PROJECT AND ADDRESS	Toowoomba Bridge Street Resort Expansion Civil Works	JOB NO	2306

REVISION LIST:

Rev	Date	Description	Prepared	Checked	Project Manager	General Manager
A	23/07/2026	First Issue for review	MG	AE	MG	JR
01	30/07/2026	Issued for Construction	MG	AE	MG	JR

DISTRIBUTION LIST:

Date	Controlled Copy No	Name	Title
30/07/2026	01 (Electronic)	Client	Client (for comment)
30/07/2026	01 (Electronic)	Newlands Project Team	Project Folder/ Hammertech

COPY NO: 01

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CONTENTS

1. PROJECT INFORMATION

This Project Management Plan (Construction), provides the framework for the overall management of this project, from commencement, through to a successful completion.

1.1 Principal Contractor

Principal Contractor:	Newlands Commercial Construction Pty Ltd PO Box 3407 Toowoomba QLD 4350	Ph: Fax: ABN:	07 46 200 000 07 46 200 033 64 166 350 563

1.2 Contract Details / Administration

Project Name:	Toowoomba Bridge Street Resort Expansion HAC			
Project Number:	**2306**			
Project Location:	Bridge Street, Toowoomba, QLD 4350			
Project Schedule:	Possession of Site	**03/08/2026**	Construction Period	**31** weeks
	Planned Start Date	**03/08/2026**	Planned Completion Date (Practical Completion)	**03/02/2027**
	Defects Liability Period		52 weeks	
Works Programme:	**A Works Programme including the Work Breakdown Structure, in GANTT Chart format, ☐ has / ☒ has not been developed.**			
Working Days / Hours:	**Monday – Friday 6:30 am to 6:30 pm** **Weekend work to be notified as needed**			
Progress Claims	Claim Frequency		**Monthly**	
	Claim Quantification		**Monthly, Lump Sum, Progressive**	
Variations	Identification		**As per Contractual Agreements**	
	Procedure for Variations (Time & Cost)		**Refer NCC's Integrated Management System Manual (QHSE)**	

1.3 Contract Documents

The documents forming the Contract are listed below.

Drawings:	**"For Construction" Issue Drawings and Documents - Refer *Project Document Register***	
Specification:	**Refer to Contract Documents for "*Contract Specification*"**	
Schedule of Quantities & Prices:	**Refer to Contract Documents for "*Contract*"**	
Standard Drawings:	**Refer to Contract Documents for "*Contract Drawings*"**	
Insurances:	Contractor's All Risk	Evidence Provided - ☒ **Yes** ☐ No
	Public Liability	Evidence Provided - ☒ **Yes** ☐ No
	Work Cover	Evidence Provided - ☒ **Yes** ☐ No
Permits / Licences:	**QBCC Licence: 1269271**	
Other Contract Specific Documents:		

1.4 Contract Personnel

	Newlands Civil Construction (NCC)	
General Manager:	Name: **John Ryan**	Phone: **0409 495 674**
Project Manager:	Name: **Mark Gray**	Phone: **0448 941 101**
QHSE Manager:	Name: **Krysta Wood**	Phone: **0488 252 138**
Site Manager:	Name: **Scott Parker**	Phone: **0429 933 656**
Contract Administrator:	Name: **Susan Smith**	Phone: **0427 649 886**
QHSE Advisor/ CQR:	Name: **Ainsley Edwards**	Phone: **0403 190 614**
Other:	Name:	Phone:

CLIENT PERSONNEL		
Client:	Name: **Bridge Street RLLC**	Phone: **0423 052 028**
Project Manager:	Name: **Dan Whitehouse**	Phone: **0423 052 028**

SUPERINTENDENT		
Superintendent:	Name: **Hometown Australia Communities**	Phone: **(02) 9276 6000**
Superintendent's Rep:	Name: **Dan Whitehouse**	Phone: **0423 052 028**

SUPERVISING ENGINEER		
Consultant:	Name: **Titus Civil Consulting**	Phone: **0401 041 195**
Consultant's Rep:	Name: **Eben Geldenhuis**	Phone: **0401 041 195**
Inspector:	Name: **Mitchel Parke**	Phone: **0420 834 384**

AUTHORITIES' PERSONNEL		
Authority 1:	Name: **Hometown Australia Communities**	Phone: **(02) 9276 6000**
Authority 1 Contact:	Name: **Dan Whitehouse**	Phone: **0423 052 028**
Authority 2:	Name **Toowoomba Regional Council**	Phone: **131 872**
Authority 2 Contact:	Name	Phone:

SPECIALIST SUB-CONTRACTOR		
Sub-Contractor 1:	Name **Swift Energy Group**	Phone: **(07) 4630 6880**
Sub-Contractor 1 Contact:	Name **Steve Messenger**	Phone: **0431 522 302**
Sub-Contractor 2:	Name **Dow Landscaping**	Phone: **(07) 4634 7709**
Sub-Contractor 2 Contact:	Name **Tim Dow**	Phone: **0419 888 957**

NOTE:

The Client/Superintendent must be immediately advised of any changes to the Contract Personnel as nominated above.

1.5 Authorisation, Revision and Distribution

1.5.1 This Project Management Plan (Construction) is a controlled document, to be reviewed and approved by Senior Management at the commencement of the project. The **Project Manager** is responsible for ensuring this plan and all associated documentation is maintained and up to date, through regular reviews of the plan and supporting system (minimum three (3) monthly). This is to be done in consultation with the project management group.

1.5.2 The **Project Manager** will identify those persons or organisations that require a controlled copy of this plan. Controlled copy holders will be sent updates and changes when they are made during the project.

1.5.3 The **Project Manager** in consultation with other members of the project management team will ensure that changes and updates to documentation are communicated to the workforce. Notification to staff will be via several forums including email, staff meetings, and internal memo. Notification to the workforce will be via toolbox/pre-start talks on the changes relevant to that group.

1.5.4 The following documents will be developed by a qualified person/s, reviewed and approved by the project team:

(a) this Project Management Plan (Construction),

(b) the Quality Management Plan (Construction);

(c) the Health & Safety Management Plan (Construction), and

(d) the Environmental Management Plan (Construction)

They are to be read, understood and signed, scanned and filed in accordance with procedures for document and records management.

1.5.5 Controlled copy holders identified within the distribution list on the front page of this Project Management Plan (Construction), shall be responsible for ensuring their copies remain up to date.

1.5.6 Records generated by the implementation of this Project Management Plan (Construction) shall be handled and filed in accordance with *Section 6.2 Control of Records - Procedure* of the Integrated Management Manual (QHSE).

1.6 Terms and Abbreviations

TERM / ABBREVIATION	DESCRIPTION
CEP	Communication & Engagement Plan
Competent Person	A person who has acquired through training, qualification, or experience, or a combination of these, the knowledge and skills, including OHS knowledge and skills, qualifying that person to perform a specific task or a task required by the Australian Standard
Contract	All of the documents that form the Contract
EMP(C)	Environmental Management Plan (Construction)
HSE	Health Safety and Environment
HSMP(C)	Health and Safety Management Plan (Construction)
IMS	Integrated Management System
IMSM	Integrated Management System Manual (QHSE)
ITP	Inspection and Test Plan
KPI	Key Performance Indicator
KRA	Key Result Area
PMP(C)	Project Management Plan (Construction)
PPI	Process Performance Indicator
QHSE	Quality Health Safety Environmental
QMP(C)	Quality Management Plan (Construction)
Qualified Person	A person who by possession of a recognised degree, certificate, or professional standing, or who by extensive knowledge, training and experience, has successfully demonstrated his or her ability to solve or resolve problems relating to the subject matter, the work, or the project (above mentioned information is recorded within the NCC competencies data base located on the Intranet). Minimum requirements are as listed in the HR Job Descriptions Register (HR-FM-023-054).
SDS	Safety Data Sheet (also known as Material Safety Data Sheet)
SWMS	Safe Work Method Statement
TGS	Traffic Guidance Scheme
TMP	Traffic Management Plan
WBS	Work Breakdown Structure

2. PROJECT DETAILS

Project Description and Program Details

2.1 Project Description

2.2 Hometown Communities Australia are undertaking an expansion of the Bridge Street Resort located at 530 Bridge St, Wilsonton. Newlands Civil Construction has been engaged to deliver the civil construction works, including the bulk earthworks, supply and installation of sewer, stormwater, water reticulation, and electrical and communication reticulation services, construction of pavements and rehabilitation of gully running through the property.

2.3 Project Scope

Scope of works as per Works Specification and IFC Drawings.

- Demolition and Clearing
    - Demolish existing house and carpark
    - Clear and grub all vegetation shown on drawings
- Bulk Earthworks
    - Strip topsoil to nominal 100mm depth
    - Cut to fill
    - Export surplus material
    - Design, supply, construction and certification of concrete sleeper retaining walls
    - Respread topsoil to road verge areas
- Sewer
    - Supply and install pipe and manholes for sewer reticulation
    - Connect to existing Council main and existing internal main
- Stormwater
    - Supply and install pipe, manholes and headwalls for stormwater drainage
    - Construct bio retention basins
- Water
    - Supply and install pipe and fittings for water reticulation, including HDD through the gully
    - Supply and install pillar hydrants
    - Supply and install bulk water supply meter and connect to Council mains
- Electrical and Communication
    - Engage suitably qualified subcontractors for the supply and installation of electrical and communication mains
- Pavements
    - Preparation of subgrade
    - Supply and installation of concrete pavements
    - Supply and installation linemarking and road furniture
- Landscaping
    - Supply and installation of landscaping as per endorsed design by Studio 151 landscape architects

2.4 Excluded works

As per contract.

- No allowance has been made for the modification/relocation of existing public utility services such as telecommunications, electrical, gas and the like.
- No allowance has been made for excavation in rock in any schedule item.
- No allowance has been made for the removal of any contaminated soils, including asbestos, PFAS or acid sulphates.
- No allowance has been made for any clearing approvals, environmental approvals and the management of any declared plants.
- No allowance has been made to undertake any works outside of normal business hours 6:30am to 6:00pm Monday to Friday.
- No allowance has been made for engineering design, inspection and certification costs other than those associated with the retaining walls.
- No allowance has been made for any Ergon Energy approvals, fees or charges.
- No allowance has been made for any NBN approvals, fees or charges.
- No allowance has been made for any cadastral survey.
- No allowance has been made for any Provisional items in the tender programs

3. EXTENT AND LOCATION OF EXISTING RECORDS, PLANS OR RESTRICTIONS THAT MAY AFFECT THE WORKS

3.1 Existing Issues or Restrictions that may affect the Works

Material and labour availability

Inclement weather events

Koala injury or incident

3.2 Security

Site perimeter fencing, barricading and signage, along with security cameras.

3.3 Site Amenities

NCC will ensure that appropriate amenities are provided and maintained in accordance with Legislation.

Location: On site, Site office, Toilet Block, lunchroom. Refer to site map.

3.4 Project Specific Risks

Project specific risks relating to quality, health safety and the environment are to be identified and controlled as detailed in the:

- QMP(C);
- HSMP(C) - (Project Risk Register); and
- EMP(C).

4. PROJECT CONSULTATION

Project Manager

The Project Manager will be responsible for the project's overall quality, health safety and environmental compliance, reporting and resolution of QHSE issues. The PM will ensure that each site has completed and reviewed a site specific, Communication & Engagement Plan (PM-PL-003). The Site Supervisor will assist the Project Manager, as outlined below.

