



AGFMA • FRAMEWORK

# Work Health and Safety Framework

**Across Government Facilities Management  
Arrangements (AGFMA)**

## Document Approval

Approved by:	
Signature:	
Approval Date:	01/12/2021
Review Date:	Mid-cycle review at 6 months post approval date, then every 2 years.
Document Contact Officer:	Director, AGFMA
Document Custodian:	Director, AGFMA
Division:	AGFMA
Document Owner:	Executive Director Commercial and Contract Management

## Version History

Issue	Date	Issue to	Author	Reviewer	Revision Detail
1.1	17/02/2021	DIT	DIT	DIT	Initial Draft
1.2	5/03/2021	DIT	DIT	Safety Improvement Agency Working Group	Draft Updates
1.3	16/04/2021	DIT	DIT	AGFMA Reform Steering Committee	Draft Updates
1.4	28/05/2021	DIT	DIT	Whole of Government Work Health and Safety Mangers Group	Draft Updates
1.5	3/08/2021	DIT	DIT	AGFMA Reform Steering Committee	Final Draft Updates
1.6	03/08/2021	DIT	DIT	DIT	Endorsed Version
2	01/12/2021	DIT	DIT	DIT	Day 1 AGFMA Version
2.1	24/10/2022	DIT	DIT	DIT	AGFMA 6 month review
2.2	18/10/2024	DIT	DIT	DIT	AGFMA 2 year review

## Copyright

This document has been published by the State of South Australian Department for Infrastructure and Transport for the benefit of and use by government Agencies that are participants of the AGFMA.

We welcome responses to this document as part of the Department's commitment to continuous improvement. You are welcome to use this work, AGMFA Work Health and Safety Framework, under a Creative Commons Attribution 4.0 license, provided credit is made to the South Australian Department for Infrastructure and Transport as author, indicate if changes were made and comply with the other license terms. The license does not apply to any branding, including Government logos.

# Table of Contents

<b>Table of Contents</b>	<b>3</b>
<b>Introduction to AGFMA</b>	<b>4</b>
<b>Purpose of the WHS Framework</b>	<b>4</b>
<b>What is the WHS Framework?</b>	<b>5</b>
<b>AGFMA Document Hierarchy</b>	<b>5</b>
<b>Supporting WHS Documents</b>	<b>6</b>
<b>1. Leadership and Worker Participation</b>	<b>7</b>
1.1 Leadership and commitment	7
1.2 WHS Policy	7
1.3 Organisational roles, responsibilities and authorities	7
<b>2. Planning</b>	<b>8</b>
2.1 Addressing risk and identifying opportunities	8
2.2 WHS objectives and planning to achieve them	8
<b>3. Support</b>	<b>10</b>
3.1 Resources	10
3.2 Competence	10
3.3 Awareness	10
3.4 Internal Communication	10
3.5 External communication	12
3.6 Documented information	12
<b>4. Operation</b>	<b>13</b>
4.1 Operational planning and control	13
4.2 Emergency preparedness and response	15
<b>5. Performance Evaluation</b>	<b>15</b>
5.1 Monitoring, measurement, analysis and performance evaluation	15
5.2 WHS Management System audit	16
5.3 Management Review	17
<b>6. Improvement</b>	<b>17</b>
6.1 Incident, non-conformity and corrective action	17
6.2 Continuous improvement	18
<b>Glossary</b>	<b>19</b>
<b>Key Reference Material</b>	<b>20</b>
<b>Appendix 1 – Documentation required under the AGFMA</b>	<b>21</b>

# Introduction to AGFMA

The Across Government Facilities Management Arrangements (AGFMA) are an integral part of the South Australian Government's commitment to the maintenance, management and improvement of government building assets that underpin essential community services.

A key objective of the arrangements is to enable the Government to identify and manage risk to the public and its workers, including direct employees, primary contractors and sub-contractors; and to manage overall risks associated with the ownership and operation of assets within its portfolio.

Specific to asset management, there are two key WHS considerations:

1. Managing the safety of the asset; and
2. Managing safe work practices which underpin activities for managing the safety of the asset.

Although **all** participants of the AGFMA have WHS responsibilities in ensuring the safety of all who are involved in the Arrangements, including provision of a safe workplace, Key Participants of the AGFMA, as concurrent duty holders, have a key role in ensuring the safe delivery of the AGFMA.

Key Participants of the AGFMA are:

- **Participating Agencies** of the AGFMA, as the owner, manager or controller of assets;
- the **Contract Administrator**, as the administrator of the Facilities Management (FM) Contract/Framework, supported by the Department's AGFMA Directorate;
- **Facilities Management Service Provider (FMSP)**, as the provider of FM services (this includes sub-contractors and direct employees); and
- **AGFMA Governance Committees**, such as the Facilities Management Governance Group (FMGG), which have responsibilities for overseeing the AGFMA WHS Strategy, performance and issues relating to the delivery of the arrangements.

Legislative requirements relative to the AGFMA are complex, particularly with regard to the role and obligations of concurrent duty holders (section 16 of the *Work Health and Safety Act 2012* (the 'Act') and supporting Regulations). For example, the Participating Agency, Contract Administrator, FMSP and the sub-contractor may all be responsible for the same risks; requiring each duty holder to comply with legislation to the extent that it can reasonably control that risk. Consequently, the above parties must ensure their obligations are known and understood. An overview of AGFMA stakeholder WHS documents, roles and responsibilities is provided at **Appendix 1**.

## Purpose of the WHS Framework

The AGFMA Work Health and Safety Framework (the WHS Framework) has been developed to:

- encourage and facilitate a cohesive arrangement between all participants of the AGFMA, with WHS expectations clearly outlined and understood;
- guide key participants of the AGFMA in the development and oversight of WHS management systems (WHSMS), which aim to ensure that all 'workers' who interact with assets maintained under the AGFMA perform their work related tasks in a safe working environment;
- provide guidance and principles for development of policies, procedures and instructions which aim to ensure that a healthy and safe workplace is maintained;
- provide reference/best practice for Participating Agencies and the FMSP to ensure all 'workers' are adequately trained and understand their obligations and responsibilities to be able to safely perform their job;
- provide reference/best practice for all stakeholders to measure, monitor and evaluate WHS performance commensurate with their responsibilities under the AGFMA; and

- ensure that Participating Agencies and the FMSP WHSMS are regularly reviewed and continually improved with the objective of improving overall WHS performance.

