



INTTEGRATED **M**ANAGEMENT **S**YSTEM **MANUAL**

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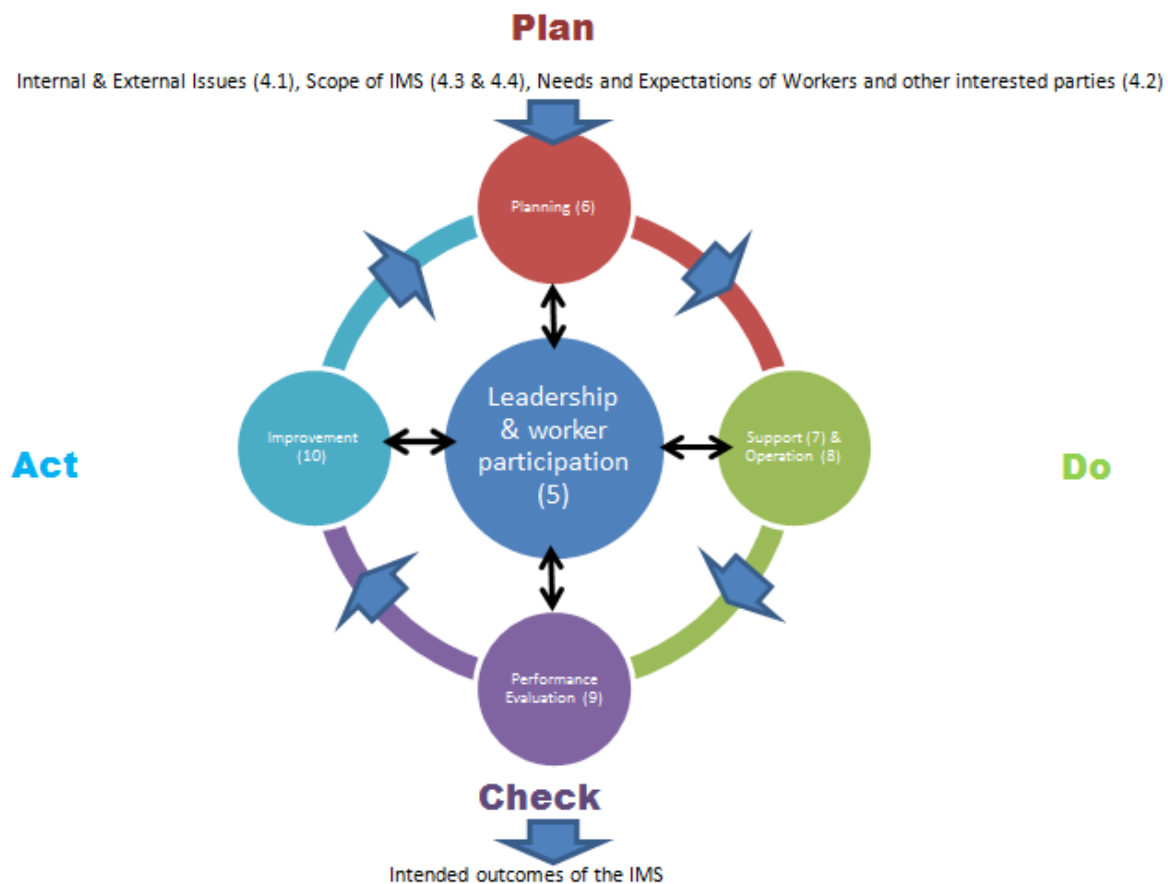
1 Scope

This manual describes the Integrated Management System (IMS) in operation within the Presentation and Assets Directorate at the City of Greater Bendigo. This system has been implemented by the Presentation and Assets Management Team in accordance with various policies including Quality, Occupational Health and Safety, and Environmental Management.

This manual outlines requirements of the Presentation and Assets Directorate to comply with the following standards: ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018. The manual is the prime reference document for all quality, occupational health and safety, and environmental management related activities undertaken by the directorate and is used for the purposes of auditing the effectiveness of the various management systems and as a training document for the Presentation and Assets Directorate.

The Presentation and Assets Management Team is committed to continual improvement. Employees, contractors, and volunteers are supported and encouraged to seek opportunities to further improve stakeholder satisfaction, and ensure these improvements are captured in Integrated Management System documentation.

The diagram below illustrates our methodology for the development of our integrated management system, which uses the plan, do check and act cycle to implement the process approach that delivers management system objectives, interested parties' requirements and customer satisfaction.



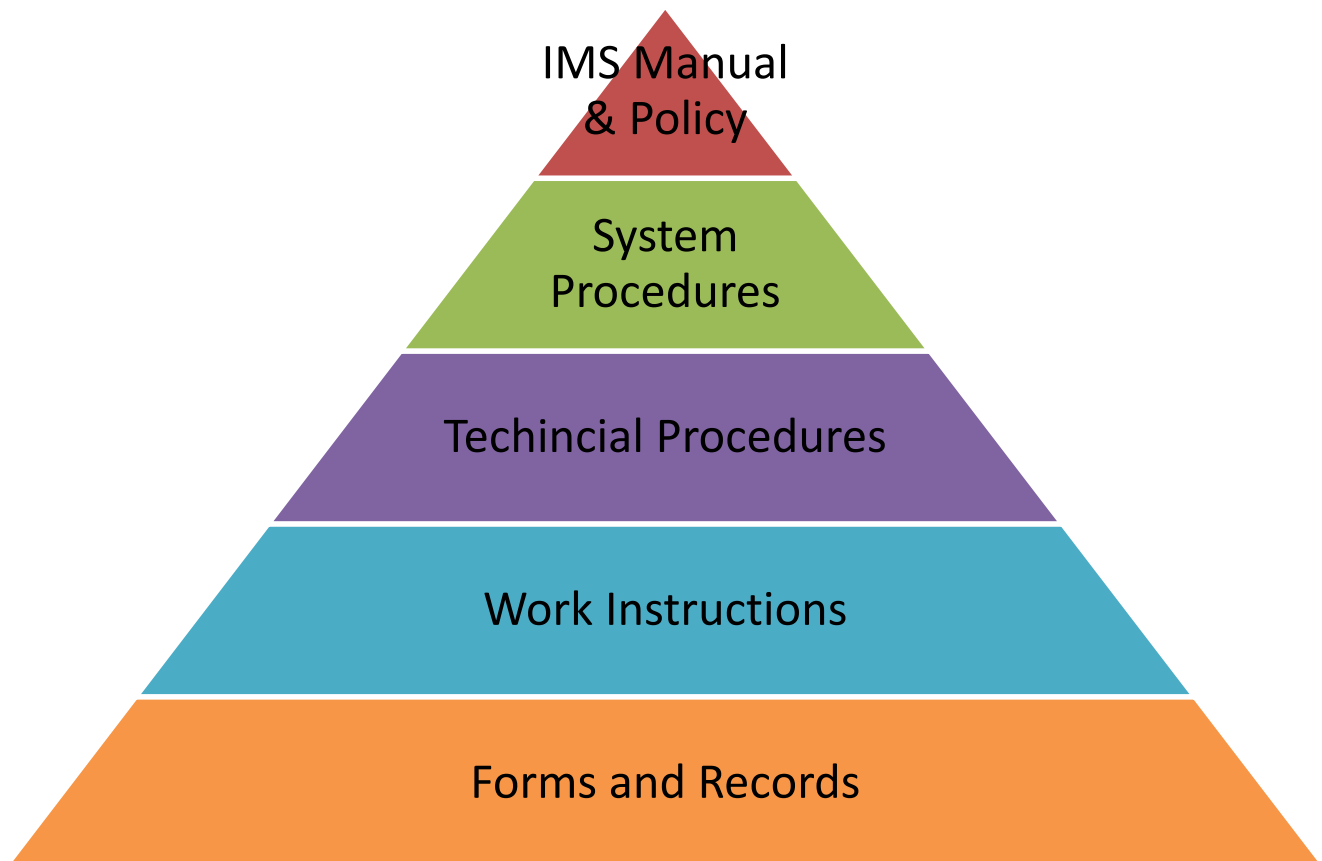
The manual is structured to meet the requirements of:

ISO 9001:2015 Quality Management Systems

ISO 45001:2018 Occupational Health & Safety Management Systems

ISO 14001:2015 Environmental Management Systems

The documented management system used throughout the Presentation and Assets Directorate consists of 5 levels:



LEVEL 1 A management manual that describes Presentation and Assets Directorate policy and intent and outlines the way each element of the Integrated Management System is addressed, and how each section of the standards is met and maintained. Where appropriate, references are made to more detailed procedures. The IMS Manual contains the Policy, which is available to all staff on noticeboards, intranet, website and CiAnywhere. The Policy outlines the commitment by Top Management to carry out our business in compliance to the IMS.

LEVEL 2 System procedures (PRs), which describe how Presentation and Assets Directorate performs the various activities and put into practice the details described in the Integrated Management Manual. Where appropriate, references are made to more detailed technical procedures, work instructions and forms.

- LEVEL 3** Technical procedures (TPs) and other documentation that provides guidance for individual specific activities. Level 3 documents are cross-referenced within individual procedures.
- LEVEL 4** Work instructions (WIs) are step by step instructions for carrying out a task. These need to be read, understood and signed off by the staff members that carry out the tasks. A copy of these signed work instructions need to be available to the staff member at all times either electronically or in paper form. Level 4 documents are cross-referenced within individual procedures.
- LEVEL 5** Forms, checklists and records (FMs) which form the documented records either in paper form or electronic format.

The Scope of the Integrated Management System (IMS) for auditing purposes is:

The Presentation and Assets Directorate delivers the following services: maintenance, design, construction and management of civil, built and environmental assets; fleet management; network and traffic management; capital works program and project management; land management and maintenance; external supply contract management; urban and municipal design; waste education, management and delivery of municipal landfill and cleaning services; asset systems management and mapping services.

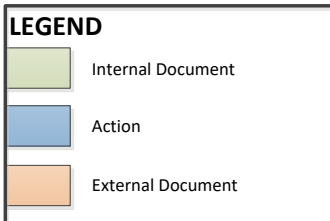
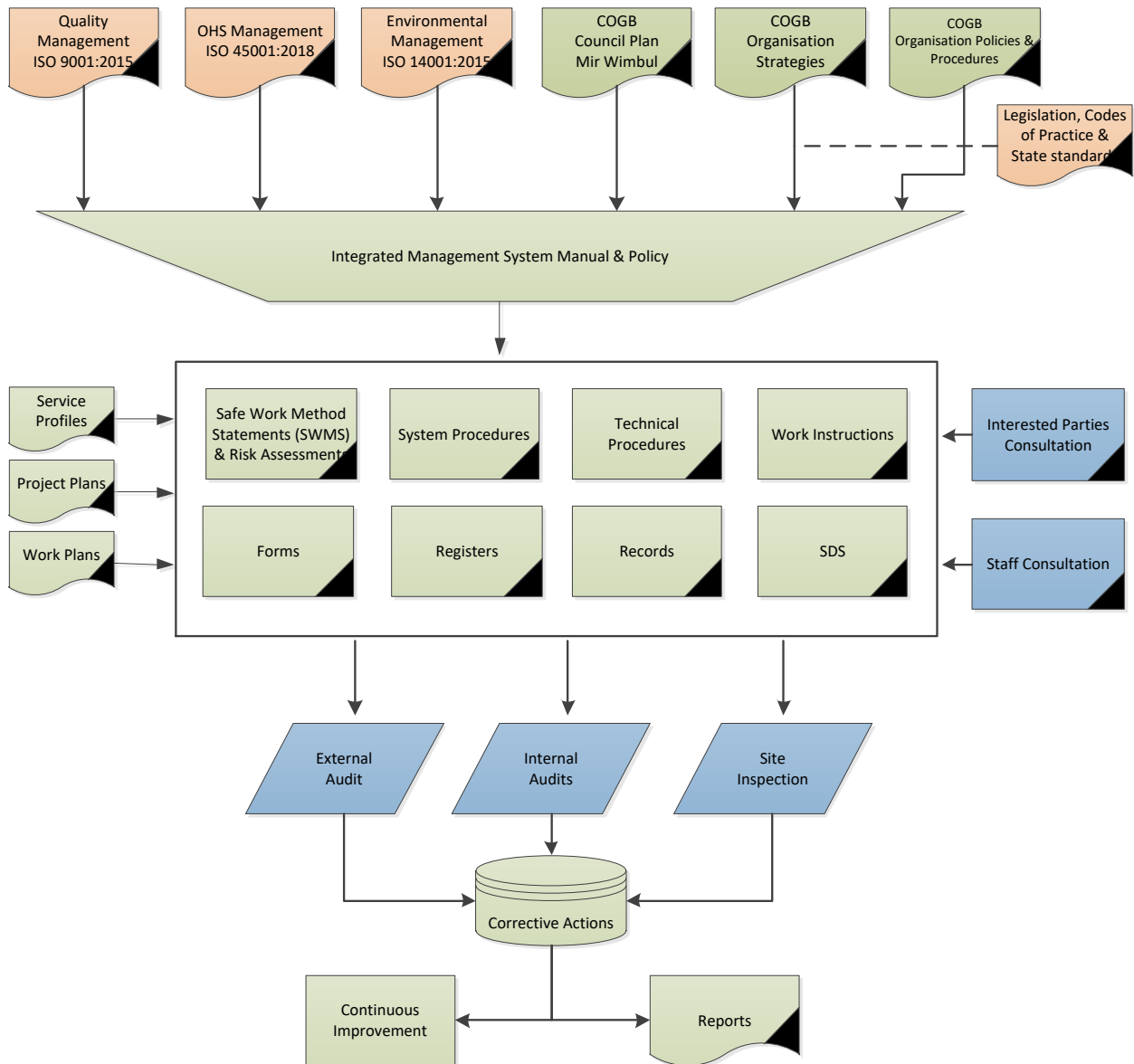
The sites within the audit scope are:

- Adam Street Depot, 64 - 90 Adam Street, Golden Square, VIC, 3552
- Hopetoun Mill, 15 Hopetoun Street, Bendigo, VIC, 3550 (upstairs only)
- Fountain Court, Level 1, View Street, Bendigo, VIC, 3550 (shared site)
- Nursery, 103 Mackenzie Street West, Golden Square, VIC, 3555
- Crusoe Reservoir, Crusoe Road, Kangaroo Flat, VIC, 3555
- Bendigo Botanic Gardens, 71 Napoleon Crescent, White Hills, VIC, 3550
- Canterbury Park, 3 High Street, Eaglehawk, VIC, 3556
- Heathcote Depot, 1 Depot Road, Heathcote, VIC3523
- Eaglehawk Landfill, 191-193 Upper California Gully Road, California Gully, VIC, 3556
- Heathcote Transfer Station, 61 Golden Gully Road, Heathcote, VIC, 3523
- Goornong Transfer Station, 55 – 59 English's Road, Goornong, VIC, 3557
- Strathfieldsaye Transfer Station, 998 Wellington Street, Strathfieldsaye, VIC, 3551

Please Note: For sites that are shared with other directorates or organisations only parts of the office that are occupied by or within the control of the P & A Directorate staff are within the scope of audit.

The Presentation and Assets Directorate is one of four Directorates at the City of Greater Bendigo, they are the only Directorate who operate under the certified IMS. Presentation and Assets staff operate under the same structure, Policies, Procedures and documentation as the other City of Greater Bendigo staff. The IMS is structured to complement the City's documentation to meet the requirements of the standards. See Diagram below:

Integrated Management System Structure



2 Normative References

The following documents in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9001:2015	Quality management systems – Requirements
ISO 14001:2015	Environmental management systems – Specification with guidance for use
ISO 45001:2018	Occupational health and safety management systems– Requirements with guidance for use

3 Terms and definitions

For the purpose of the Integrated Management System Manual the definitions below apply:

3.1 Terms related to organisation and leadership

CEO	Chief Executive Officer of the City of Greater Bendigo
The City	City of Greater Bendigo
COORD	Co-ordinator is a senior supervisor of staff within the organisational structure.
Environmental management system	Part of the Integrated Management System used to manage environmental aspects, fulfil compliance obligations and address risks and opportunities.
HSR	Elected Health and Safety Representatives for Designated Work Groups.
H & S	Health and Safety
Integrated Management System (IMS)	The organisation structure, responsibilities, activities and events that together provide organised procedures and methods of implementation to ensure the capability of the organisation to meet quality, safety and environment management requirements.
Integrated Management System Manual (IMS Manual)	A document setting out the general quality, safety and environment management policies and responsibilities of an organisation.
Occupational Health and Safety (OHS)	A multidisciplinary field concerned with the safety, health and welfare of people at work
Organisation	Person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives.
P&C	People and Culture Unit in the Corporate Performance Directorate
PM	Project Management
People Managers	Any staff member with direct report staff under their supervision. This usually includes but is not limited to; Directors, Managers, Coordinators, Team Leaders and Leading Hands.
Quality	The totality of features and characteristics of a product or service that bear on its ability to satisfy a given need.

