12 Indoor Environment	01 Eye	09a Hand
02 Mobile plant	13 Underground Environment	02 Ear	09b Wrist
03 Road transport	14 Live animals	03 Face	09c Fingers
04 Other transport	15 Non-living animals	04a Head (other than eye, ear and face)	09d Thumb
05 Powered equipment, tools and appliances	16 Human agencies	04b Nose	10a Hip
06 Non-powered hand tools	17 Biological agencies	04c Mouth	10b Leg Upper
07 Non-powered equipment	18 Non-physical agencies	04d Teeth	10c Knee
08 Chemicals	19 Rolling stock	04e Lips	10d Leg Lower
09 Non-metallic substances	98 Other and multiple mechanisms of injury	05 Neck	11a Foot
10 Other materials, substances or objects	99 Unspecified mechanisms of injury	06a Back Upper	11b Ankle
11 Outdoor Environment		06b Back Middle	11c Toes
		06c Back Lower	12a Internal organs (located in the trunk)
		07 Trunk (other than back and excluding internal organs)	12b Lungs
		08a Shoulder	12c Heart
		08b Arm Upper	13 Non Physical
		08c Elbow	98 Multiple locations (more than one of the above)
		08d Arm Lower	99 General and unspecified locations



**Attachment S7-2.5 Hazardous
Chemicals**

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

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Standard

This standard defines the general, planning and safe use and handling requirements for Hazardous Chemicals and Dangerous Good.

Note: For Storage, Disposal and Transportation and of Hazardous Chemicals and Dangerous Good, refer *DA-ZH-ST054 Hazardous Chemicals and Dangerous Goods Storage Principles and Transportation*.

Where a Downer Infrastructure client prescribes an alternative methodology for on-site processes that is of an equal or higher standard, the client's methodology shall be applied.

For further information and external references, refer *DG-ZH-CG024 Hazardous Substances and Dangerous Goods* and *DG-ZH-CG023 Safety Data Sheets*.

Key Definitions

Hazardous Chemicals are any substance, mixture or article that satisfies the criteria of one or more *Globally Harmonised System of Classification and Labelling of Chemicals (GHS)* hazard classes, including a classification in Schedule 6 of the 2012 WHS Regulations. They are classified mainly on the basis of immediate (acute) or long term (chronic) health effects.

Dangerous Goods (DG) are types of hazardous substances/chemicals or articles that pose a risk to people, property or the environment, due to their chemical or physical properties. They are usually classified with reference to their immediate risk and are listed in the Australian Dangerous Goods Code (ADG).

Refer *Annex 1* for Dangerous Goods classifications

Safety Data Sheets (SDS) contains information on the identity of the product and any hazardous ingredients, potential health effects, toxicological properties, physical hazards, safe use, handling and storage, emergency procedures, and disposal requirements specific to the chemical.

Safety Data Sheets (SDS) and/or container labels will typically state whether a chemical/substance is classified as *hazardous*. Hazardous chemicals can also be classified as a Dangerous Good as defined above (in such instances a class label will be prominently displayed).

ChemWatch Database is the software application used by Downer Infrastructure to manage Dangerous Goods and Hazardous Chemicals including registers/manifests and Safety Data Sheets.

Refer Link:

<http://jr.chemwatch.net/chemwatch.web/account/autologin?domain=downerediaus&login=EVERYONE&password=Downer2113>

Planning / General Requirements	Responsibility
Establish Hazardous Chemicals / Dangerous Goods Registers	
<p>CHEM WATCH Ensure a register of all Hazardous Chemicals and Dangerous Goods is established for their respective site(s), recorded and maintained within the ChemWatch database;</p> <p>A hard copy of the register, including a current copy of the SDS for each Hazardous Chemical and Dangerous Good shall be maintained in a safe location on site and readily accessible to and to authorities in the event of an emergency. A copy of the risk assessment (refer below) for each chemical/substance shall also be filed with the register;</p> <p>Registers shall be reviewed annually, or immediately following the introduction, removal or significant change to Hazardous Chemicals / Dangerous Goods on site.</p> <p>The register must include, but should not be limited to the following information:</p> <ul style="list-style-type: none"> ▪ name and address of the site; ▪ date the register was last reviewed; 	Managers