## What is the WHS Framework?

The AGFMA WHS Framework is aligned with the six key elements of AS/NZS ISO 45001: 2018 Occupational health and safety management systems and is represented as a continuous improvement cycle as shown at **Figure 1**.



*Figure 1: Continuous Improvement Cycle*

The AGFMA WHS Framework dovetails the Office of the Commissioner of Public Sector Employment (OCPSE) Safety, Wellbeing and Injury Management Strategy in the Public Sector, which is a whole of government approach to managing WHS within the South Australia government sector. The individual Participating Agency WHSMS underpins this strategy and interacts in a unique and sometimes complex manner.

Whilst adhering to their own work health and safety system/s, Participating Agencies and the FMSP should incorporate and adopt the principles of this WHS Framework in the management and performance of their responsibilities under the AGFMA more broadly.

With multiple parties and multiple WHSMS, Participating Agencies and the FMSP must ensure they operate in accordance with their established WHSMS, whilst being mindful of how these interact/relate to others. All parties have a role to play to achieve the objectives of the WHS Framework and safe work practices.

## AGFMA Document Hierarchy

The WHS Framework is part of a suite of key documents which underpins a safe and efficient delivery of AGFMA. The suite of documents, referred to as the AGFMA Document Hierarchy, clearly sets out roles and responsibilities of Key Participants and are intended to support Agencies and the FMSP in managing

WHS risks associated with facilities and asset management. The AGFMA Document Hierarchy consists of (as varied from time to time):

- **Memorandum of Administrative Arrangement (MoAA)** – an agreement between a Participating Agency and the Department which outlines roles and responsibilities of both parties in accordance with Cabinet’s decision;
- **Strategic Asset Management Framework (SAMF)** – prescribes how a government asset is to be managed including WHS risk management; and
- **FMSP Contract** – a binding agreement governing the engagement of a FMSP (Primary Contractor) and which details WHS requirements, key performance indicators (KPIs) and expected outputs.

## Supporting WHS Documents

To further support the Key Participants in establishing and maintaining effective WHS strategies, the Department provides a range of guidance material which is available on the AGFMA Website including, but not be limited to:

- Agency - Contractor Site Risk Exchange;
- WHS Training and Induction;
- Agency WHS Workplace Inspections;
- WHS Internal Audit;
- Corrective and Preventive Action;
- Safety Walks and Safety Observations;
- WHS Management Review;
- WHS Objectives of the AGFMA;
- WHS Contractor Management;
- WHS Incident Investigation;
- WHS Risk Management;
- Leading WHS Performance Measures; and
- Consultation and Communication for effective management of WHS

# 1. Leadership and Worker Participation

## 1.1 Leadership and commitment

Participating Agencies and the FMSP shall demonstrate leadership and commitment to WHS through:

- the provision of a safe working environment so far as is reasonably practicable;
- ensuring sub-contractor management is integrated with other WHS requirements e.g. risk management;
- communicating WHS requirements to all workers, including sub-contractors;
- protecting sub-contractors from reprisals when reporting incidents, hazards, risks and opportunities; and
- ensuring consultation and participation to an appropriate level with sub-contractors.

## 1.2 WHS Policy

Participating Agencies and the FMSP shall develop and maintain a WHS Policy, authorised by their respective Chief Executive, which clearly states WHS objectives and demonstrates a commitment to improving WHS performance. At a minimum the WHS policy should:

- include a Statement of Intent;
- include a commitment to:
  - WHS for all workers as defined by the SA WHS Act 2012;
  - establish and meet objectives and targets;
  - eliminate hazards and reduce risk;
  - comply with relevant WHS legislation and other relevant Approved Codes of Practice or Australian Standards;
- be documented, implemented, maintained and communicated to all workers;
- be readily available to interested parties; and
- be reviewed regularly to ensure it remains relevant and up to date.

## 1.3 Organisational roles, responsibilities and authorities

Participating Agencies and the FMSP shall ensure roles, responsibilities and authorities are appropriately assigned and communicated in documented form. This should include persons responsible for developing and maintaining the WHSMS and those responsible for the management of AGFMA sub-contractors, to an appropriate level. Methods to demonstrate this may include embedding WHS requirements in policy and procedures, role/position descriptions, organisational charts, responsibility matrices etc.

## 2. Planning

### 2.1 Addressing risk and identifying opportunities

#### 2.1.1 Hazard identification and assessment of risks and opportunities

In order to achieve sustainable improvements in health and safety, the FMSP and Participating Agencies need to manage risks using recognised risk management or assessment techniques. Information gained through hazard identification and risk assessment will provide a firm foundation for the inclusion of AGFMA specific risks within the FMSP and Participating Agency's WHS Risk Register.

When used correctly, accident (injury) and incident (near miss, damage) records will highlight problems which may require a review of the Risk Register, for example, if records indicate that a specific sub-contractor task gives rise to a workplace hazard or previous incident, then improvements may be identified in the way the hazard is addressed on site. The Risk Register needs to identify all these factors, including the persons who are allocated primary responsibility for ensuring that each risk is managed and what parameters will be acceptable as an indication that the risk is controlled.

With regard to sub-contractors, the FMSP shall ensure sub-contractors are provided with or develop Safe Work Method Statements (SWMS) for High Risk Construction Work, and where necessary they develop WHS Risk Registers and Hazardous Chemical Registers.

#### 2.1.2 Determination of legal and other requirements

The AGFMA Directorate, Participating Agencies and the FMSP shall keep abreast of all legislation and other requirements applicable to, or which may affect their operations. The FMSP shall develop and maintain a legislative compliance register which captures Acts, Regulations, Codes of Practice and other requirements relevant to the safe and effective delivery of facilities management. Contractual agreements, including WHS obligations, between the Department and the FMSP are legally binding.

