

WHS Site Access Authority Procedure

1. Purpose

This procedure describes the designation of a Site Owner at operating and project sites and the way we communicate and assign accountability and responsibility for the activities that occur at operational and project sites.

2. Scope

This procedure applies to all persons working on behalf of TasWater and all activities conducted by or on behalf of TasWater at TasWater Sites.

3. Definitions

Accountable: A person is accountable to a person of higher authority for responsibilities i.e. task areas which are delegated to them. Accountabilities follow lines of command and reporting relationships.

One person has the delegated authority i.e. 'ownership' for a region, area or site.

Accountability: Means ultimate responsibility and relates to the person who is held to account if something is not done, is not done properly, does not work or fails to achieve its objective. *(Adapted from ISO 45001)*

Authorised: The permission granted to perform a particular task granted through the provision of an operational, financial, human resource, delegation or authority.

Responsible Manager: A person responsible for the direct operation/oversight/management of a region/area as assigned by the General Manager and may include any Manager or their delegate.

Responsibility: Task areas delegated to a person by a higher authority.

Site Owner: The most senior leader in terms of their level of authority who has been delegated accountability for directing operations at the site. All Operational and Project Sites are to have a Site Owner.

Works Approver: The relevant Site Owner where work is to be conducted. The Works Approver is responsible for acknowledging that the works timing, conditions and risk controls are acceptable and permission is granted to commence work at the Site.

Works Requester: The TasWater representative authorised and responsible for the issuance of the work. The Works Requester is responsible for confirming that health and safety considerations are adequately incorporated into the complete work scope.

Service Provider: The authorised representative (i.e. Principle Contractor/employee etc) directly responsible for conducting the work.

4. Designation of Site Owners

This section addresses the assignment of ownership to operating and project sites. Each Operational or Project Site is to have a dedicated Site Owner.

4.1. Operational Sites

The General Manager Service Delivery is responsible for providing the organisational management structure and arrangements to protect the health and safety of people who are directly involved with or indirectly exposed to work that is undertaken at TasWater operational sites and facilities by Service Delivery personnel, other areas within TasWater or contractors.

In each region a Responsible Manager shall be made accountable for a specified list of sites and for appointing a designated Site Owner for each of their sites.

Site Owners must be capable of providing the level of control and supervision appropriate to the nature and risks of site operations, the work being undertaken and who will complete the work.

4.2. Project Sites

The General Manager sponsoring the delivery of an authorised project is responsible for the organisational management structure and arrangements to protect the health and safety of people who are directly involved with or indirectly exposed to work being undertaken at TasWater project sites.

For the purposes of this document project sites will be classified as Greenfield or Brownfield projects and each will require a Site Owner.

- For Greenfield projects the project sponsor shall appoint an authorised Project Manager
- For Brownfield projects the Project Manager shall be responsible for establishing the effective delineation and separation of activities between the Project Site Owner and the Operational Site Owner
- For Brownfield Projects where operational and project activities cannot be practicably separated project/operational leadership arrangements shall be established and authorised by the Responsible Manager and Project Sponsor, and implemented by the Project Site Owner and Operational Site Owner. These arrangements will specifically address areas and boundaries of responsibilities, and situations that will require joint decision making.

Note: Where a Principle Contractor has been appointed to a project, the project Manager shall ensure the Principle Contractor has nominated an appropriate Site Owner. Where a Principal Contractor has an appointed Site Owner (Supervisor) this shall be clearly nominated in the Authority to Work Form.

Figure 1 illustrates an indicative organisational structure and relationship between the Responsible Manager (Regional or Area Manager), Project Manager and Site Owners.