Hazardous Chemicals and Dangerous Goods

Planning / General Requirements	Responsibility
<ul style="list-style-type: none"> ▪ product name of each chemical/substance; ▪ chemical or other names where applicable; ▪ issue date of the SDS (must be within 5 years); ▪ whether the chemical/substance is classified as <i>Hazardous</i> and/or a Dangerous Good (including the Dangerous Goods class where applicable – refer <i>Annex 1</i>); ▪ location where the chemical/substance is stored; ▪ approximate quantity stored on site; and ▪ manufacturer or distributor; <p>Additionally for Dangerous Goods (DG):</p> <div style="display: flex; align-items: flex-start;"> <div style="margin-right: 10px;">  </div> <ul style="list-style-type: none"> ▪ names of at least two (2) persons who may be contacted in an emergency; ▪ maximum quantity of each Dangerous Goods class (including specific quantities of each packaging group within the class where applicable) – refer <i>Annex 1</i>; </div>	Managers
Risk Assessment Requirements	
<p>Ensure a risk assessment is conducted on the use, handling, transport and storage and disposal of all Hazardous Chemicals and Dangerous Good within their respective areas and consider any potential exposure issues.</p> <p>Risk assessments should be based on the Safety Data Sheet (SDS) and shall be conducted within the ChemWatch database for storage, safe use and handling, transport and disposal.</p> <p>Where this is not possible, risk assessments shall be documented via the use of a <i>DA-ZH-FM024.1 Hazardous Chemicals and DG Risk Assessment</i>.</p> <p>For the safe use/handling of anything classified as <i>hazardous</i>, the risks and controls shall be incorporated into a Safe Work Method Statement (SWMS).</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;">  <p><i>A copy of each risk assessment shall be readily accessible to workers who may be exposed to the chemical/substance in the workplace (a hard copy of the risk assessment may be filed in the central substance register and/or displayed at the point of chemical/substance use).</i></p> </div>	Managers
Emergency Preparedness and Response	
<p>Appropriate emergency planning shall be undertaken to address foreseeable emergencies arising from interaction with Hazardous Chemicals and Dangerous Good, and to meet statutory/regulatory requirements.</p> <p>Emergency planning shall address procedures and facilities necessary to control the following scenarios:</p> <ul style="list-style-type: none"> ▪ Fire (e.g. the type, location and quantity of fire extinguishers and hose reels etc); ▪ Spill (e.g. the type, location and quantity of spill kits); ▪ Injury arising from substance exposure (e.g. the type and location of first aid kits, safety showers and eye wash stations) <p>A Fire Risk Evaluation (conducted by a competent person externally) should also be undertaken (according to risk) at site/project facilities.</p>	Managers

Hazardous Chemicals and Dangerous Goods

Planning / General Requirements	Responsibility
<p>Ensure appropriate emergency training is provided to workers who may interact with Hazardous Chemicals or Dangerous Goods.</p> <p>Refer <i>DA-ZH-PR015 Emergency Preparedness and Response</i> for further guidance.</p> <p>Where a person has been determined (by a medical practitioner) that any exposure to Hazardous Chemicals / Substances has affected or influenced their health status, they shall be put on a health monitoring schedule for frequency checks to determine any changes in their health.</p> <p>Refer <i>DA-ZH-PR081 Health Assessment and Surveillance</i> for further information and Schedule 14 of the 2012 WHS Regulations</p>	Managers
Safety Data Sheets (SDS)	
<p>Ensure a valid SDS (ie. with an issue date within the last 5 years) is obtained for all Hazardous Chemicals and Dangerous Good within their respective areas;</p> <p>In all possible instances SDS shall be obtained from the ChemWatch database. Where this is not possible, the SDS shall be obtained from the substance supplier or manufacturer; A valid copy of each SDS shall be readily accessible to workers at or near the point of substance use; A copy of each SDS shall also maintained in the site/project Hazardous Chemical and Dangerous Goods Register;</p> <p>Periodically review SDS to ensure all have an issue date within the last 5 years.</p>	Managers / Supervisors
Training / Competency	
<p>All personnel who work with hazardous chemicals and/or dangerous goods shall be adequately trained / given instructions commensurate with the level of risk, with consideration to:</p> <ul style="list-style-type: none"> • Hazard recognition, Handling, Limits of exposure(s), PPE, symptoms of exposure(s), First aid and treatment for exposure(s); 	Managers
On the Job	Responsibility
Safe Use and Handling	
<p>In accordance with risk assessment outcomes and SDS recommendations, safe methods of use and handling shall be established for all Hazardous Chemicals and Dangerous Good within their respective areas;</p> <p>Safe methods of use and handling shall be appropriately documented (eg. via Work Instructions; SWMS if the chemical/substance is classified as <i>hazardous</i>) and all persons who interact with chemicals/substances shall be appropriately trained in the safe use and handling methods (refer Training and Instruction below).</p> <p>Due consideration should be given to the following principles in the determination of safe methods for use and handling ensure:</p> <ul style="list-style-type: none"> • appropriate ventilation in the area of use; • ignition sources are strictly controlled where flammable substances are used/handled; • workers are well protected from harmful exposures that may arise through inhalation 	Managers / Supervisors

