

Health Infrastructure

Work Health and Safety Forum – 22 November 2017



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Welcome and Introduction



WHS risks for both internal and external stakeholders must be considered at all stages of the project lifecycle

- Purpose of today and session overview
- “Work Health and Safety (WHS) Moment”



(Health Infrastructure (a) 2017)





Session 1 – WHS and Contamination Management

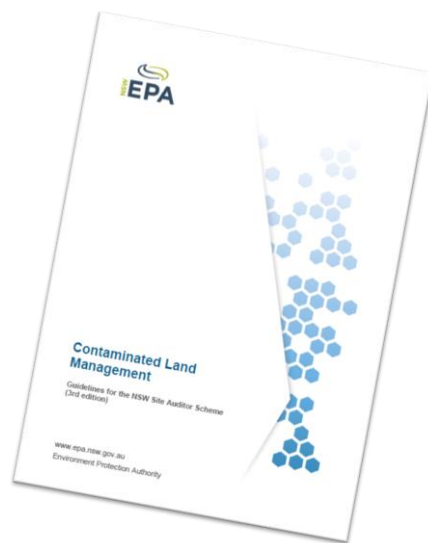


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Managing Contamination Risks



- What are the latest development?
- What are regulator expectations?



(NSW EPA 2017)



Risk Case Study: Asbestos in Recycled Aggregates



- Recycled concrete/brick is able to be supplied in accordance with NSW EPA's 'Recovered Aggregate Order & Exemption'
- Commonly used as backfill material in service trenches, internal construction haul roads
- WARNING: Commonly contains asbestos, which means it does not meet the NSW EPA's requirement to contain 'no asbestos'



Risk Case Study: Asbestos in Recycled Aggregates



The Problem

- Recycled aggregate is brought onto a Health construction site and used to backfill around services
- Aggregate later found to contain asbestos
- All aggregate containing asbestos must be removed from site. Services disrupted / re-work required / cost and time implications / potential health risks



Risk Case Study: Asbestos in Recycled Aggregates



How to avoid this occurring?

1. Review the test/certification data provided by the supplier. Often incomplete. Note: NSW EPA Recovered Aggregate Order/Exemption does not require asbestos testing!
2. Test for asbestos and have the materials inspected by an appropriately qualified person prior to use of the materials.
3. Avoid using recycled aggregate materials?

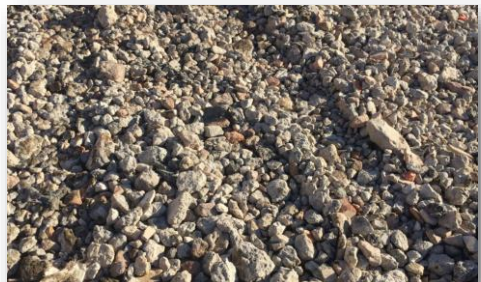


Risk Case Study: Asbestos in Recycled Aggregates



Common mistakes when rectifying/remediating asbestos impacted aggregates

- Soil criteria for asbestos in contaminated sites guidelines not applicable to incorrectly classified wastes brought onto a site.
- Validation process often only 'visual clearance' which doesn't address the presence of asbestos fibres. Soil sampling required to complement the removal/validation/clearance process.



Open Session – Panel Discussion



Potential themes for discussion

- What is leading industry practice when importing materials onto sites?
- Engaging with SafeWork NSW
- Engaging with regulators
- Roles and responsibilities between the Principal and Contractors
- Examples of the types of contamination risks you have faced on sites this year
- Examples of how potential contamination risks have been managed
- What has worked well?
- What could be improved?



(Health Infrastructure (b) 2017)