#### 2.1.3 Action Plans

Action plans should be developed by the FMSP in collaboration with Participating Agencies to identify appropriate steps and controls to:

- address risks and opportunities
- identify and address legal requirements; and
- prepare for emergency situations.

Where relevant, these actions should be integrated into other WHSMS elements, for example documented procedures.

### 2.2 WHS objectives and planning to achieve them

#### 2.2.1 WHS objectives

The FMSP shall determine their objectives and develop measurable targets to meet them. Commitment to achieving these objectives would be expected to be in alignment with the FMSP health and safety policy. The targets must be achievable, measurable and relevant to the FMSP scope of work. Targets need to be set across all functions of the service (including operations and administration) so that safety is viewed as part of routine activities.



Measurement of WHS performance should extend beyond statistics relating to injury numbers or injury rates, that is, 'negative' or 'lag' indicators. Whilst these are an industry indicator, they provide information after a personal injury, or damage event. 'Positive' or 'lead' indicators are measures of actions taken to prevent injury and disease, for example, the number of inspections conducted, training provided and risk assessments conducted, which demonstrate progress on preventive actions.

FMSP objectives and targets (including a suite of leading performance indicators) shall be provided to the AGFMA Directorate for review and agreed upon for reporting and monitoring purposes. The lead indicators should be reported quarterly to the FMGG Meeting. Examples of lead and lag indicators is provided at **Table 1**.

Example Lead Indicators	Example Lag Indicators
<ul style="list-style-type: none"> <li>• Number of workplace inspections against targets</li> <li>• Number of training sessions completed in accordance with the training plan</li> <li>• Number of WHS Committee and working group meetings against target</li> <li>• Number of incident investigations completed within required timeframe</li> <li>• Corrective actions completed and reviewed</li> <li>• Reviews completed of WHS Management System components including Procedures, Risk Registers, Safe Work Method Statements/ Risk Assessments, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• WHS incidents reported monthly</li> <li>• Number of Workers Compensation claims for quarter</li> <li>• Number of Lost time Injuries for quarter / Lost Time Injury Frequency Rate (LTIFR)</li> <li>• Total Recorded Injury Frequency Rate (TRIFR) for quarter</li> </ul>

*Table 1: Example Lead and Lag Indicators*

### 2.2.2 Planning to achieve WHS objectives

The FMSP shall prepare, review and maintain an overarching WHS Management Plan for the purposes of ensuring compliance with the services provided under the AGFMA, and to meet the WHS Policy objectives. Incorporated into their overarching WHS Management Plan, the FMSP must include planning for hazard identification and control of risk and a commitment to comply with the Department and Participating Agencies WHS requirements.

Regular monitoring of implementation and progress of the WHS Management Plan provides an opportunity for the FMSP to:

- confirm that realistic targets have been set;
- revise priorities; and
- re-allocate resources to areas that need help.

Consequently, the plans must be reviewed and updated/amended at least annually with amended versions submitted to AGFMA Directorate for review.

## 3. Support

### 3.1 Resources

To achieve the objectives of the FMSP and Participating Agencies WHSMS it is imperative that appropriate and adequate resources are engaged and that these resources focus on strategies for the minimisation of risk. The level of resources must be reviewed at regular intervals, in line with WHS Management Plans. Each concurrent duty holder may have a level of responsibility for the same risk. Consequently, the AGFMA Directorate, the FMSP and Participating Agencies must ensure their systems identify responsibilities and mechanisms to control that risk. This is demonstrated in general terms in **Figure 2**.

### 3.2 Competence

The FMSP shall determine in consultation with the Participating Agencies the competencies and/or qualifications, training and experience required by their contractors for the safe performance of facility management services at Participating Agency worksites. This extends to the sub-contractor base where the FMSP shall ensure the training, competencies and licensing requirements are systematically managed.

The FMSP and Participating Agencies shall ensure that they establish and implement an **Induction Policy and Procedure** that includes their responsibilities to manage sub-contractors on site. The scope of induction should include a mandatory sign in/out process, the Department's Site Risk Exchange or Participating Agency equivalent, hazards and risks including the Asbestos Register, any site specific rules, and requirements for inspections. Participating Agencies should ensure they train their Designated Location staff regarding the management of contractors outlined within their specific Contractor Management Procedures.

### 3.3 Awareness

The FMSP and Participating Agencies shall ensure the WHS Policy, and its objectives are readily available to interested parties and specifically included in worker awareness programs such as inductions. Additionally, where relevant, workers should be made aware of, but not limited to:

- incidents;
- hazards and WHS risks;
- consequences for non-conformance; and
- their rights and responsibilities with regard to WHS.

### 3.4 Internal Communication

The FMSP shall prepare, in collaboration with Participating Agencies, a Communications Plan as part of their WHS Management Plan, to document the communications with external and internal stakeholders. The Communications Plan format should contain **Who, Why, What, When and How**, as a minimum.

The FMSP when developing and reviewing procedures, shall ensure workers and their representatives are consulted and involved in the process. Participating Agencies shall ensure existing, and importantly new, relevant procedures are communicated with the FMSP allowing important information to be transferred to sub-contractors.

Workplace Health and Safety Representatives (HSRs) have an important role in the consultative process as they have been elected to represent workers. The FMSP and Participating Agencies shall facilitate the election of HSR's when requested and maintain a HSR Register. All HSRs should be encouraged to register with SafeWork SA and undertake their annual training.