Hazardous Chemicals and Dangerous Goods

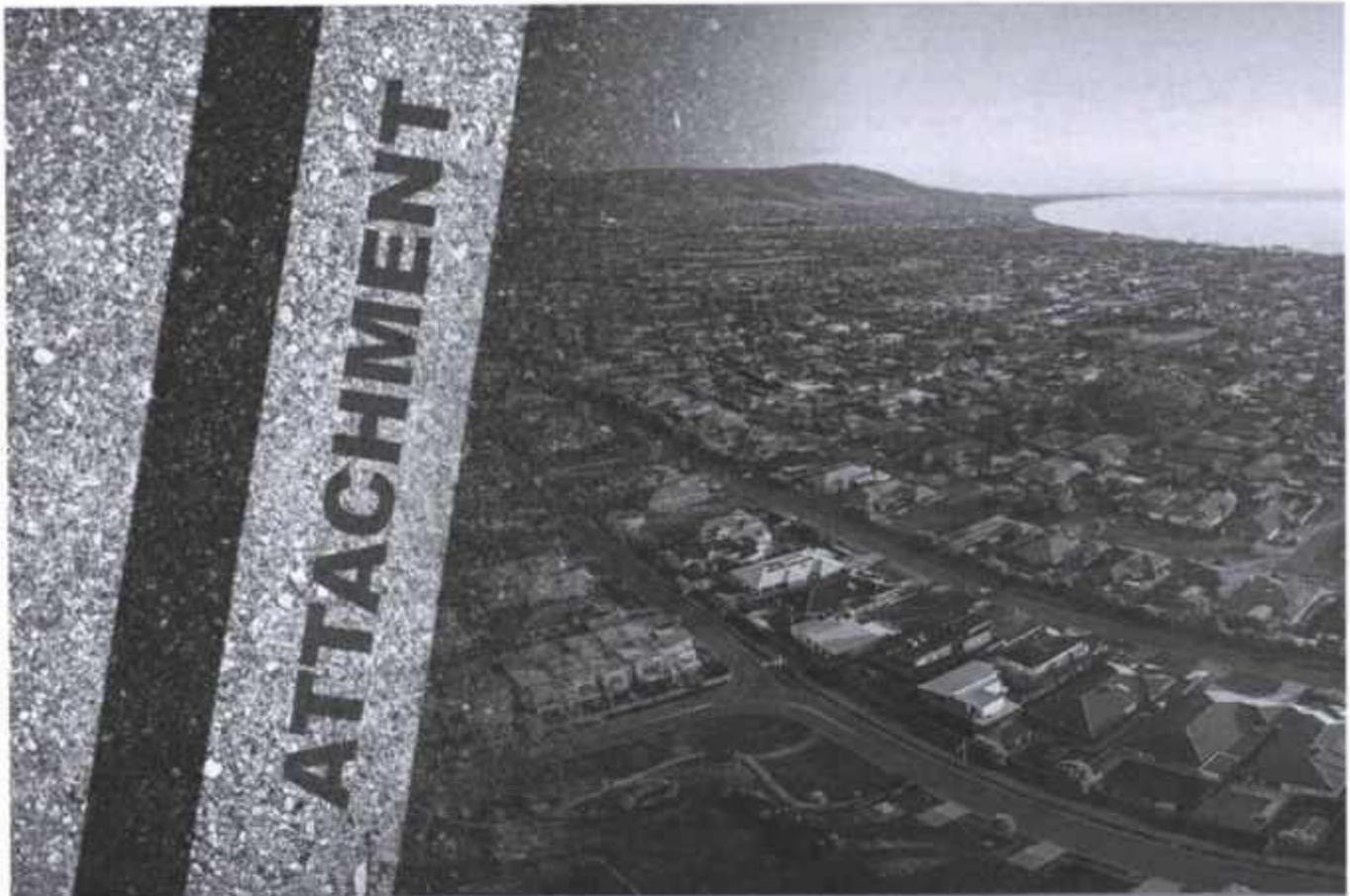
On the Job	Responsibility
Safe Use and Handling	
<p>of gas/vapour, ingestion, skin and eye contact (this may require specific items of PPE to be worn such as gloves, goggles, respirators, overalls etc.);</p> <ul style="list-style-type: none"> ▪ reaction between incompatible substances is avoided (e.g. ensure containers used to decant substances do not contain residual amounts of reactive substances); ▪ appropriate spill catchments are provided (including measures to prevent discharge into the surrounding environment); ▪ appropriate emergency facilities, including first aid, fire protection and spill kits, are freely available where required. 	<p>Managers / Supervisors</p>
Decanting of Chemicals/ Substances and Dangerous Goods	
<p>Where Hazardous Chemicals or Dangerous Goods are decanted/transferred into a second container or mobile tanker for use in the workplace or transport, the following requirements apply:</p> <ul style="list-style-type: none"> ▪ The second container must be compatible with the substance (e.g. non-reactive); ▪ Unless the entire contents are used immediately (and the container thoroughly cleaned), the second container must be labelled with: <ul style="list-style-type: none"> ▪ The product name of the substance; and if a Dangerous Good – the class label and subsidiary risk label. <p>Bulk Transfer of Dangerous Goods</p> <p>Additionally for bulk DG transfer (e.g. Bituminous Products), a <i>DA-ZH-FM024.2 Dangerous Goods Transfer Permit</i> shall be implemented before transfer/discharge. This includes the verification of the ullage (unfilled space) of the receiving tank/vessel or Intermediate Bulk Container (IBC) (e.g. via external gauges, cable gauges, dipsticks, visual aids etc.).</p> <p>There should also be consideration to any residual products in the receiving tank/vessel or IBC, particularly where there is risk of chemical reaction or rapid release/expansion (e.g. bitumen transferred into vessels containing water and/or emulsions).</p>	<p>Managers / Supervisors</p>