	<i>Note: In order to be able to assure, control and improve quality, it is necessary to be able to evaluate it. This definition calls for the identification of those characteristics and features bearing upon the fitness for purpose of a product or service. The ability to satisfy a given need includes economics as well as availability, maintainability, reliability, design and all other characteristics that the need for a product or service involves.</i>
Top Management	<p>Person or group of people who directs and controls an organisation at the highest level</p> <p><i>Note: Top management has the power to delegate authority and provide resources within the organisation. If the scope of the management system covers only part of an organisation, then top management refers to those who direct and control that part of the organisation. Presentation and Assets Director and Managers, People and Culture Manager, and Work Health & Safety Co-ordinator</i></p>
Interested Party	<p>Person or organisation that can affect, be affected by, or perceive itself to be affected by a decision or activity.</p> <p><i>Note: To “perceive itself to be affected” means the perception has been made known to the organisation.</i></p>
Work Health and Safety Team (WHS)	<p>Work Health and Safety (WHS) Team within the People and Culture Unit that manage the Occupational Health and Safety (OHS) for the whole of the City of Greater Bendigo. The responsibility for the IMS sits within this team.</p>

3.2 Terms related to planning

Compliance Obligations	<p>Legal requirements and other requirements that an organisation has to comply with and other requirements that an organisation has to or chooses to comply with.</p> <p><i>Note: Compliance obligations are related to the Integrated Management System. Compliance obligations can arise from mandatory requirements, such as applicable laws and regulations, or voluntary commitments, such as organisational and industry standards, contractual relationships, codes of practice and agreements with community groups or non-governmental organisations.</i></p>
Control of hazards/risks	<p>The process of elimination or minimisation of risks</p>
Environment	<p>Surroundings in which an organisation operates, including air, water, land, natural resources, flora, fauna, humans and their interrelationships.</p> <p><i>Note: Surroundings can extend from within an organisation to the local, regional and global system. Surroundings can be described in terms of biodiversity, ecosystems, climate or other characteristics.</i></p>
Environmental Aspect	<p>Element of an organisation’s activities or products or services that interacts or can interact with the environment.</p> <p><i>Note: An environmental aspect can cause (an) environmental impact(s). A significant environmental aspect is one that has or can have one or more</i></p>

	<i>significant environmental impact(s). Significant environmental aspects are determined by the organisation applying one or more criteria.</i>
Environmental Condition	State or characteristic of the environment as determined at a certain point in time.
Environmental Impact	Change to the environment, whether adverse or beneficial, wholly or partially resulting from an organisation's environmental aspects.
Environmental Objective	Objective set by the organisation consistent with its environmental policy
GIS	Geographic Information System, a digital software system that presents spatial and geographic data in the format of a map for utilisation across the organisation.
Hazard	A source or a situation with a potential for harm in terms of human injury or ill-health, damage to property, damage to the environment, or a combination of these.
Incident	Any unplanned event resulting in, or having a potential for injury, ill-health, damage or other loss.
Objective	Result to be achieved <i>Note: An objective can be strategic, tactical, or operational. Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product, service and process).</i>
Plan	A document describing, identifying or scheduling specific practices, procedures or arrangements relevant to particular items, processes, services, project or contracts.
Prevention of Pollution	Use of processes, practices, techniques, materials, products, services or energy to avoid, reduce or control (separately or in combination) the creation, emission or discharge of any type of pollutant or waste, in order to reduce adverse environmental impacts. <i>Note: Prevention of pollution can include source reduction or elimination; process, product or service changes; efficient use of resources; material and energy substitution; reuse; recovery; recycling, reclamation; or treatment.</i>
Requirement	Need or expectation that is stated, generally implied or obligatory. <i>Note: "Generally implied" means that it is custom or common practice for the organisation and interested parties that the need or expectation under consideration is implied. A specified requirement is one that is stated, for example in documented information. Requirements other than legal requirements become obligatory when the organisation decides to comply with them.</i>
Risk	Effect of uncertainty, the likelihood and consequence of that injury or harm occurring (in relation to any potential injury or harm).

	<i>Note: An effect is a deviation from the expected – positive or negative. Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood. Risk is often characterised by reference to potential “events” and “consequences”, or a combination of these. Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated “likelihood” of occurrence.</i>
Risks and opportunities	Potential adverse effects and potential beneficial effects.
Road Management Plan (RMP)	In accordance with the Road Management Act 2004 and the Road Management (General) Regulations 2016, the City of Greater Bendigo inspects and maintains all roads in accordance with Council's Road Management Plan.
Safety	A state in which the risk of harm (to persons) or damage is limited to an acceptable level.
The City	City of Greater Bendigo

3.3 Terms related to support and operation

CBD	Central Business District, a defined geographical area within the immediate space of the centre of the City of Greater Bendigo
Client Supplied	Any service and/or product that is supplied by a client as free issue or service and product under the terms of a contract.
Competence	Ability to apply knowledge and skills to achieve intended results
Competent person	A person who has acquired through training, qualification, or experience, or a combination of these, the knowledge and skills, qualifying that person to perform the task required by this manual.
Concession	The authorisation to use or release a limited quantity of service and products, material, components or stores not complying with the specified requirements.
Contractor	A person (sole trader), partnership or business engaged by the City via purchase order, contract or other legally binding document and actively working on the activity which this document describes, and present at a City Workplace. The City has an obligation to provide a safe Workplace and induction to this Workplace while a Contractor follows their own supervision and Safety documentation
Documented Information	Information required to be controlled and maintained by an organisation and the medium on which it is contained. <i>Note: Documented information can be in any format and media, and from any source. Documented information can refer to the Integrated Management System, information created in order for the organisation to</i>

	<i>operate (can be referred to as documentation). Evidence of results achieved (can be referred to as records).</i>
Form (FM)	A document that is used to record an activity and is retained as documented information
Hold Point	Those points beyond which the work may not proceed without review by the client.
Life Cycle	Consecutive and interlinked stages of a product or service, from raw material acquisition or generation from natural resources to final disposal. <i>Note: The life cycle stages include acquisition of raw materials, design, production, transportation/delivery, use, end-of-life treatment and final disposal.</i>
Outsource	Arrange where an external organisation performs part of an organisation's function or process. <i>Note: An external organisation is outside the scope of the Integrated Management System although the outsourced function or process is within the scope.</i>
Process	Set of interrelated or interacting activities which transform inputs into outputs. <i>Note: A process can be documented or not.</i>
Product and/or Service	Equipment, stores, supplies, spares, service, manufacture, process, assembly, construction, erection or commission as applicable to the requirements of a project or contract. <i>Note: Product, service, activity and arrangement may have similar meanings depending on context and may be substituted.</i>
Project Plan (PP)	A document derived from the Integrated Management System (extended if necessary) setting out the specific practices, and resources relevant to a particular contract or project. <i>Note: For Project Plan read, Contract Specific Quality Plan (CSQP), Contract Safety Plan (CSP) and Contract Environmental Management Plan (CEMP), and substitute Quality, Safety or Environmental Management in the above.</i>
RML	Records Master List
System Procedure (PR)	A document that specifies or describes how an activity is to be performed.
Technical Procedure (TP)	A document that specifies or describes how a technical work process is performed.

Work Instruction (WI)	<p>A detailed Step-by-Step definition of a particular activity.</p> <p><i>Note: ‘Safe Operating Procedure’ (SOP) and ‘Safe Work Instruction’ (SWI) are considered to be interchangeable with ‘Technical Procedure’ and ‘Work Instruction’.</i></p>
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3.4 Terms related to performance evaluation and improvement

Audit	<p>Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.</p> <p><i>Note: An internal audit is conducted by the organisation itself, or by an external party on its behalf. An audit can be a combined audit (combining two or more disciplines). Independence can be demonstrated by the freedom from responsibility for the activity being audited or freedom from bias and conflict of interest. “Audit evidence” consists of records, statements of fact or other information which are relevant to the audit criteria and are verifiable; and “audit criteria” are the set of policies, procedures or requirements used as a reference against which audit evidence is compared.</i></p>
Conformity	Fulfilment of a requirement
Certificate of Conformity	<p>A document signed by a qualified party affirming that, at the time of signing, the product or service met the stated requirements.</p> <p><i>Note: “Release certificate”, “release note”, “certificate of compliance” and “certificate of conformance”, are considered to be synonymous with “certificate of conformity”.</i></p>
Nonconformity	<p>Non-fulfilment of a requirement</p> <p><i>Note: Nonconformity relates to requirements in ISO 9001:2015, ISO 14001:2015 and AS/NZS 4801:2001 and additional Integrated Management System requirements the organisation establishes for itself.</i></p>
Non-conformance	A deficiency in characteristic, documentation or process implemented which renders the quality of a service, product or activity unacceptable or indeterminate, the non-fulfilment of specified requirements.
Corrective Action	<p>Action to eliminate the cause of a non-conformity and to prevent recurrence.</p> <p><i>Note: There can be more than one cause for a non-conformity.</i></p>
Continual Improvement	<p>Recurring activity to enhance performance</p> <p><i>Note: Enhancing performance relates to the use of the Integrated Management System to enhance environmental, quality and occupational Health and Safety performance consistent with the organisation’s Integrated Management System Policy. The activity need not take place in all areas simultaneously, or without interruption.</i></p>

Effectiveness	Extent to which planned activities are realised and planned results achieved.
Hazard identification	Assessing if situation or thing that has the potential to cause harm.
Indicator	Measurable representation of the condition or status or operations, management or conditions.
KPI	Key Performance Indicator – a specific, measurable, achievable relevant and timely activity that is assigned to an individual, team or unit to indicate failure or success in maintaining targets.
Monitoring	Determining the status of a system, a process or an activity. <i>Note: To determine the status, there might be a need to check, supervise or critically observe.</i>
Measurement	Process to determine a value
Objective Evidence	Any documented statement of fact, information or record, either quantitative or qualitative, pertaining to the quality of an item or activity, based on observations, measurements or tests which can be verified.
Performance	Measurable result <i>Note: Performance can relate either to quantitative or qualitative findings. Performance can relate to the management of activities, processes, products (including services), systems or organisations.</i>
Quarantine Status	A means of identifying products awaiting proof of compliance with specified requirements or a decision on method of disposition.
Risk Assessment	The overall process of estimating the magnitude of risk and deciding what actions will be taken to mitigate risk.
Special Work Process	Any process, the results of which cannot be fully verified by subsequent inspection and testing of the service and/or product.
Verification	The act of reviewing, inspecting, testing, checking or otherwise confirming and documenting whether items, processes, services or documents conform to specified requirements.

4 Context of the Organisation

4.1 Understanding the organisation and its context

Presentation and Assets Directorate

The Presentation and Assets Directorate provides and maintains high quality assets and services that help make Greater Bendigo a great place to live, while planning and delivering new assets and services to support Bendigo's ongoing growth. Demonstrating and committing to environmentally responsible thinking and practices that protects the safety and health of our workers and the public and encouraging this throughout the organisation and community is an important focus for the Directorate.

Business units include:

- Engineering
- Parks and Open Space
- Property Services
- Resource Recovery & Education
- Works

The provision of high-quality services and assets is achieved through the use of; strategic planning; design initiatives; demonstration of environmentally responsible thinking and practices; and encouraging these throughout both the organisation and the community. Some of the key responsibilities of the Directorate are as follows:

- Asset planning and engineering, urban and landscape design
- Constructing and maintaining roads, footpaths, bridges and drainage systems
- Development, protection and maintenance of parks and the natural environment areas within the municipality
- Management of waste and recycling collection, landfill sites, transfer stations, street cleaning and waste education
- Designing and delivering infrastructure, upgrade and maintain assets, including Council owned buildings
- Management of significant infrastructure projects

Presentation and Assets' Top Management use Business Plans reviewed annually to identify, analyse, monitor and review factors that may affect its ability to satisfy its customers and stakeholders, as well as; factors that may adversely affect the stability of our processes and the integrity of the management system. The Business Unit Managers use a SWOT Analysis to identify the internal and external issues. The Business Plans align to the [Council Plan \(Mir Wimbul\)](#) and the actions are reviewed and updated on a quarterly basis.

Along with an additional three Directorates within the City of Greater Bendigo, the Presentation and Assets Directorate are committed to the Community Vision 2021-2031: *"Greater Bendigo celebrates our diverse community. We are welcoming, sustainable and prosperous. Walking hand-in-hand with the Traditional Custodians of this land. Building on*

our rich heritage for a bright and happy future.” and supports the community vision which is underpinned by the following five values:

1. **Transparency** – honesty and accountability, integrity and clarity of language, to ensure that understandable, clear and concise language is used
2. **Sustainability** – a focus on our environment, being both built and natural, and our health, our economy and our heritage
3. **Inclusion** – capturing our cultural and community diversity
4. **Innovation** – to help with ongoing growth, including creativity, adaption, continuous improvement and efficiency, so as the city and community continues to evolve and prosper
5. **Equity** – provide support and give opportunity to others to be part of this community

The Council Plan is based on seven outcomes, which are the main focus areas of the Council Plan. Each outcome has a set of goals, objectives and actions that will help to achieve the community vision, and indicators to measure achievement against each goal.

1. Lead and govern for all
2. Healthy, liveable spaces and places
3. Strong, inclusive and sustainable economy
4. Aboriginal reconciliation
5. A climate-resilient built and natural environment
6. A vibrant, creative community
7. A safe, welcoming and fair community

The Presentation and Assets Management Team have developed P & A Guiding Principles which align with the City of Greater Bendigo Values and Behaviours as per below:

By following these principles, we will ensure we work as an integrated directorate within one organisation, towards our vision and in compliance with our values.

Campsite Rules: We leave the world better than we found it; that includes our community, our team and ourselves

Best at the basics: By being brilliant at the basics we have the right people to get the right stuff done, accomplish amazing amounts of important work and create foundations for working more collaboratively

Critical friend: Internally we listen, support and engage early. We are proactive and we want to be involved early. Externally, we engage often, at the right time and close the loop

Lead from the Front: We are flexible, self-motivated, self-aware and creative and meet challenges with enthusiasm. We support and invest in our people to do the best job of their lives and be the best they can be

Our Values & Behaviours
Working together to be the best we can for our community



Engineering Unit

The purpose of this Unit is to develop and deliver physical infrastructure to support a broad range of services to the community. This includes the development of capital works projects to provide new and renewed assets to meet the needs and increasing community expectations of Bendigo's expanding population.

It manages mapping services, asset management and develops and maintains detailed designs for infrastructure across Greater Bendigo. Specifically, the functions of the Unit include:

- Investigation and development of annual capital works program for civil infrastructure
- Development of strategic planning documents relating to civil infrastructure
- Concept and detailed designs of civil infrastructure and recreation projects
- Asset Management for civil infrastructure
- Development and maintenance of the GIS for utilisation across the organisation
- Manage the organisation's asset management system including the management of asset conditions, valuation and depreciation information
- Project management of the construction of capital works projects
- Provide expert engineering advice in the development of strategic planning documents developed by The City
- Management of the traffic network on local roads
- Provision of planning advice and supervision of civil infrastructure works associated with development applications
- Collection of feature survey information for various departments
- Data collection on condition and utilisation of infrastructure assets
- Inspection of infrastructure assets in accordance with the Road Management Plan (RMP)
- Respond to customer requests related to infrastructure assets

Parks and Open Space Unit

The Parks and Open Space Unit is responsible for the design and management of a large portfolio of Parks, Gardens, Reserves, Sports fields and areas of Open Space for the City. With a diverse range of assets, the Unit requires a skilled and committed team that can implement a range of specialised park, horticultural and environmental management techniques and practices. The aim of the Unit is to effectively and sustainably manage these assets through, good design, efficient use of available resources and the provision of high levels of customer service whilst meeting both Council and Stakeholder needs.

To effectively manage the extensive network of Parks and Open Space across the City, the Unit is comprised by over fifty team members that possess a range of skills and experience in landscape architecture, park, environmental and infrastructure management disciplines. As part of the management of our important assets, team members undertake regular training and professional development in order to maintain the necessary knowledge and skills.

The Parks and Open Space Unit services the recreational and environmental needs of residents and visitors to the City of Greater Bendigo. With continued growth within the municipality and an increasing population, the demand for the use of our assets combined with higher awareness of environmental values will continue to increase. This will result in the unit facing a variety of challenges in relation to the management of our Parks and Natural Reserves.

The Parks and Open Space Unit are responsible for the provision of a diverse range of activities which include the following.

- Providing a safe network of open space that meets the needs of our users to participate in a variety of recreational activities
- Provide an aesthetically pleasing environment which enhances the City
- Provide Sports fields that are suitable for a range of sporting activities
- Protect and enhance our natural environment through the implementation of suitable management strategies and practices
- Protect and enhance our Heritage and sites of significance
- Provide places that are suitable for a range of events and festivals
- Provide opportunities that are accessible and inclusive
- Provide support to both internal and external stakeholders through the provision of high levels of customer service
- Responsible for the planning and design of the City's public spaces including parks, play spaces, recreation areas and streetscapes
- Management and coordination of delivery of a range of civil and public space projects
- Coordination of the development of plans, policies and strategies that provide direction for the development of public space. The team oversees open space planning within new residential areas and provides urban design advice on new commercial development proposals.

The Parks and Open Space Unit are involved in the research and implementation of a range of projects that influence the delivery of services to the community. Some of these projects include;

- Maximising the use of alternative non potable water sources for irrigation purposes.
- Efficient use of water resources through the implementation of the City Sustainable Water Use Plan
- The effective management of the Urban Forest within the City in accordance with the Strategic Directions documentation for both Urban Roadside Vegetation Management and Rural Roadside Conservation
- The management of the Huntly and Crosbie Farm Forestry Sites
- Continuing to review and implement appropriate levels of service delivery whilst considering available resources and stakeholder needs

The Parks and Open Space Unit is responsible for the development and management of contracts that provide a range of specialist services to support work programs. Contracts managed by the Parks and Open Space Unit include;

- Irrigation Maintenance Services
- Sports field and Turf Management Services
- Open Space Mowing and Slashing
- Tree Planting and Maintenance
- Proactive Tree Maintenance

Property Services Unit

The Property Services Unit is responsible for managing the City's property portfolio of approximately 1,400 buildings and structures valued in excess of \$400M. The Unit undertakes ongoing property audit inspections to determine condition of building facilities enabling better identification of renewal and upgrade packages as well as supporting new construction proposals and submissions. The Unit is responsible for the implementation of programmed maintenance schedules including; contracts for supply of services, such as cleaning services; essential safety measures; and the completion of urgent or immediate maintenance works.

The Unit delivers a significant portion of the City's annual Capital Works program for the construction of new buildings and the delivery of programmed upgrade and renewal works to existing building assets.

The Property Services Unit is also responsible for all land/property sales, acquisitions and disposal to ensure compliance, good governance and supports the City's strategic requirements. All land disposal and purchases are managed through the Unit including conveyancing and supporting tasks.

The Unit is also responsible for the management of City owned and managed contaminated land, including desktop risk identification, mapping and administering environmental management plan templates and contaminated land registers.

Property Services leads the Leases and Licences Policy framework and associated master list of agreements, and administers agreements for land and building use including; leases, licences and other community agreements such as Memorandum of Understanding documents and user agreements.