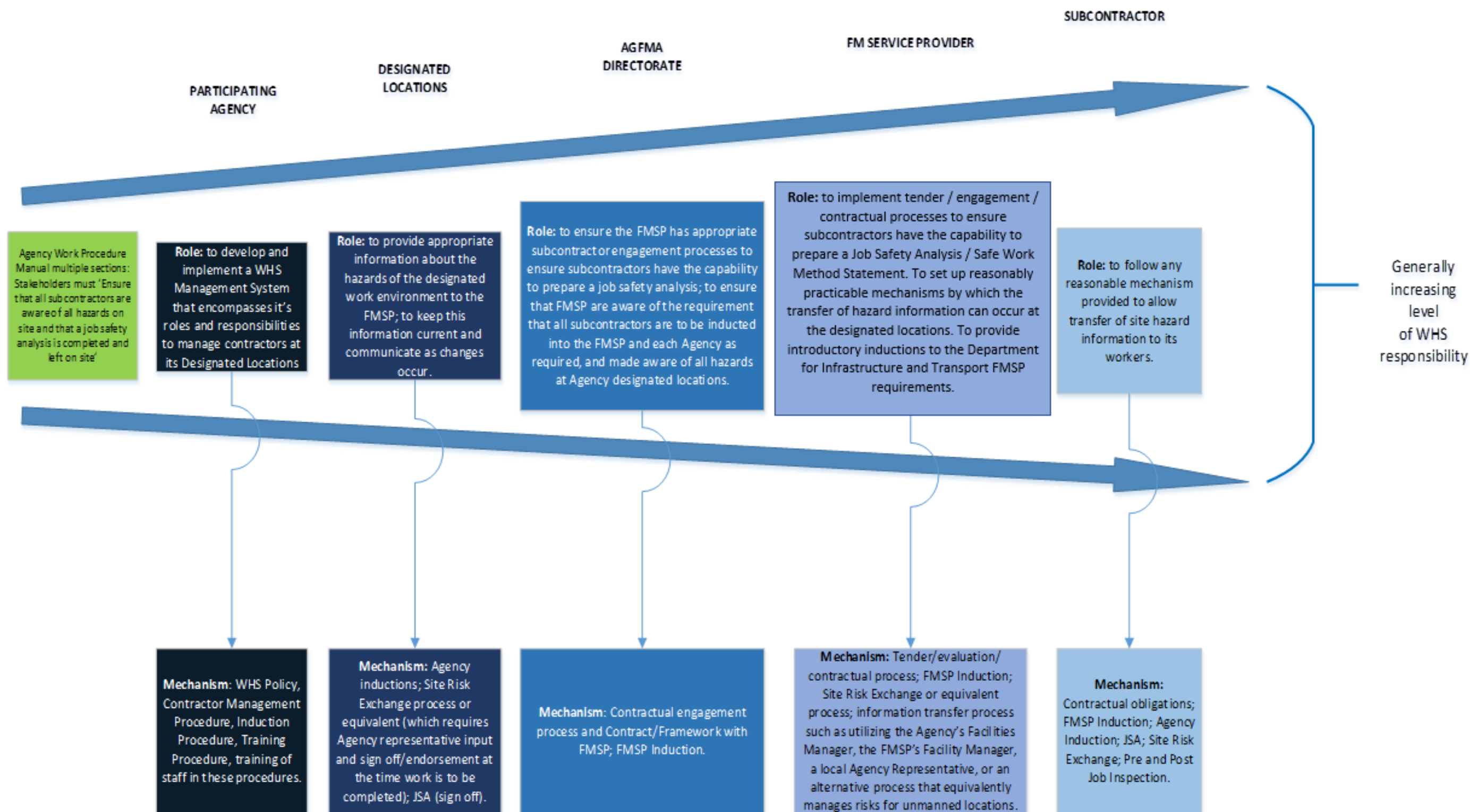


Figure 2: Roles and Responsibilities to manage risk

## 3.5 External communication

Legislative requirements may require certain matters to be formally notified to appropriate authorities, for example [SafeWork SA](#). These may include specified incidents involving dangerous goods or plant, and certain personal injuries and illnesses. For all notifiable incidents, the FMSP shall keep the AGFMA Directorate informed of any status.

## 3.6 Documented information

### 3.6.1 *Creating and updating*

The key WHS documents listed at [Appendix 1](#) must be prepared and maintained by document owners of the AGFMA Directorate, the FMSP and Participating Agencies so that they can be easily recognised and accessible to the users. Notwithstanding, Participating Agencies and FMSP must ensure WHS policies, procedures and related forms are developed as part of their WHSMS. Recording and documenting the WHSMS requires that its planning arrangements, procedures and tools (forms and checklists) should be documented and stored in a suitable print and/or electronic form.

Within each document, users should be directed to other relevant system documentation or manuals that interact with the WHSMS.

Participating Agencies, the AGFMA Directorate and the FMSP shall identify which health and safety records are required to be kept and determine how they will be collected and stored. The safe and organised storage of records will ensure that they are readily available when required by those who are authorised to access them.

### 3.6.2 *Control of documented information*

Documentation developed for the WHSMS or WHS Management Plan shall be fit for purpose, dated and readily identifiable, and maintained for a specified period. Obsolete documents and data shall be identified and retained, where required, for legal and/or knowledge preservation purposes, and are removed from all other locations to prevent unintended use.

The disposal of the records will depend on the AGFMA Directorate and FMSP needs, and any specific legislative requirements for their retention. For example, WHS documentation retention times may be defined in legislation with some requiring retention for up to thirty (30) years e.g. exposure to a hazardous chemical or other substance. These timeframes shall be identified within the FMSP and Participating Agencies WHSMS. Further, 'official records' may come under the scope of the [State Records Act 1997](#) and their management (development, retention and disposal) will be governed by that Act.

## 4. Operation

### 4.1 Operational planning and control

#### 4.1.1 Eliminating hazards and reducing WHS risks

Participating Agencies and the FMSP shall have a documented process for hazard identification and risk assessment, planning and implementation and control of hazards and risks at all designated locations/sites. This process can be demonstrated as per **Figure 3**.



*Figure 3: The Risk Management Cycle*

Example scenarios for when this process should be followed include (but not be limited to):

- Handling, transferring and transporting hazardous chemicals;
- Performing hazardous manual tasks;
- Using plant and equipment;
- Confined space entry; and
- Assessing new designs, new or modified equipment, processes, products, buildings or work areas.

This process should be an extension of the Risk Register and may include Safe Work Method Statements (SWMS) and Job Safety Analysis (JSA). Controls should be implemented to reduce the risks associated with the particular hazard, plant or equipment and the work to be done on or with it. Any such documented control, device or mechanism should not be able to be overridden easily, for example by inadvertent contact or deliberate misuse.