Hazardous Chemicals and Dangerous Goods

ANNEX 1: CLASSIFICATION OF DANGEROUS GOODS (EXAMPLES ONLY)¹

Class	Description	Examples	Class	Description	Examples	Class	Description	Examples
1	 Explosives	Fireworks, Ammunition, Gelignite	4.1	 Flammable Solids	Sulphur	6.1	 Toxic Substances	Sodium cyanide
2.1	 Flammable Gases	Acetylene, Propane Gas (LPG)	4.2	 Spontaneously Combustible	White phosphorus, Activated carbon	6.2	 Infectious Substances	Clinical or Medical waste
2.2	 Non-flammable, Non-toxic gases	Nitrogen, Carbon dioxide, refrigerant gases	4.3	 Dangerous when wet	Sodium Metal, Calcium carbide	7	 Radioactive Material	Tritium
2.3	 Toxic Gases	Chlorine (Gas), Ammonia	5.1	 Oxidizing Substances	Sodium peroxide, Calcium hypochlorite (pool chlorine)	8	 Corrosive Substances	Hydrochloric Acid, Sodium Hydroxide
3	 Flammable Liquids	Ethanol, Methanol, Hexane	5.2	 Organic Peroxides	Methyl Ethyl Ketone peroxide	9	 Miscellaneous Dangerous Substances and articles	Elevated Temperature Bitumen, Asbestos, Dry Ice

¹ Australian Code for the Transport of Dangerous Goods by Road & Rail (ADG7); Seventh Edition (incorporating Corrigendum 1) 2011; National Transport Commission (NTC); <http://www.ntc.gov.au>



Attachment S7-2.5 IMS Overview

Tender Number 2328

**Mornington Peninsula Shire Cleaning and
Drainage Services**

Downer 
Relationships creating success

Guide

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1 PURPOSE

This document provides guidance on the Integrated Management System (IMS), and communicates to customers and interested parties an overview of Downer's Quality, Safety and Environmental Management Systems.

2 SCOPE

This guide applies to Infrastructure Services and Engineering, Construction and Maintenance; hereafter referred to as Downer.

The target audiences for this guide are all Downer workers, customers and any other interested parties.

This guide applies to:

- the Integrated Management System (IMS) for Infrastructure Services and Engineering, Construction and Maintenance only; and
- all service lines covered in the scope of Downer's external certifications for quality, safety and environment.

This guide does not apply to the IMS for any other Downer divisions.

3 DEFINITIONS

Terms used in this document are defined in *DA-QA-RG001 Definitions Register*.

4 OBJECTIVES OF THE IMS

The objectives of the IMS include the following:

- To be the single source of truth and repository for all business processes including business support functions and operational capabilities.
- To provides the framework to meet all the requirements of Downer's certified management systems.
- To helps Downer meet its business objectives.
- To be a prime enabler of the 10 Quality Principles (see *Annex A – 10 Quality Principles*)
- The documents that form the IMS are those that are published on the iDowner Intranet IMS library.
- To meet Downer's business requirements and statutory obligations as outlined in the following table.

Description	Includes
External requirements	<ul style="list-style-type: none"> ▪ Legislation (acts and regulations). ▪ Australian Standards referenced in legislation ▪ Statutory licenses ▪ Statutory advisory standards ▪ Statutory codes of practice ▪ Industry codes ▪ Customer-specified site safety rules and regulations.
Internal requirements	<ul style="list-style-type: none"> ▪ Downer business or project plans ▪ Performance objectives/ targets in safety, environment and quality ▪ Risk registers and risk assessments.
Safe work practices	<ul style="list-style-type: none"> ▪ Industry-recognised work practices ▪ Customer-specified work practices ▪ Downer procedures, safe work method statements (SWMS) and work instructions.

4.1 Management System Certification

Downer maintains certification for the following 3 management standards:

- ISO 9001 Quality Management
- ISO 14001 Environmental Management
- OHSAS 18001 Safety Management

The IMS represents Downer's Quality, Safety and Environmental Management Systems and this document represents Downer's 'Quality Manual'.

4.2 Rail Accreditation

Downer maintains accreditation against AS4292 Rail Safety Management Systems and with various State Rail Regulators.

4.3 Federal Safety Commission Accreditation

Downer maintains accreditation from the Federal Safety Commission against the Australian Government Building and Construction Accreditation Scheme.

5 THE IMS STRUCTURE

5.1 The Capability Model

The IMS structure is based on the capability model, with the advantage being that the IMS structure is not dependant on the organisational structure.