Works Unit

The Works Unit is responsible for the construction of new and renewal projects, and maintenance of civil infrastructure for the City. The Civil Construction and Maintenance Programs are delivered by the Works Unit made up of three teams, being Construction, Maintenance and Response & Renewal who all support the construction and maintenance of the City's civil infrastructure including; roads, bridges, drains and footpaths. The construction team also undertakes the construction of sporting facilities, car parks and other civil projects. The Works Unit is a key stakeholder in the delivery of high-quality customer focused works and services that are; efficient, innovative responsive to community needs, and carried out in an environmentally responsible manner.

The Works Unit is also responsible for the purchase and maintenance of the City Fleet, Plant and Equipment. It operates a workshop which provides servicing to the entire Depot based fleet and the City's car and bicycle fleet.

Maintenance

Undertake maintenance of public infrastructure including:

- Sealed and unsealed roads
- Drains
- Concrete footpaths
- Kerb and channel
- Bridges
- Events - traffic and pedestrian management

Response & Renewal

- Contract Management
- Training & Development
- Line Marking
- Signs and street furniture
- Emergency/Rapid response

Construction

Undertake selected civil construction projects for City including:

- Roads
- Bridgeworks
- Drainage (incl. dams and retardation basins);
- Paths
- Kerb and channel
- Landscaping
- Sporting fields
- Carparks

Plant and Fleet Management includes:

- Plant and fleet asset management; and
- Plant, vehicle and bicycle servicing, maintenance and repairs.

Demand for the unit's services, programs, projects is growing. This can be explained by our growing population, an increase in subdivisions, the aging infrastructure and an increase in our customer expectations.

Resource Recovery & Education Unit

The unit aims to deliver on the Council Plan (Mir Wimbul) and provide waste management and resource recovery services efficiently and effectively to meet our customers' expectations within the limit of the funds available and in compliance with current legislation. The Resource Recovery and Education Unit provide a range of services to manage the residential and commercial waste generated within the City. These services include:

- Strategic planning for future waste and resource management
- Residual waste collection services to approximately 48,284 residential properties.
- Commercial waste collection services to approximately 3,711 commercial businesses throughout City.
- Litter bin and street bin collection of approximately 345 bins.
- Public place recycling collection of approximately 55 bins.
- Street cleaning, including seven day per week cleaning of the CBD.
- Street and footpath sweeping approximately 200,000km of road and footpaths per year.
- Weed management and cleaning at bus stops, bus shelters and roundabouts.
- Clearing of approximately 25,000 drainage pits and 39 gross pollutant traps per year.
- Operation of landfills at Eaglehawk to community and Environment Protection Authority (EPA) standards.
- Identification and management of risk associated with legacy landfills, including ongoing assessment and rehabilitation of White Hill's landfill.
- Rehabilitation of landfills to community expectations and EPA standards.
- Operation of transfer stations at Heathcote, Goornong and Strathfieldsaye.
- Management of contracts for kerbside recycling and organics collections, recyclables and organics processing, waste cartage.
- Education and community engagement on waste minimisation and resource recovery

4.2 Understanding the needs and expectations of interested parties

The Presentation and Assets (P&A) Directorate is one of 4 directorates making up the City of Greater Bendigo (the City). Bendigo is located in the centre of Victoria; the Greater Bendigo area covers almost 3,000 square kilometres. We have a growing population of approximately 120,000 and are the state's third largest economy base in Victoria. We are a service and infrastructure centre for north central Victoria, and surrounded by 40,000 hectares of regional, state and national parkland. Greater Bendigo recognises and celebrates its heritage with the Aboriginal people of the area; the Dja Dja Wurrung, Taungurung people, and also recognise an increasing cultural, religious and ethnic diversity. Bendigo was established in the early 1850s, with the discovery of gold attracting thousands of European and Chinese settlers. The city has a diverse and significant historical design legacy, evident in the magnificent architecture, parks and open spaces and well-planned streetscapes, which still exist today. Greater Bendigo's environment is nestled within Box Ironbark forests which virtually encircles the urban area. Beyond this the City includes productive agricultural areas and many small towns and villages.

The City manages operations using a framework consisting of; legislated plans, developed from community input; adopted strategies, policies and plans; research and evidence; and government policy and regulations.

The P&A Directorate plays a significant part in ensuring that the diverse needs of our community are met. To ensure the City is presented to a high standard the P&A Directorate perform maintenance on infrastructure and buildings, ensure timely waste removal, maintain and plan beautifully presented gardens. We design, construct, upgrade and maintain infrastructure, buildings, sports grounds, playgrounds, roads, drains, footpaths, bridges and car parks. The directorate works within the constraints of the City Annual Plan and Budget adopted by the Council using approved resources and unit planning. Work undertaken aligns with the Council Plan (Mir Wimbul) and adopted strategies, policies and plans. Our community, relevant interested parties and stakeholders are consulted at appropriate times through various methods explained further in item 7.3. The interested parties for the P&A Directorate have been grouped into the following 17 categories:

- Bodies/Agencies Non-government
- City Staff Groups and Consultative Committees
- Certifying/Compliance/Authority Bodies
- Commercial Customers
- Community Groups
- Education Groups
- Emergency Services
- Federal Government Agencies/Programs
- Internal City Management
- Local Boards/Committees of Management
- Media/City Communication
- Non-Commercial Customers
- P & A Staff and Coordinators

- Political Representatives
- State Government Agencies
- Suppliers/Contractors/Subcontractors
- Transportation and Taxi Groups
- Unions

A list of the interested parties and an analysis of their requirements is found in [FM 1714 Context of the Organisation & Interested Parties Register](#). Each interested party is allocated to one or more categories and is analysed to determine relevant needs or expectations which could impact on business activities and IMS. Using the analysis score of their requirements their relevant needs or expectations become inputs to the planning of services or designs.

The P&A Directorate manages its statutory and regulatory requirements through subscription and updates from Law Compliance, SAI Global, MAV, regulatory body updates including VicRoads, Building Regulations, EPA, WorkSafe, subscriptions to specialist areas and websites. Any changes are managed by including in designs, contracts, policies and amending relevant Integrated Management System documentation. Details of methods, responsibilities and documentation are defined in written procedures:

[PR 5.02 Monitoring External Requirements \(PDF\)](#)

4.3 Determining the scope of the Integrated Management System

The Integrated Management System scope consists of the five (5) Units of the Presentation & Assets Directorate. All activities and services undertaken by the Presentation and Assets Directorate are included in the scope of the IMS including sites that our staff operate from as listed in section 1. The scope of the Integrated Management System is outlined in the Policy in 5.2 in section 1 Scope. A description of the directorate, each unit and their functions are outlined above in item 4.1. The Integrated Management System Policy is available on the City of Greater Bendigo Website, Intranet, ECM/CiAnywhere and on various noticeboards throughout the directorate.

4.4 Integrated Management System and its processes

The Presentation and Assets Directorate are continually improving the Integrated Management System to keep up with changes in legislation and other requirements, technology, improved work practices, industry standards and continuous improvement initiatives from staff and requirements from interested parties. Any changes are made by relevant staff and approved by the appropriate top management representative/s depending on the impact of the change and resources that will be required. Any change to the documentation of the Integrated Management System follows a process outlined in the System Procedure:

[PR 5.01 Document and Data Control \(PDF\)](#)

As part of the City of Greater Bendigo the Presentation and Assets Directorate must also work to corporate policies, procedures and strategies and incorporate these into the documentation of the IMS, designs, procurement and work practices. Examples of these are strategies such

as Climate Change and Environment Strategy, the strategy includes 2036 and interim targets in the six action areas of Zero Carbon, Circular Economy, Sustainable Food Systems, Sustainable and Active Transport, Biodiversity and Regeneration, and Water Sensitive Bendigo. It includes priority actions for the period 2021 – 2026 which are tracked and reported on Quarterly through Pulse. More information about the Climate Change and Environment Strategy can be found at the Climate Change and Environment SharePoint Page [Climate Change and Environment](#).

The Organisation Strategy was developed by a representative working group and consulted through workshops with the staff. Thirteen clear actions were developed to provide a strategic approach to achieve broad organisational development and improvement. These themes are continuing to be imbedded in workplaces and practices. Copies of the [Organisation Strategy](#) and [Action Plan](#) can be found using these links.

Some other relevant policies, manuals, plans and frameworks are:

[Risk Management Framework](#)

[Procurement Policy](#)

[Contract Management Manual](#)

[Contract Management Framework](#)

[Project Management Framework](#)

[Capital Investment Framework](#)

[Projects Controls Framework](#)

[Health and Safety Policy](#)

[Sustainable Building Policy](#)

[Circular Economy and Zero Waste Policy](#)

[Urban Tree Management Policy](#)

[Road Management Plan](#)

[Capability Framework](#)

A list of all the City Policies can be found here: [Policies SharePoint Page](#)

Risk based thinking is essential to these governing documents in planning, prioritising and implementing preventive actions to control risks. The means of recording these risks varies depending on the level of risk associated with the activity and the requirements outlined in them. Processes are controlled by monitoring, assessments and reporting.

5 Leadership and Worker Participation

5.1 Leadership and commitment

This section describes the means by which the top management of the Presentation and Assets Directorate acknowledges its commitment to the management system through the Quality, Safety and Environmental policies, focuses on stakeholder (Interested Parties) requirements, defines and allocates individual management responsibilities and reviews the operation of the management system.

Management will show its commitment to improving the quality, safety and environmental performance by establishing a relevant set of policies, procedures, strategies and objectives, setting KPI's and supplying the resources to achieve these targets and regularly reviewing the progress and improvements made as outlined in 9.3.

Stakeholder satisfaction will be addressed through assessing various requirements, including customer specified, regulatory and legal, alignment with the organisations strategic direction outlined in objectives and targets and working to improve our response to them.

Management encourages active participation of workers in the review and development of work practices and documentation. Staff are encouraged to report incidents, hazards, risks and opportunities without fear of reprisal. There are staff representative groups that help with consultation and act as a conduit of information. These include the Health and Safety Committee (HSC) made up of elected HSR representatives, Management representatives and WHS staff; Consultative Committee, which is an internal working group set up to provide input into workplace policies and agreements and to facilitate best practice communication, consultation and cooperation between management and employees, for the benefit of everyone working at the City of Greater Bendigo; Change Champs who are supporting their units transition to Galkangu and the implementation of the Organisation Strategy actions.

5.2 Policy

The Integrated Management System Policy, organisational Values and Behaviours framework and, various related policies, define the organisations commitment to quality, safety and environmental management in achieving its goals.

Copies of these are prominently displayed across the organisation on noticeboards and are readily available on ECM/Ci Anywhere and the City Website.

The continuing relevance of the Integrated Management System Policy to customers' requirements is ensured by management review of feedback from stakeholders.

Integrated Management System Policy

The Integrated Management System Policy has been developed by the Presentation and Assets Management Team at City of Greater Bendigo to provide a central reference point that clearly defines the Directorate's commitment to quality, safe and environmentally sustainable service provision. We are committed to conducting business that is of an acceptable quality, compatible with the environment and that protects the safety and health of our workers and the public. The Integrated Management System is aligned with AS/NZS ISO 9001:2015, AS/NZS ISO 14001:2015 and AS/NZS ISO 45001:2018.

It is recognised that several governing documents will also be implemented at an organisational level and will resultantly align with this IMS Policy. These are all referred to as 'external documents', are accessible via ECM/CiAnywhere and/or the City intranet (SharePoint) and are communicated to staff via their Manager and/or Director. The IMS Policy is available to the public via the City of Greater Bendigo's website located at www.bendigo.vic.gov.au. Any external communications are managed by the City of Greater Bendigo's dedicated Communications team in accordance with the organisation's policies.

These commitments are documented in our Quality, Safety and Environmental Policies which form the Integrated Management System.

This will be achieved through:

- Defining the responsibility of all managers, supervisors and staff to ensure that all aspects of the system are implemented in operational areas.
- Ensuring the entire work environment is maintained in a healthy and safe condition and adequate controls are implemented to minimise and prevent pollution.
- Addressing the health and safety of employees, clients, contractors, and other members of the public within our work environment.
- Monitoring current performance, ensuring applicable laws, regulations, standards, codes and other commitments are met as a basic requirement. While taking a proactive approach towards continued improvement that meets the expectations of our customers and community.
- Demonstrated consideration of suggestions from customers, employees and other interested parties on improving service delivery and safety.
- Applying a systematic approach, as outlined in the Integrated Management System for quality, environment and safety.
- Understanding and adopting the legal and stakeholder specified quality, safety and environmental requirements with a view to developing programs that comply with these requirements.
- Delivering education, awareness, and training and encouragement programs for employees, enabling them to conduct their activities in an effective, safe and environmentally responsible manner that focuses on the requirements of key stakeholders and the law.
- Assessment of safety hazards and risks, and environmental impacts before starting an activity or project.

- All business units within the Presentation and Assets Directorate will set quality objectives and monitor these via business planning reporting and Key Performance Indicators (KPI's).
- All aspects of the Integrated Management System framework will be reviewed at 6 monthly management review meetings (minimum). Outcomes will be reported to the Director Presentation and Assets Management Team and shared to the whole directorate.
- Ensuring that the Integrated Management System Policy is readily available to employees and key stakeholders via the City intranet and the City website.
- Providing safe and healthy working conditions for the prevention of work-related injury and ill health, providing an acceptable rehabilitation program for any injured employees.
- A commitment to meeting the actions from the Climate Change and Environment Strategy to reduce our environmental impact in our infrastructure, water management, fleet, buildings and open spaces.
- A commitment to eliminating hazards and reducing OHS and environmental risks and
- A commitment to consultation and participation of workers, and their representatives to work together to identify and establish objectives and targets to continuously improve, creating a safe, healthy environmentally friendly workplace with quality outcomes.

All employees shall be responsible for operating in an effective, safe and environmentally responsible manner, to ensure both their own and the safety of their fellow employees and the public is maintained. Staff are responsible for ensuring quality assurance targets are maintained and their actions have minimal impact on the environment.

Daniella McClure  Dated: 13/10/2022

Acting Director – Presentation and Assets

5.3 Organisational roles, responsibilities and authorities

Organisation

The organisation chart in Section 7.1 illustrates the management structure and reporting lines for the Presentation and Assets Directorate and the IMS resources. The responsibilities and authorities of key personnel directing those who manage, perform and verify work have been described in the Organisations Responsibilities and Authorities matrix, and have the authority (as appropriate) for the following:

- Initiation of corrective action to prevent service, product, process or system non-conformance
- Identification and recording of service, product, process or system quality, safety and environmental management problems
- Initiation, recommendation or provision of solutions
- Verification of the implementation of such solutions
- Control of further processing, delivery or installation of non-conforming service or product until correction of the deficiency

Individual responsibilities and authorities are described by means of Position Descriptions and maintained in personnel files by the People and Culture unit.

Managers/Coordinators or delegates will ensure that adequate resources and appropriately trained personnel are provided for the management, performance of work and verification activities to meet KPI and contractual requirements, including internal audits.

In the unforeseen and planned absence of any employee with designated responsibility and authority, responsibility and authority are designated upwards as per the organisation chart for re-delegation.

Organisation Responsibilities and Authorities

IMS RESPONSIBILITIES & AUTHORITIES

PRESENTATION AND ASSETS DIRECTORATE

Director

- Establish business policies, objectives, priorities and resources
- Maintain effective oversight of the directorate's activities in the areas of Quality, Environment, Occupational Health & Safety
- Ensure that requirements of AS/NZS ISO 9001:2015, AS/NZS ISO 45001:2018, and AS/NZS ISO 14001:2015 are implemented, promoted & maintained throughout the directorate
- Participate in the development of the organisation business plan
- Provide input in the selection of staff and approval of appointments
- Chair and participate in Management Review Meetings.
- Ensure risks to the public, and councils physical and financial assets, are managed effectively.
- Ensure that occupational health & safety and environmental requirements are adhered to at all times and ensure that all necessary measures are taken to protect employees, the environment and the public.
- Organise and direct the activities of the various units of the directorate to accomplish objectives in accordance with its policies and strategies.
- Overall assessment of training requirements
- Provide input into the plant replacement program
- Approve Management and other organisation policies
- Authorise delegation of duties for management team.
- Authorise purchase orders prior to release (within Delegated Authority).

Top Management – Director & Managers of P & A

- Ensure that requirements of AS/NZS ISO 9001:2015, AS/NZS ISO 45001:2018, and AS/NZS ISO 14001:2015 are implemented, promoted & maintained throughout the directorate
- Ensure relevant roles pertaining to IMS are assigned, communicated and understood within the organisation
- Responsible for the overall implementation of AS/NZS ISO 9001:2015, AS/NZS 4801:2001, AS/NZS ISO 45001:2018, and AS/NZS ISO 14001:2015 management systems into the unit's structure.
- Report on the performance of the Integrated Management System for review & as a basis of improving the Integrated Management System to ensure its suitability & effectiveness.
- Business Unit Managers Appointment of staff in line with budgetary constraints and relevant approvals.
- Maintain effective operations of the unit's activities in the areas of Quality, Environment, Occupational Health & Safety, etc.

- Ensure that requirements of AS/NZS ISO 9001:2015, AS/NZS 4801:2001, AS/NZS ISO 45001:2018, and AS/NZS ISO 14001:2015 are implemented, promoted & maintained throughout the unit.
- Provide input into the plant replacement program
- Authorise purchase orders prior to release (within Delegated Authority).
- Approve proposals or quotations prior to their issue
- Purchase necessary resources to support the business, provided it has been referenced within the approved business plan and budget and is in line with statutory requirements.
- Accountable for the quality, effectiveness, cost and timeliness of programs, projects and services.
- Accountable for ensuring that all requirements of occupational health and safety, environment, equal employment opportunity and other legislative and appropriate standards are observed within the Business Unit.
- Signatory for authorising of organisation payments.
- Liaise with all appropriate businesses, business groups, government agencies etc. to ensure that the Service Unit is always up to date on matters relevant to its performance and economic viability.
- Develop and negotiate any unit specific workplace agreement with relevant unions.
- Provide effective leadership that will instil a service orientated culture within the Service Unit.
- Provide strong, cooperative links with other business (both internal and external).
- Ensure risks to employees, the public and councils physical and financial assets, are managed effectively.
- Liaise with customers/subcontractors/suppliers on matters relating to the Integrated Management System.
- Develop and implement, with the Director, the Service Unit structure.