Site Supervisor:

The Site Supervisor for this project will be responsible for the monitoring of quality, health safety and environmental compliance, and general supervision. The site supervisor will:

☒ conduct site specific induction training for all new persons undertaking construction type work on the site, including workers & visitors

☒ hold pre-work discussions (daily pre-starts) with sub-contractors/employees to discuss quality, health safety and environmental issues for this project, where appropriate. (including Safe Work Method Statements, where they are required);

☒ complete at a minimum, Monthly Toolbox talks with site workers covering quality, health safety and environmental issue from the project and or across NCC or the industry

☒ formally review any Safe Work Method Statements in conjunction with the QHSE Advisor, maintain this Construction Workplace Plan, and ensure sub-contractors are aware of relevant content.

☒ perform periodic documented inspections of the site and sub-contractor activities, and provide feedback and direction as a result;

Respond to any query, incident, injury or emergency report generated by any worker or concerned member of the public.

QHSE Advisor:

The QHSE Advisor will be responsible for the monitoring of and provision of advice relating to health safety and environmental compliance and consulting with any worker regarding health safety and environmental issues

HSE Committee:

A HSE Committee ☐ will ☒ *will not* be established on this worksite *as only a small number of workers and contractors will be onsite at any one time*.

Foreman and Leading Hands

Foreman and leading hands will work directly with site staff, responsible for the performance and coordination of site construction workers performing day to day construction activities. They shall show leadership to their crew and commitment to producing a quality product whilst operating under the policies and procedures outlined by NCC.

Employees, Subcontractors and Site Workers

HSE issues will be communicated to site workers via:

- QHSE induction
- Daily pre-start meetings
- Weekly Tool box talks
- The designated site notice board(s) on the project
- Signs and posters
- HSE Committee meetings
- Task Observation

Consultation tools that specifically address changes to the work environment, processes, plant, pertinent corrective actions or relevant purchases

- Daily pre-task meetings
- Weekly Tool box talks
- Risk Assessments
- Safe Work Method Statements
- WIN

Surveyor

The surveyor will perform day to day surveying requirements of the project, including compilation and reporting of "As Constructed" survey data. It is also the responsibility of the Surveyors to ensure that all survey equipment is calibrated and that the calibration records are readily available on site.

5. QUALITY MANAGEMENT

5.1 Quality Management Plan (Construction)

The QMP(C) (Approved) for this project is attached.

5.2 Inspection and Test Plan / Quality Verification Checklist

The ITP and QVC's (approved) are available as required.

5.3 KRA, PPI, KPI and Targets

Project specific KRA, Objectives, PPI, KPI and Targets are outlined in the table below.

KRA	Objective	PPI / KPI	Target
Quality	To comply with the Client requirements for a quality construction product	Minor works only required for "On Maintenance"	Less than 0.5% of the Construction Project Value, required to be spent to achieve "On Maintenance" following "On Maintenance" Inspection
Customer Satisfaction	To achieve return business, with positive references for use in other tenders / contracts	Interview with Principal at "On Maintenance" stage, to gauge satisfaction with NCC	Positive Reference from Principal at project completion
Budget	To complete the project under budget	Under Budget by 5%	Final Project Cost + GST less 5%
Schedule	To adhere to the project timeline	To achieve the early completion bonus	"On Maintenance" achieved by PC date outlined in the program
Scope	To control scope changes and identify their impact on the project's budget and schedule	Identification, control pricing and management of +ve & –ve variations	100% of variations identified, are priced and agreed to by the Client/Superintendent
ITP	To comply with the project's requirements for testing / approval	Best practice adherence to the ITP	95% of initial tests passed

5.4 Project Specific Requirements

5.4.1 Hold Points

As nominated in the ITP.

5.4.2 Inspections required by NCC

As nominated in the QVC's/ITP's and Records by Trades

5.4.3 Inspections required by Client/Contract

Refer to the Project Pre-Start Meeting Minutes.

5.4.4 Sources of Materials / Suppliers

Refer to the Project Pre-Start Meeting Minutes.

5.4.5 "As Constructed" Information

Refer to the Project Pre-Start Meeting Minutes.

5.4.6 Other Project Specific Requirements

Refer to the Project Pre-Start Meeting Minutes.

5.5 Project Control, Reporting and Compliance

Refer to Section 10 for details.

6. HEALTH & SAFETY MANAGEMENT

6.1 Overview of Work Health & Safety Management

6.1.1 **HSMP(C) (Approved)** – attached.

6.1.2 Project Control, Reporting and Compliance - Refer to Section 10 of this Plan for details.

7. ENVIRONMENTAL MANAGEMENT

7.1 Overview of Environmental Management

7.1.1 EMP(C) (Approved) – attached.

7.1.2 Project Control, Reporting and Compliance - **Refer to Section 10 of this Plan for details**

8. COMMON PLANT & EQUIPMENT

Signage:

The following safety signs (as marked) will be in place as required and will indicate:

- ☒ Danger - construction site - unauthorised persons keep out
- ☒ Safety footwear must be worn on this site
- ☒ Danger - Electric wires overhead
- ☒ All visitors report must report to Site Office
- ☒ Laser Beam in use on Site
- ☒ Protective Clothing must be worn in this area
- ☒ Safety glasses must be worn where applicable
- ☒ Head Protection must be worn in this area
- ☒ All personnel must be site inducted before starting work on this site
- ☒ Visitors and Workers must sign in & out
- ☒ Exclusion zone – no unauthorised access

Amenities: **Site amenities will be provided on site for use**

Equipment: *(Nominate for example, scaffold, generator sets, and any other equipment that may be utilised as common plant/equipment)*

Quantity	Type of Common Plant	Location	Certifying doc
As required	Site Fencing	Site Perimeter	SA-FM-006
1	Excavator	On -Site	HammerTech
As required	Concrete Pump	On -Site	HammerTech
1	Toilet block	Within site compound	SA-FM-006
1	Site office	Within site compound	SA-FM-006
As required	Generator	Within site compound	SA-FM-006

9. SITE RULES

Working towards an incident free workplace requires the efforts of everyone concerned. All employees and sub-contractors must work safely themselves and Site Supervisors must actively monitor and support the use of safe work practices.

Reporting Incidents / Injuries / Near Misses	All incidents, injuries and near misses to persons and damage to property, equipment and/or the environment, including electrical incidents, must be reported to your Site Supervisor, the HSE Advisor or the Project Manager immediately.
Unsafe Conditions	Any unsafe conditions or hazards should be addressed immediately. If you are unable to correct or remove a hazard, warn other people in the area and report it to your Site Supervisor, or the HSE Advisor.
Follow Safe Work Procedures	Always follow safe work procedures – if you are unsure of the correct way to do a job ask your Site Supervisor. If Safe Work Method Statements apply, ensure the procedures contained therein are followed. Where a Certificate of Competency, Licence or other qualification is required to perform work, the work must only be performed by those qualified or operating as a supervised trainee for the purpose of attaining competency certification. Trainees and Site Supervisors must complete logbook records.
TAKE 5 HAZOB	Each worker has been given a TAKE 5 HAZOB Booklet. This can be used at the commencement of each shift or at the commencement of a new work procedure during a shift that introduces additional hazards. Completed TAKE 5 forms are to be handed to the Site Supervisor upon completion of the task or at the end of the shift. Where workers are in a small crew of 3-5 people, a single TAKE 5 form may be completed on behalf of the entire crew, rather than each worker completing a form.
Working in Proximity to Plant	For heavily congested site or on larger projects, based on a risk assessment undertaken by the site team or if identified in the Project Risk Register, traffic movement plans may need to be developed. This plans will be posted on the site noticeboards, reviewed and up-dated by management as required e.g. changing site conditions, workforce numbers, weather conditions etc. Information contained within the traffic movement plans will need to be relayed to the site workers via the daily pre- start meetings Workers not directly involved with the work must keep well clear of operating plant and vehicles. Always ensure that drivers are aware of your presence before approaching using positive communication processes.
Riding on Vehicles / Machines	Only authorised persons are permitted to operate any machine or vehicle. Riding on vehicles or earthmoving equipment, other than in the seats or work stations provided, is prohibited
Signage	Obey all Safety, Warning and Traffic Control Signs. Report any damage or vandalism to signs for immediate rectification.
Housekeeping	Keep work areas and amenities clean. All rubbish, bottles, food scraps, etc are to be placed in appropriate containers. Access to amenities and work areas must be maintained free from hazards.
Personal Protective Equipment	High visibility garments and protective footwear to be worn at all times. Other personal protective equipment and clothing requirements appropriate to the work to be carried out should be determined by referring to the Project Risks and Control Methods, Work Method Statements, Safety Data Sheets (SDS), or the Personal Protective Equipment Procedure.
Skylarking	Skylarking, horseplay, practical jokes or bullying, will not be tolerated.

Drugs and Alcohol	Anyone adversely affected by alcohol or drugs will not be allowed on the work site. Alcohol and illegal drugs are not permitted on the work site. Persons using prescription drugs that may affect their ability to drive or work safely, should advise the Project Manager. Random drug and alcohol testing will occur.
Fitness for Work	Refer to the *Fitness for Work* and *Fatigue Management* procedures.
Emergencies	In the case of any situation which may require part, or full evacuation of the area, the immediate assembly point will be the Site Office, unless otherwise notified. A site specific **Emergency Response Plan** has been prepared for this project. **A copy is attached**. The Project Manager will enact this Emergency Response Plan, in the event of an emergency and you will be required to follow his/her instructions exactly. Refer to the • **Site Evacuation Plan**; • **Site Emergency Contacts Register**; and • **Site Emergency Response**, copies of which are included with this PMP(C) and are also displayed on the Site Notice Board. Regularly re-familiarise yourself with all the above, as well as any other notices on the Site Notice Board.
Site Induction	All workers, including sub-contractors, are required to complete a site induction and sign off on the ***Site Specific Induction Record in Hammertech***. Other forms of induction include those for visitors and delivery drivers. Such inductions will take place as required with details recorded on the ***Site Visitor Induction*** form, the ***Delivery Driver Induction*** form, or in ***Hammertech***.
Communication / Site Meetings	The following meetings will take place, to enhance communication between all staff and sub-contractors on site: • **Pre-start – daily**, before commencement of shift ***(recorded in Hammertech)*** • **Toolbox – weekly** ***(recorded in Hammertech)***
Hazardous Substances	No hazardous substances are to be brought to site without the express permission of the Project Manager. The **Master SDS Register** which lists chemicals approved for use on site, together with their associated **Safety Data Sheets**, are available in **Hammertech**.
Work, Health and Safety Issues	Resolution of WHS issues on site will be addressed by the PM in consultation with the employees and or the subcontractor involved in or effected by the issue/s. The PM will ensure that if a matter about WHS arises at the workplace or from the conduct of company that all reasonable efforts will be made to achieve a timely, final and effective resolution of the issue in accordance with the relevant procedure, or if there is no agreed procedure, the default procedure as prescribed under a regulation or Code of Practice. If the issue has not been resolved after reasonable efforts have been made to achieve an effective resolution of the WHS issue either party may ask the regulator to appoint an inspector to attend the workplace to assist in resolving the issue. (Division 5 WHS Act 2011) SA-PR-069 Communication & Consultation section 4.6

10. PROJECT CONTROL, REPORTING & COMPLIANCE

Project control, reporting and compliance will be the responsibility of the Project Manager, Site Supervisor, HSE Advisor or other authorised personnel.