Downer maintains certain capabilities in order to deliver products and services to the markets and service lines it serves. The capabilities are designated as:

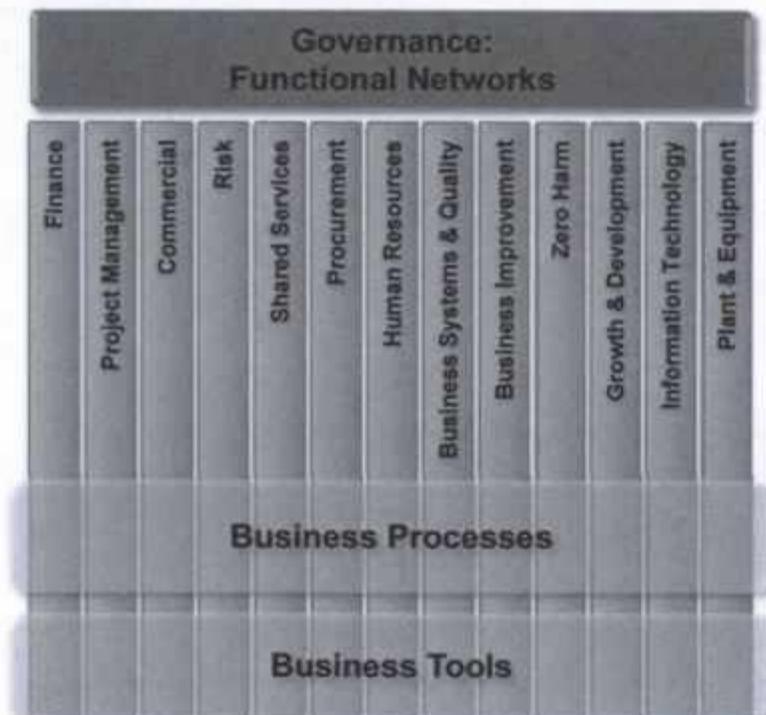
- business support functions across Downer that support all business groups within the company (e.g. Safety, Environment, Finance, Quality, and Commercial); and
- operational capabilities (e.g. Renewable Energy Installation, Civil Infrastructure Services, Pavement Surfacing, Electrical & Instrumentation, and Structural, Mechanical & Piping), which are how Downer manufactures and delivers products, projects and services to its customers.

5.2 Capability Network Structure & Responsibility

To facilitate the capability model a people network structure has been set up comprising subject matter experts (SMEs) from across the business formed into capability networks. Each network has a leader who is the process owner for all documented processes produced by the network.

Each capability network is responsible for their content of the IMS with the Business Systems Quality network providing the governance for the IMS to ensure the quality and integrity of the IMS is maintained. The following objectives of the capability networks are illustrated in the figure below:

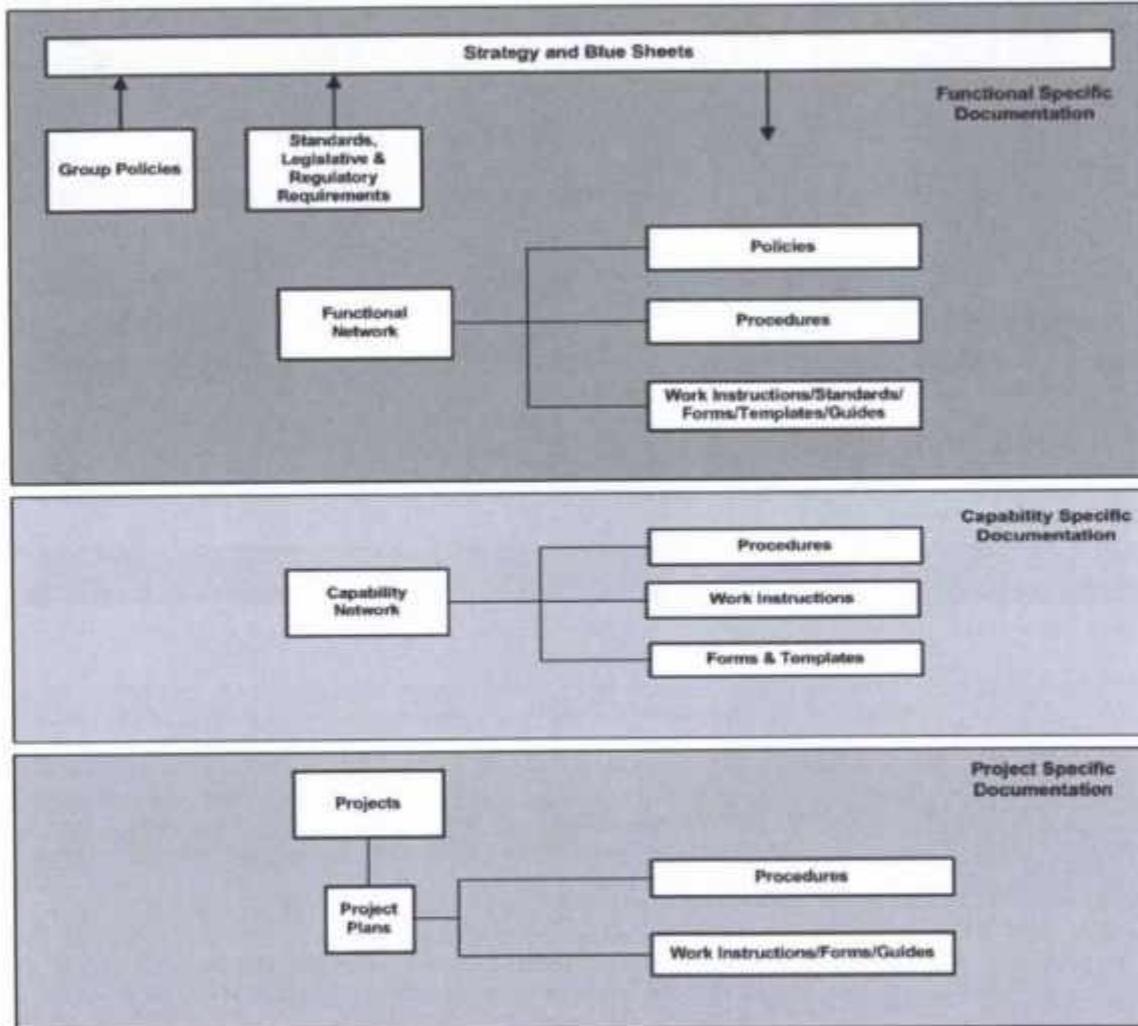
- Standardise and simplify Downer's internal business functions.
- Create natural owner groups to lead the simplification, standardisation and improvement of business processes and systems.
- Include the development of policies and procedures.
- Take ownership of Downer's core supporting system tools (fit for purpose and common across business).