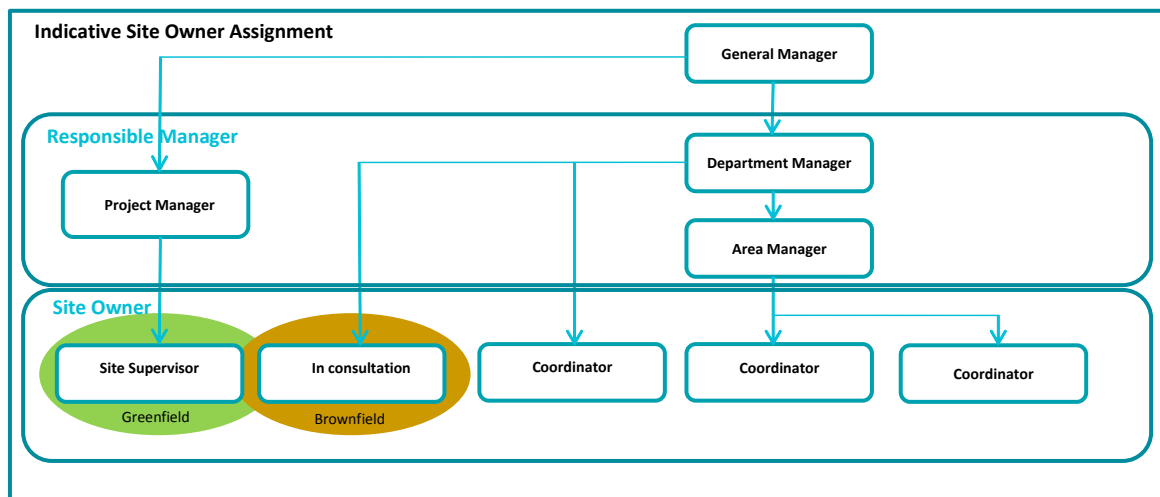


Figure 1: Example Organisational Structure & Site Ownership

5. Assigning Accountability for Health and Safety Responsibilities

Health and safety responsibilities are delegated to work representatives and Site Owners in line with 4 work phases. These phases align with a simple continual improvement cycle.

- **Plan:** Work is initiated by an authorised TasWater representative/Project Manager appropriate to the scope of the work. They are responsible for confirming that health and safety considerations are adequately incorporated into the complete work scope and program; and that safety management plans and risk assessments are appropriate to the nature of the planned work.
- **Enable:** The TasWater representative shall confirm that the Operational Site Owner or Project Site Owner/Principal Contractor has reviewed the proposed work and how site specific conditions, hazards and requirements for the safe completion of work will be addressed, including what additional resources and arrangements may be necessary for its completion.
- **Deliver:** The Operational Site Owner, Project Site Owner/Principal Contractor and Project Manager shall confirm that work is subject to appropriate monitoring, reporting and review in accordance with TasWater's Safety Systems, with these later activities addressing the presence and use of appropriate, procedures, permits, JSEA's, inspections and reports.
- **Close Out:** On the completion of the assigned work and prior to handover the Operational Site Owner, Project Site Owner/Principal Contractor and Project Manager shall inspect the completed work to confirm conformity to the standards established in the work scope and good operational practice.

Where there are any agreed changes to the work scope or design these must be communicated to the relevant stakeholders.

The entire cycle of activities associated with the work should be evaluated by the Operational Site Owner, Project Owner/Principal Contractor and the TasWater Project Manager to identify any improvement opportunities. These improvement opportunities should be shared with the applicable Responsible Managers for incorporation into work processes.

6. Site Owners

The Responsible Manager shall ensure that an Operational/Project Site Owner has the appropriate skills, experience and authority to control site operations. All Site Owners (Project/Operational) shall be formally appointed in the prescribed Site Owner Appointment form and a central appointment register being maintained.

The Responsible Manager shall ensure that an Operational/Project Site Owner:

- Has the responsibility for controlling health and safety on a site
- Has the authority to fully or partially close or suspend operations so as to prevent people being exposed to an unacceptable level of health and/or safety related risk

The responsible manager must ensure that the site owner contributes to the:

- Development, implementation, maintenance, monitoring and review of the health and safety management system as applicable to the site
- Application, coordination and review of risk management systems and practices; and
- Coordination and review of health and safety management system activities by personnel who report to them or who are under their direct control.

6.1. Duties of the Site Owner

The Operational Site Owner, Project Site Owner/Principal Contractor and Project Manager must ensure, as far as practicable, that site operations do not adversely affect the health or safety of any person. This includes matters over which they have control or that they can influence control. This shall be achieved by:

- Appropriate leadership, organisation, planning and supervision
- Ensuring critical work is completed by persons with the required technical competencies and experience;
- Conducting routine monitoring and inspection of physical conditions, the suitability of procedures, and the operability of equipment and installations;
- Providing appropriate communication mechanisms between workers, workers and management, functional areas; and at shift handovers; and
- The coordination of emergency response activities including the cessation and controlled shut-down of work activities, closure and or evacuation of all or part of the site so as to prevent serious injury, illness or loss of life, and/or significant loss of plant or property.

The operational/project site owner (principal contractor) shall report to their Manager:

- Newly identified health and safety risks that have not previously be assessed and listed in department, site and project site risk registers as appropriate
- Situations where nominated risk treatment measures are not providing the required level of control; and
- Procedural flaws and other weaknesses in the health and safety management processes and practices being applied including mechanisms to respond to exceptional and non-routine circumstances.

6.2. Absence of Site Owner/Project Site Owner

The Operational Site Owner and Project Site Owner/Principal Contractor must provide replacement qualified and experienced person to fulfil their duties where their absence from site creates an

unacceptable level of risks due to the hazards inherent to the work, simultaneous/interconnected work, crew arrangements etc.