Session 2 – WHS and External Stakeholder Engagement

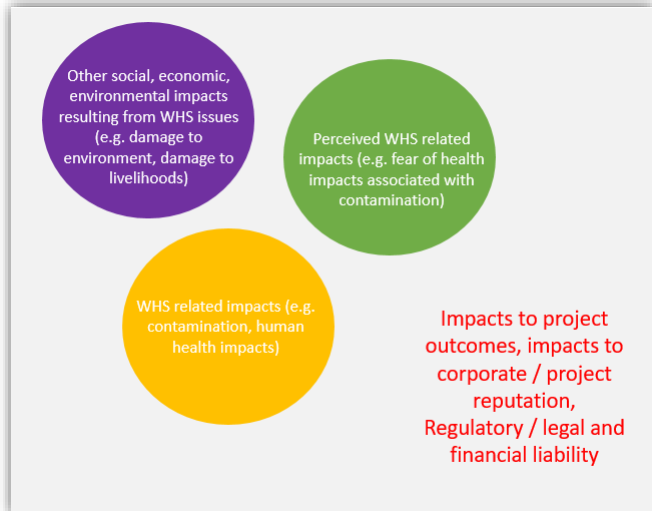


WHS and External Stakeholder Communications



What do we mean?

- Community engagement
- Communications
- Social Licence to Operate
- Reputation Management
- Stakeholder Engagement
- Corporate Social Responsibility
- Social Responsibility
- Social Risk Management
- Sustainability
- Public Relations
- Social Return on Investment
- Shared Value
- Sustainable Development



What are the risks?



EY Top 10 Risks and Opportunities



"We estimate that community opposition has contributed to the suspension, abandonment or mothballing of at least \$20 billion in infrastructure projects across Australia's East Coast alone within the past decade (University of Melbourne 2017) "

- Harm and impacts to stakeholders
- Inability to get approval
- Lengthy and costly approvals processes
- Lack of compliance and associated liabilities
- Make good costs
- Reputational damage
- Difficulty securing investment / inability to secure investment
- Budgetary and project delivery impacts



What are the opportunities?



- Structured incorporation of stakeholder risks related to WHS from project commencement
- Moving towards broader value creation and social return on investment approaches
- Leveraging project wins for broader corporate reputation benefits
- Strategic coordination across proponents and delivery partners / across project lifecycle
- Shifting thinking and innovation to build projects that better serve our stakeholders (e.g. placemaking, shared value creation)
- Sustainability Reporting



(Health Infrastructure(c) 2017)



Stakeholder interests and expectations?



Regulator

- Consultation requirements for approvals
- Strengthened social impact assessment for SSD processes
- Compliance and reporting requirements
- Increased regulator scrutiny and expectations
- Delays in approvals and milestones

Community

- Have a say
- Transparency
- Kept informed
- Genuine engagement
- Beyond regulatory expectations
- Beyond stakeholder consultation
- Project life cycle approach
- Sustainability
- 'Human Centered Design'
- Placemaking

Other Stakeholders

- Investors
- Media
- Public
- Government



Case Study – Development on Contaminated Site



Considerations for Projects

- Perception matters
- Getting it right from the start
- Building trust
- Increased public awareness and advocacy
- Stakeholders help with design of remediation
- Transparent communications
- Robust processes and systems
- Regulator expectations
- Foundation for “project success”
- Project delays
- Reputation management
- Impacts of not having SLTO



Case Study - Unexpected Finds

- Contingency Plans in Place
- Boiler Statements
- Structured Protocols (internal and external)
- Alignment with Contractors
- Site Inductions
- Transparent communications
- Structured reporting
- Importance of Assurance
- Clear Roles and Responsibilities
- Structured Risk Management and Stakeholder Engagement by appropriately qualified staff



Case Study – Securing Approvals Efficiently & Effectively



- Consultation must be seen as adequate (stakeholders and regulators)
- Even if impacts are perceived rather than real – how they have been addressed must be clearly outlined
- Assessment methodology must demonstrate stakeholder component
- Understanding stakeholder materiality
- Clear evidence of engagement
- Stakeholders taken on journey
- Corporate reputation matters
- Value of SLTO
- Genuine partnerships developed
- About the project not just approvals
- Strategic involvement in design
- Moving to shared value creation
- Measuring impact



Open Session – Panel Discussion

Potential themes for discussion

- Is there leading practice that should be followed for communicating WHS risks to external stakeholders?
- Compliance with regulator expectations
- What are the types of WHS risks you have faced on sites this year that have created risks for external stakeholders or have created project risks as a result of stakeholder concerns?
- How have potential risks been managed?
- Do you have any examples of where risks have been managed well?
- Do you have examples where there could have been improvements in how risks were managed and what are these potential improvements?



(Health Infrastructure(d) 2017)

Session Close



- Summary and “take-aways”



References



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Thank you



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