The following procedures and forms have been identified for use on this project, for the control, reporting and compliance of quality, health safety and environmental aspects of the project:

10.1 Procedures

The following procedures have not been printed out, but are deemed to be incorporated in this PMP(C). These procedures are available for viewing / printing on NCC's Intranet or via Hammertech.

10.1.1 Quality

- Procurement, Supplier and Subcontractor *QA-PR-001*
- Document Control & Records Management *QA-PR-002*
- Electronic Data Backup and Recovery *QA-PR-003*

10.1.2 Safety

- Hazard Identification and Risk Assessment *SA-PR-001*
- Safe Work Method Statement *SA-PR-002*
- Skills and Competencies *SA-PR-003*
- Toolbox Talks *SA-PR-005*
- Hazardous Substances and Dangerous Goods *SA-PR-007*
- Personal Protective Equipment *SA-PR-012*
- Fitness for Work *SA-PR-015*
- Excavation and Trenching *SA-PR-016*
- Barricades and Signs *SA-PR-017*
- Manual Material Handling *SA-PR-018*
- Pre-start Meeting, Start SWMS & Restart *SA-PR-020*
- Fatigue Management *SA-PR-023*
- Traffic Management *SA-PR-025*
- Mobile/Static Plant & Vehicles *SA-PR-026*
- General Safe Work Practices *SA-PR-029*
- Drinking Water and Ice *SA-PR-031*
- Housekeeping Requirements *SA-PR-033*
- Induction Training and Development *SA-PR-034*
- Portable Ladders *SA-PR-036*
- Tools *SA-PR-037*
- Emergency Preparedness *SA-PR-041*
- TAKE 5 HAZOB *SA-PR-042*
- Occupational Health and Industrial Hygiene *SA-PR-043*
- HSE Inspections *SA-PR-044*
- Risk Management *SA-PR-045*
- HSE Incident Reporting *SA-PR-047*
- Investigation *SA-PR-048*
- HSE Task Observations *SA-PR-049*
- System Improvement *SA-PR-050*
- *IVMS* *SA-PR-066*
- *Site Pre-Mobilisation* *SA-PR-070*

10.1.3 Environmental

- Air Quality *EN-PR-002*
- Chemicals & Fuels *EN-PR-004*
- Emergency Preparedness & Response *EN-PR-006*
- Energy & Water Use *EN-PR-007*
- Landscaping and Rehabilitation *EN-PR-008*
- Noise & Vibration *EN-PR-009*
- Soil & Water *EN-PR-011*
- Vegetation & Wildlife *EN-PR-012*
- Waste and Resource Recovery *EN-PR-013*

10.2 Forms

The following forms associated with the above procedures have not been printed out but are deemed to be incorporated in this PMP(C). These forms are available for viewing / printing on NCC's Intranet or via Hammertech.

- Work Improvement Notice *QA-FM-002*
- Plant Risk Assessment Checklists SA-FM-002
- SWMS *SA-FM-003*
- Pre-Start Checklist and Plant Defect Report *SA-FM-004*
- Daily Pre-Start Meeting Form *SA-FM-005*
- Site Inspection Checklist *SA-FM-006*
- Site Safety Rules *SA-FM-007*
- Site Emergency Plan *SA-FM-008*
- Site Induction Record *SA-FM-009*
- Hazard / Near Miss Report *SA-FM-010*
- Hazard Reporting Procedure & Responsibility *SA-FM-011*
- Fit for Work Assessment *SA-FM-014*
- Site Safety Induction *SA-FM-015*
- Toolbox Meeting Record *SA-FM-017*
- Skills/ Competency Assessment Register *SA-FM-018*
- Lifting Gear Register *SA-FM-022*
- Personal Protective Equipment Issue Record *SA-FM-023*
- Incident Report *SA-FM-026*
- Meeting Minutes *SA-FM-028*
- Important Contacts *SA-FM-030*
- Alcohol & Drugs Testing Plan *SA-FM-031*
- Alcohol & Drugs Breach Notification *SA-FM-032*
- Alcohol & Drugs Test Record *SA-FM-033*
- HSE Planning Schedule *SA-FM-037*
- Risk Matrix and Consequence Severity Table *SA-FM-038*
- HSE Incident Classification Matrix *SA-FM-041*
- Incident Notification & Reporting Protocol *SA-FM-042*

- HSE Task Observation *SA-FM-043*
- Master Risk Evaluation Matrix *SA-FM-044*
- Change Management *SA-FM-047*
- Project Emergency Equipment Requirements *SA-FM-048*
- Site Visitor Induction *SA-FM-051*
- Delivery Driver Induction *SA-FM-052*
- Site Specific Induction Training Information *SA-FM-053*
- Emergency Response *SA-FM-056*
- Subcontractor Safety Management Plan Review *SA-FM-086*
- Subcontractor Safe Work Method Statement Review *SA-FM-087*
- Monthly Personnel QHSE KPI Report *SA-FM-099*
- Master Environmental Risk Evaluation Checklist *EN-FM-001*
- Weekly Environmental Checklist *EN-FM-003*
- Duty to Notify of Environmental Harm *DEHP Form EM468*
- Site Safety Instruction *SA-FM-128*

10.3 Registers

The following registers associated with the above procedures have not been printed out but are deemed to be incorporated in this PMP(C). These registers are available for viewing / printing on NCC's Intranet or via Hammertech.

- Project Document Register *QA-FM-007*
- Plant & Equipment Register *SA-FM-001*
- Sub-Contractor Register *SA-FM-012*
- Site SDS Register *SA-FM-013*
- Incident Register *SA-FM-016*
- Training Attendance Register *SA-FM-019*
- Electrical Equipment Register *SA-FM-020*
- Fire Protection Register *SA-FM-021*
- Site Emergency Contacts Poster *SA-FM-055*
- Master SDS Register *SA-FM-089*

10.4 SWMS

SWMS associated with High Risk Construction Activities on this project are attached when necessary. Additional SWMS for other construction activities identified as high risk, during construction shall be added to Hammertech.

Additional SWMS's are to be developed using the:

- SWMS Template SA-FM-003-000

which is available for viewing / printing from NCC's Intranet.

10.5 Registers of Policies, Procedures and Forms

Registers of NCC's current Policies, Procedures and Forms ☐ are / ☒ are not attached.

All of these Policies, Procedures and Forms, are available for viewing / printing from NCC's Intranet, or via Hammertech, should any these publications be required for use on this project. Policies Available on site.

10.6 Reporting / Compliance

The general methodology for enabling project control, reporting and compliance is outlined as follow:

Site Inspections:

Inspections on site will be conducted by a suitably qualified, competent person/s. The Site Supervisor and/or QHSE Advisor will conduct documented site inspections at the intervals nominated in the ***HSE Planning Schedule*** so that:

- The Client/Superintendent can verify compliance with minimum control requirements; and
- Risk control methods specified in this PMP(C) and in the Safe Work Method Statements, can be verified as being satisfactorily implemented and effective.

The QHSE Advisor will also use random visits and general time spent on site to monitor health and safety performance on an ongoing basis.

Sub-contractor Management:

A register of sub-contractors used for the scope of work on this project will be maintained.

Sub-contractors need to fulfil these minimum requirements as a condition of working on this project:

- comply with all NCC's Policies, Plans & Procedures relevant to this project;
- prepare and submit Safe Work Method Statements for their high risk activities, where applicable;
- advise the Project Manager immediately following any quality, safety or environmental incident, injury, near miss, emergency or incident involving any person, worker or member of the public;
- discuss with the Project Manager any site activity or risk that is identified, unsatisfactorily controlled or dealt with;
- carry out activities and work in a safe and healthy manner, and in accordance with the requirements of this Plan, any Safe Work Method Statement, and Work Health and Safety legislation.

TAKE5 HAZOB Reports

Each completed **TAKE5 HAZOB Report** is to be added to ***Hammertech*** as the project progresses.

Daily Report (Site Cost Tracking)

Project Manager/Site Supervisor will record the site's daily activities in the **Site Diary (Hammertech or Procore)** at the intervals nominated in the HSE Planning Schedule. Information recorded will include but is not restricted to the following:

- NCC staff onsite, including hours;
- Subcontractors onsite, including hours;
- Plant and Equipment onsite, including hours;
- Material delivered to site including supplier and quantity;
- Weather conditions.

11. SUPPORTING METHODOLOGY

11.1 Plan Scope & Application

This Project Management Plan sets out the approach that will be taken by NCC in the management of project delivery to deliver the activities associated with the Project. This Plan is based on the principles set down by the Project Management Institute in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* and the *Construction Extension to A Guide to the Project Management Body of Knowledge (PMBOK® Guide),* as these are the generally accepted knowledge and practices that apply to most projects most of the time. NCC's Project Management Team shall be guided by these principles in so far as they apply to the delivery of this Project.

The PMBOK® Guide provides definition on how a project is initiated, planned, monitored and controlled, and closed. The Project Management Plan documents the thirty-nine (39) processes of the PMBOK® Guide that will be implemented as part of the initiation, planning, monitoring, controlling and closing of the Project.

These outputs will result from processes described by the PMBOK® under:

- Integration Management including the Development of Project Plans, Project Plan Execution, and Integrated Change Control.
- Scope Management including Initiation, Scope Planning, Scope Definition and Create WBS, Scope Verification, and Scope Change Control.
- Time Management including Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, and Schedule Control.
- Cost Management including Resource Planning, Cost Estimating, Cost Budgeting, and Cost Control.
- Quality Management including Quality Planning, Quality Assurance and Quality Control.
- Human Resource Management including Organisational Planning, Staff Acquisition, and Team Development.
- Communications Management including Communications Planning, Information Distribution, Performance Reporting, and Administrative Closure.
- Risk Management including Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning and Risk Monitoring and Control.
- Procurement Management including Procurement Planning, Solicitation Planning, Solicitation, Source Selection, Contract Administration, and Contract Closeout.

Further to the base PMBOK® Guide outputs the PMBOK® Guide Construction extension an additional seventeen (17) planning processes which will be implemented as part of the Project:

- Time Management including Definition of Activity Weights, Development of Progress Curves, and Progress Monitoring.
- Human Resource Management including Project Completion.
- Safety Management including Safety Planning, Safety Plan Execution, and Administration & Reporting.
- Environmental Management including Environmental Planning, Environmental Assurance, and Environmental Control.
- Financial Management including Financial Planning, Financial Control, and Administration & Records.
- Claim Management including Claim Identification, Claim Quantification, Claim Prevention, and Claim Resolution.

In addition and where appropriate, the Project Team will use and be guided by the systems, procedures, and NCC forms that already exist.

Reference Documents

(a) Project Specification

(b) Engineering Design Plans

(c) Project Schedule of Quantities and Prices

(d) IMSM

(e) QMP(C)

(f) HSMP(C)

(g) EMP(C)

(h) NCC Procedures and Forms

(i) A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

(j) Construction Extension to A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

(k) Unless otherwise specified the applicable issue of a reference document shall be the issue current.