Where a Site Owner must delegate their duties to an Acting Site Owner they shall inform the Responsible Manager or Project Manager of the intended supervisory arrangements and the person to whom they have delegated position of Site Owner (Operational/Project). In the event the Site Owner cannot inform the Responsible Manager they shall inform their General Manager.

Where the Acting Site Owner is not on the Department Register of Site Owners (Operational/Project) their name will be added to this list and their performance in the role evaluated with regard to future appointments.

6.3. Workers and Other Persons (Includes contractors and visitors)

The WH&S Act obliges workers and other persons to:

- Take reasonable care for their own health and safety
- Take reasonable care so that their acts or omissions do not adversely affect the health and safety of others
- So far as reasonably able, comply with lawful instructions given, requiring compliance with the WH&S Act
- Cooperate with any reasonable policy or procedure relating to health or safety in the workplace that the worker has been told about.

7. Authorisation to Work at TasWater Operational and Project Sites

Prior to commencement of works at any operational site approval must be obtained from the assigned Site Owner. The request, approval, monitoring and evaluation of work conducted at site is to be controlled based on and documented within The Authority to Work Form. Where sufficient information cannot be provided on the form the necessary information shall be provided in attachments.

The Authority to Work form is provided to the Site Owner by the authorised TasWater representative/ Project Manager i.e. the initiator **no less than seven days prior** to the commencement of work for which approval is being sought.

The Site Owner is required to respond to the Initiator of the Authority to Work **within five days**. Those authorised to conduct the work are to confirm their intention to commence the planned work with the Site Owner **at least 24 hours prior** to arriving on the site.

7.1. Authority to Work across multiple sites or regions (exception & Approval)

Where a single Authority to Work form is completed for projects or work activities encompassing multiple sites or regions this shall be approved by the relevant Responsible Manager/s. Table 1 provides guidance on the relevant responsible Managers required to approve the Authority to Work.

Works Approval Matrix	Single Site	Multiple Sites (Single Site Owner)	Multiple Sites (Multiple Site Owners)	Multiple Sites (State-wide)	Single Sewer/Water Network	Multiple Sewer/ Water Networks	Major Projects (Full Site hand over)
Site Owner	•						
Area Manager		•			•		
Department Manager			•			•	
General Manager				•			•

Table 1: Authority to Work Authorisation Matrix (Works Approvers)

The Responsible Managers shall coordinate the management and supervision of the work on each site to the standard specified in the overarching Authority to Work. This shall include providing a list of all Supervisors who will be required to control the work described on the Authority to Work Form, along with the provision of other relevant information as may be necessary to address the Authority to Work requirements at each site within the project's scope.

7.2. Authority to Work Duration

The Authority to Work remains valid for the agreed duration of work up to a maximum of 12 months. At the expiry of the agreed duration or 12 months, the Authority to Work is to be reissued in order for works to continue.

Note: An Authority to Work valid for a 12 month is to be applied to those contractors engaged on an appropriate contract to provide an ongoing service (i.e. Ground Maintenance, Vac Truck Services and Programs of Work etc).

7.3. Authority to Work and Work Scope Changes

The Authority to Work remains valid for the agreed scope of work. Where there are any changes to the work scope or design these must be communicated to the relevant stakeholders:

Small Scope Change: These can be agreed to by the Works Requester, Works Approver (Site Owner) and Service Provider without the requirement of reissuing the Authority to Work.

Major Scope Change: The Authority to Work will be suspended where a significant Work Scope Change is required. A new Authority to Work Form will be completed for the revised scope of works.

Note: Where there are concerns regarding the work being conducted, any of the three parties listed in the Authority to Work (TW Representative/Site Owner/Service Provider) may cease work and the Form will be suspended until all Stakeholders are satisfied the method of control of the work is adequate.

In the event of an emergency response to an incident at site the Authority to Work is suspended. Work will only commence when all three parties are satisfied it is safe to recommence.

7.4. Authority to Work Form

The complete Authority to Work process is captured within the Authority to Work Form and documented in 5 sections:

1. Request for Clearance to Work: This is to be completed by the TasWater representative who has organised the service provider (TasWater or Contractor) to conduct the work at a TasWater site. For the purposes of this procedure they are known as the works requester.

2. Authorisation to Work: This is to be reviewed by the approved Site Owner (Works Approver) who will either accept or reject the request. Should the authorisation be rejected the form is to be returned to the works requester detailing what information will be required to approve the Authority to Work.