The Designated Location representative shall ensure a Site Risk Exchange or equivalent is undertaken in consultation with the worker (includes sub-contractor or employee of a sub-contractor). During this process the Designated Location representative must inform the worker of any specific health and safety issues, including as a minimum:

- Ensuring the worker has completed the Participating Agency Site Specific Induction;

- Bringing the Asbestos Register to the attention of the worker;
- Reviewing any relevant JSA or SWMS the worker has prepared for the task;
- Engaging in a Workplace Inspection – pre and post work completion; and
- Ensuring the worker has a Safety Data Sheet for any relevant substance to be used.

Whilst it is not mandatory for the Designated Location representative to sign a JSA or SWMS, a representative must review any such document to ensure the WHS of the Designated Location staff, visitors and assets is considered when the worker performs any task. Work is not to commence unless the Designated Location representative is satisfied that the risk has been minimised to an acceptable level. Designated site representatives must know their competency limitations and where they believe necessary, seek internal Agency assistance for WHS requirements for their site/s.

As part of its administrative controls for sub-contractor management, the FMSP should ensure sub-contractors are provided with (or the sub-contractor develops its own), as a minimum:

- SWMS for High Risk Work;
- Risk Register; and
- Hazardous Chemicals Register.

The implementation of an effective preventative maintenance plan is an important element in ensuring assets are safe to operate and that they can therefore contribute to the delivery of a safe working environment. Technical Data Schedules (TDS) are published to assist with asset maintenance activities, however a TDS should be used in accordance with the TDS Guide Note.

#### *4.1.2 Management of change*

Change within an organisation can have negative consequences on management of WHS if it is not managed effectively and efficiently. The FMSP and Participating Agencies should have a documented process for the management of change within the organisation. The intent is to ensure the change impacts in a positive manner and may include temporary or permanent changes due to:

- Processes or services;
- Legal requirements;
- New information about risk and hazards;
- Advances in technology; and
- New skills and knowledge.

If necessary, the FMSP and Participating Agencies may need to review existing policy, procedures, Risk Registers, SWMS and other system documentation to ensure they are amended to reflect any relevant change.

#### *4.1.3 Procurement*

The FMSP shall ensure the procurement of sub-contractors is in accordance with its sub-contractor Management Plan, the SA Procurement Policy Framework and include AGFMA minimum requirements for example:

- Current Workcover Registration;
- Public Liability Insurance (minimum \$20 million);
- Professional Indemnity Insurance (if providing advice/consultancy);
- Records of Certificates of Competency;
- Working with Children Check for workers;
- National Police Check for workers; and
- Agency specific requirements.

WHS in procurement extends to physical assets. The FMSP shall ensure that assets procured on behalf of Participating Agencies complies with, and its installation conforms to, any relevant legislative or Australian Standard requirements. Further, the FMSP should have a process in place for pre-purchase risk assessment which includes where necessary, a pre-purchase physical inspection. Any pertinent WHS information obtained for the installation, commissioning, operation and maintenance of new assets shall be provided to the Participating Agency.

## 4.2 Emergency preparedness and response

Potential emergency situations, which could originate both on and off-site, need to be identified so that suitable emergency plans can be developed. Emergency plans are documented controls intended to reduce the risks to the health and safety of workers and others, and to reduce damage to property in the event of an emergency. Scheduled reviews of emergency plans aid in ensuring that the information on which they are based is current and that the plan/s remain effective.

Emergency preparedness and response includes, but is not limited to, the following requirements:

- documented procedure(s) – Emergency response process procedure;
- First Aid Risk Assessment;
- First Aid Personnel list;
- First Aid Facilities;
- emergency contacts list;
- health and safety representatives list;
- Fire Warden list; and
- Emergency Control Organisation meeting minutes.

Participating Agencies and the FMSP shall review, monitor and update their emergency preparedness and response plans at their specified scheduled frequency. Ideally, reviews should also be undertaken immediately following any practice or actual emergency. Participating Agencies must ensure they convey emergency requirements to sub-contractors during each site induction and/or Site Risk Exchange, and sub-contractors must follow requirements provided.

In addition to the above, the FMSP and Participating Agencies must comply with any directions issued under the Emergency Management Act 2004. This would not be limited to naturally occurring events (such as earthquakes, floods or storms) but would, for example, include emergency declarations for fires, explosions, accidents, epidemics, pandemics (e.g. COVID 19), emissions of poisons, radiation or other hazardous agents, hijacks, sieges, riots, acts of terrorism and hostilities directed by an enemy against Australia.

## 5. Performance Evaluation

### 5.1 Monitoring, measurement, analysis and performance evaluation

#### 5.1.1 Evaluation of compliance

The FMSP shall develop and implement a documented process for the purpose of WHS performance evaluation. This process should include evaluation of the FMSP's conformance to its WHSMS as it pertains to sub-contractor management.

Regular, scheduled and targeted inspections will assist in identifying uncontrolled hazards and unplanned changes occurring in the workplace. Once identified, these must be reported to the FMSP and Participating Agency Designated Location. The FMSP or Participating Agency will then determine the appropriate corrective action. The FMSP will be responsible for recommending to the Participating

Agency representative appropriate corrective action for physical assets that present a safety risk to people or risk of failure. Participating Agencies shall determine appropriate corrective action for WHS risks under their management or control that impact AGFMA sub-contractors.

Responsibilities must be assigned to ensure that corrective actions are implemented and monitored. The AGFMA Annual Inspection, Testing and Audit Plan provides direction for the FMSP and Participating Agencies to prepare inspection plans, undertake inspections, risk assess and report regarding asset condition in terms of functionality, safety, compliance and operability.

General system monitoring will include FMSP reports that provide performance data on progress towards meeting objectives and targets outlined under WHS Planning. These reports shall form part of the Quarterly Report submitted to the FMGG Meeting. The FMSP and Participating Agencies should also review incidents which may require amendments to be made to the Risk Register.

Where monitoring, measurement and analysis is outsourced, for example atmospheric monitoring, lighting or noise level surveys, the FMSP shall obtain confirmation from the supplier that any equipment used for such monitoring is calibrated or verified as applicable.