People Managers

- Appointment of staff in line with budgetary constraints and relevant approvals.
- Supervision and on the job training of staff under their direction
- Make management decisions in relation to allocation of staff and resources
- Determine methods, procedures and equipment necessary to carry out works
- Make recommendations regarding appointments, promotions and other staff matters
- Monitor staff performance appraisals (PES) and position descriptions.
- Overall management of staff training.
- Determine resources necessary to carry out works
- Assist with completion of hazard identification, Safe Work Method Statements, risk assessments and work instructions
- The preparation and approval of proposals or quotations for customers.
- Ensure job files/quotation files are maintained
- Ensure that work standards are maintained
- The condition and maintenance of equipment used in their respective areas
- Direct, monitor & control resources engaged towards the successful completion of scheduled projects

- Provide efficient and effective services relating to infrastructure and to successfully provide these in a competitive environment
- Co-ordinate and implement the allocation of material, plant, equipment and sub-contractors for various tasks
- Ensure risks to employees, the public, and council's physical and financial assets are reported and managed effectively
- Ensure that Occupational Health & Safety, Environmental and Quality requirements are adhered to at all times and ensure that all necessary measures are taken to protect employees, the environment and the public
- Make recommendations regarding appointments, promotions and other staff matters

Administration

- Prepare accounts and contract payments for the Service Unit
- Research and draft correspondence as required
- Maintain the Service Unit's records and data base systems
- Provide communication link between office, depots and field staff
- Establish and maintain office systems for administrative support
- Provide assistance in dealing with and resolving requests/complaints relative to City operations, by directing enquires to the relevant section or Business Unit
- Assist the organisation in creating a customer service culture by Providing a high level of quality service to internal and external customers as one of the key primary contact people in the Unit including counter and telephone assistance.

All Staff

- Ensure documentation is filled out correctly and that records are being maintained
- Report any Incidents, Accidents, Hazards and Near Misses
- Adhere to OH&S regulations, organisational policies, procedures and work instructions
- Participate and complete relevant risk assessments and other OH&S documentation as required
- Contribute to the customer focus in accordance with the Customer Service Charter
- Contribute to continuous improvement initiatives and review of work practices and documentation

Wardens

- Participate in Emergency Planning Committee (EPC) for your site and assist in running emergency drills and participate in debriefs.
- Ensure Emergency Procedures for your site are up-to-date and relevant for the workplace in conjunction with EPC
- In the event of an emergency carry out warden duties as per Emergency Response Plan

HSR's

- Attend H & S Committee meetings and provide feedback to teams
- Report any Work Health and Safety issues

- Investigating proactive measures that will improve the health and wellbeing of employees
- Formulating, reviewing and disseminating to employees Health and Safety policies, standards, rules and procedures for the workplace
- Carry out site inspections to identify any nonconformance's, as per schedule
- Facilitating co-operation between employer and employees in instigating, developing and carrying out measures to ensure health and safety at work

Consultative Committee Members

- overseeing of the implementation of the Enterprise Agreement;
- providing an open forum to raise workplace issues;
- providing a mechanism for improving communication and consultation with all staff;
- reviewing and endorsing employment and human resource policy initiatives and providing feedback on development and implementation of such initiatives;
- providing an avenue for staff to initiate and provide feedback on new developments and/or issues of interest regarding workplace relations and human resources;
- oversee City's commitment to equal opportunity in the workplace and review initiatives and EEO policies

PEOPLE AND CULTURE

Manager People and Culture

- Participate in Management reviews
- Accountable for the quality, effectiveness, cost and timeliness of programs, projects and services.
- Appointment of staff in line with budgetary constraints and relevant approvals
- Develop and implement, with the Director, the Service Unit structure and Unit Business Plan.

Work Health & Safety Co-ordinator

- Responsible for the implementation of AS/NZS ISO 9001:2015, AS/NZS ISO 45001:2018, and AS/NZS ISO 14001:2015 into the directorate and the respective unit's structures.
- Participate in Management reviews
- Ensure risks to the public, the environment, and councils physical and financial assets, are documented.
- Report on the performance of the Integrated Management System for review & as a basis of improving the Management System to ensure its suitability & effectiveness
- Active pursuit of improved work techniques
- Assessment of training requirements in the area of the Integrated Management System
- Manage internal audits and site inspections to ensure compliance with policy and regulations
- Maintain effective operations of the organisation's activities in the area of the integrated management systems
- Communicate results of systems related problems throughout the organisation

- Liaise with other units within the organisation to ensure that occupational health & safety and environmental requirements are adhered to at all times and ensure that all necessary measures are taken to protect employees, the environment and the public
- Authorise applicable procedures, instructions & other Management System documents prior to release
- Assist organisation's staff on Management System requirements such as:
 - assessing of procedures and work instructions for compliance
 - reviewing of procedures and work instructions
 - planning to meet customer quality requirements

Quality Systems Advisor

- Assist to facilitate the implementation of AS/NZS ISO 9001:2015, AS/NZS ISO 45001:2018, and AS/NZS ISO 14001:2015 into the directorate and the respective unit's structures
- Support Service Units within the Presentation & Assets directorate with maintaining third party accreditation.
- Maintain appropriate procedures, processes and forms included in the Integrated Management System, and support staff to review and update as necessary ensuring that the system is up to date, compliant to accredited standards & reflects the organisations business practices including transitioning to paperlight practices.
- Ensure risks to the public, the environment, and councils physical and financial assets, are documented effectively
- Participate in Management reviews and coordinate reporting on the performance of the Integrated Management System for review & as a basis of improving the Management System to ensure its suitability & effectiveness
- Active pursuit of improved work techniques and systems
- Monitor the training program for the Presentation & Assets Directorate in consultation with unit managers, staff and the People & Performance Unit to ensure compliance with the integrated quality, OH&S and environmental management system.
- Coordinate internal audits and site inspections to ensure compliance with policy and regulations
- Provide monthly reports on the performance of the quality management system and opportunities for improvement to Top Management
- Follow up on non-conformances from internal and external audits
- Ensure that the integrity of the quality management system is maintained when changes to the integrated management system are planned and implemented
- Liaise with WHS team to ensure that Occupational Health & Safety and Environmental requirements are adhered to at all times and ensure that all necessary measures are taken to protect employees, the environment and the public
- Work closely with Corporate Performance Directorate (particularly People & Culture) to ensure consistency in areas of mutual responsibility. To maintain records for the Presentation & Assets Directorate Integrated Management System filing relative reports and correspondence, documents and other information electronically using the CiAnywhere document filing systems.
- Authorise applicable procedures, instructions & other Management System documents prior to release
- Assist organisation's staff on Management System requirements such as:

- assessing of procedures and work instructions for compliance
- reviewing of procedures and work instructions
- planning to meet customer quality requirements

CITY OF GREATER BENDIGO SPECIALIST RESOURCES

People and Culture

- Provide Human Resource service and specialist advice
- Maintain staff records
- Reward and Recognition
- Payroll
- Organisation Culture
- Organisational Development, induction, training
- Manage the training calendar
- Recruitment
- Manage all Human Resource Policies and Procedures

Work Health and Safety

- Maintain OHS Policies and Procedures
- Maintain templates and reference information on OHS topics
- The WHS team coordinate and provide advice for the following:
 - Site Emergency Response
 - Identification of OHS training needs
 - Incidents and hazards, Incident investigation and reporting.
 - First aid kits
 - Injury Management and return to work
 - Wellbeing programs
 - Drug and Alcohol program
 - Test & Tag
 - HSR Committee's
 - Coordinate the IMS
 - Scheduling and conducting site inspections
 - Scheduling and planning internal audits
 - Chemical register
 - Risk Assessments and hazard control
 - Closing out non-conformances and opportunities for improvement.

Business Improvement

- Service Reviews
- Corporate Reporting

Governance

- Procurement
- Insurance

- Business Continuity
- Fraud & Corruption
- Risk Management
- Document and data control of City policies
- Legislation and regulatory requirements for the City

Strategic Finance

- Manage Corporate Finance and provide specialist advice

Information Management

- IT – software and infrastructure and technical support.
- Maintain security of electronic data.
- Budget for new infrastructure and software to keep up with organisational needs
- Records – distribute written correspondence to staff through CiAnywhere and ensure City of Greater Bendigo records are maintained in accordance to the Records Policy
- Maintain Records Policy

Change and Transformation Unit

- Lead and facilitate organisational changes to prepare to move into GalKangu (GovHub)
- Drive the City's Organisation Strategy
- Digital Transformation

Resilient Communities

- Coordinate Emergency Management for the City of Greater Bendigo including relief & recovery support and resources during an emergency situation
- Manage the Municipal Management Plan in accordance with the Emergency Management Act

Internal Auditors

- Adhere to timelines set by System Coordinator to conduct internal audit and provide report and follow up audits
- Assess areas within scope and make recommendations

Communications Unit

- Manages media, internal & external communications and publications.

Community Engagement Advisor

- To build the quality of the City of Greater Bendigo's community engagement practice that supports delivery of the Council Council Plan (Mir Wimbul).
The role is responsible for developing a comprehensive community engagement framework, researching and supporting delivery of innovative approaches, coaching

City staff in specific engagement planning and delivery as well as ensuring regular evaluation of City practice. Council Plan (Mir Wimbul)

5.4 Consultation and participation of workers

The City of Greater Bendigo has several cross-organisational committees which Presentation & Assets has representation on. These committees expose staff to the wider organisation while diversifying skills and building organisational wide relationships. Participation of workers in these groups is encouraged without fear of reprisals.

Health & Safety Committee is made up of Health and Safety Representatives who are voted in by their Designated Work Groups (DWG). They enquire into anything that poses or may pose a risk to the health and/or safety of members of the DWG at the workplace. The key objectives of Health and Safety Representatives (HSR's) include: Facilitating co-operation between employer and employees in instigating, developing and carrying out measures to ensure health and safety at work; formulating, reviewing and disseminating to employees Health and Safety policies, standards, rules and procedures for the workplace and investigating proactive measures that will improve the health and wellbeing of employees. The Health and safety Committee (HSC) was established for employers and employees to work together to make the workplace safer and play a major consultative role within the City. HSR's carry out site inspections on a scheduled basis to report back non- hazards and continuous improvement initiatives. They assist in working through control measures to mitigate risk and implement improvements. Minutes from the HSC meetings are emailed to HSC committee members and are to be made available to all staff members via SharePoint and noticeboards.

The Staff Consultative Committee is a mechanism to facilitate consultation between the City and staff. The committee oversees the implantation of the Enterprise Agreement, provides an open forum to raise workplace issues, it's a mechanism for improving communication and consultation with all staff; they review and endorse employment and human resource policy initiatives and provide feedback on development and implementation of such initiatives; it provides an avenue for staff to initiate and provide feedback on new developments and/or issues of interest regarding workplace relations and human resources; and also oversee City's commitment to equal opportunity in the workplace and review initiatives and EEO policies.

Change Champs have a key role to play supporting their units to transition to Galkangu. Change Champs are selected by their manager and attend monthly meetings representing their business unit. This network is run and supported by the Change Managers. The Change Champs communicate the needs of their unit to the Change Managers and provide updates from the monthly meetings back to their teams.

Change Order request to suggest improvement can be sent in from any staff member within the organisation by submitting an IT helpdesk request. These can be identified innovation or opportunity for improvement in business processes or systems. These requests will be triaged and sent to the appropriate officer to action. The submitting staff member will be able to keep track of the request to know where it is at. Depending on the complexity of the request

the actioning officer will consult with relevant staff within the organisation to find the best solution.

Other methods of staff consultation and participation include: toolbox meetings, team meetings, surveys, workshops, working groups. These provide staff with the opportunity to contribute, be involved in decision making and to be informed with what is happening within the larger organisation and within their own teams. When a process or documentation requires review, or a change is being made relevant staff are consulted on how to improve the process and are involved in the changes ie review of procedures or work instructions and the risk assessments required as part of the review or change.

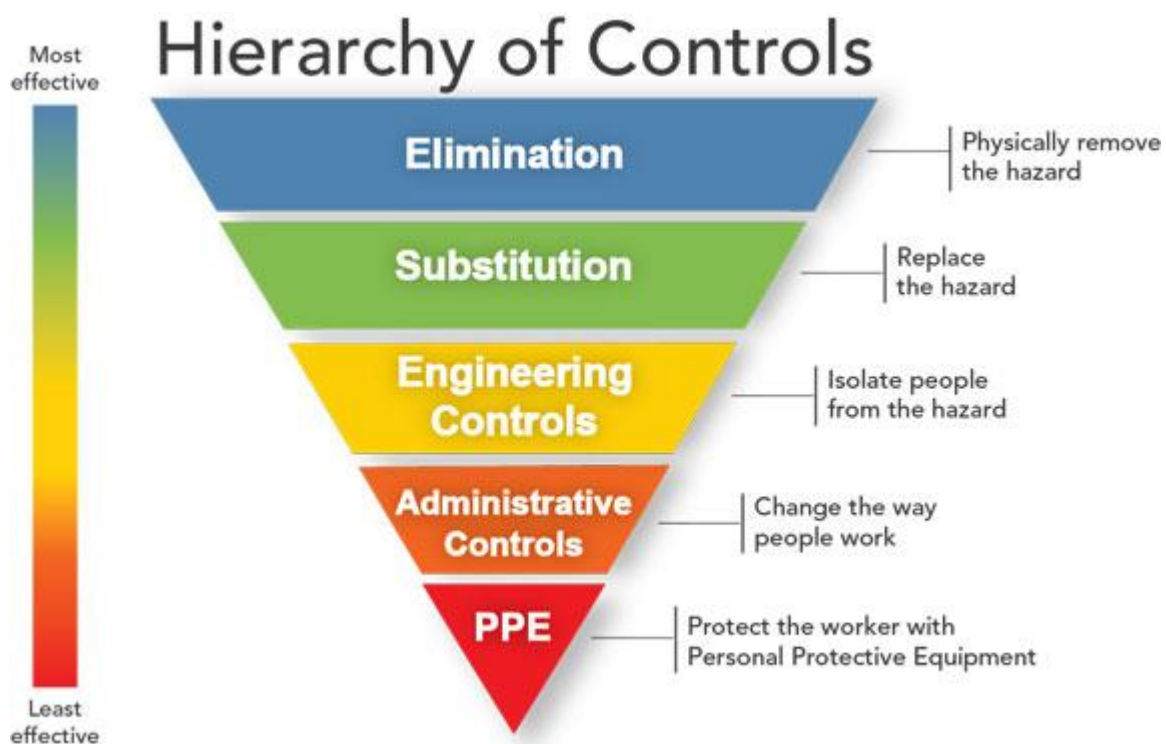
6 Planning

6.1 Actions to address risks and opportunities

This section outlines the way in which hazard identification and risk assessments are documented in the Integrated Management System, to ensure adequate hazard identification, hazard/ risk assessment, control of hazards/risks and evaluations are undertaken. The processes and documentation used will encompass OHS, environmental and quality hazards and risks, in alignment with relevant legislation, regulation and AS/NZS ISO 9001:2015, AS/NZS 4801:2001, AS/NZS ISO 45001:2018, and AS/NZS ISO 14001:2015.

Hazard identification and risk assessments will be undertaken on activities performed by the Presentation and Assets Directorate, including work instructions, procedures, processes, job sites, projects, plant, tasks, materials and contractors, as well as after accidents and/or incidents. These will include potential hazards to the health and safety of employees and other stakeholders, damage to plant, buildings, equipment, infrastructure and the environment as well as the organisation's finances and reputation. In addition, hazard Identification will be incorporated into design phases and purchase of good and services and formal contractual agreements with external parties. See PR 20.01 Risk Assessments for details of when to carry out risk assessments, who by and what tools to use.

Risks associated with the identified hazards will be assessed, prioritised and controlled in accordance with procedures and in line with the accepted hierarchy of controls as per below:



Controls implemented will be monitored for compliance, adequacy and effectiveness, through external and internal audits, site inspections, incidents and hazards reported. The identified non-conformances, hazards and opportunities for improvement will be reported through Pulse

for external and internal audits and Elumina for site inspections, incidents and hazards. New assessments will be undertaken if deemed appropriate. Outcomes (where required) will be communicated to relevant staff via an array of communication channels including Management Review Meetings, Presentation and Assets Manager Meetings, Health and Safety Committee meetings, emails and site-specific staff meetings, to ensure appropriate review, consultation and follow up is undertaken. Where appropriate, outcomes may be used to guide any amendments to objectives and targets, risk registers, aspects and impacts, OHS management plans, environmental management plans, training needs and operational controls.

Details of methods, responsibilities and documentation are defined in the following written procedures.

[PR 9.02 Site Hazard Control \(PDF\)](#)

[PR 9.03 Plant & Work Systems Hazard Identification \(PDF\)](#)

[PR 9.05 Emergency Procedures \(PDF\)](#)

[PR 10.02 Occupational Health and Safety Monitoring \(PDF\)](#)

[PR 20.01 Risk Assessments](#)

6.2 Objectives and planning to achieve them

This section outlines the way in which the Integrated Management System is planned, including specific project plans.

The policies detailed in this manual, and the procedures listed define and document how requirements for quality, Occupational Health and Safety (OHS) and/or environmental management will be met for all current products and services. When a new product or service is introduced, the responsible Business Unit Manager, Coordinator/Team Leader and/or Quality Systems Advisor (as appropriate), defines and documents how any additional requirements for quality, Occupational Health and Safety (OHS) and/or environmental management are met.

Objectives and targets for the Integrated Management System will be set and reviewed periodically by the appropriate level of management and escalated to the Director Presentation and Assets (as required) for review, feedback and actioning. They will be documented along with their performance indicators, and the performance reviewed at management review meetings. Specific action plans will be established for various areas and functions as required. Each Business Unit will develop and maintain a 4 year Service Plan and a annual Business Plan, providing an overview of the unit, service outcomes, Environmental Analysis, Stakeholder Analysis, Action selection and KPI's aligning to the Council Plan (Mir Wimbul). These Business Plans are reviewed annually and run Financial Year to Financial Year and are reported on at least quarterly.