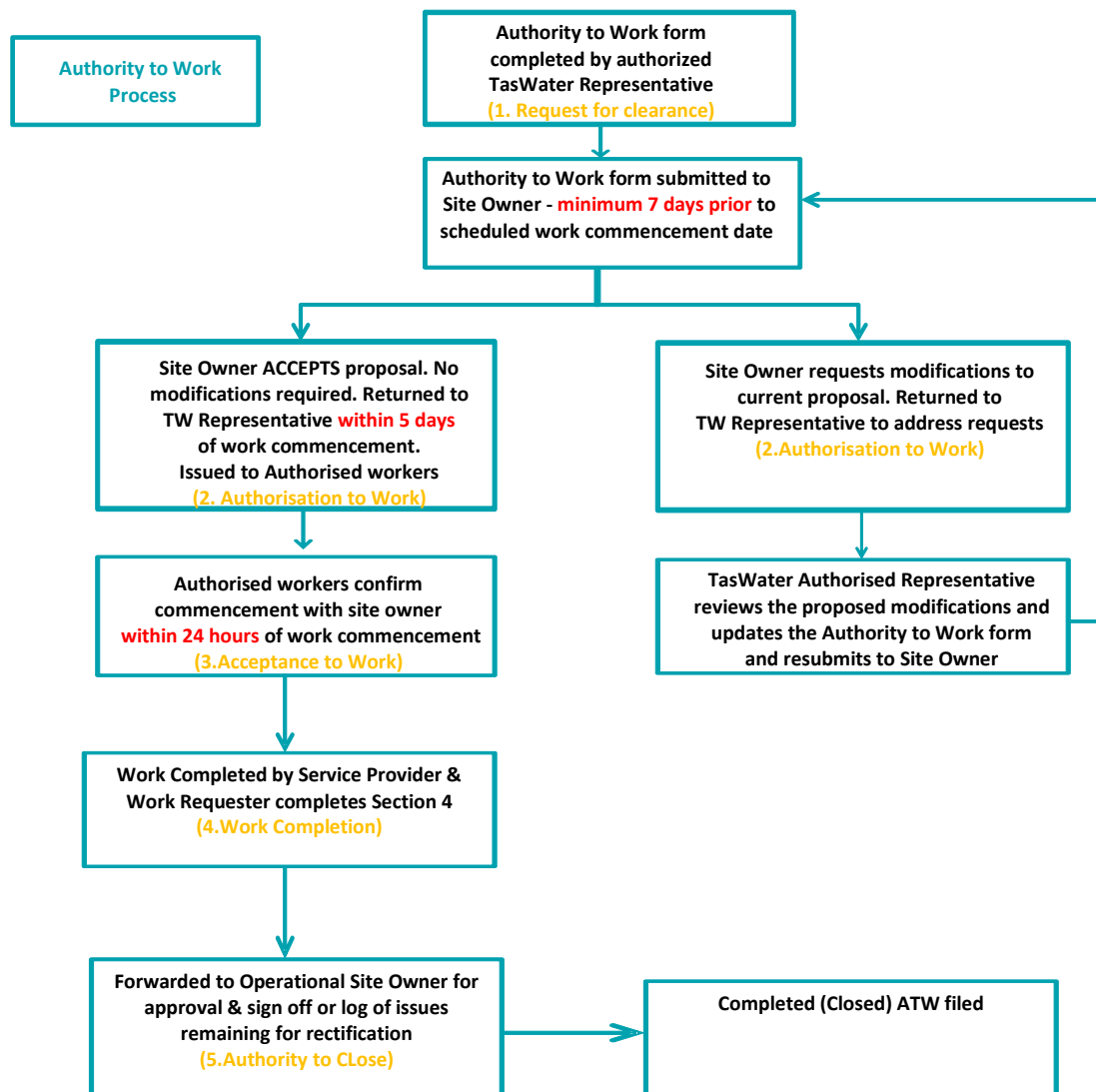
3. Acceptance of Work: The Works Requester, Works Approver and the Service Provider will need to coordinate and communicate all agreed Health & Safety requirements prior to commencement of work. The Authority to Work is then issued to the Service Provider and acceptance of conditions are signed off.

Note: The Service Provider must retain a copy of the Authority to Work with all other relevant Health & Safety documentation at the work site. The work is to be conducted and monitored in accordance with the requirements of the Authority to Work.

4. Work Completion: The Works Requester is to ensure the Service Provider has completed the work at site and provided the Site Owner (Works Approver) with the Authority to Work Form for verification of completion.

5. Authority Closure: The Site Owner will confirm works have been adequately completed. If further action however is required they will not close the Authority to Work until concerns are addressed. The completed Authority to Work Form is returned to the Work Requester for inclusion into HPE.

Below outlines the Authority to Work Approval Process:



8. References

THSFOR08 Authority to Work Form
THSFOR09 Site Owner Appointment Form