5.3 IMS Document Categories

The IMS comprises 3 categories of documents:

- A set of functional specific documents that contain the business support processes
- A set of capability (operational) specific documents that apply to the operational business processes; and
- Project specific documents which draw documents from both the functional and capability level documents for use by the project.



5.4 Document Management

Document management is applied at 3 levels in Downer and there is a procedure for each. These levels are summarised in the following table.

Level	Applicability	Related IMS Procedure	Tools
Controlled Libraries	IMS, Business Group libraries	<i>DA-QA-PR001 Document Management</i>	iDowner SharePoint libraries
Project Documents	All categories of project, i.e. Category 1 to 5	<i>DI-PM-PR015 Project Document & Control – Planning</i>	iDowner SharePoint libraries, lists and registers, Aconex and Team Binder enterprise document management applications
Facility Documents	Manufacturing and workshops facilities	<i>DA-QA-PR014 Facility Document Management</i>	iDowner SharePoint libraries or lists or registers or spreadsheets for the document register

5.5 Intellectual Property

All IMS documents remain the property of Downer, and must not be reproduced, photocopied or disclosed in any part to any third party without the prior permission of the relevant CEO, EGM or GM.

5.6 Document Types

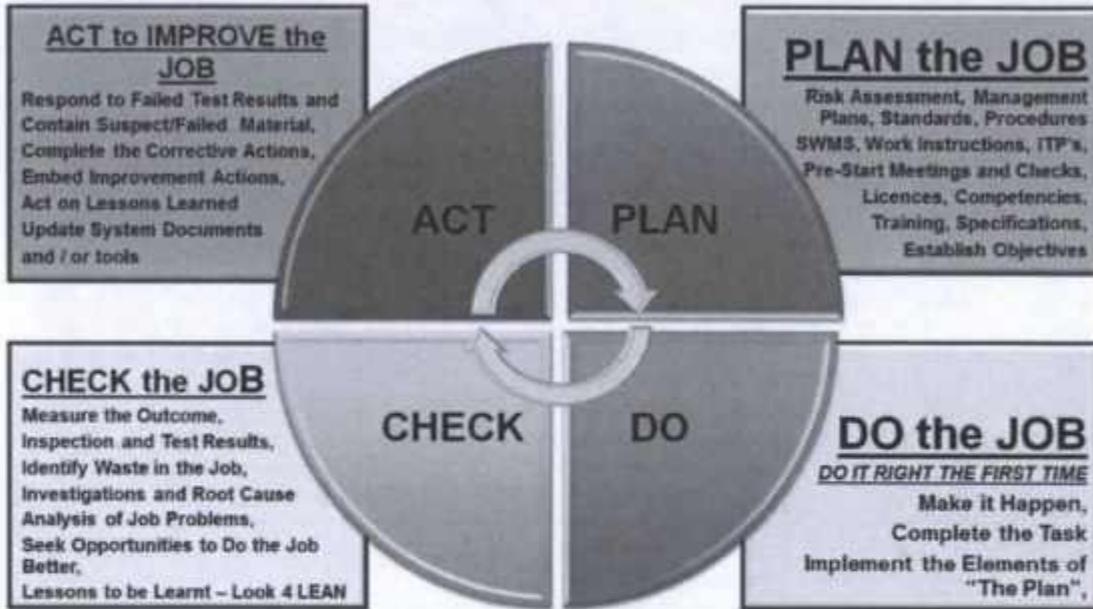
The various document types, their document type code and a description of documents that comprise the IMS are described in the following table.