Legislative and regulative requirements are identified and documented within relevant policies, procedures, work instructions.

Identification of hazards, hazard/ risk assessment and control of hazards/ risks are documented within organisational risk registers, relevant policies and procedures, and incorporated (where applicable) within work instructions, checklists, forms, risk assessments

and Safe Work Method Statements (SWMS). All are reviewed periodically to ensure validity and adequacy of content. Mechanisms are also in place to ensure that if required, information is escalated to Top Management for review and actioning in an effective and efficient manner.

Project Plans (PPs) will be developed where required under specific contracts or agreements, where particular information on specific projects needs to be disseminated to employees and stakeholders, or where new projects, services or products have unusual requirements that are not covered by existing procedures. These will contain information on quality, Occupational Health and Safety (OHS) and/or environmental management procedures, details of the project and other relevant data, are approved by the appropriate Manager as necessary, and will include approval by the client if or when specified.

Details of methods, responsibilities and documentation are defined in written procedures:

[PR 9.01 Process Control \(PDF\)](#)

[PR 9.03 Plant & Work Systems Hazard Identification \(PDF\)](#)

[TP 9105 Project Plan Development](#)

6.3 Planning of changes

As discussed in item 4.4 a systematic process is followed to carry out any changes to the Integrated Management System. The need for changes are identified in various ways and documented, for example this can be from audits, site inspections, a change in technology or equipment, outcomes from investigations into hazards or incidents, gap analysis, staff initiatives, identified in staff performance reviews or in unit business plans and customer requirements. Any changes will need to be assessed for their potential consequences, including resourcing, responsibilities and authorities and approved by the appropriate Top Management Representative/s. Changes to the Manual or other Integrated Management System documentation will need to go through the approval process as mentioned below in item 7.5.

7 Support

7.1 Resources

The resources required to implement, and maintain the Integrated Management System, and to maintain and continually improve performance in all aspects of business are identified, provided and maintained by the appropriate unit. These include not only the competent staff and appropriate equipment, but the infrastructure and environment necessary to carry out the work and include both internal and external resources.

The City of Greater Bendigo has a dedicated team consisting of the Work Health & Safety Co-ordinator and the Quality Systems Advisor responsible for the overall implementation, maintenance, review and sustainability of the Integrated Management System framework for the Presentation and Assets Directorate. They are the primary contacts for the IMS framework and the certification program, and detailed performance indicators are encompassed within the position description. They will monitor the effectiveness of the Integrated Management System framework and ensure that it is reviewed accordingly to ensure the efficient and effective promotion of stakeholder requirements throughout the Directorate. The Work Health & Safety Co-ordinator is responsible for notifying their third-party accrediting body of any amendments to the Integrated Management System framework that may impact Integrated Management System certification.

If any works to be undertaken fall out of the usual scope of the Presentation and Assets Directorate outlined in item 4.1 or are unable to be scheduled in the required timeframe with existing resources, they may be outsourced to an external provider. External providers will be sourced under the guidelines of the City of Greater Bendigo Procurement Policy as per details in item 8.2.

Plant and equipment shall be purchased in accordance with a plant replacement program that considers the organisational needs of the unit and plant and equipment usage. The organisation also ensures that staff have suitable offices and sites to work from. The resources shall be 'fit for purpose' and comply with Occupational Health and Safety (OHS) and environmental requirements. This includes information and communication technology and software, tools, furniture and fittings. The Organisation is also committed to providing staff with an environment that looks after their wellbeing physically, socially and psychologically in accordance with City of Greater Bendigo Policies and Procedures managed by the People and Culture Unit.

Additional resources are often required to meet changing organisational and customer needs and will be determined by Business Unit Managers in conjunction with their teams. The relevant Business Unit Manager will submit a Business Case outlining the requirements for consideration of the Executive Management Team and the Council as part of the Budget Process.

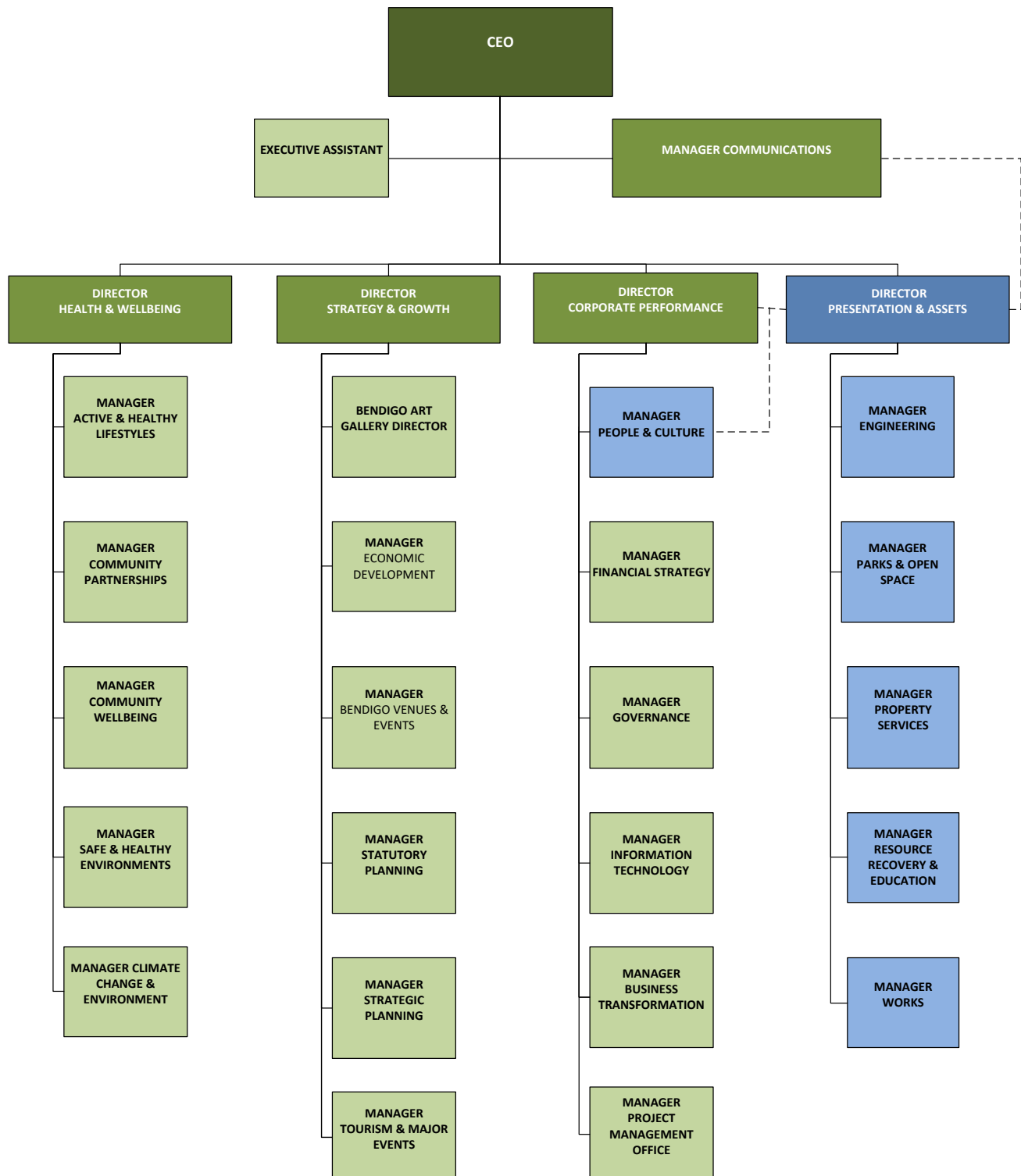
Details of methods, responsibilities and documentation are defined in written procedures:

[PR 1.02 Management Organisation \(PDF\)](#)

[PR 9.04 Plant & Equipment \(PDF\)](#)

Organisational Charts

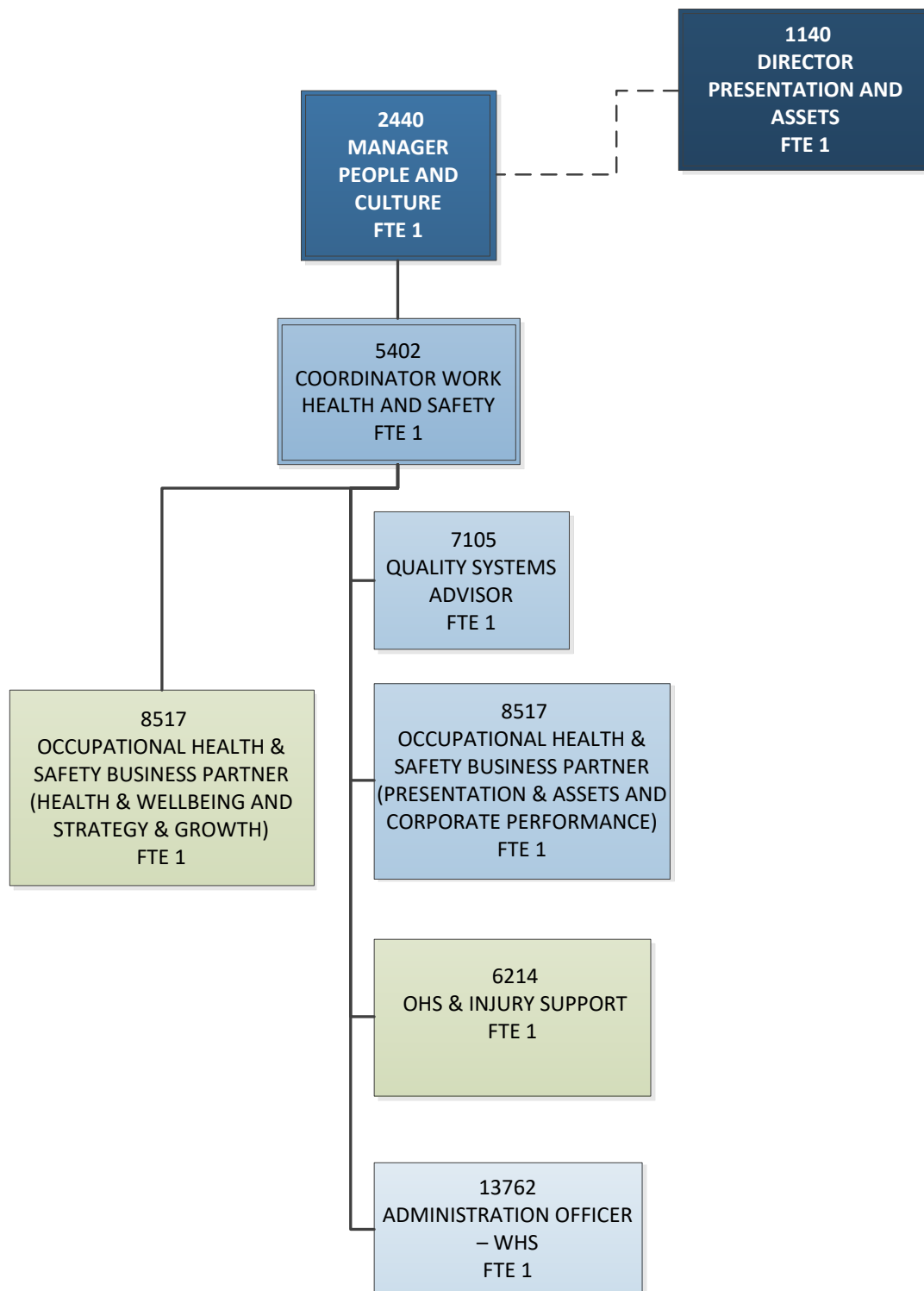
City of Greater Bendigo



Note:

1. Dotted line indicates roles and responsibilities for Integrated Management System Functions.
2. Teams or positions in green are not in scope of Integrated Management System.

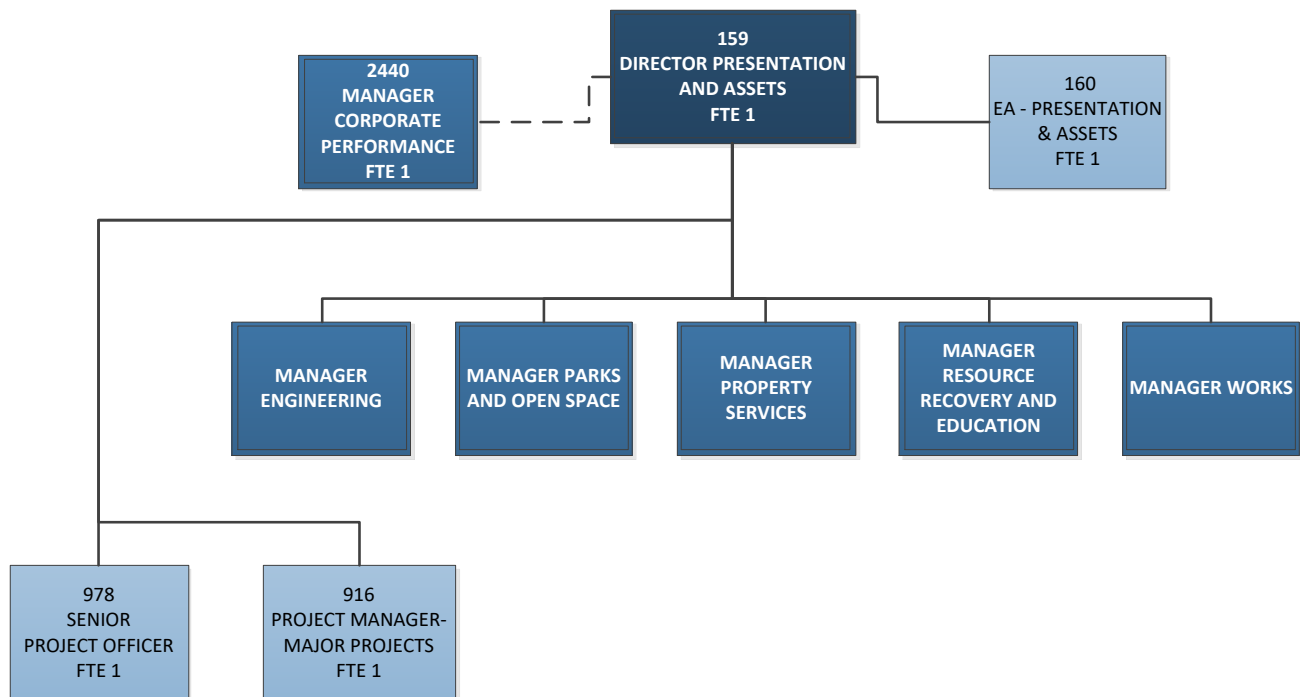
Work Health and Safety



Note:

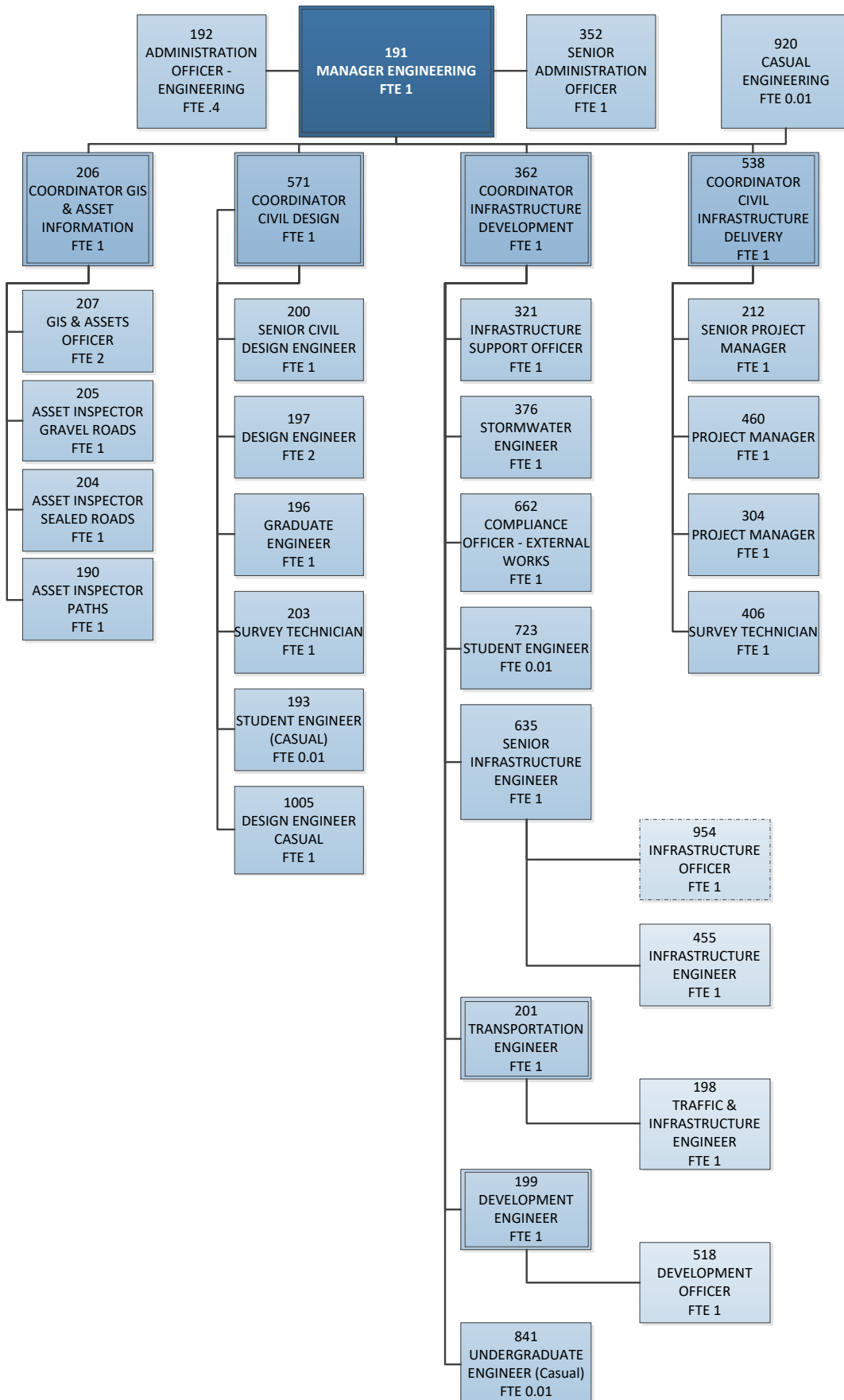
1. Dotted line indicates reporting responsibility for Integrated Management System.
2. Teams or positions in green are not in scope of Integrated Management System.

