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The Nature Conservancy WHS Compliance and Gap Assessment

The Nature Conservancy Ltd is seeking the expertise of a consultant(s) to:

- Review TNC Ltd's current Standard Operating Procedures (SOPs) and assess awareness, understanding and capacity of staff to comply with these SOPs plus identify limitations of the current WHS system as TNC Ltd grows and moves into higher risk environments.

The terms of reference is provided below that outlines the scope of work, timelines and suggested inputs.

The consultant(s) is to provide a short response to the term of reference providing details on:

- Relevant project expertise
- Resumes of key consultant(s) completing the consultancy
- Insurance held and limit of liabilities
- Fees and fee structure.

Submissions are to be emailed to:

Peter Stephen

Deputy Country Director – TNC Australia Program

Email: Peter.stephen@tnc.org

Mobile: 0447 767 095

Submission Deadline:

5pm Friday 18th of January 2019

Terms of Reference

The mission of The Nature Conservancy is to conserve the lands and waters on which all life depends.

TNC Ltd is a company limited by guarantee. It currently employs approximately 45 staff that operate across the Asia-Pacific and Australia. The majority of staff are based in the Melbourne office (head office Australia program) and the Brisbane office (head office Asia-Pacific program). Single person offices (either home offices or in partner offices) are also spread across Australia in Perth, Albany, Adelaide, Ocean Grove, Geelong, Hobart, Arlie Beach, Cairns and Atherton.

TNC's global priority actions include: Tackling Climate Change; Protecting Land and Water; Providing Food and Water Sustainably; and Building Healthy Cities.

For the Australia program this includes working across:

- The rivers and wetlands of the southern Murray-Darling Basin;
- The tropical savannas of northern Australia;
- The bays and estuaries along the Great Southern Reef; and
- The natural environment of Australia's cities

For the Asia-Pacific program, this includes TNC Ltd staff working with a diversity of partner organisations across a broad range of landscapes and geographical areas from Mongolia to Indonesia and across the Southern Pacific region.

For both the Australia and Asia-Pacific programs, TNC Ltd has traditionally worked through partners for on-ground implementation and to achieve the organisation's mission. The TNC Australia program is now expanding and moving into higher risk activities through the investment and management of rural properties.

The safety of all staff is paramount. TNC Ltd's WHS policy states "The Nature Conservancy is committed to protecting the health, safety and welfare of all employees, contractors, interns, volunteers, trustees, associates, visitors and members of the public who may be affected by our activities. This commitment includes complying with all National and State legislation and work health & safety standards at all sites where The Nature Conservancy employees work".

In 2016, after a thorough staff consultation process TNC Ltd established its WHS system comprising its overarching WHS policy and the following Standard Operating Procedure: Risk Management; Incident reporting and investigation; Office safety; Manual handling; Travel safety; Driving safety; Terrestrial safety; Diving, snorkeling and boating; and a Workers compensation return to work policy.

In 2017 all SOPs were reviewed for consistency, clarity and compliance with state and federal legislation. All SOPs are again to be reviewed in February 2019.

In the evolution of TNC Ltd’s WHS system, further support and guidance is required on increasing capacity and capability of the organization to:

- Grow and move into high risk environments (rural property leasing and acquisition), that possibly may not be supported by current SoPs;
- Increase staff compliance against current policy and SoPs (particularly around travel SOPs);
- Review all SOPs at their maturity in February 2019 and recommend where improvements can be made;
- Increase hazard and incident reporting;
- Increase the consistent use of TNC Ltd’s WHS risk assessment (at business and project levels);
- Simplify administration of WHS policy & procedures under dual Australia and Asia-Pacific staffing structures;
- Better assess contracting and partner WHS systems to identify and control risks associated with the services they will provide to TNC Ltd.
- Benchmarking current metrics against ‘industry’ standards.