## 5.2 WHS Management System audit

Periodic internal audits of the FMSP WHSMS are necessary to determine whether the system has been properly implemented and maintained, and whether the FMSP has met the performance objectives set within their WHS policy.

The FMSP should have an internal mechanism to verify that all aspects of the health and safety management system are effectively operating as planned. This verification could be achieved by conducting a complete system audit, or audits of parts of the system at frequent intervals e.g. contractor management or training. Audits should focus more regularly on those areas which carry the greatest risk exposure, the highest level of administrative controls and where problems have been identified in the past. The audit schedule should also take into account the complexity of the system and the FMSP's organisational structure.

The audit program should document:

- activities and areas to be considered in audits (scope);
- frequency of audits;
- responsibilities for managing and conducting audits;
- communication of audit findings;
- Auditor competence e.g. Exemplar Global certification; and
- how audits are to be conducted for example, desktop or on site.

It is imperative that the FMSP and Participating Agency audit scope includes:

- Contractor WHS Field Audit process (e.g. how inducted, are the forms used, inspections undertaken, verification of licenses), and audited by the FMSP; and
- Compliance with Participating Agency specific requirements and audited by the Participating Agency.

A follow-up or surveillance audit should be used to monitor the implementation of corrective actions resulting from the findings of an audit.

Participating Agencies are subject to the Public Sector Audit and Verification (Safety and Injury Management) System (AVS) over a three (3) to four (4) year cycle to test the agency's safety and injury management systems. Participating Agencies are encouraged to submit AVS audit outcomes to the



AGFMA Directorate and FMGG particularly where learnings can be shared for continuous improvement across government.

## 5.3 Management Review

The AGFMA Management Review process sits with the FMGG, whose role it is to:

- contribute to the development of across government strategies and approaches relating to facilities management and asset management;
- consider matters put before it from a whole of government perspective; and
- oversee the WHS strategy, performance and issues relating to the delivery of services under the AGFMA.

Senior management of the FMSP have a responsibility to ensure that the WHSMS in place continues to be:

- Suitable – how the system fits the FMSP, its operations, its culture and business systems;
- Adequate – whether the systems have been implemented appropriately; and
- Effective – whether the system is achieving its intended outcome.

The review should also demonstrate the FMSP has:

- Met the WHS objectives of the AGFMA and this Framework;
- Discharged their legislative obligations effectively;
- Reviewed audit reports and WHS performance outcomes; and
- Used what is known about the WHS performance to set future direction.

This can only be achieved if the management system is reviewed on a frequent and ongoing basis. The review process must be documented and provide direction to alter where necessary, WHSMS processes and procedures.

## 6. Improvement

### 6.1 Incident, non-conformity and corrective action

All AGFMA related incidents must be reported to the AGFMA Directorate. Incidents involving sub-contractors must be reported by the FMSP to the Participating Agency representative who should follow Agency processes to report it internally. Injuries, illnesses, and incidents including those which are notified to authorities should be investigated. This is to determine the contributing factors so that similar occurrences can be prevented. The FMSP and sub-contractor must undertake incident investigations for all contractor/sub-contractor incidents. The FMSP or Participating Agency is responsible for reporting Notifiable Incidents to the relevant Regulator.

Incident investigations should focus on corrective actions, not the allocation of blame. The investigation should involve management representatives such as supervisors who have direct knowledge of the relevant work area and work processes. The FMSP should document the severity of incidents that will require an Incident Causation Analysis Method (ICAM) or Root Cause Analysis (RCA). Only suitably trained and competent staff should undertake an ICAM or RCA and provide a written report to the AGFMA Directorate which may be presented to the FMGG.

Corrective and preventative action to minimise or eliminate recurrence should be determined with responsibility for action identified. Participating Agencies should adhere to Table 2 below when addressing sub-contractor non-conformance with agency specific requirements.

Type of issue	Example	Agency Action
<ul style="list-style-type: none"> <li>Site specific requirements (minor issues)</li> </ul>	<ul style="list-style-type: none"> <li>Sub-contractor not complying with site requirements</li> <li>Behaviour of sub-contractors on site (minor issues)</li> </ul>	<ul style="list-style-type: none"> <li>Discuss with sub-contractor if possible</li> <li>Speak to the FMSP in the first instance</li> </ul>
<ul style="list-style-type: none"> <li>Work Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Observation of unsafe work practices or sub-contractors not complying with site WHS requirements, placing workers, employees and visitors at risk.</li> </ul>	<ul style="list-style-type: none"> <li>Instruct to stop work immediately if the risk to safety of workers or others</li> <li>Notify the FMSP</li> <li>If no resolution from the FMSP, notify the AGFMA Directorate.</li> </ul>

Table 2: Example AGFMA Issue Resolution

## 6.2 Continuous improvement

The FMSP and Participating Agencies should review their respective WHSMS as it pertains to contractor or sub-contractor management as a consequence of, and not limited to:

- audit outcomes;
- industry practices;
- legislative changes; and
- relevant internal/external influences

Moreover, this WHS Framework will be reviewed and updated as required to reflect changing circumstances, new legislative or Australian Standard requirements and/or industry practices. Any subsequent change will require the Framework to be reviewed by DIT and endorsed by the AGFMA Director and approved by the Executive Director Commercial and Contract Management.

# Glossary

**Agency Representative** means the representative of a Participating Agency at a particular designated location(s).

**AGFMA Directorate** means the Department for Infrastructure and Transport (the Department) business unit which is responsible for policy and contract management functions of the AGFMA.

**Construction work** means building work as defined in the Building Work Contractors Act 1995

**Contract Administrator** means the Executive Director Commercial and Contract Management, of the Department or any administrative successor, who is the Minister's representative for the FM Services Contract with the Facilities Management Service Provider (FMSP).

**Designated Locations** means the sites, land and other places at which the FMSP provide the services for the purposes of the AGFMA.

**Facilities Management (FM)** means a function of an organisation which integrates people, places and processes within the built environment, with the purpose of improving the quality of life for people and productivity of the core business, as defined under ISO41011.

**FMGG** means Facilities Management Governance Group, the group established as a governance and strategic committee overseeing the AGFMA.