11.1.2 Abbreviations & Definitions

Refer to Section 1.6 of this PMP(C) for the listing of the Terms / Definitions and their Description.

11.1.3 Issue, Revision & Distribution

This Project Management Plan is a controlled, approved document, prepared and issued by the Project Manager and approved by Senior Management.

The General Manager maintains the Master Copy of the Project Management Plan.

Copies of the Plan may be issued for 'Information Only' and as such will be marked accordingly.

The procedures and methods defined herein shall not be amended without the approval of the Project Manager.

Where review and revision are deemed warranted, i.e. such as comments received from the Client/Superintendent, or where necessary to reflect changes in contractual or Project requirements, then these revisions shall be reviewed by the Senior Management, the QHSE Manager and approved by the Project Manager.

Each page of this document bears a document number and revision level. When revisions to the document are issued, the Document Control table and each page of the document will be updated to show the most recent revision level. The revised document will be forwarded to the holders of controlled copies. Recipients are responsible for destroying or marking "superseded" on the previous revision.

11.1.4 Revision Levels

Project Managers are responsible for ensuring that the latest revision of "For Construction" drawings and documents, are being used on site.

Document Register (QA-FM-007) or Procore shall be used for this purpose.

11.2 Project Scope Management

11.2.1 Project Description and Objectives

NCC has entered into a Contract to deliver this project, the scope of which has been outlined in Section 2 above.

11.2.2 Work Breakdown Structure

The Work Breakdown Structure (WBS) for this project has been developed and is presented in the GANTT Chart attached. This GANTT Chart forms the scope and time baseline for this project.

11.2.3 Scope Verification

Formal acceptance of this Project has been evidenced by the signed Contract.

11.2.4 Scope Change Control

A scope change could result from either an event external to the Project and outside the control of the Project team, an error or omission in the original definition of the Project or its scope, a value-engineered solution to produce a better outcome, or the implementation of a contingency plan to manage a risk.

The Scope of Work as identified in the GANNT Chart reference forms the baseline for the Project against which any change will require a formal approval. There will be no automatic approval of Scope Change on this Project. Any identified scope change is to be proposed by way of a detailed assessment with full associated documentation provided for the review and approval of the Client/ Superintendent

and the Project Manager. Scope Change can only be implemented after authorisation has been received from the Project Manager.

A system to manage scope change will take the form of a Variation Request form and a Variation Register, which will be implemented and used to support the tracking and controlling of proposed scope changes and the subsequent approval status of any proposed scope change.

11.3 Project Time Management

This section of the Plan covering Project Time Management will address the areas of Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Activity Weights Definition, Schedule Control, Progress Curves Development, and Progress Monitoring.

11.3.1 Activity Definition

The Project Team has used Microsoft Project to develop the GANNT Chart, which is the baseline management tool for this Project. The GANNT Chart will be further refined (where required) to account for time delays which are beyond the control of NCC.

No individual activity on the GANTT Chart will be longer than 1 calendar month in duration, unless that longer duration represents an activity that carries no effort, e.g. an approval timeframe.

11.3.2 Activity Sequencing

Construction sequencing and interrelationships between activities has been carried out electronically within Microsoft Project and have been based on discussions and consultation with the various team members and functional experts, to determine the logic and sequence of works.

The Project's timeline will be adjusted by the Project Manager, during the duration of the construction, to account for approved variations and delays beyond the control of NCC.

11.3.3 Activity Duration Estimating

Duration estimating has been performed by way of detailed estimates for activities derived primarily from bottom-up estimates and checked against past experience and top-down assessments. Constraints on the availability of plant and equipment, personnel, and materials are all factors that have been considered by the appropriate Team members when determining the duration for the specific tasks within their functional or operational areas. An assessment has also been made of the overall levels of contingency that will be applied to individual tasks as well as the overall schedule.

11.3.4 Schedule Development

The Project Schedule has been developed collaboratively within the Project Team using Microsoft Project as the Tool. The Master Schedule in the form of the GANTT Chart has been developed for the entire Project with various activity codes for all activities to filter the specific areas. The GANTT Chart identifies the Critical Path and also includes project specific milestones.

11.3.5 Schedule Control

The Master Schedule GANTT Chart and any associated lower-level schedules will be updated on a continual basis and in line with the monthly reporting requirements. This is to monitor progress, to ensure successful delivery of the project within the contractual timelines.

However, no change to the baseline will be made, without signoff through the Change Control Process as identified above.

11.4 Project Cost Management

This section of the Plan covering Project Cost Management will address the areas of Resource Planning, Cost Estimating, Cost Budgeting, and Cost Control.

11.4.1 Resource Planning

Resourcing requirements will be determined in line with the identified needs and deliverables of the WBS and established concurrently with the aforementioned Project Time Management process. The scope, the required timing, and availability of resources within the marketplace will all impact on the resources available to the Project.

11.4.2 Cost Estimates & Cost Budgets

The Schedule of Quantities and Prices for the project, sets out the Cost Budgets for the Construction and Commissioning of this Project.

A time phased budget has been established for the project based on the WBS structure. This budget will continue to be used for the purposes of the Project.

11.4.3 Cost Control

On the last business day of each calendar month, a Progress Claim for the cost of works completed to date will be processed by the Project Manager.

The Project Team will review the value of the Progress Claim against the Schedule of Quantities and Prices, to compare actual costs with estimated costs in the schedule. This process will take place within the Project Team and forms part of the monthly process required to establish the ongoing performance of the Project.

This monthly position will be conveyed to management, as part of the monthly reporting process with any changes to budgets and forecasts being ratified by management at this stage.

11.5 Project Quality Management

This section of the Plan covering Project Quality Management will address the areas of Quality Planning, Quality Assurance, and Quality Control.

11.5.1 Quality Planning

The objective of the Quality Planning phase is to establish the processes and procedures that will ensure that the Project will satisfy the needs for which it is being performed.

A project specific QMP(C) has been developed and is included.

The QMP(C) details the specific aspects of quality control, quality assurance and quality improvement and the way in which it will be implemented across this Project.

11.5.2 Quality Assurance

The quality assurance process will involve the implementation of the management system within the Project to ensure that the Project is delivered to the required quality standards. Audits will be undertaken both on a scheduled and as needs basis, as outlined in the IMSM (Section 25).

Audits will be performed to ensure that issues can be identified and that lessons which are learned and documented, can be applied to further improve the performance of this project and future project.

Quality improvement as a result of this process requires management review of corrective actions and/or change requests, to initiate improvement action, to ensure the suitability and effectiveness of the management system.

11.5.3 Quality Control

The Quality Control process will be focused on the acceptance or rejection of the items inspected and the identification of rework, if necessary.

Rework of nonconforming or defective products or works shall be completed prior to signoff of associated compliance documentation. All completed documents will form a part of the records at completion of the Project.

11.6 Project Human Resource Management

This section of the Plan covering Project Human Resource Management will address the areas of Organisation Planning, Staff Acquisition, Team Development, and Project Team Closeout.

11.6.1 Project Organisation Planning

(a) Project Team Organisation Structure

The Project Organisation Structure is based on the needs as identified during the scope, time, and cost planning stages.

The Project Team will be organised along discipline lines both operationally and functionally as follows:

- Project Management;
- Site Supervision;
- Quality, Safety, and Environmental Management;

The Project Team will comprise both management resources and workforce and as such the requirements and timing for all resources shall be carefully assessed and managed in line with

the GANTT Chart. It is the express intention of NCC that the management resources for the Project Team will be resourced internally and if required, through a combination of internal and external personnel. If the latter applies, then the preferred ratio is 50:50 in order to provide the opportunity for development for internal employees.

All NCC Project Team management resources (both internally and externally sourced) as identified on the Project Organisational Structure, will have clearly defined roles and responsibilities. If determined appropriate by the Managing Director, each of these personnel will be provided with a Position Description and a Performance Plan in line with the Contractual Outcomes.

With regards to Consultants and Subcontractors, the Organisation Structure details their resources only down to the level of Site Supervisor / Foreman, or as an Organisation.

(b) Staffing Management

Due to the nature and size of this Project, the majority of the management resources will be assigned to the Project for a fixed term.

Personnel, who have a partial project assignment, (with other responsibilities outside of this project), shall operate within a matrix arrangement, whilst servicing the needs of this project and their other stakeholders.

The deployment of workforce onto the Project will be managed by NCC's Senior Management to meet our Contractual obligations. Workforce resources will primarily be structured as Teams or Crews and mobilised and demobilised as needed to meet the timeline constraints of this project. Manpower levelling will be carried out as part of this process to ensure that an efficient utilisation of the workforce is being achieved.

11.6.2 Staff Acquisition

NCC will initially seek to appoint human resources for this project internally.

If external resources are engaged to fill roles for this project, they will be secured through a combination of engagement of known and proven individuals, the recruitment through external agencies of suitably qualified candidates, and the engagement of third parties to fulfil shorter-term roles. External resources will either be engaged as employees or contractors depending on the duration, needs and/or business structure of both parties.

11.6.3 Team Development

NCC's philosophy is to develop the skills of its employees, thus empowering them to take on more responsibility, thereby providing career progression within this organisation.

NCC in combination with individual employees and subcontractor employees, will identify specific requirements for accreditation, licences, and training. Life-long learning for all employees on each project is encouraged.

11.6.4 Project Team Closeout

Dissolution of the Project Team and the team members shall be by assignment to another project or by return to their point of employment (being the outside job market). As part of this process, the Project Team will be kept informed of the progress of the project and their likely completion dates, to enable transition planning.

Exit interviews and completion evaluations will be performed for all Team members to ensure that an accurate record is maintained of their time on the project, their input and contribution to the outcome and their feelings about the project. Records will be returned to the HR department for record and retention purposes.

11.7 Communications Management

This section of the Plan covering Project Communications Management will address the areas of Communications Planning, Information Distribution, Performance Reporting and Administrative Closure.

11.7.1 Project Communication Planning

The development of a Communications Plan will be project specific and shall consider and understand the needs and requirements of various Project Stakeholders. Stakeholders involved both within and external to the project, together with associated communication requirements are summarised in the table below.

Stakeholder	Specific information needs	Planned delivery method	Timing considerations
Client/Superintendent		Project Report & Update Meeting	Monthly
Senior Management	Global progress reporting	Project Report & Update Meeting	Monthly
Project Manager	Detailed and project specific	All forms of communication medium	Daily
Project Team	Detailed and specific to their respective area of work along with regular global update of progress	All forms of communication medium	Daily & Monthly, or at a frequency as required
Subcontractors	Detailed and specific to the Subcontractor's area of work.	All forms of communication medium	Frequency as required
Suppliers	Detailed and specific to the Supplier's area of work.	All forms of communication medium	Frequency as required
Workforce	Detailed and specific to their respective area of work along with regular global update of progress	Written and verbal communication	
Unions	Detailed and specific to the respective area of interest	Written and verbal communication	Variable, frequency as required
Local Government – Councils	Specific aspects affecting their Local Government Area	Written, electronic and verbal communication	Weekly and more frequently as required
Government Agencies	Specific aspects affecting the jurisdiction of the Government Agency	Written, electronic and verbal communication	Variable, timing as required
Emergency Services	Specific aspects affecting the jurisdiction of the Agency	Written, electronic and verbal communication	Weekly and more frequently as required
Community	Specific aspects affecting their local environment and surrounds	Web site, newsletter, letter box drops, print and voice media, and any other forms of communication deemed suitable or necessary	Daily, weekly, quarterly dependant on location, need, and project progress.
Media	Specific aspects affecting the communities and those affected along the route of the Project	Written, electronic, and verbal communication	Weekly and more frequently as required
Other Stakeholders	To be determined as and when required	To be determined as and when required	To be determined as and when required

Specific detailed Project communication requirements shall be developed describing how Project documentation will be collected and stored, how and to whom documents and communications will be distributed, when reports and documents need to be produced and delivered, and how the

communications plan will be updated. Control of documents and correspondence will be in accordance with the QMP(C).