Presentation & Assets Directorate



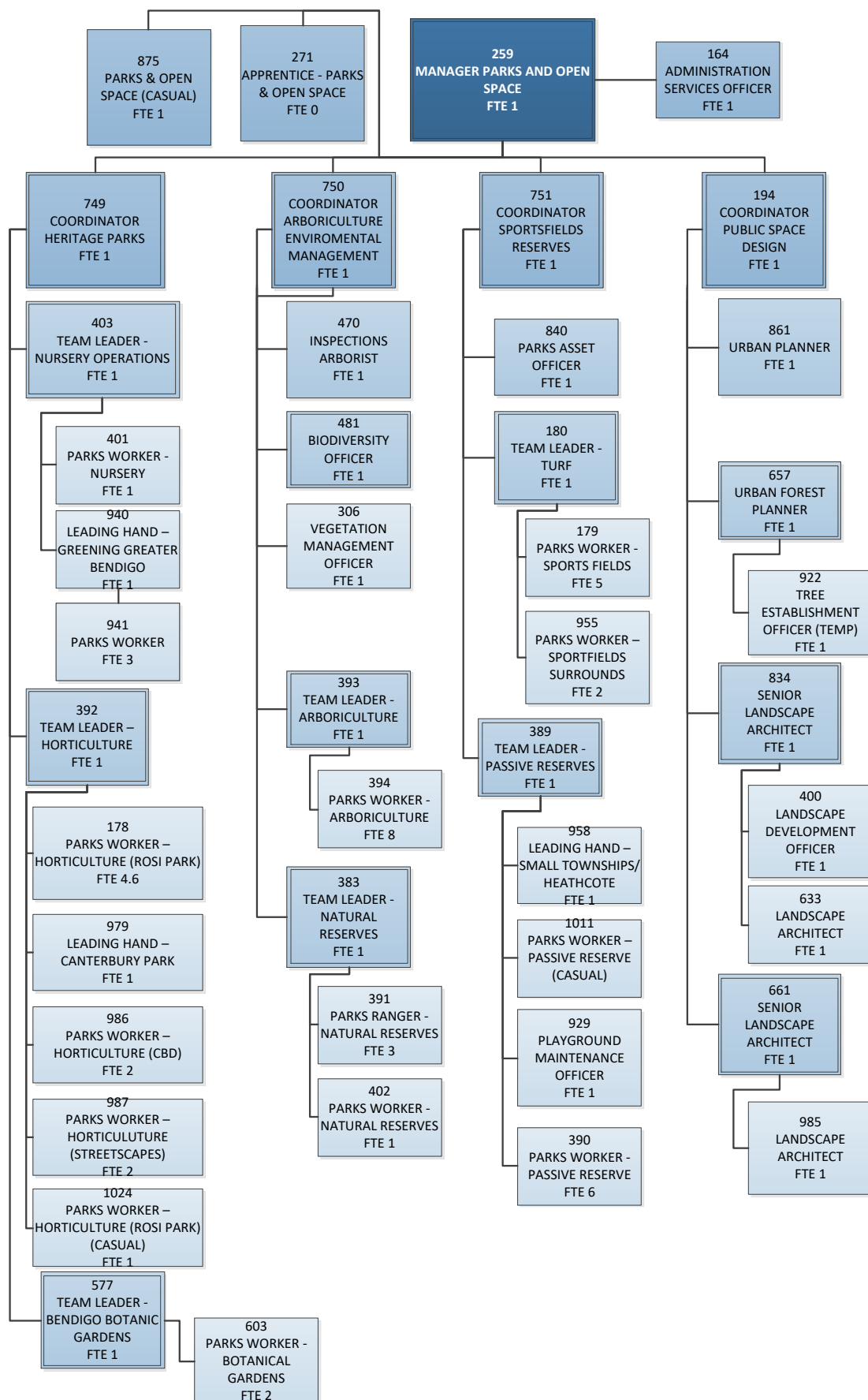
Total FTE of 259.39 for the Presentation and Assets Directorate

Engineering Unit



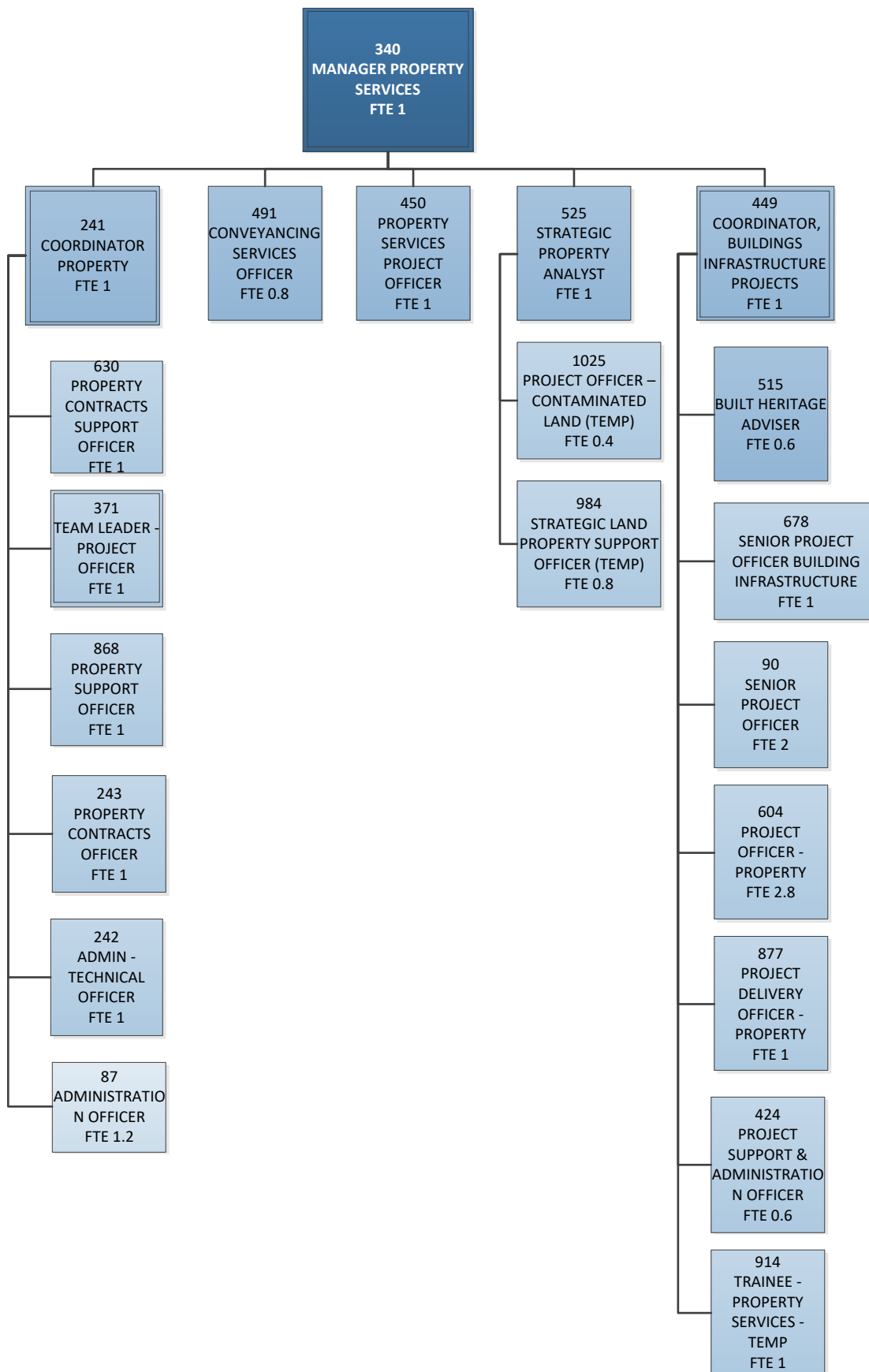
Total FTE for Engineering Unit 30.45

Parks and Open Space



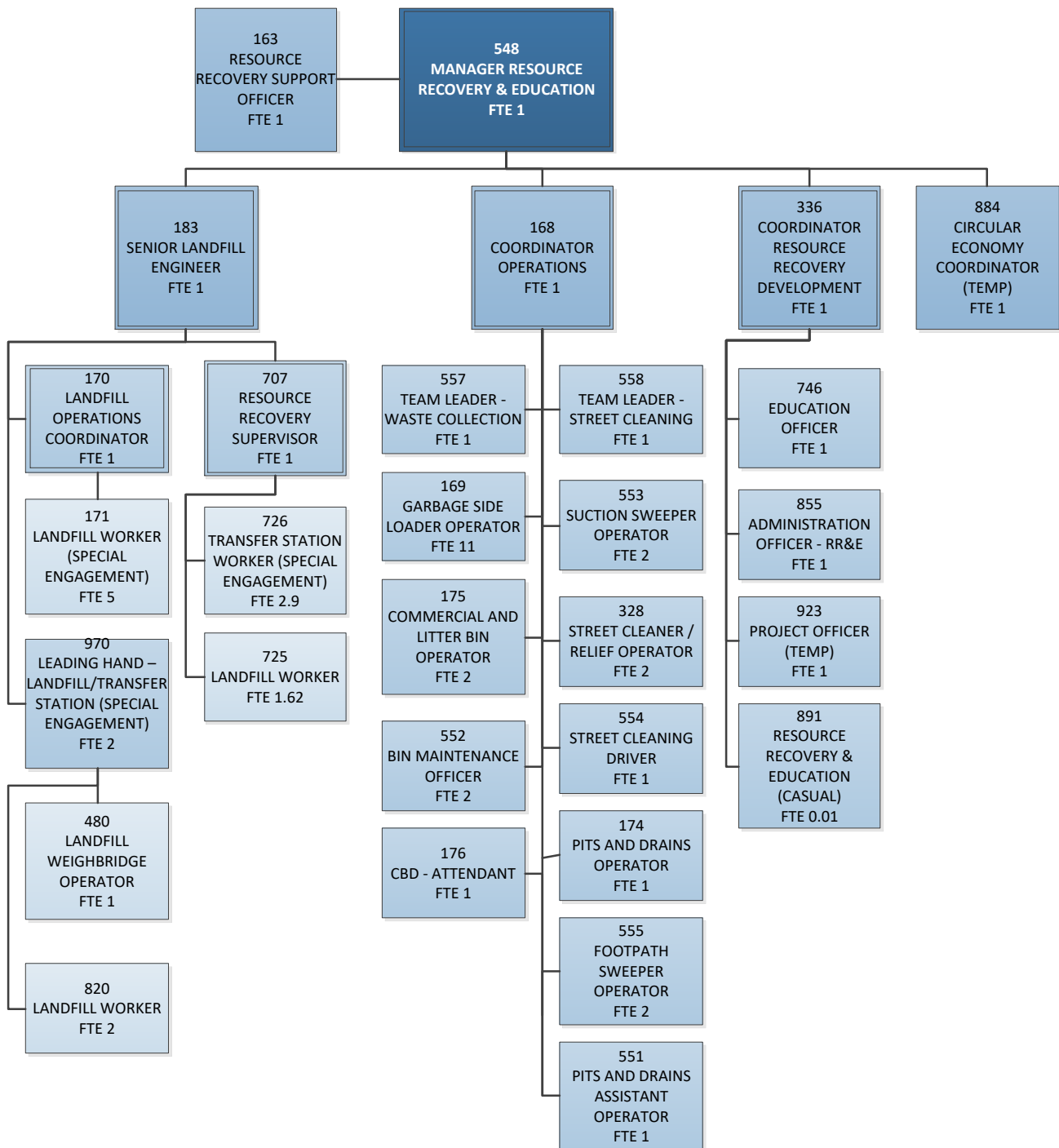
Total FTE for Parks & Open Space Unit 68.63

Property Services Unit



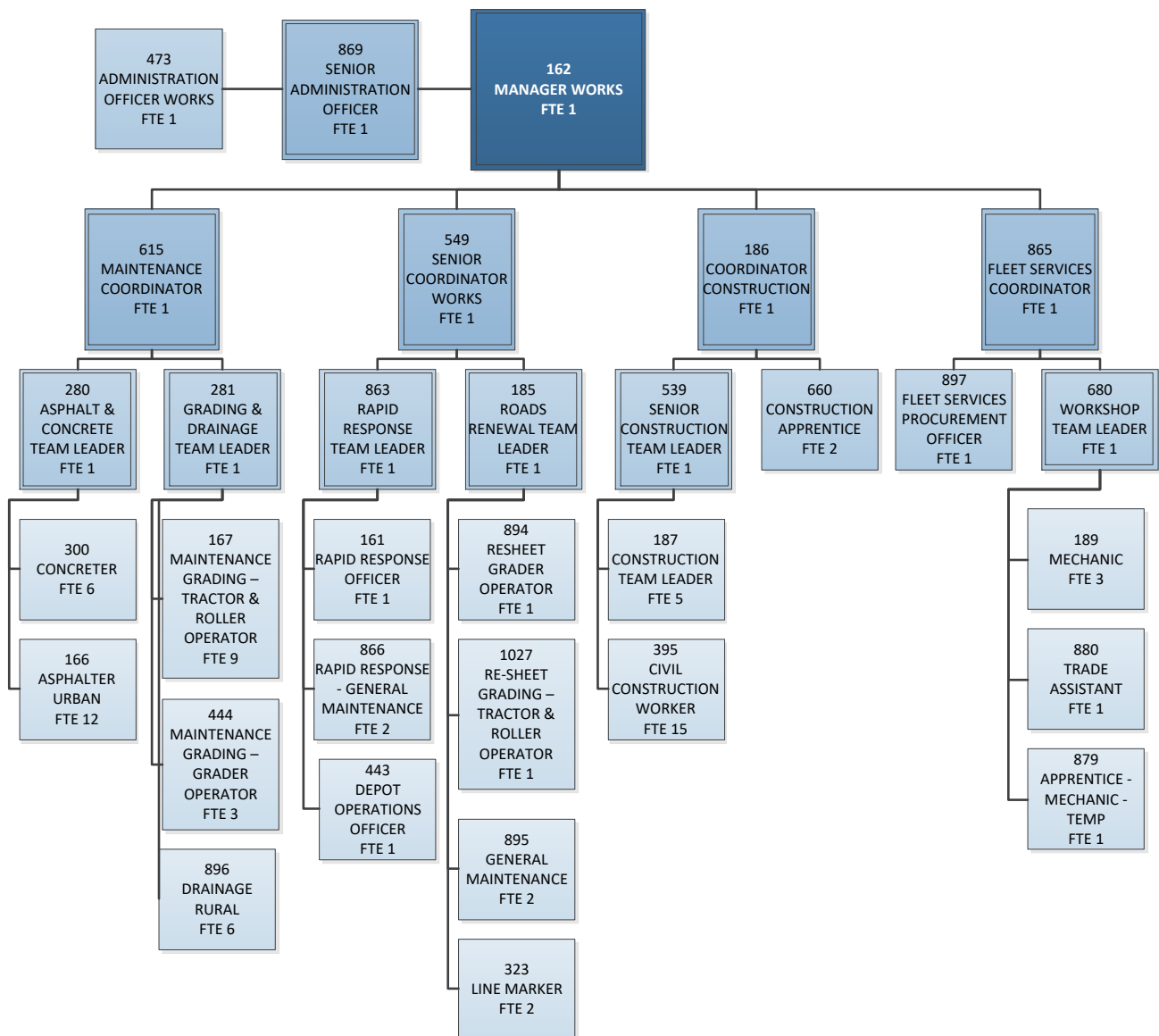
Total FTE for Property Services Unit 21.78

Resource Recovery & Education Unit



Total FTE for Resource Recovery and Education Unit 52.53

Works Unit



Total FTE for Works Unit 82

7.2 Competence

This section outlines the way in which competency and training requirements, and resources, are identified, provided and monitored.

The Presentation and Assets Directorate regards the use of competent staff to be essential in maintaining the health and safety of its people (including contractors and the public), the environment, and the quality of its service and products. Where required, staff training and awareness will be conducted in consultation with employees to ensure training needs are identified, met and reviewed for continual improvement. The delivery of staff training will be undertaken by persons (internal or external) with appropriate knowledge, skills, qualifications and experience.

Staff undergo a Performance appraisal to develop a Performance Development Plan (PDP) annually with their People Manager, a half year review is carried out to check on progress. The [Capability Framework](#) helps support this process by describing the skills and abilities required to deliver on Mir Wimbul (2021-2025). The framework defines the essential capabilities that City staff need at every level in the organisation to thrive and grow as professionals. It is also a helpful document to understand the types of skills you may need to focus on for your development in your current and/or future roles for Job specific skills, capabilities and maturity levels.

Staff training and awareness of the Integrated Management System is undertaken in a variety of ways, and ensures that specific needs are encompassed in communications, documentation and face to face discussions. Roles and responsibilities related to the Integrated Management System are also embedded within position descriptions, procedures, work instructions and performance indicators for key stakeholders. When staff join the Presentation & Assets, they are to be inducted to the IMS and sign off that this is completed.

All employees within the Presentation and Assets Directorate have a detailed position description which outlines the competencies required for the array of roles held. Performance reviews are periodically conducted as part of the ongoing review of resource allocations, contingency planning and future training needs. This process also ensures that staff are aware of their role, responsibilities and overall contribution to Integrated Management System and organisational objectives. Records of staff training, education, professional development and skill acquisition are kept in personnel files, managed by the People and Culture Unit of City of Greater Bendigo.