**FMSP** means the Facilities Management Service Provider.

**Health and Safety Representative (HSR)** means a person elected as the HSR for the work group of which the worker is a member, to represent them on health and safety issues.

**High Risk Construction Work** means work which involves one or more of a number of high risk activities, as defined in Regulation 291 of the WHS Regulations 2012 (SA).

**High Risk Work** means any of the work classes requiring a High Risk Work Licence in accordance with Schedule 3 of the SA WHS Regulations 2012.

**Job Safety Analysis (JSA)/ Job Safety and Environment Analysis (JSEA)** means undertaking a documented procedure to integrate accepted work health and safety principles and practices into a particular task or job operation, including to analyse each basic step of the job to identify potential hazards and to document the safest way to do the job.

**OCPSE** means Office of the Commissioner of Public Sector Employment.

**Participating Agency** means those Agencies participating in, and who procure FM Services under the AGFMA.

**SWMS** means Safe Work Method Statement, a safety planning tool that identifies the hazards and risks of high risk construction work and documents the control measures necessary to manage those risks.

**TNA** means Training Needs Analysis, a review of learning and development needs within an organisation.

**WHS** means Work Health and Safety.

**WHSMS** means Work Health and Safety Management System.

**Worker** means a person who carries out work in any capacity for the department and may include: an employee, trainee, volunteer, outworker, apprentice, work experience student, contractor or sub-contractor, employees of a contractor or sub-contractor; or employee of a labour hire company.

**Workplace** means any place where a worker works and includes any place where such a person goes, or is likely to be, while at work.

# Key Reference Material

[Across Government Facilities Management Arrangements \(AGFMA\) Website](#)

[AGFMA Technical Data Schedules](#)

[SafeWork SA Approved Codes of Practice](#)

[AS/NZS ISO 45001: 2018 Occupational health and safety management systems](#)

[Emergency Management Act 2004](#)

For Key Information - [Facilities Management Governance Group \(FMGG\) and MoAA Safety, Wellbeing and Injury Management Strategy](#)

[Public Sector Audit and Verification System](#)

[South Australian Procurement Framework | Buying4SA](#)

[Safe Work Method Statements \(SWMS\)](#)

[State Records Act 1997](#)

[Strategic Asset Management Framework \(SAMF\)](#)

[Work Health and Safety Act 2012 \(the 'Act'\)](#)

[Work Health and Safety Regulations 2012](#)

[How to manage Work health and safety risks code of practice](#)

[Workplace Health and Safety Representatives \(HSRs\)](#)