Document Type	Code	Description
Process Control Matrix	PCM	A top level document that maps all IMS corporate documentation to the appropriate process owner.
Policies	PO	Declaration of the company's commitment and objectives for key result area.
Process	PS	A high level process document that doesn't contain low level process detail. Its often the overview or framework document that defines a high level process such as a Project Management methodology or Risk Management Framework.
Procedures	PR	Procedures are the core national procedures that cover the business processes and risk controls. They describe and mandate the systems, methods and forms used to plan, manage and control our activities. They define WHAT shall be done and by WHOM, WHEN, WHERE and HOW it is achieved.
Blue Sheets	BS	A top level document that identifies and spells out goals and the steps required to achieve it.
Forms	FM	Forms provide numerous 'fields' that prompt the user for required information/ data/ facts, as required by a procedure or work instruction. A form's entire contents are contained within tables/ cells, e.g. data capture forms and MS excel workbooks, e.g. application forms, checklists, MS Excel workbooks.

Document Type	Code	Description
Template	TP	A document used as a standard structure and format to create another IMS/ project/ function/ capability document/ form/ template.
Guides	GU	Guides are an overview document and typically provide information around the WHY or WHAT of a particular topic. Guides may include, principles and contextual/ background/ 'storytelling' information as well as additional information to assist a user to complete steps of a procedure
Safe Work Method Statements	SWMS	Documents that identified hazards associated with each step of a work process and the controls that are required to minimise risk to people, environment and property.
Risk Registers	RR	Defines the risk and opportunity profile of a project using the Downer Project Risk Rating Matrix. Its purpose is to establish the project context then identify, assess, treat and monitor project risks.
Standards	ST	Standards define the minimum requirements to be adhered to for any particular topic.
Inspection & Test Plans	ITP	Identify project-specific inspection, testing and other verification requirements.
Work Instructions	WI	Provide low level detailed instructions on HOW to perform activities and are typically referred to from a parent procedure, e.g. how to complete an activity in a software application or how to complete a particular step in a parent procedure.