Management, in consultation with the workforce, are responsible for periodically reviewing the level of competence required in relation to the risks and hazards involved in health and safety, the environment, and the quality of products and services, and for identifying where additional training may be required.

Competence is determined at the point of interview and induction and is defined as the application of:

- experience and/or
- qualifications and/or

- skills and/or
- training (internal or external) that enables the works to be carried out in an appropriate manner.

Training is provided to ensure staff, contractors and visitors possess required competency levels for their designated roles and responsibilities. Documentary evidence of such training, competencies and reviews is maintained, by the People and Culture Unit of City of Greater Bendigo.

Details of methods, responsibilities and documentation are defined in written procedures.

[PR 18.01 Training and Competencies \(PDF\)](#)

7.3 Awareness

Staff are trained and educated on the Integrated Management System in a variety of ways including; physical and video inductions, training sessions, toolbox meetings, emails, Integrated Management System brochures, internal audits and site inspections. Staff must sign off on relevant work instructions and SWMS to show that they understand the work practices and how they are to carry out their tasks in a safe manner. The Integrated Management System Policy is displayed on staff noticeboards throughout the directorate. Any outcomes from investigations or audits are communicated to relevant staff along with control measures implemented. Staff are encouraged to report any hazard or near misses, without fear of undue consequences. An IMS SharePoint site has been developed and is continually being updated to provide staff with information about the IMS [IMS SharePoint Page](#). This site sits within the broader Work Health and Safety SharePoint site which contains relevant information for all staff [Work Health & Safety SharePoint Page](#).

7.4 Communication

This section outlines the way in which internal and external communication is provided. This includes the way in which the Presentation and Assets Directorate disseminates and gathers information, escalation of outcomes to governing committees, consultation with employees and other stakeholders, handling of complaints and requests from stakeholders, and reports on the operation of the units to management and councillors.

The City has a dedicated Communications team that reports directly to the CEO. This team is governed by policies, strategies and plans which outlines how the City of Greater Bendigo will communicate, including how we deal with complaints and criticism, public events, who our audience is, the way which we are to deliver our message and by whom within the organisation. This also includes communication in relation to emergencies, environmental and Occupational Health and Safety (OHS) concerns and confidential and sensitive matters which will also be dealt with by this team.

The Presentation and Assets Directorate has an array of established processes for communicating information and data between management, employees, stakeholders and the public. The processes involved will depend on the interested parties involved and the nature of the information or data, and may include (but not limited to);

- Management, toolbox, and staff meetings
- Management Review Meetings
- Noticeboards
- Media releases
- Letters, notices, brochures and/or pamphlets to stakeholders and people affected by works
- Council Listening Posts – community meetings
- Electronic (eg. email, newsletters, City intranet, social media, television, radio)
- Training sessions
- Reports
- School, kindergarten and community groups (eg education programs on waste and recycling, parks staff conducting tours of gardens and reserves)

As part of the general communication process, consultation with our employees will be undertaken (as required) during the development of policies and procedures, hazard identification and risk control, Occupational Health and Safety (OHS) representative selection, and changes to work procedures and practices. Any consultation required by legislation will be carried out in the required manner in accordance to our policies and procedures. Any relevant changes are also communicated to relevant external parties that are affected ie contractors or suppliers.

Complaints, compliments, feedback and requests from stakeholders are received by the City Customer Support team and communicated via the Pathways Request System for phone calls, emails and internet communication and via CiAnywhere for letters. These requests and/or complaints are assigned to the appropriate person for action. After the request or complaint has been actioned it is signed off on the Pathways Request System or CiAnywhere with the appropriate response. This process is defined further in PR 9.08 - Complaints and Requests. Complaints may also, if required, be investigated as per PR 13.01 - Incident Reporting, Investigation, Prevention and Control.

A suite of City external documents are also utilised within the Directorate to ensure seamless planning and operation of the Integrated Management System and communication of service provision to customers. Outlined in PR 5.02 Monitoring of External Requirements, these documents are accessible via the City Intranet and Ci Anywhere database.

External documents from other stakeholders and regulatory bodies may also be utilised to provide feedback, updates and progress on projects, continual improvement and data collation. These will be tracked via PR 5.02 Monitoring of External Requirements.

Reports will be generated for management on the performance of the system, including, for example, any incidents, failures, non-conformances, corrective actions, and opportunities for improvement. Any statutory reports will also be made to the required authorities.

[PR 5.02 Monitoring External Requirements \(PDF\)](#)

[PR 9.08 Complaints and Requests \(PDF\)](#)

7.5 Documented Information

This section describes the way in which all documents relating to the Integrated Management System are controlled. Such documents and data comprise of:

- Documentation and data required for the achievement of conformity with standards, regulations and/or customer requirements.
- Documentation and data required for the effective operation of the Integrated Management System.
- Records used in the Integrated Management System including, (where relevant), electronic records and data.
- Archiving of Documents from within the Integrated Management System to the City Archive Facilities.

The documentation and data required for the effective operation of the Integrated Management System includes, but is not limited to:

- Integrated Management Manual
- Documented System Procedures and Technical Procedures
- Work Instructions and Forms
- Records and Registers

The Quality Systems Advisor (or delegate) shall ensure all documents and data used in the Integrated Management System are properly identified and controlled. Within the footer of each document, the following information will be included:

- Issue Date
- Review Date
- Document No:
- Revision Number
- Page number(s)

All documents shall be legible, traceable to the service and/or product (where appropriate) and maintained in an orderly and accessible manner.

The Quality Systems Advisor (or delegate) shall ensure that current issues of relevant documents are able to be accessed at all locations requiring such documents, and that obsolete documents are removed, or identified as obsolete, to avoid the inadvertent use of incorrect documents.

Document registers shall identify the current issue status of documents and be readily available, so as to preclude the use of invalid and/or obsolete documents.

All documentation shall be reviewed and approved prior to use by a nominated authority as defined in PR 5.01 Document and Data Control, who shall have access to, and take notice of, relevant background information.

Where a new document is required, it can be initiated by any staff member, as can changes to a document. It shall be reviewed for relevance and, where required, developed and implemented as defined in PR 5.01 Document and Data Control.

All document changes shall be reviewed and approved at the original review and approval authority level. Documents external to the IMS such as those from The City are not within the control of the IMS and are therefore not amended under these processes. However, staff working under the IMS may be consulted on documents that they are an interested party to and contribute by providing feedback.

New and revised documents are to have legal and other requirements checked to ensure that the reference is correct and current. The content of the document is to direct relevant staff to carry out the task or process in a manner that is compliant with relevant legislation or other legal or organisational requirements including City Policies, Frameworks and Procedures. This should be checked by the relevant supervisory officer and WHS staff prior to the document being sent for approval through the Tech1 form.

The nature of document change(s) for this manual shall be documented on FM 502 Document Approval Form or the Tech1 IMS Document Approval Form. Data, such as additions to document registers, meeting minutes etc shall be controlled as defined in written procedures.

The Quality Systems Coordinator and/or delegate, prior to release, approves all revisions and issues of the Integrated Management System Manual and will be responsible for notification of all revisions of the Integrated Management System Manual as and when changes are approved. All revisions are issued under cover of a Document Approval Form, which contains the reason for change.

The Quality Systems Advisor (or delegate) is responsible for deciding when the Integrated Management System Manual will be revised, which will be at least annually.

Externally generated documents and software (if applicable) such as Standards, Acts, Regulations, Codes of Practice and other guidance, and client specifications, are controlled as above, where such control is applicable. The Quality Systems Advisor (or delegate) shall ensure such documents are updated as defined in PR 5.02 Monitoring of External Requirements.

Organisational documents (generated externally to the Presentation and Assets Directorate) will be noted as External Documents within FM 503 Document and Data Control Register. These documents are accessed via the City Intranet and Ci Anywhere database.

Details of methods, responsibilities and documentation are defined in written procedures.

The Director Presentation and Assets, prior to release, shall approve the Integrated Management System Manual.

Controlled copies of the Integrated Management Manual are located at U:/ Works/ Master System (Integrated) and on CiAnywhere. All printed versions are to be considered uncontrolled copies and will not be maintained or updated by the Quality Systems Advisor/s and will be current only at the time of issue.

The Quality Systems Advisor/s (or delegate) shall ensure the records required in the operation of the Integrated Management System are properly maintained.

Records shall be maintained to demonstrate achievement of the required specifications and the effectiveness of the Integrated Management System. Such records shall include (as appropriate), but not be limited to:

- Achievement of conformity with standards, regulations and/or customer requirements
- Inspection reports
- Test data, calibration results and Certificates of Conformity
- Non-conformance, corrective action and incident reports
- Supplier assessment reports
- Customer satisfaction reviews
- Training and competencies of staff
- Project reviews
- System effectiveness
- Internal audit reports
- Management review meeting minutes
- Hazard identification and controls

All records must be legible and identifiable to the service or process concerned and be stored and maintained in such a manner that provides for ready access. Storage facilities shall be such that they prevent deterioration, damage or loss. Storage of records and data may be in hard copy or in electronic form.

Minor incompleteness of forms, or the filing of the wrong duplicate/triplicate sheets, shall not invalidate the records.

If a contract requires, records will be made available to the client for examination. Copies of the records can be supplied from the originals, which are not to be removed from the organisation's location.

all documents/records that have been developed within the Integrated Management System will be maintained and archived under the guidelines set out by City and outlining regulations for archiving timelines and framework. These are accessible through the Ci Anywhere database on the City Intranet or [here](#).

Details of methods, responsibilities and documentation are defined in written procedures:

[PR 5.01 Document and Data Control \(PDF\)](#)

[PR 5.02 Monitoring External Requirements \(PDF\)](#)

[WI 9058 Archiving](#)

[Digitisation Plan for City of Greater Bendigo Records doc set id: 4435953](#)

[Document Management Business Rules doc set id: 4680491](#)

8 Operation

8.1 Operational planning and control

This section outlines the way in which work processes are planned and controlled and Special Processes (where applicable) are identified and monitored.

Work processes are planned and defined prior to execution and monitored by means of random and/or staged verification and tests, where considered appropriate. Procedures and resources are selected and suitably maintained to ensure that they are capable of meeting the project requirements including Occupational Health and Safety (OHS), quality and environmental. Documented technical procedures and work instructions are used to control work processes and describe the work activity and its purpose, the performance guidelines for acceptance, required records, and the important work tasks to be performed. Such procedures take into account:

- contract/project details
- service and/or product requirements
- process requirements
- work methodology
- drawing references, standards, specifications and control plans
- workmanship criteria can be specified, as appropriate, in:
 - illustrations
 - written standards/procedures
 - representative samples

Details of methods, responsibilities and documentation are defined in written procedures. (See also Project Plans, Technical Procedures, Work Instructions and Forms.)

[PR 9.01 Process Control \(PDF\)](#)

8.2 Requirements for products and services

This section describes the way in which the requirements of products and services are determined and are reviewed to ensure that the client's requirements can be fully met.

A review of the client's requirements will be undertaken prior to tender submission, order acceptance and the commencement of any work. This review will involve liaising with the client to ensure that the specified requirements are clearly understood and can be met, and confirm the following criteria, as appropriate:

- scope of work
- client profile and capabilities
- client specifications
- regulatory requirements
- relevant external and in-house standards and procedures
- internal capabilities (resources, work processes, quality assurance, Occupational Health and Safety (OHS), environmental and sub-contractor requirements)

- comparison of order with tender or quotation as applicable

Authority to approve tender submissions is determined by the risks involved with the tender and the client. Any variation to requirements requested by the client after the order has been accepted will be reviewed as defined above. All employees and stakeholders affected by any amendments will be notified. Records of reviews and variations will be maintained.

The City Procurement team manage the process for purchasing goods and services. The following City documents provide guidelines of how and when to carry out procurement and what documentation is required to be used and kept:

- Procurement Procedures Manual
- Contract Management Manual
- Project Management Manual
- Procurement Policy
- Process for Tendering and Contracts
- Employee Code of Conduct

These documents are available on the City intranet and ECM/CiAnywhere.

Suppliers will be assessed under the City Procurement Policy for adequacy and compliance to conduct tasks outlined in contractual agreements and purchase orders. The City preferred method of seeking quotes from suppliers is via VendorPanel. (for more information see SharePoint page [here](#)). Where applicable, this will incorporate pre-qualification criteria and provision of certificates/ qualifications as evidence of compliance by third party assessment. Suppliers will be evaluated and selected, and the degree of control exercised, based on the effect of the product and/or service supplied on the final product, their quality, Occupational Health and Safety (OHS) and environmental management system, and/or their track record.

Suppliers will be evaluated and selected on their ability to provide a safe, environmentally friendly product of the required quality. Subcontractors will be selected, on their ability to provide the required services and comply with the safety and environmental requirements of this unit and current legislation. The level of monitoring and control required for the supervision of these suppliers and subcontractors will be related to their level of system control.

All contractors and service providers must demonstrate their commitment to a health and safety culture in accordance with City of Greater Bendigo requirements and standards by becoming an approved prequalified supplier with the City before commencing any works or onsite consultancy. Prequalification's are conducted via the online portal Linksafe. The list of Pre-qualified Contractors can be found through Login access to the Linksafe System.

The method in which suppliers of products and/or services are assessed for use, purchasing documents are reviewed and verification of purchased products and/or services is provided, to ensure that purchased products and/or services conform to specified requirements.

Purchasing documents must contain a clear description of the product and/or service required and inclusion of relevant timeframes and locations. Such descriptions should contain details

such as, drawing references, catalogue numbers, identification codes and titles, process requirements and any other relevant data. Purchasing documents are reviewed and approved prior to release to the supplier.

Stakeholder complaints and requests may be received by mail, telephone, email, website online request or in person at a number of Council offices, most coming in through the Customer Services team. These complaints or requests are entered into the Pathways System and forwarded to the appropriate unit/officer for action. This enables the request to be tracked, and actions and timeframes to be allocated and recorded. The timeframes should be in line with the Customer Service Charter, and/or relevant timeframes noted in procedures or work instructions. Some complaints and/or requests also come from CiAnywhere in the form of incoming mail.

Details of methods, responsibilities and documentation are defined in written procedures:

[PR 6.02 Purchasing \(PDF\)](#)

8.3 Design and development of products and services

This section describes the way in which design and development works are planned, controlled, reviewed, verified and validated. This includes the inputs and outputs required to ensure the end product meets the stakeholder's requirements and any applicable statutory and regulatory requirements.

Designs are either carried out by qualified in house teams or outsourced to external qualified consultants. Design and development shall be conducted in planned stages, with checking and reviews conducted at various stages to ensure that requirements are being met, and any alterations, reviews and deficiencies are addressed as they arise. The design shall be verified and validated as required by the plan. In house designs undergo a peer review, external designs are checked by qualified internal staff if in their area of expertise or by a working group of stakeholders to ensure it meets the specification requirements.

The design shall be conducted with reference to the stakeholder, legal, performance and any other necessary requirements, to provide a design or product that meets all criteria for acceptance of the finished item.

Any variation to requirements requested by the client after the design has been reviewed or accepted will be reviewed as defined above. All employees and stakeholders affected by any amendments will be notified.

Records of reviews, verifications, validations and changes will be maintained.

Details of methods, responsibilities and documentation are defined in written procedures:

[TP 9304 Public Space Design - Plan and Design Development \(PDF\)](#)

[TP 9503 Design Planning and Review \(PDF\)](#)

[TP 9606 Design Documentation Delivery \(PDF\)](#)

8.4 Control of externally provided processes, products and services

The Presentation and Assets Directorate may utilise externally supplied products and services to complete the works they undertake. The controls applied to externally provided processes, products and services are outlined above in item 8.2 and documented in the procurement and contract processes.

Products purchased/supplied for jobs will be assessed upon receipt for suitability and quality prior to acceptance of the product. In the case of non-conforming or unsuitable client supplied service and/or product, or if such product should be lost or damaged, appropriate corrective action shall be agreed upon with the supplier and recorded. Products shall be appropriately stored and maintained to ensure they are suitable for use the quality of the finished product is not compromised.

External services to the organisation shall be monitored by suitably qualified or experienced staff to ensure that their performance is in accordance to the written agreement/contract. Contractors shall be subject to inspections and checks which shall be recorded and stored, any non-conformance will be communicated to the contractor in writing. A suitable action to rectify the non-conformance will be agreed upon in writing.

Products/services accepted for use by the Presentation and Assets Directorate are of adequate quality, non-conforming products/services are detected during processing, and only products/services meeting specified requirements are provided to our customers. Where appropriate products/services will be inspected and tested upon receipt from suppliers, they will be subject to inspection during processing, and final inspection prior to delivery to customers, and the maintenance of associated records. This encompasses the means by which various component parts can be traced is provided.

Where appropriate or requested by clients, identification is maintained from receipt throughout the production stages up to the point of delivery and where appropriate, installation. This ensures that the conformity status of service and/or product is readily identifiable at all times, and the identification method used ensures that only conforming service and/or products are used.

Where products are deemed to be non-conforming they will be segregated or isolated as appropriate to ensure they are not used in the works. Inspections/tests will be carried out during construction work to ensure that it meets the specified design requirements. If service or product is deemed to be non-conforming by not meeting specifications a non-conformance is to be documented. The non-conformance is to be rectified in accordance to the agreement/contract prior to final inspection and signoff of works.

Details of methods, responsibilities and documentation are defined in written procedures:

[PR 10.01 Inspection and Testing \(PDF\)](#)

[PR 15.01 Handling, storage, packaging, preservation and delivery \(PDF\)](#)

8.5 Production and service provision

The Presentation and Assets Directorate is a provider of high quality services including asset maintenance and construction works on infrastructure and buildings. This is achieved through environmentally responsible design and implementation. Whilst adhering to relevant standards, legislation, regulations, customer requirements, community needs and budgetary constraints. Services provided consist of:

- Asset planning and engineering, urban and landscape design
- Constructing and maintaining roads, footpaths and drainage systems
- Development, protection and maintenance of parks and the natural environment areas within the municipality
- Management of waste and recycling collection, landfill sites, transfer stations, street cleaning and waste education.
- Designing and delivering infrastructure, including Council owned buildings
- Management of significant infrastructure projects

Service based and maintenance works are carried out on a planned schedule or as required, determined by inspection or customer request. Capital works are weighted and calculated to form a priority list. Projects high on the list will be designed and developed from the scope in the Project Brief. Project briefs are developed in the first instance for each project, including what the project is, where it is to be built, the standards to be met, known problems involved, what permits may be required. These briefs shall take into account the requirements of the stakeholders, including legal, performance and end use. When approved in the Council budget, the project will either be carried out by the in-house teams or Project Managed by Presentation and Asset staff under quote or tendered contracts.