If required by the project, due to the interface and interaction of the Project with the Community and External Stakeholders, a specific Team will be mobilised within the Project to manage the day-to-day aspects of Community and External Stakeholder relations. This shall be managed in accordance with the Community Relations Plan.

11.7.2 Information Distribution

Information distribution both internally and externally will take place through all forms of medium on the Project and will be very dependent on the relationship, needs, and expectations of the Stakeholders that are receiving the communication.

All documentation, communications, project records, reports, and/or presentations shall be maintained in accordance with the QMP(C), reference, and the Project Filing System structure.

11.7.3 Performance Reporting

(a) Performance reporting will generally be carried out on a monthly basis and will be directed towards the target audiences of the NCC Top Management, Client/Superintendent, Senior Management, and the Project Team.

(b) Monthly Project Reports shall, as a minimum, contain specific sections such as:

(i) Overall Summary,

(ii) Quality Management,

(iii) Safety Management,

(iv) Environmental Management,

(v) Construction Management,

(vi) Third Party Approvals,

(vii) Budget, Scope & Time Management,

(viii) Procurement,

(ix) Stakeholder Management, and

(x) Human Resources.

(c) Each section shall address actual progress for the month, planned progress for the coming month, issues and what is being done to address these issues. Appropriate graphical or diagrammatical reporting format appropriate to the topic area should be included.

(d) Further specific performance reporting will involve detailed forecasts of Estimates to Complete and Forecast Cost at Completion inclusive of variance analysis. Earned Value analysis will be applied to the construction effort with various forms of trend analysis being applied to the areas of schedule, design, commissioning, safety, quality, environmental, and stakeholder management.

(e) Delivery of the report to the NCC Top Management, Senior Management and the Client (if required), shall be by way of face-to-face meetings on a scheduled monthly basis. The Project Team will also be involved in a less formal presentation of Project status and key objectives moving forward.

11.7.4 Administrative Closure

To achieve administrative closure, as the Project draws to a close, a schedule of completion requirements will be developed against which progressive sign off and hand over of the stages will be targeted. Once full signoff has been achieved, the Project will be able to move to full closure and into the Defects Liability Period.

As a part of this process, all appropriate records will be archived in accordance with the QMP(C) and NCC procedures. A Systems Improvement report will also be prepared, as part of the closure of this project.

11.8 Project Risk Management

This section of the Project Management Plan covers Project Risk Management and addresses the areas of Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control.

11.8.1 Risk Management Planning

The objective of the Risk Management Planning phase is to establish the processes and procedures that will ensure that the Risk Management processes for the Project are equal with the levels and types of Risks that a Project of this nature and importance is exposed to. When deemed appropriate, a project specific Project Risk Register will be developed and put in place for this Project. This Register will detail the specific aspects of the Risk element and establish the methodologies to be used, responsibilities for managing various risk elements, risk budgets, timing, qualitative methodologies, threshold criteria, reporting formats and risk tracking.

11.8.2 Risk Identification

Risk identification will be carried out through a process of identification by way of individual and project teams experience (eg qualified, competent person/s). Risks will be categorised against the broad headings of Commercial and Legal, Finance and Economic, Human Resource, Natural Events, Environmental, Health and Safety, Management Control, and Project and Operational.

11.8.3 Qualitative Risk Analysis

Each of the risks will be assessed on the basis of the worst-case cost outcome that could be expected, the likely impact to the Project and the likelihood of the risk occurring on the Project. When these three elements are established, then an overall risk to the project can be determined along with a factored dollar value for the risk allowance.

11.8.4 Risk Response Planning

Each of the risks will be assessed and appropriate mitigation measures developed and implemented to either mitigate or eliminate the risk. For the resultant risk level post the mitigation treatment an estimated level of contingency will put in place post the establishment of the mitigation measures.

11.8.5 Risk Monitoring and Control

Regular monitoring and control of the identified risks will be carried out through risk reviews. The Project Manager will be responsible for the coordination and review, with all responsible parties, on at least a six (6) monthly basis. All risks will be reviewed for their current status and updated to ensure the status accurately reflects the present situation. The PM will ensure monitoring or review, when there is a change to the workplace including when work systems, tools, machinery, equipment or sub-contractor change to ensure existing controls are effective in eliminating or reducing the risks. Any identified changes required will be actioned through the change management system.

11.9 Project Procurement Management

This section of the Plan covering Project Procurement Management will address the areas of Procurement Planning, Solicitation Planning, Solicitation, Source Selection, Contract Administration, and Contract Closeout. The Procurement process is described in QMP(C).

11.9.1 Procurement Planning

The process of Procurement Planning is focused on the identification of those products and services that the Project Team is best placed procuring from outside of the organisation. The procurement planning process will address the types of contracting methods that will be used and the types of products and services that will be procured, all of which will be integrated into a Project Procurement Schedule.

11.9.2 Solicitation Planning

The solicitation planning process will involve the establishment of the list of suppliers or contractors for specific packages, to whom tender documentation will be issued. This phase will also involve the preparation of the various components of the tender packages, both technical and commercial for issue. The evaluation criteria and the development of specific evaluation models, as necessary, will take place at this time. Tender evaluation may include such items as price, organisational structure and capability, mobilisation plans, programming, technical, safety, quality, environmental and financial capacity.

11.9.3 Solicitation

The process of solicitation will involve the Project team going to the market and seeking proposals for the supply or provision of the required product or service. The preferred and/or pre-qualified suppliers will be invited to submit a proposal for the delivery of the product or services.

11.9.4 Source Selection

Upon receipt of the proposals from the solicitation process the proposals will be evaluated in line with the pre-determined evaluation criteria. Evaluation will involve the assessment of all aspects of the proposals and the negotiation with one or more preferred tenderers to reach an agreement. At completion of the selection process, contracts will be signed in line with the internal delegated authorities and recorded into the financial management system.

11.9.5 Contract Administration

The contract administration of the various supply agreements and contracts will be carried out within the project team, with various members of the team assigned either technical or commercial responsibility for nominated contracts. The contract administration aspect will involve the management of the delivery phase of the supply agreement or contract and all the associated correspondence, change requests, and financial aspects of the contract.

11.9.6 Contract Closeout

At the completion or delivery of the required product or service, the contract will be formally closed out. Formal acceptance of the product or service will take place by way of a written notice stating that this has occurred. All required records will be filed for future reference as a part of the closeout process.

11.10 Project Safety Management

This section of the Plan covering Project Safety Management will address the areas of Safety Planning, Safety Plan Execution, and Administration and Reporting.

11.10.1 Safety Planning

The objective of the Safety Planning phase is to establish the processes and procedures that will ensure the Safety Management processes for the Project are commensurate with the levels of Safety that a Project of this nature and importance is required to implement. A project specific HSMP(C) has been developed and is attached.

11.10.2 Safety Plan Execution

Prevention of accidents is the most effective form of safety management and an integral part of the execution of the HSMP(C). This includes inductions of all personnel prior to commencement on the Project. Further specific training, such as Confined Spaces and Dogging, will be provided to ensure that the workforce are qualified and competent to deliver safely all aspects of the Project.

During the execution process, reviews will be undertaken on Safe Work Method Statements, personnel protective equipment, safety equipment, plant, communication (e.g. pre-starts, tool box talks, notice boards, etc.), compliance inspections, safety inspections, accident and incident investigations, training, and medical facilities. Data from the administration and reporting activities referred to below will be used to identify trends in order to eliminate problems as early as possible.

11.10.3 Safety Administration and Reporting

Various administrations, records and reporting processes will be utilised to ensure that the Project team is complying with legislative requirements, implementing best practice, and capturing the required records for reporting and record keeping purposes. As such, the Project team will maintain inspection logs and reports, training records, meeting records, incident and injury records, accident investigations, and any associated photographic or video records.

11.11 Project Environmental Management

This section of the Project Management Plan covering Project Environmental Management and addresses the areas of Environmental Planning, Environmental Assurance, and Environmental Control.

11.11.1 Environmental Planning

The objective of the Environmental Planning phase is to establish the processes and procedures that will ensure the Project has the minimal level of impact on the environment. A project specific EMP(C) has been developed for this project and is attached.

11.11.2 Environmental Assurance

Environmental Assurance processes will be used to ensure that the objective of creating the least amount of impact is achieved. This will be achieved through mechanisms such as site induction, which will be used to highlight the importance of the environmental element, as well as to inform the workforce of the expectations that we have of them. Audits will be regularly carried out to ensure that we are maintaining the highest levels of commitment and adherence to the EMP(C).

11.11.3 Environmental Control

The Project will be monitored for compliance on a regular basis by the Project Team to ensure that the potential for environmental impact is prevented rather than minimised. A specific checklist has been developed to support the environmental management activities on the Project. This checklist will be used on the workface (where deemed necessary) to support the prevention of incidents and to support the development of controls to further improve the environmental control processes and enhance the prevention mechanisms.

In the unfortunate situation that may arise, where the need for rework or remedial action is required, control measures will be available during the construction process to ensure that any incident is dealt with in a timely and efficient manner.

11.12 Project Financial Management

This section of the Project Management Plan covers Project Financial Management and addresses the areas of Financial Planning, Financial Control, and Administration and Records.

11.12.1 Financial Planning

The objective of the Financial Planning phase will be primarily focused on the establishment of the expected cash draw down of the Project and its impact across the various budget periods within which the project falls. A detailed cash flow model will be developed for the various phases of the Project. The Project will be established in line with the WBS established for the Project. NCC's financial management software will be used to track budget and cash flow against the actual expenditure for the Project.

During the financial planning phase, the appropriate delegations of financial authority will be agreed and established defining those delegations that exist within the Project Team and those that require authorisation from outside of the Project Team.

11.12.2 Financial Control

Financial control will be exercised on an ongoing basis with each month having a cut off and review of the costs to date and the establishment of a forecast to complete the project. NCC's financial management software will be used for the purposes of tracking actual costs versus budget and cash flow. As a part of the monthly review process, a detailed financial report will be prepared setting out the financial position of the Project. A review of the cash flow will take place on a regular basis to ensure that the Project is progressing in line with budget forecasts.

11.12.3 Administration and Records

The monthly reviews and forecasting process will provide the history and records of the financial progress of the Project through its life. All records will be stored and maintained electronically within the NCC's financial management software and within the Project electronic filing system.

11.13 Project Claim Management

This section of the Project Management Plan covers Project Claims Management and addresses the areas of Claim Identification, Claim Quantification, Claim Prevention, and Claim Resolution.