This consultancy will commence a period of review and improvement across TNC Ltd’s WHS system, including establishment of a WHS committee, automation in hazard and incident reporting and increased efforts to foster a culture of safety through communication, capacity building and leadership on WHS across the Australian and Asia-Pacific regions.

Objectives of the Consultancy

To review TNC Ltd’s current Standard Operating Procedures (SOPs) and assess awareness, understanding and capacity of staff to comply with these SOPs plus identify limitations of the current WHS system as TNC Ltd grows and moves into higher risk environments.

Task and Anticipated Timelines

The consultancy has a number of tasks:

Task #	Task Description	Approx. Inputs	Timing
1.	Meet TNC Ltd leaders to gain an insight into the business operations and expected expansion of the program over the next 3-5 years, paying attention to: <ul style="list-style-type: none"> • TNC Ltd’s entry into new, high risk environments (i.e. the leasing of the 83,000 ha Nimmie Caira grazing and cropping property in the Riverina of NSW and the acquisition of an additional property). • Staff travel into rural and remote locations – both domestically and internationally. 	<ul style="list-style-type: none"> • Interview 4-6 leaders responsible for Australia and Asia Pacific work programs <p>Approximately 2-3 days</p> <p>Travel to Brisbane and Melbourne to be negotiated</p>	January 2019
2.	Complete a desk top review of TNC Ltd’s WHS Policy and all SOPs to ensure adequacy (i.e. ‘fit-for-purpose’) and make	<p>Desk top review</p> <p>All SOPs to be made available.</p>	February 2019

	recommendations for the revision of policy and SOPs where inadequacies have been identified.	Approximately 3 days	
3.	Review the use and adequacy of TNC Ltd's risk assessment framework for all project work and travel (domestic and international) across TNC Ltd's portfolio	Desk top review Approximately 1-2 day	February 2019
4.	Review major contracting and partnership agreements and assess TNC Ltd's diligence in assessing contractor WHS systems to identify and control risks associated with the services they will provide to TNC Ltd.	Desk top review Approximately 2-3 day	February 2019
4.	Interview selected TNC Ltd staff to assess compliance with SOPs, risk assessment processes used and their perceptions of the TNC Ltd's WHS system. The assessment will be based upon Tasks 2. and 3., but will also need to focus on: 1) compliance with the Travel SOP, including working in remote locations (both domestically and internationally); 2) the use and adequacy of TNC Field Work Plan; and 3) Staff understanding of liabilities for WHS obligations passed through to sub-contractors and partners.	Interview 10 Australian and internationally based staff via phone or skype Approximately 3-4 days	March 2019
6.	Submit a final report detailing methodology, findings, recommendations and an action plan on required improvements based upon the consultancy findings.	Approximately 5 days	29 th March 2019
7.	Provide a verbal report to the TNC Ltd Directors and the leadership team on findings and recommendations from the consultancy.	1 day Travel to Melbourne to be negotiated.	5 th April 2019

Note #1: A separate review of TNC Ltd's Marine SOPs will be conducted in March 2019 through an internal review process. This consultancy will interact with this review process, but will not examine compliance with the marine SOPs.

Note #2: The above tasks place an emphasis on reviewing standards and assessing compliance. But an important component of the consultancy will be openly engaging staff and supervisors to build understanding and capture learnings for a continuous improvement program.

Reporting and Coordination

- The consultant will report to the Deputy Country Director of the Australian Program.
- The Deputy Country Director will provide coordination support to the consultancy.

Deliverables and Timelines

It is anticipated that approximately 20 days will be required to complete the consultancy.

Deliverable	Timelines	Payment Schedule
Consultancy work plan	One week after signing contract	15%
Report on the adequacy of current SOPs, risk assessment framework and contractor due diligence process with recommendations for improvement, particularly noting TNC Ltd’s expansion into higher risk environments.	28 th February 2019	35%
Report on staff and manager compliance with the current SOPs and perceptions of limitation or challenges in utilizing the WHS system	29 th March 2019	-
Final written and verbal report and recommendations	5 th April 2019	50%