Suitable equipment and amenities shall be used for the provision of services. Equipment shall be kept in good working condition and will be “tagged out” if not compliant and not used until repairs are undertaken. Offices and sites shall be inspected for compliance to Occupational Health and Safety Regulations to ensure suitable work conditions.

The works carried out will be monitored and measured by suitably qualified or experienced staff through documented inspections and checks. Staff shall be determined as suitable for their roles by the requirements stated in their position descriptions. External contractors will be subject to adherence to specifications under contract. Internal staff will follow procedures and work instructions and use relevant forms and systems for recording information. Supervisory staff will ensure that specifications and designs are implemented and that monitoring and measuring of activities will be carried out at appropriate stages to ensure acceptance criteria is met.

Any changes to the original design shall be documented, authorised and retained. Changes made shall be reviewed to ensure that they continue to conform to the client’s requirements and meet statutory and regulatory standards.

8.6 Release of products and services

Practical completion inspections will be carried out on construction projects and any defects will be recorded. Defects will be listed and a timeframe for completion provided if external contractors are responsible for the works. Supervisors of in-house projects will direct staff to re-work and rectify defects in a timely manner. Once satisfied that there are no defects and that the project requirements have been met externally contracted works will be provided a Final Certificate. Projects managed by City departments will be forwarded a Handover Report to the relevant department. All relevant documentation shall be filed and retained.

8.7 Control of nonconforming outputs

Inspections and investigations can be either planned or unplanned in origin. Planned inspections come from an inspection program for infrastructure, roads and drains, with frequencies derived from the Road Management Plan and other programs and are conducted by inspectors who input any defects found into the Pathways Request System or Conquest. They can also be from supervisory staff or Project Managers checking on works as per above in 8.6. Externally contracted works are under a defect liability period and will be inspected at the end of this period to ensure all work is up to standard prior to sign off and release of retention money.

Unplanned inspections and/or investigations may emerge from complaints and requests, either from the public direct or through the Pathways Request System and are addressed by inspectors or other personnel in accordance with PR 9.08 – Complaints and Requests.

Defects found are to be entered into the Pathways Request System or Conquest and/or sent direct to the appropriate maintenance area if immediate action is required. Further details are contained in the following procedure:

[PR 9.08 Complaints and Requests \(PDF\)](#)

8.8 Emergency preparedness

The City of Greater Bendigo as with all Municipalities have emergency management responsibilities, particularly in coordinating relief and recovery support and providing resources to support response agencies, because they are the closest level of Government to their community. All Council Directorates have a role in emergency prevention and preparedness for response and recovery. The City of Greater Bendigo has an Emergency Management Team made up of members from all the Directorates and coordinated by the Resilient Communities team. The agreed arrangements for the prevention of, preparedness for, response to, and the recovery from emergencies that could potentially occur in the City as identified in the Emergency Management Act are documented in the Greater Bendigo Municipal Management Plan (MEMP) available on the City of Greater Bendigo website [here](#).

The objectives of the MEMP are to:

- Implement measures to prevent or reduce the cause and effects of emergencies
- Manage arrangements for the utilisation and implementation of municipal resources in response to emergencies

- Manage support that may be provided to or from adjoining municipalities
- Assist the affected community to prepare for and recover from an emergency
- Complement other local, regional and state planning arrangements

The City of Greater Bendigo works with other relevant authorities and agencies to form planning committees who are responsible for carrying out an assessment and subsequent reviews to identify existing and potential risks and develop treatment management plans. Potential risks have been identified and given a risk rating and treatment options have been documented for each risk using a Community Emergency Risk Assessment (CERA).

As one of the four Directorates of the City of Greater Bendigo The Presentation and Assets Directorate follow City established procedures to respond to a range of emergency situations including trauma, serious injury or fatality, spills, fire, toxic discharges, pandemic, environmental disasters, natural disasters including flooding and storms, and evacuations. These procedures will be communicated to employees and other stakeholders as applicable, tested and revised as needed.

The WHS team oversee the Emergency Response Plans, training of Wardens/staff and the drill schedule. Each site has an Emergency Planning Committee whose role it is to assess the risks, ensure adequate resources and training, plan the drills and ensure procedures and equipment is current and tested. Generally, procedures will be tested by running evacuation drills and/or mock exercises, simulations or desk top exercises. The results of these shall be recorded and used to improve the procedures and may provide the basis for additional training. Each site has a SharePoint page under Office Locations that the EPC is responsible to update available [here](#). Further details are contained in the following procedure:

[PR 9.05 Emergency Procedures \(PDF\)](#)

9 Performance Evaluation

9.1 Monitoring, measurement, analysis and evaluation

This section describes the means by which adequate inspection, monitoring and measuring is provided to demonstrate the performance of the system, and conformance to the specified requirements, including the quality of services and products, safety and health of people, compliance with legal requirements, and environmental impact. It also includes monitoring, measuring and test equipment, including test software where appropriate, and how such equipment is calibrated and maintained.

Changes to legal and other requirements are monitored via subscriptions to Law Compliance, Maddocks Law Firm, industry newsletters, WorkSafe updates, industry memberships. The City of Greater Bendigo has a Legal Services Team in the Governance Unit who are available to provide advice and assistance on a broad range of legal issues and assist with ensuring compliance with the various legislative instruments governing the conduct and day to day operation of Greater Bendigo City Council. Further information can be obtained on this SharePoint page; [Legal SharePoint Page](#). This team receives legislative updates from subscriptions to Law Compliance and Maddocks Law Firm.

The Legal team forward legislative updates on to relevant ADT and OLT staff for dissemination amongst their relevant staff. Changes to new or existing legislation and/or regulation will be communicated as they occur via email, staff meetings, noticeboards, face to face conversations and memorandums. Please see PR 5.02 Monitoring of External Requirements for further details. Changes will require review of procedures, processes, equipment and documentation. Staff will need to be notified of changes and a record of this communication retained.

If changes in legislation requires an update of work practices, procedures or work instructions supervisory staff and relevant workers and representatives such as HSR's will review. The review of documentation is to follow the process as above in section 7.5 and [PR 5.01 Document and Data Control](#).

The Integrated Management System will be monitored to optimise its performance and to evidence improvements as a management tool. This will be achieved in a variety of ways that include (but not limited to) internal audits, site inspections, quarterly organisational health check reports, health surveillance, monitoring of customer satisfaction, analysis of data, and management review meetings. Details of methods, authorities, responsibilities and documentation are defined within policy and procedures encompassed within the Integrated Management System framework. Outcomes of these reviews will be escalated to relevant committees as appropriate to ensure appropriate information is provided for governance arrangements and decision making.

Adequacy of service provision is encompassed within procurement processes and embedded within City Procurement Policies. Adequacy of the provision of products is determined via inspection and/or tested or monitored as directed in the applicable control documents. Inspection instructions contain details of both inspection methods and acceptance criteria.

The extent to which suppliers control their service and/or product and processes, and provide records of conformance, controls the level of receiving inspection. If incoming service and/or product be required for urgent release without inspection, the information is recorded to allow for recall and replacement in the event of non-conformance to the specified requirements.

Conformance of the service and/or product is established through the use of process monitoring, inspections or tests. The completion of each inspection or test is recorded. As each inspection or test stage, including the final inspection is cleared, the completion of prior inspection and test approvals are verified. The results of all inspection and test activities are recorded to provide evidence of service and/or product conformance or failure and show that service and/or product has been released by authorised personnel.

The inspection and test status of service and/or product is always readily identifiable, as defined in the procedures. Such identification will provide for the ready identification of service and/or product conformance or non-conformance.

Non-conforming services and/or products, and safety and environmental arrangements, are identified as hazards and added to Elumina for action by the supervising officer for the area or team concerned. These actions may be broken down into tasks for relevant staff to complete off. The supervisor will need to complete these actions off in Elumina. The WHS team will monitor the completion of actions and tasks in Elumina to ensure they are being followed up.

Details of methods, authorities, responsibilities and documentation are defined in written procedures:

- City Procurement Policy

Activities and processes are monitored and measured for their effectiveness in relationship to safety and health, and their impact on the environment, as set out in the documented procedures. This will include compliance with relevant legislation and regulation, as well as hazards, impacts and risks in work processes.

The health of our employees will be monitored where necessary, or where required by legislation. This is primarily undertaken at an organisational level as part of health surveillance checks and monitored as required by the Manager of each Business Unit. This includes (and not limited to) influenza vaccinations, skin checks, hearing tests, Employee Assistance Program (EAP) and health assessments.

The Presentation and Assets Directorate will also undertake staff immunisation programs for potential staff exposure to needlestick injuries, contact with dead animals or bodily fluids from animals.

Details of methods, authorities, responsibilities and documentation are defined in written procedures:

- [PR 5.02 Monitoring External Requirements](#)
- [PR 10.02 Occupational Health and Safety Monitoring \(PDF\)](#)
- [PR 10.03 Environmental Monitoring \(PDF\)](#)

- Quarterly Health Surveillance Report
- Internal Audits

New services and/or products are reviewed prior to introduction to identify:

- Measurement requirements
- Tolerances that apply
- Suitability of the measuring, inspection and test equipment
- Any inspection and test equipment or capability, additional to that currently available, which may be required

A register of all inspection, measuring and test equipment is maintained and uniquely identified and checked for accuracy or calibration at regular intervals. These checks shall be recorded, along with the test status of the equipment.

Equipment will be handled, preserved and stored with care as described by the manufacturer or relevant standards to maintain accuracy and fitness for purpose.

If equipment is found to be out of calibration since the last check a review of all service and/or products accepted will be held to determine what action should be taken on service and/or products accepted since the previous check.

Details of methods, responsibilities and documentation are defined in written procedures:

[PR 11.01 Inspection, Measuring and Test Equipment \(PDF\)](#)

9.2 Internal audit

This section describes how all aspects of the Integrated Management System and operations are audited at regular intervals to assess compliance with agreed procedures and regulations, identify any non-conformances and implement corrective action where required.

Internal audits are planned by the Quality Systems Advisor in such a way that all aspects of the Integrated Management System are audited at least annually by sample. The frequency of audits is determined according to the results of previous audits and the significance of individual system activities. Inspections of permanent sites and a sampling of mobile crews are scheduled a similar manner. The WHS team OHS Business Partner will carry out site inspections in conjunction with the designated work group HSR's if available. Any hazards or opportunities for improvement will be added to Elumina for action by the responsible supervisor.

Audits shall include an evaluation of:

- Activities, processes, work areas, products and services being produced
- Practices, systems, procedures and instructions
- Documentation
- Compliance with Standards and Regulations

Internal audits are performed in line with documented procedures and/or checklists that identify key elements and are conducted by suitably qualified and/or experienced personnel who are not directly responsible for the area being audited.

The management responsible for an audited area recommends and implements any corrective actions necessary to address deficiencies identified during the audit. Corrective and preventive actions will be undertaken in a timely manner.

Non-conforming areas are re-audited to ensure corrective action has been taken and has been effective or evidence needs to be provided to demonstrate the implementation and effectiveness of the control.

Management utilises internal audit reports when reviewing the continued effectiveness of the Integrated Management System.

Details of methods, responsibilities and documentation are defined in written procedures:

[PR 17.01 Internal Audits and Inspections \(PDF\)](#)

9.3 Management Review

The Director of Presentation and Assets will review the performance of the Integrated Management System framework at regular Presentation and Assets management meetings. Records of these reviews will be documented in the minutes of these meetings. Further recommendations for improvement will be documented in business planning (linked to annual Council Plan (Mir Wimbul)) and where applicable, escalated to the Executive management team meeting for consideration.

The review of the Integrated Management System will also be undertaken at 6 monthly Management Review Meetings, involving the Presentation and Assets management team and staff who hold key Integrated Management System portfolios. The scope of the management review will encompass the effectiveness and efficiency of policies and practice, and the ability of the framework to adapt to changing needs within the Directorate and the organisation. The management review will also seek opportunities for improvement related to Integrated Management System objectives and alignment with ISO 9001:2015, ISO 45001:2018 and ISO 14001:2015.

The management review will include review of internal audit outcomes and evaluation of any organisational changes likely to impact the Integrated Management System framework or associated systems associated with:

- Status of actions from previous Management Review Meetings
- Changes in external and internal issues that are relevant to the IMS including:
 - The needs and expectations of interested parties
 - Legislative and regulative compliance requirements
 - Its significant environmental aspects
 - Risks and opportunities
- Incidents, complaints, compliments, customer satisfaction, feedback and communication from relevant interested parties

- Objectives and targets
- Presentation and Assets audits and status of non-conformities and corrective actions
- Performance of the Presentation and Assets Directorate
- Changes to key components of the IMS
- Adequacy of resources
- Recommendations of opportunities for continual improvement

Review Output

The output from management review meetings will include review and actions covering:

- Continual quality improvement initiatives
- Continuing suitability, adequacy and effectiveness of the Integrated Management System framework
- Resource needs and allocations

Records of such reviews and meetings will be maintained by the Quality Systems Advisor or as delegated.

Details of methods, responsibilities and documentation are defined in written procedures:

[PR 1.01 System Review](#)

[PR 1.02 Management Organisation \(PDF\)](#)

Minutes of the Management Review Meetings, the PowerPoint Presentation and the Actions from the meeting will be emailed to the meeting participants and the Presentation and Assets HSR's. A copy will also be available to all staff via the [IMS SharePoint page - reporting](#).

10 Improvement

10.1 General

This section details the way in which non-conformances, accidents, incidents, complaints, corrective and preventive actions are documented, addressed and reviewed for effectiveness and sustainability. This also encompasses the collection and analysis of data, leading to ongoing improvement initiatives for systems, policies and work practices.

10.2 Incident, nonconformity and corrective action

The Presentation and Assets Directorate will take appropriate action to ascertain the root cause of nonconformities. Actions undertaken will be appropriate to the outcomes of the non-conformance(s) and hazards detected.

Non-conformances and accident/incidents are recorded and reviewed on Elumina. All staff have access to log incidents and hazards on the Elumina online incident form via SharePoint, City Website and QR codes at sites or on stickers provided by the WHS team. People Managers have access to the Elumina Manager Portal. The review includes risk assessment and root cause analysis to detect and eliminate potential and actual causes. Corrective actions, including preventative measures, are implemented to prevent a reoccurrence, and verify ongoing effectiveness and sustainability. Where corrective action results in changes to existing documented procedures or practices, such changes are recorded and communicated to the appropriate personnel.

Potential concerns and improvement opportunities, where identified by inspections, meetings or other means, will be dealt with in a similar manner. As noted in section 9.1 OHS Business Partners and HSR's undertake site inspections and any hazards or opportunities for improvement will be added to Elumina and actioned to responsible supervisors. The OHS Business Partner will monitor Elumina and follow up with teams if actions are not being completed off.

The Presentation and Assets Directorate will ensure that any product or service that does not comply with identified specification/ requirements, will be identified and controlled to prevent its use/ delivery. Procedures and Work Instructions detail the actions that need to be undertaken when non-compliant products or services are noted.

Non-conformances (ie where a requirement has not been met) and accidents/incidents are recorded, investigated and actioned, providing all relevant details of the incident, product, service, event, hazard, risk or impact, and the actions taken.

The incident site or item, where practicable, shall be isolated to prevent inadvertent or further use, additional or further damage, or to preserve the site for further investigation. The details are immediately forwarded to the relevant Manager or delegated authority for review. It is also recognised that incident notification and investigation processes will be undertaken in alignment with organisational and regulative/ legislative requirements (such as WorkSafe and EPA)

Where a concession has been made to use a non-conforming product or repairs or reworks are undertaken, details of acceptance are recorded. Relevant staff responsible for the immediate action or non-conforming product or accident/incident are identified in written procedures and on the Fix-it Form or Hazard/Incident Notification Form. All incident sites repaired, or reworked services and/or products are re-inspected, in accordance with documented procedures, before such service, product or site is released for use. Notifiable accident/incidents will be reported to the relevant authorities as and when required by legislation.

Details of methods, responsibilities and documentation are defined in written procedures:

[Hazard, Near Miss and Incident Reporting Policy and Procedure doc set id: 3471048](#)

10.3 Continual Improvement

The Presentation and Assets Directorate is committed to the ongoing implementation, monitoring and analysis of its business activities to ensure continual improvement initiatives are actively sought and embedded. Staff are encouraged to think of improvements to processes, work practices, procedures for consideration. Changes can be made due to changes in technology and equipment, legislative requirements or identified hazards and opportunities for improvement. Technology changes can be requested and recorded via IT Helpdesk, small change request for both process and technology related changes. This will ensure the ongoing sustainability of the Integrated Management System framework, future growth across the directorate and safe and efficient work practices for our staff, environment and key stakeholders.

Data will be collected from a variety of sources customer feedback, customer request reporting, non-conformances, incidents, internal and external audits, data analysis, via review of the Integrated Management System Policy and objectives, meetings and employee suggestions, and analysed to determine trends and concerns. This, combined with corrective and preventive actions, will lead to opportunities for improvement to the Integrated Management System and work practices.

This data and its analysis will also enable management to make informed decisions in all areas of the organisation and will be tabled for review and discussion via an array of forums including (but not limited to) Presentation and Asset Manager meetings, Management Review meetings, toolbox meetings and staff meetings to demonstrate the effectiveness of the Integrated Management System and evaluate continual improvement initiatives made.

Continuous Improvement initiatives can be documented on FM 1867 Continuous Improvement Report. These are then logged onto the FM 808 Continuous Improvement Register to provide reporting to the Presentation & Assets Management Team.