11.13.1 Claim Identification

The importance of being able to properly recognise the likelihood of a claim for financial compensation, or an extension of time is crucial. A solid understanding of the scope of work is critical to being able to identify a claim. Any claim made by NCC, or received by NCC must address the change to the scope of work, the terms and conditions of contract and their application to the claim, description of the claimed extra work, why it is not covered in the contract scope of work, and a description of the time requested based on the extra work, or estimated end date of the work.

11.13.2 Claim Quantification

All claims must be quantified whether NCC generated or submitted to NCC. Such quantification must include where appropriate, an assessment of the actual extra quantities, estimates or assessments of

the direct and indirect costs, analysis of the effect on the schedule, and any supporting documentation that justifies the quantities, costs, or schedule variances claimed.

11.13.3 Claim Prevention

Whilst it is difficult to totally prevent claims and their number, the impact of claims can be minimised through proper planning, appropriate use of contract terms and risk management. Claims can be minimised and possibly prevented through the provision of a clear and easily understandable scope of works, a realistic schedule, a constructible design, a Request for Information process that has committed turnaround times, a partnering or alliance contracting approach, stringent prequalification processes for suppliers and contractors, an open recognition and pro-active management of change, and sound documentation that is easily accessible.

11.13.4 Claim Resolution

The objective is to speedily resolve any Claim, in order to minimise the expense and disruption that Claim resolution can have if it is drawn out. Negotiation will be the first step in trying to resolve any claims. Should this fail, then Alternative Dispute Resolution Processes (ADR) or Litigation will actioned, depending upon the nature of the Claim and the positioning of the parties involved.

11.14 Change Control

11.14.1 Integrated Change Control

An integrated system for the management of change will be implemented on the Project to cover events external to the Project and outside the control of the Project team, an error or omission in the original definition of the Project or its scope, a value-engineered solution to produce a better outcome, or the implementation of a contingency plan to manage a risk, and any other item that could result in a requirement for change. The integrated change control system will cover scope change, schedule change, cost change, quality control, risk change and contract administration. All identified change is to be proposed by way of a detailed assessment with full associated documentation provided for the review and approval of the Project Manager. Change can only be implemented after authorisation has been received from the Project Manager.

The system to manage change will take the form of a Variation Request Form and Variation Control Register, which will be implemented and used to support the tracking and controlling of all proposed changes and the subsequent approval status of any proposed variation to the Project.

11.15 Project Completion

11.15.1 Project Completion Review

To improve our performance over time, here at NCC we must continually learn from the past. One of the most important ways is through our "Project Completion Reviews". The focus of this review, is to improve the construction process and build teamwork on our future projects. This will create better relationships and knowledge sharing among our designers, estimators, managers and Site Supervisors. The review process capitalises on the "intellectual equity" gained from each project to ensure that "lessons learned" are captured and the information is made available to the entire organisation.

The Project Manager is to conduct a review meeting with the project team, at completion of construction. Members should include design, estimating and operations team members. Project Completion Review form (PM-FM-035) is to be completed in consultation with the project team. Each Project Completion Review will be tabled at the next scheduled Project Review meeting, by the Project Manager, for review and close-out as required.

12. ATTACHMENTS

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PROJECT AND ADDRESS	Toowoomba Bridge Street Resort Expansion Civil Works	JOB NO	2306

REVISION LIST:

Rev	Date	Description	Prepared	Checked	Project Manager	General Manager
A	23/07/2026	First Issue for review	AE	MG	MG	JR
01	30/07/2026	Issued for Construction	AE	MG	MG	JR

DISTRIBUTION LIST:

Date	Copy No	Name	Title
30/07/2026	01 (Electronic)	Client	Client (for comment)
30/07/2026	01 (Electronic)	Newlands Project Team	Project Folder/ Hammertech

COPY NO: 01

1. Background

1.1 Introduction

1.1.1 This Health and Safety Management Plan (HSMP) is provided for the guidance of all NCC employees, visitors and subcontractors.

1.1.2 The project HSMP will be made publicly available via the Newlands project specific HammerTech page. https://newlands.hammertechonline.com/

1.1.3 The HSMP is not meant to cover all situations concerning Work Health & Safety (WHS) matters associated with each particular project. However, NCC has endeavoured to provide its employees, visitors and subcontractors with a minimum standard for safe and healthy working performance.

1.1.4 If there is any situation or occurrence not covered by this HSMP or you have any questions concerning the plan, we recommend that you refer to the NCC Safety Procedures or consult your site supervisor.

1.1.5 NCC is committed to providing its employees, visitors and subcontractors with a healthy and safe workplace by providing safe systems of work, information, training and supervision and through regular consultation with employees on WHS matters.

1.1.6 All employees, visitors and subcontractors have the right to expect a healthy and safe workplace and therefore it is not only NCC's responsibility to ensure this, but it is also the responsibility of the worker to work safely and follow these basic procedures so that your own health and safety, and that of fellow workers and others in the workplace, are not put at risk.

1.2 Related Documents

Refer to Project Management Plan for a full listing of related documents.

1.3 Work Health and Safety Management Plan Context

1.3.1 The purpose of this HSMP is to outline the health and safety policies, objectives, standards and responsibilities that will be adopted during the life of the Project referred to in clause 1.2. The HSMP specifies the management practices and procedures to be followed and identifies project specific hazards and risks and determine management controls to eliminate, reduce or mitigate them.

1.3.2 The Project Management team is responsible to ensure that they are fully conversant with the Health and Safety management requirements as defined in this Plan, and to comply with them throughout the Project.

1.3.3 This HSMP applies to all levels of project management and employees, subcontractors and visitors under the control or supervision of NCC.

1.4 Work Health and Safety Management Plan Objective

1.4.1 NCC's objectives with respect to the HSMP are to:

(a) Ensure the health and safety of NCC's employees, visitors and subcontractors who may be on work sites,

(b) Comply with, and ensure NCC's employees, visitors and subcontractors comply with, any Acts, Regulations, local laws and by-laws, Codes of Practice, Australian Standards and NCC policy and procedures which are in any way applicable to this Project or the performance of services under this Project.

(c) Ensure that this site-specific safety management plan and safe work method statements are developed and implemented in accordance with:

(i) all the duties of an employer and occupier as specified in the Work Health and Safety Act (2011) and its associated regulation and

(ii) any other Acts, regulations, local laws and by-laws, Codes of Practice and Australian Standards policy, practice and procedures which are in any way applicable to the NCC in respect of the Project.

(d) NCC's objectives will be met through good leadership, commitment and continual training.

2. Abbreviations & Terminology

The following definitions and abbreviations have been used throughout this Plan

AS/NZS/ISO	Australian Standard/New Zealand Standard/International Organisation for Standard.
Client	Hometown Australia Communities
Competent Person	A person who has acquired through training, qualification, or experience, or a combination of these, the knowledge and skills, including OHS knowledge and skills, qualifying that person to perform a specific task or a task required by the Australian Standard.
Hazard	Any agent, source or situation with the potential to cause injury, damage, loss or adverse environmental impact.
HAZID	Hazard Identification.
HAZOB	Hazard Observation report (TAKE5 Booklet)
HCRA	Hazardous Chemical Risk Assessment
HSC	Health and Safety Committee
HSMP	Health and Safety Management Plan.
HSR	Health and Safety Representative
IFAS	Individual Fall Arrest System
IMSM	Integrated Management System Manual (QHSE)
Master Risk Evaluation Matrix	This is a master document which contains information about identified company risks, analysis of risk severity and evaluations of the possible solutions/ control measures that may be applied as a minimum. This matrix is used as a development tool for the Project Risk Register
NCC	Newlands Civil Construction Pty Ltd and / or Newlands Commercial Construction Pty Ltd
NCC Project Management System	NCC Site Safety and Risk Management database for recording and producing Incident/Injury and other WHS related statistics.
NMA	Nominated Medical Advisor
PMP	Project Management Plan.
PPE	Personal Protective Equipment.
Principal Contractor	Newlands Civil Construction Pty Ltd
Project Risk Register	The Project Risk Register records details of all the risks identified at the beginning and during the life of the project, their assessment in terms of likelihood of occurring and seriousness of impact on the project, initial plans for mitigating each high-level risk, the costs and responsibilities of the prescribed mitigation strategies and subsequent results. This register should be maintained throughout the project and will change regularly as existing risks are re-assessment in the light of the effectiveness of the mitigation strategy, and new risks are identified. This register is developed in conjunction with the NCC Master Risk Evaluation Matrix and Is also a useful guide in the development of the site SWMS.
Qualified Person	A person who by possession of a recognised degree, certificate, or professional standing, or who by extensive knowledge, training and experience, has successfully demonstrated his or her ability to solve or resolve problems relating to the subject matter, the work, or the project (above mentioned information is recorded within the NCC competencies data base located on the Intranet). Minimum requirements are as listed in the HR Job Descriptions Register.
Reportable Injuries	Includes the following injury classifications: lost time, restricted duties and medical treatment injuries.

Risk	An evaluation of the potential of something happening during a work process that shall have an impact upon objectives. It is measured in terms of consequences and likelihood.
Risk Management	The systematic application of management policies, procedures and practices to the tasks of identifying associated risk through analysing, assessing, treating and monitoring work processes or activities.
Safety	A state in which the risk of harm (to persons) or damage is limited to an acceptable level.
SDS	Safety Data Sheet (includes Material Safety Data Sheet)
Subcontractor	An individual, company or other legal entity that carries out work or performs services pursuant to a contract for service.
SWMS	SWMSs are used in conjunction with NCC Procedures to document the hazards, risks and environmental aspects identified for high-risk work activities on a project. The requirement to complete a SWMS for an activity is typically based on risk. However, there may also be legislative or contractual requirements for SWMS.
TMT	NCC's Top Management Team for the purposes of this document consists of the Managing Director, CFO and General Managers (Civil & Commercial)
WHS	Work Health and Safety.

3. Work Health and Safety Management

3.1 Leadership & Commitment

3.1.1 TMT, Senior Management and Project Management team have a commitment in accordance with NCC's IMSM and the requirements of NCC's procedures to provide a safe and healthy workplace and ensure that the appropriate steps are taken to prevent pollution of the environment.

3.1.2 The Project Manager is responsible for ensuring the competencies of the key personnel on site, in regard to development, implementation & assessment of WHS issues and activates.

3.1.3 Management and Supervisors shall take an active leadership role on the Project regarding WHS. As evidence of this commitment Management and Supervisors will:

(a) Ensure that their decisions and practices are in line with the principles of the IMSM and WHS Policy;

(b) Support the efforts of the WHS Committee (where applicable);

(c) Encourage their team to attend WHS training;

(d) Plan and schedule resources to allow employees to attend WHS training and other WHS matters.

(e) Identify measurable Health and Safety objectives and targets on a project, set priorities and monitor progress made towards their achievement;

(f) Lead by example by reporting all hazards and incidents;

(g) Actively walk the site looking at conformances and non-conformances to Health and Safety and acting on them;

(h) Discuss WHS as the first item of business on all scheduled meeting agendas;

(i) Acknowledge positive performance and discipline unacceptable performance;

(j) Participate in WHS audits;

(k) Deal appropriately and immediately with any non-compliance of Health and Safety rules or regulations;

(l) Participate in incident investigations and review incident reports and recommended remedial actions; and

(m) Monitor the activities of all Subcontractors and ensure they comply with the relevant Project Health and Safety Management Plan.