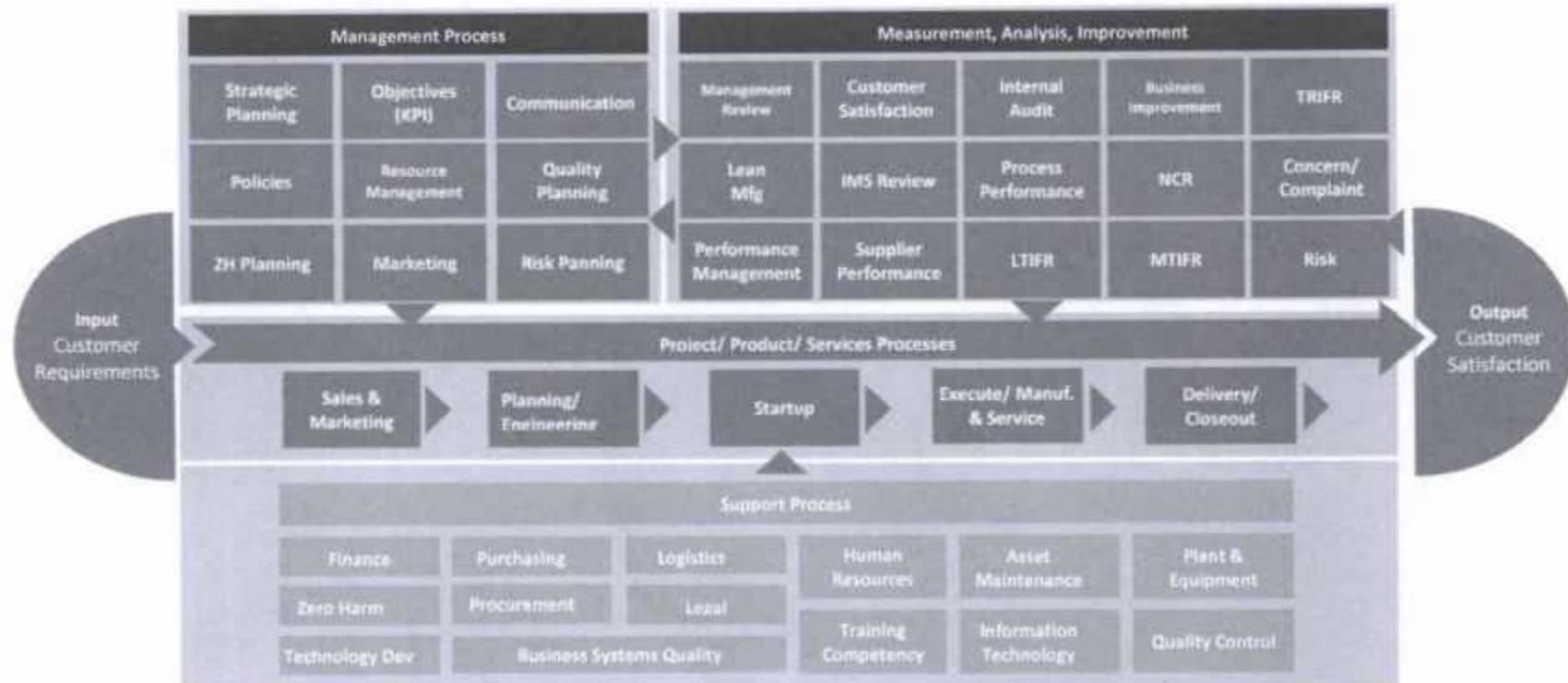
5.7 Main Features of the IMS

- The IMS draws on the best practice principles and requirements of national and international management system standards.
- The General Manager Business Systems has overall responsibility for managing national third party certification, maintenance, integrity, quality and governance of the IMS.
- The relationship between the IMS and the standards listed below is represented in *DA-QA-RG009 IMS to ISO and OHSAS Standards Map*.
- A key tool of the IMS is the *Process Compliance Matrix (PCM01)* which lists all IMS documents and also maps all IMS documentation to the appropriate process owner.
- The IMS facilitates the implementation of the Business Quality Policy and the ten quality principles shown in *Annex A – 10 Quality Principles* is also a prime enabler for this policy. The key point that underpins many of the principles is a full understanding and appreciation of Downer's obligations to its customers both internal and external. The logo represents a "Q" for quality and demonstrates that the Customer is the centre and focus of all of Downer's activities.
- The IMS incorporates appropriate mechanisms to promote continuous improvement, based on the "Plan, Do, Check, Act" model illustrated in the following figure.



6 IMS PROCESSES INTERACTION

The figure below illustrates the interactions between the processes of the IMS.



ANNEX A – 10 QUALITY PRINCIPLES



- 1 Customer Focus**
Customer satisfaction is a constant focus.
- 2 Leadership**
Leadership drives improvement of projects, goods and services.
- 3 Engagement of People**
Involve everyone in the process through effective communication, supervision and education.
- 4 Relationship Management**
Know the stakeholder's needs - work together to develop effective relationships.
- 5 Right First Time**
Deliver quality projects, goods and services, right first time, within budget and in schedule.
- 6 Eliminate Waste**
Identify and eliminate process, product and system waste - Do more with less.
- 7 Data Driven Decision Making**
Establish priorities and required actions through data driven decision making.
- 8 Risk Management**
Apply a risk-based approach and implement controls appropriate to planned activities.
- 9 Process Approach**
Use a process approach to identify key activities, then apply the Plan-Do-Check-Act cycle.
- 10 Continuous Improvement**
Constantly improve processes to increase quality and productivity and drive down costs.

Annexure 13

Tender Addendums

Cleansing & Drainage Cleaning Services
Contract No. 2328



MORNINGTON
PENINSULA
Shire



Tender Addendum No.1

Tender Addendum No: 1 (One)

Date: 4 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tender Addendum No.1

Reference is made to A4 -14. Footpath Sweeping and Cleansing (NFS) Work Method Requirements, Item 2 which should read;

The contractor must develop a program within one month of the commencement to perform the deep cleaning of footpaths activity within high profile precincts, to be completed in the first 12 months of the contract. Thereafter, the contractor must develop a program such that these footpaths are cleaned within a 24-month program.

Please Note: No additional time will granted for the closing date as stipulated within Tender CN2328 due to this Tender Addendum.

Regards

Mornington Peninsula Shire



Tender Addendum No.2

Tender Addendum No: 2 (Two)

Date: 7 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tender Addendum No.2

Reference is made to Tenderlink Forum Question Detailed data breakdown report question from the 06/06/2018.

Please see attached spreadsheet named A4-18 Clear Pits and Pipes easement clarifications.

Please Note: No additional time will granted for the closing date as stipulated within Tender CN2328 due to this Tender Addendum.

Regards

Mornington Peninsula Shire



Tender Addendum No.3

Tender Addendum No: 3 (Three)

Date: 7 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tender Addendum No.3

Reference is made to Annexure 4 - Activities and Routine Maintenance Services - Cleansing & Drainage Cleaning Agreement, A4-14 Footpath Sweeping and Cleaning (NFS) Work Method Requirements No.3 has incorrectly been stated and should read:

3. Sweeping of shopping precincts shall be carried out outside commercial trading hours in order to avoid vehicular and pedestrian traffic. Sweeping of footpaths shall be carried out between the hours of **10:00 pm** ~~5.00am~~ and 8.30am. Deep cleaning must be undertaken during the hours of 10.00 pm and 5.00am. Any variation to these hours should be determined by agreement with the contract superintendent.

Please Note: No additional time will granted for the closing date as stipulated within Tender CN2328 due to this Tender Addendum.

Regards

Mornington Peninsula Shire



Tender Addendum No.4

Tender Addendum No: 4 (Four)

Date: 8 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tender Addendum No.4

Reference is made to Annexure 4 - Activities and Routine Maintenance Services - Cleansing & Drainage Cleaning Agreement, A4-7 Street Sweeping (NSS) Work Method Requirements No.12 has incorrectly been stated and should read:

12. Care shall be taken to minimise disruption within residential areas, with hours of operation to be approved by the Superintendent. Sweeping of car parks within High-Profile precincts shall be carried out **outside of commercial business trading hours.** ~~between the hours of 4.00am and 8.30am.~~ **Restrictions to these hours maybe directed by the contract superintendent in response to noise sensitive areas at any period throughout the contact term.**

Please Note: No additional time will granted for the closing date as stipulated within Tender CN2328 due to this Tender Addendum.

Regards

Mornington Peninsula Shire