# Appendix 1 – Documentation required under the AGFMA

Delivery Agency (PCBU)	Contract Manager	Primary Contractor (PCBU)	Direct Employer (PCBU)	Participating Agency (PCBU)	Designated Location - Workplace Manager (Site)	Worker (Subcontractor or employee of subcontractor)
Dept. Infrastructure and Transport	AGFMA	Facilities Management Service Provider	e.g. ACME Air-conditioning	e.g. Dept. for Education	e.g. School Principal	e.g. Employee of ACME or Subcontractor
<b>Leadership and Participation</b>	<b>Leadership and Participation</b>	<b>Leadership and Participation</b>	<b>Leadership and Participation</b>	<b>Leadership and Participation</b>	<b>Leadership and Participation</b>	<b>Leadership and Participation</b>
<ul style="list-style-type: none"> <li>Statement of intent and commitment to WHS</li> <li>Commit to establish objectives and targets</li> <li>Commit to comply with legislation</li> <li>Documented, implemented, maintained and communicated</li> <li>Be readily available</li> <li>Regularly reviewed and current</li> <li>Authorised by CE</li> <li>Defined roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> </ul>	<ul style="list-style-type: none"> <li>Statement of intent and commitment to WHS</li> <li>Commit to establish objectives and targets</li> <li>Commit to comply with legislation</li> <li>Documented, implemented, maintained and communicated</li> <li>Be readily available</li> <li>Regularly reviewed and current</li> <li>Authorised by CEO</li> <li>Defined roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Minimum requirement - safe systems of work</li> </ul>	<ul style="list-style-type: none"> <li>Statement of intent and commitment to WHS</li> <li>Commit to establish objectives and targets</li> <li>Commit to comply with legislation</li> <li>Documented, implemented, maintained and communicated</li> <li>Be readily available</li> <li>Regularly reviewed and current</li> <li>Authorised by CE</li> <li>Defined roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Participating Agency WHS Policy to be available</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> </ul>
<b>Planning</b>	<b>Planning</b>	<b>Planning</b>	<b>Planning</b>	<b>Planning</b>	<b>Planning</b>	<b>Planning</b>
<ul style="list-style-type: none"> <li>WHS Strategic Plan</li> <li>WHS Management System Manual</li> </ul>	<ul style="list-style-type: none"> <li>AGFMA WHS Framework</li> <li>FMSP Contract</li> <li>Memorandum of Administrative Arrangement</li> <li>Strategic Asset Management Framework</li> </ul>	<ul style="list-style-type: none"> <li>WHS Management Plan</li> <li>Subcontractor Management Plan</li> <li>Establish Objectives, Targets and Performance Indicators</li> <li>Establish a Risk Register</li> <li>Legislative Compliance Register</li> <li>FMSP Contract</li> </ul>	<ul style="list-style-type: none"> <li>Prepare SWMS for High Risk Work</li> <li>Prepare Work Instructions</li> <li>Risk Register</li> <li>Hazardous Chemicals Register</li> </ul>	<ul style="list-style-type: none"> <li>WHS Strategic Plan</li> <li>WHS Management System Manual</li> </ul>	<ul style="list-style-type: none"> <li>Be aware of the work to be completed</li> <li>Undertake pre work inspections</li> <li>A current Asbestos Register</li> </ul>	<ul style="list-style-type: none"> <li>Job Safety Analysis (JSA)</li> <li>Safe Work Method Statement (SWMS) particularly for High Risk Work</li> <li>SDS for any Hazardous Chemicals to be used</li> </ul>
<b>Support</b>	<b>Support</b>	<b>Support</b>	<b>Support</b>	<b>Support</b>	<b>Support</b>	<b>Support</b>
<ul style="list-style-type: none"> <li>Contractor Site Risk Exchange Form</li> <li>SWMS Checklist</li> </ul>	<ul style="list-style-type: none"> <li>Annual Inspection, Testing and Audit Plan Guidance Note</li> </ul>	<ul style="list-style-type: none"> <li>Training Plan</li> <li>Provide relevant training to workers engaged to perform FMS</li> <li>Prepare Communication Plan</li> <li>Ensure sub-contractors comply with contract clauses</li> <li>Appoint HSR's and provide HSR Register</li> <li>Comply with Agency policies</li> </ul>	<ul style="list-style-type: none"> <li>Identify/assess training needs</li> <li>Induct workers into their business</li> <li>Deliver identified training</li> </ul>	<ul style="list-style-type: none"> <li>Train Participating Agency staff in management of contractors</li> </ul>	<ul style="list-style-type: none"> <li>Have a sign in process</li> <li>Implement the training to manage contractors</li> <li>Deliver Site Specific Induction/Rules</li> <li>Undertake Site Risk Exchange with worker</li> <li>Ensure worker is aware of local conditions and relevant information e.g. Asbestos Register</li> </ul>	<ul style="list-style-type: none"> <li>Sign in where required</li> <li>Participate in the Site Induction</li> <li>Participate in the Site Risk Exchange</li> <li>Comply with any procedure or reasonable instruction for WHS</li> <li>Ensure any issues/hazards identified during pre-work inspection are addressed</li> </ul>
<b>Operation</b>	<b>Operation</b>	<b>Operation</b>	<b>Operation</b>	<b>Operation</b>	<b>Operation</b>	<b>Operation</b>
<ul style="list-style-type: none"> <li>Contractor Pre Contract / Preferred Evaluation Form</li> <li>Contractor Safety Roles, Responsibilities and Relationships Guidelines</li> <li>Pre Contract Risk Assessment Form</li> <li>Safety Management Plan Checklist</li> </ul>		<ul style="list-style-type: none"> <li>Prepare SWMS as required</li> <li>Pre-qualify sub-contractors</li> <li>Provide First Aid Facilities for all persons engaged to perform FMSs</li> <li>Engage with Participating Agency re. emergency preparation</li> </ul>	<ul style="list-style-type: none"> <li>Provide JSA form to worker</li> <li>Provide safe and appropriate equipment</li> <li>Current Workcover Registration</li> <li>Public Liability \$20 million</li> <li>Professional Indemnity if providing advice/consultancy</li> <li>Records of Certificate of Competency</li> <li>DCSI Clearance for workers</li> <li>SAPOL Clearance for workers</li> </ul>	<ul style="list-style-type: none"> <li>Raises Service Request and forward to FMSP</li> <li>A process to manage contractors/visitors which includes defined responsibilities and training</li> <li>Prepare Emergency Plans</li> <li>Test Emergency Plans</li> </ul>	<ul style="list-style-type: none"> <li>Review the SWMS and JSA</li> <li>Enact emergency procedures</li> </ul>	<ul style="list-style-type: none"> <li>Complete a JSA for the task</li> <li>Correct PPE for anticipated hazards</li> <li>Appropriate, safe (and tested) equipment</li> <li>Participate in work site inspection</li> <li>Provide Certificate of Compliance (where applicable)</li> <li>Certificates of Competency where relevant</li> <li>Submit a Claim for Services</li> </ul>
<b>Performance Evaluation</b>	<b>Performance Evaluation</b>	<b>Performance Evaluation</b>	<b>Performance Evaluation</b>	<b>Performance Evaluation</b>	<b>Performance Evaluation</b>	<b>Performance Evaluation</b>
<ul style="list-style-type: none"> <li>Contractor WHS Evaluation Form</li> <li>Contractor WHS Review Form</li> <li>Workplace Inspections</li> <li>Safety Walks/Observations</li> <li>Audit of the contractor engagement process</li> <li>Participate in the AVS process</li> <li>Have a Management Review process e.g. FMGG</li> </ul>	<ul style="list-style-type: none"> <li>Participate in the audit of contractor engagement process</li> <li>Facilitate the FMGG</li> </ul>	<ul style="list-style-type: none"> <li>Audit self for Contractor Management</li> <li>Audit subcontractor compliance</li> <li>Review the WHS and Subcontractor Management Plans</li> <li>Provide WHS Performance reports to and attend the FMGG</li> </ul>	<ul style="list-style-type: none"> <li>Participate where required in the audit process</li> <li>Report hazards and incidents</li> </ul>	<ul style="list-style-type: none"> <li>Audit self for Contractor Management</li> <li>Have a Management Review process</li> <li>Agency Focus Group</li> <li>Participate FMGG</li> </ul>	<ul style="list-style-type: none"> <li>Undertake work completion inspection</li> <li>Review procedures impacted by any change (where applicable)</li> <li>Consult with relevant staff</li> <li>Site Induction Checklist, Site Risk Exchange Form, Pre/Post Work Inspection Checklists</li> <li>Participate in Management Review</li> </ul>	<ul style="list-style-type: none"> <li>Participate in post-work inspection</li> </ul>
<b>Improvement</b>	<b>Improvement</b>	<b>Improvement</b>	<b>Improvement</b>	<b>Improvement</b>	<b>Improvement</b>	<b>Improvement</b>
<ul style="list-style-type: none"> <li>Review incident investigations</li> <li>Corrective and Preventive Action</li> </ul>	<ul style="list-style-type: none"> <li>Review incident investigations</li> </ul>	<ul style="list-style-type: none"> <li>Review incident investigations</li> <li>Corrective and Preventive Action</li> </ul>	<ul style="list-style-type: none"> <li>Review incident investigations</li> <li>Corrective and Preventive Action</li> </ul>	<ul style="list-style-type: none"> <li>Review incident investigations</li> <li>Corrective and Preventive Action</li> </ul>	<ul style="list-style-type: none"> <li>Review incident investigations</li> <li>Implement new actions</li> </ul>	<ul style="list-style-type: none"> <li>Implement new actions</li> </ul>