3.2 WHS Management Overview

3.2.1 NCC will utilise:

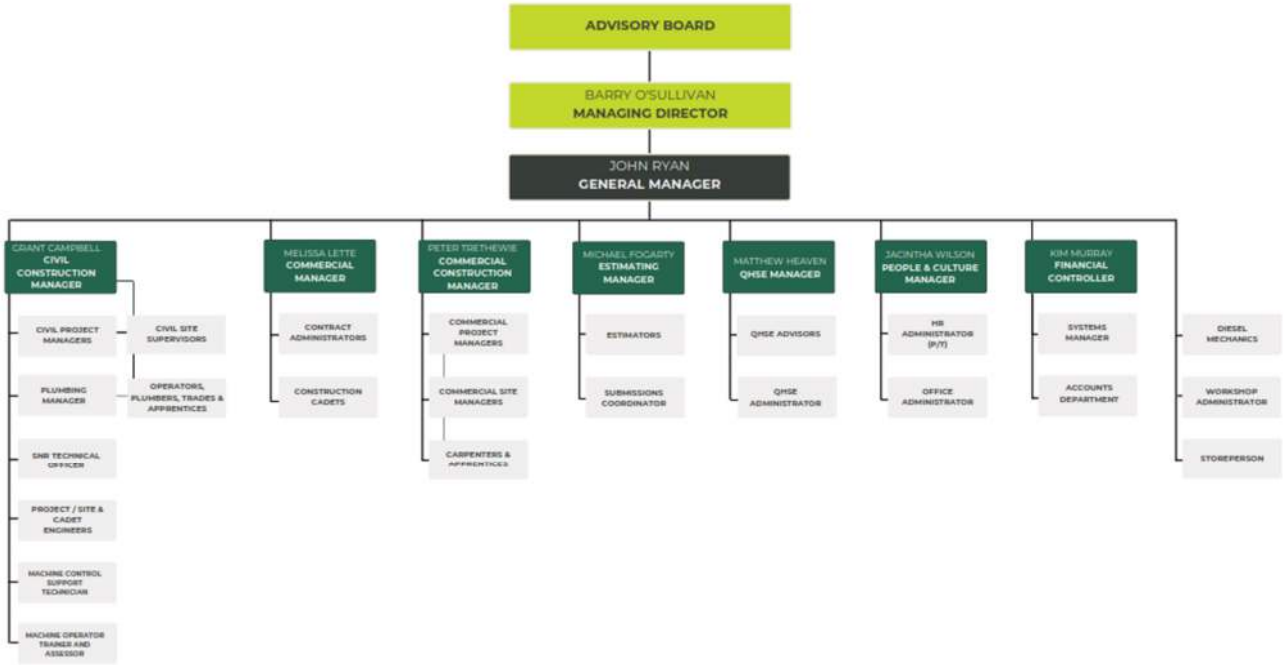
(a) NCC's IMSM or,

(b) the Principal Contractors or the Clients WHS Management Systems for the Project if NCC is working on a sub-contract arrangement.

3.2.2 The IMSM provides a framework in which Work, Health and Safety risks are managed in accordance with both client and legislative requirements.

3.3 Organisation Structure

The organisational structure of this project demonstrates the functional reporting structure of the management team including WHS. The NCC General / Project Manager is responsible for appointing the Project Management Team.



3.4 Responsibilities & Accountabilities

3.4.1 The responsibilities of key Project Management Team, WHS project personnel and WHS support functions for the project are detailed in the PMP (Construction). All personnel are to accept accountability for ensuring they fulfil their responsibilities through actively participating in the prescribed activities outlined in this HSMP and detailed within the tables.

3.4.2 Job descriptions detail WHS accountabilities including qualifications and or competences and these shall be assessed at annual performance appraisals.

3.5 Company Work Health and Safety Policy.

3.5.1 NCC has developed a WHS Policy.

3.5.2 This Policy is based on the NCC IMSM and NCC's WHS philosophy, goals and commitment to ensure a healthy and safe working environment for all personnel associated with NCC.

3.5.3 A copy of the Policy is displayed in the site office and crib rooms and policy commitments and requirements are included as part of the site induction.

4. Third Party Certification

4.1 WHS Policy certified

4.1.1 The WHS Policy was third-party certified to International Standard Organisation ISO 45001:2018 OHSMS

(a) initial certification 10 February 2014 by Certex International Pty Ltd, a JAS-ANZ accredited Certification Body (CB)

(b) last Recertification Audit 14 August 2025 by Southpac Certifications Pty Ltd.

5. Consultation, Induction and Training

5.1 Workplace Consultation

5.1.1 Consultation Communication & Reporting

An integral component of the IMSM is ensuring open deliberate communication of information between all levels of management and employees. Communication methods adopted during the project covering both internal (NCC) and external (Client) communication are outlined in this plan.

5.1.2 WHS Communications

NCC has devised and implemented a project specific communications process to maintain WHS awareness and responsibility amongst all the project employees. The NCC communications process assists in the creation of the desired culture, with specific emphasis on project management expectations. This process covers both internal (NCC) and external (Client) communication methodologies.

The communication methods that have been implemented on the project are detailed below.

5.1.3 Communications Process

(a) NCC has devised and implemented a project specific communications methodology to maintain WHS awareness and responsibility amongst all project employees. The procedure clearly defines the roles and responsibilities of every member of the NCC Project Team, covering all aspects of planned, adhoc and deliberate WHS management communications.

(b) Communication of all aspects of the WHS requirements of the project, is classified as a priority and an ongoing critical activity. The methodology established in accordance with this procedure and implemented in relation to all internal and where necessary any external communications shall include but not be limited to the following:

(i) Key aspects relating to roles and responsibilities within the HSMP;

(ii) Pre-start meetings;

(iii) Toolbox talks;

(iv) Notice boards;

(v) Inductions; and

(vi) WHS Alerts/Bulletins/Flyers

(vii) Team Meetings/Briefings

(viii) Rollouts and awareness campaigns;

(ix) Emergency Response Exercises and Improvement forums;

(x) Feedback learning sessions from any accident/incidents that have been investigated, the emphasis is on creating opportunities to learn;

(xi) Formal and informal training courses; and

(xii) Regularly planned WHS Meetings (if applicable);

(c) NCC will provide notice of any high-risk planned task onsite or other activities that may impact on the project or NCC operation via daily pre- start meeting, WHS & site meetings or Site Notice systems.

5.1.4 WHS Reference and Promotional Materials

Project Management will ensure appropriate resources and relevant promotion materials are provided at the work sites and are available to all employees. Reference materials where applicable include:

(a) Site Emergency Contacts Register

(b) Emergency Response

5.1.5 Site WHS Meetings (Internal)

Site meetings are used as a means of consulting with the workforce to handle change management issues, plan upcoming activities and identify WHS concerns. WHS is discussed at all site meetings as a fixed agenda item.

A number of WHS meetings are conducted during the Project to provide a forum for reviewing WHS standards and objectives, developing initiatives and reviewing performance including:

- Client Safety Meetings (if applicable);
- NCC Safety Meetings (if applicable);
- Pre-start Briefings (each shift);
- Toolbox Meetings (weekly);
- Site WHS Committee Meetings (if applicable).

Action items from these meetings are documented and maintained. All minutes of meetings are maintained in the WHS directory either in electronic or hard copy form.

(a) Daily Pre-start Briefings

(i) Daily pre-start briefings are an important tool in daily hazard management. Site Supervisors shall conduct shift pre-start meetings in the field, with persons within their responsibility prior to raise awareness of potentially hazardous activities likely to arise during the day's operations:

- Proposed work activities (including any relevant HRA's and SWMS's);
- Activities required for the safe completion of work;
- Personal protective equipment or clothing requirements;
- Incidents that have occurred on the Project or elsewhere within NCC and that have been brought to the attention of the Site Supervisor; including investigation results, changes to NCC procedures and other issued identified during the investigation process;
- Any problems experienced on the previous shift/day.
- Hazards identified on site and or across other NCC sites

(ii) The Site Supervisors shall document the briefing and any items of significance on the Daily Pre-start form.

(iii) NCC Project Management attendance at Pre-Starts, toolbox talks, briefings etc. are compulsory.

(b) Toolbox Meetings

(i) Site Supervisors conduct weekly toolbox meetings with their respective work crews. All NCC personnel and Subcontractors attend the toolbox meetings. Subcontractors may at times conduct their own weekly toolbox meetings of which minutes shall be taken and forwarded to the Project Manager/ QHSE Manager. Toolbox meetings should be no longer than thirty minutes duration and items covered at these meetings should include, but not be limited to:

- Appropriate training material;
- Items of general safety importance to the site;
- Areas of safety interest to meeting participants.

(ii) Toolbox meetings shall also be used as an educational forum to improve employee's knowledge and understanding of WHS systems, rules and requirements.

(iii) Meeting minutes and corrective action lists shall be recorded on the Toolbox Meeting Record form. All attendees shall be listed and details of discussions recorded. These shall be contained within the site files.

(iv) Any actions arising from the Daily Pre-start or Toolbox meeting will be recorded to ensure that they are completed within a timely manner and closeout. Weekly feedback will be provided to the work crews on the progress of the outstanding items.

(c) Health and Safety Representatives, Health & Safety Committees and Work Group/s

(i) *Health and safety representatives (HSR)* and health and safety committees (HSC) provide the means to:

- give workers a voice in health and safety matters at the workplace
- involve workers through participation and consultation

(ii) A HSR represents the health and safety interests of a work group. There can be as many HSRs and deputy HSRs as needed, after consultation, negotiation and agreement between workers and the persons conducting a business or undertaking (PCBU). For more details on HSR e.g. election, functions and HSCs refer to SA-PR-067 Health Safety Committee.

(iii) A *Work Group* is a group of workers who share a similar work situation; the HSR represents the health and safety interests of the workers in that group. A worker or group of workers can ask the PCBU they are carrying out work for to facilitate the election of one or more HSRs.

(iv) A *Health & Safety Committee (HSC)* facilitates cooperation between a PCBU and workers in developing and carrying out measures to ensure health and safety at work. This includes health and safety standards, rules and procedures for the workplace.

A PCBU must set up an HSC within two months of being requested to do so by a HSR, or by five or more workers in a workplace, or when required by the WHS Regulation.

A PCBU can also establish an HSC if they desire.

At least half of the members of an HSC must be workers that have not been nominated by the PCBU. A HSR can also consent to be a member of the committee and, when a workplace has more than one HSR, they can choose one or more to be members.

An inspector can be requested to assist this process by any person who is a party to the committee.

An HSC must meet at least once every three months and at any reasonable time at the request of at least half of the members of the committee.

(v) If a request is made for the E*lection of a HSR*, the PCBU must start negotiations with workers regarding work groups within 14 days of that request being made.

The members of a work group elect their own HSR. All members of the work group are able to vote in an election and the PCBU must provide resources and assistance to carry out the election.

To be eligible for election, a person must be a member of the work group and not be disqualified from acting as a HSR. Elections for a deputy HSR are carried out in the same way.

(vi) All HSRs must undertake the relevant approved *Training Course* within three months of their election. If a worker chooses not to undertake the training within the time period, they will no longer be eligible to fulfil the role of HSR and will need to be replaced.

5.2 Work Health and Safety Induction

5.2.1 All Project employees shall receive a NCC site safety induction in addition to a NCC induction / orientation prior to commencing work. This combined induction training shall ensure Project personnel are aware of the WHS regulations and systems as indicated in the relevant procedures.

5.2.2 The length of the NCC induction will vary from person to person depending on their level of employment and the location on the project where they are working. The levels of WHS Induction are listed below:

(a) Client/Stakeholder Inductions

(b) Full Site Induction

(c) Visitors Induction

(d) Delivery Driver Induction

5.2.3 The NCC QHSE Advisor or representative shall conduct the NCC inductions which shall include information regarding but not limited to:

(a) The Project Management Plan and how this HSMP forms part of the overall PMP;

(b) WHS Policy, objectives and targets;

(c) Relevant requirements of the Project / NCC HSMP;

(d) Relevant NCC WHS procedures and NCC site standards

(e) Project Hazards, Risks, Controls, H&S legislation, Codes of Practice and Australian Standards as stated in the Project Risk Register;

(f) Compliance and involvement in development of SWMS, both NCC and Subcontractors SWMS

(g) Hazard reporting;

(h) Incident reporting and investigation requirements; and

(i) Emergency response procedures.

(j) At the completion of the NCC Induction, the participant may be required to complete a written assessment.

(k) Orientation Tours will be completed by the employee's Site Supervisor.

(l) The Project Manager shall be the custodian of the Project Site Safety Induction and records.

5.3 Work Health and Safety Training

The Construction / Project Manager will ensure all persons on the Project have an adequate education, training and work experience to perform the task for which they are being employed.

5.3.1 Employee Training

(a) Training shall be conducted to enhance a person's competence, knowledge or skills. A project specific Skills/Competency Assessment that identifies any gaps and ensures that training is targeted to the needs of the individual and the Project has been developed.

(b) Regardless of the qualifications and certificates an employee presents prior to commencing work on the project, it is a requirement of the relevant Project Manager/Site Supervisor to ensure the person's skills adequately meet the standard that is required for working on the project. Where any shortfalls are identified using the Skills/Competency Assessment register as stated in SA-PR-034 training may be recommended and must be conducted as per SA-PR-003 and or SA-PR-034.

(c) Records of all such training and tests shall be maintained on site by the Project Manager for the duration of the project.

(d) The training may include but is not limited to:

(i) Emergency Response;

(ii) Fire Fighting;

(iii) First Aid;

(iv) Incident and Injury Reporting and Investigation;

(v) Fitness for Work;

(vi) Refresher training in emergency response procedures;

(vii) The issues and methods of risk management;

(viii) The correct use of safety equipment e.g. safety harnesses;

(ix) Mandatory project training

(x) Revised or new safe work procedures e.g. permits, confined space, heat stress, traffic control;

(xi) On-site refresher and skills-enhancement courses for crane operators, riggers, doggers, welders, etc; and,

(xii) Hazardous Substance awareness.

5.3.2 Management & Supervisor Training

(a) Project management and Site Supervisors will attend an in-house training program which gives managers and Site Supervisors the skills and knowledge in leadership and increases their ability to manage people to achieve project objectives in a team-based environment. It is designed to give managers and Site Supervisors increased self-confidence by being better equipped to handle the role.

(b) A key outcome of these sessions is the development of frontline personnel as trainers themselves, responsible for guiding and instructing the work party under their supervision to adopt a positive approach to WHS.

(c) Frontline Personnel training will cover:

(i) Details of the project, the site and existing operations;

(ii) Accountabilities and responsibilities of management personnel and Site Supervisors;

(iii) Communications, team building and interfacing;

(iv) Statutory Acts and Regulations applicable to the operations and general duty of care;

(v) Hazard identification, risk assessment and control;

(vi) Incident investigation and reporting requirements for the project;

(vii) WHS inspection requirements and records;

(viii) Crisis Management; and

(ix) Project Reporting.

5.3.3 Training Records

(a) The Induction/Training/Competencies of project staff, direct-hire personnel and subcontractors are closely monitored as a crucial function of the WHS & Human Resource Departments. This information will be captured in the form of a training matrix (Skills/Competency Assessment register).

(b) All training attended must be recorded enabling efficient identification and mobilisation of appropriately inducted & trained personnel.

5.3.4 Permit to Work

(a) The purpose of the Permit to Work (PTW) System is to ensure that approved safe systems of work are established when conducting work on any energised, or previously energised plant or equipment or designated high risk activity (such as excavations), which has the potential to injure personnel, or damage plant and/or equipment, or the environment.

(b) The procedures as outlined in the Permit to Work Procedure must be adhered to.

6. Identify Hazards, Assess and Control Risks

6.1 Hazard Identification & Reporting

6.1.1 Construction Hazard Identification (HAZID) Review

(a) NCC recommends that a Hazard Identification (HAZID) Workshop is conducted with the client at the commencement of work, to systematically provide for the reduction of potential major hazards during the project. The objective being to ensure the identified risks associated with equipment, facilities and Integrated activities, are eliminated or are reduced to as low as reasonably practicable (ALARP). This process will be repeated each defined phase of the project, with representation from all workgroups and stakeholders.

(b) At the conclusion of the HAZID, the Client & Project Team and QHSE Advisor have identified and documented all the hazards associated with the project, assessed the risks associated with those hazards and established measures for the elimination or reduction of the risks. Upon completion of the HAZID, the Project Risk Register will form part of this live operational plan.

(c) The Project Manager/QHSE Advisor will generate outcome documents from the HAZID that details the various actions to be adopted and monitored and nominate a member of the Project HAZID Team responsible for incorporation of the review into the Project procedures. The Project QHSE Advisor shall record all hazards identified in the Project Hazard and Effects Register provided by NCC.

(d) Where required, additional HAZID Workshops will be completed during the project.

6.1.2 Hazard Observation and Reporting

(a) The reporting of all observed hazards shall be encouraged so that they are investigated and assessed to ensure timely remedial/preventive action(s) are taken, using the hazard observation booklets to record and track the hazards to closeout.

(b) All direct-hire employees and subcontract employees working on the NCC Project shall be trained in this procedure and be encouraged to use this WHS tool to record any observed low or moderate risk hazards or unsafe conditions that present little or no immediate risk to health, safety or the environment.

(c) Hazards or dangerous conditions that present high or extreme risk to people, plant, equipment or the environment must be reported immediately to the Site Supervisor who on rectification will submit a Hazob.

6.1.3 Workplace Inspection

(a) To identify potential hazards and to initiate corrective action to ensure compliance with the project's HSMP, NCC requirements and relevant Legislation, the following workplace inspections shall be conducted:

(i) Daily pre-start workplace inspection (individual or work group)

(ii) Informal Inspections using the Hazard Observation Technique (all personnel)

(iii) Internal Weekly Supervisor Inspections with a member of their work group

(iv) Weekly Inspections (Site QHSE Advisor, WHS Committee)

(v) Informal Daily Site Inspections (Site Supervisors)

(vi) Project Internal WHS Audits (Site QHSE Advisor);

(vii) QHSE Management Audits (TMT and Senior Management); and

(viii) Client Inspections.

(b) Issues and items of concern identified by routine workplace inspections are recorded and tracked to closeout.

6.2 Risk Management

6.2.1 Risk Assessment

(a) A range of risk assessment methods, both quantitative and qualitative can be used for estimating the probability that an identified event will occur and, if an event should occur, what the consequences might be. A qualified person/s will ensure all identified hazards are documented and assessed qualitatively, using the Master Risk Evaluation Matrix. Risks are categorised into Severe, High, Moderate or Low depending on the consequence and likelihood of occurrence.

(b) The risks identified on commencement of a project will be detailed on the Project Risk Register.

(c) Project Managers will utilise the Master Risk Evaluation Matrix as the bases for the development of their project specific risk register. The Master Risk Evaluation Matrix contains information on control measures that have been effective on previous projects. This matrix may also provide links to template Safe Work Method Statements (SWMS) or other procedures that detail known control measures for typical risks. In general, this referenced documentation will also include references to any identified legal requirements that may be relevant.

(d) The site-specific Project Risk Register will be approved and reviewed (bi-monthly during the project) by the Project Manager and clearly identify the controls determined to eliminate or reduce risks on the project. The register will also identify the SWMS applicable to the project. This document will be issued in conjunction with the Supplier Accreditation form to all approved sub-contractors & suppliers engaged on NCC projects, information contained within this register will be communicated to all workers at the time of the project site specific induction. Updated

Project Risk Register are to be e-mailed by the PM to each sub-contractor that maybe effected by the update

(e) Where NCC, have identified critical task in the project, a risk assessment shall be completed in accordance with the methodology above and submitted to NCC.

(f) The Project Team is committed to involving personnel at all organisational levels in the risk assessment process and shall draw on the expertise of the Project Management Team, employees and Site Supervisors, QHSE Manager/QHSE Advisors, in the risk control process**.**

NOTE: Information obtained from the Master Risk Evaluation Matrix or other standard documentation must be reviewed for adequacy on each site or project and any site-specific amendments made prior to issuing for use on that project.

6.2.2 Hazard Control

(a) Following the risk assessment process, a selection of risk control solutions for general and major WHS hazards shall be considered in accordance with the following hierarchy of control. The most preferred option for risk control is elimination with personal protective equipment (PPE) as the last resort.

(i) Elimination;

(ii) Substitution;

(iii) Engineering (e.g. guards, alarms, overpressure release valves, barriers, blast walls, fire deluge, noise hoods, etc.);

(iv) Administration (e.g. training, procedures, signage, work rotation);

(v) Personal protective equipment (PPE).

6.2.3 Hazard and Effects Register

(a) A Project Risk Register shall be maintained by the Project Manager to provide an ongoing record of hazards identified and the measures established to either remove or manage them during the Project.

(b) Routine reviews (not greater than bi-monthly) of the Project hazard management requirements involving management and relevant personnel at all meetings and shall ensure that appropriate controls have been introduced to either eliminate or mitigate hazards where they have been identified.

6.2.4 Safe Worth Method Statements (SWMS)

(a) SWMSs shall be used throughout the Project as a communication tool between the Site Supervisor and the work crew to assist the work crew to identify hazards and develop ways to effectively manage their task, particularly in high-risk activities.

(b) SWMSs developed from a NCC Procedure may require the involvement of the Engineer/Manager.

(c) The preparation of SWMS's shall involve the relevant Site Supervisor, HSR and work group in the preparation wherever possible.

(d) In the unusual circumstance of the absence of work group members, the outcome shall be discussed with all persons concerned with the job, to ensure the WHS requirements and procedures under the SWMS are understood.

(e) A weekly review will be conducted to assess the adequacy of the SWMS by the Site Supervisor. Any changes will be noted.

(f) The Supervisor and or any person who forms part of the work group, may at any time review activates being undertaken (Take5 booklet) and covered in the SWMS to ensure the control being implemented are adequate to eliminate or reduce the risk of each hazard. This task may also be undertaken by the TMT (SA-FM-043) to ensure compliance with the SWMS

(g) Those Site Supervisors associated with the work activity covered by the analysis (risk assessment) shall ensure that a copy of the completed, approved SWMS is located at or near the workplace.

(h) Refer to the Pre-Start Meeting, Start, SWMS & Restart Procedure

6.2.5 Permit to Work

(a) Work permits are required for any non-routine, high risk and or work within specified operational areas. These areas will be defined by NCC and all work conducted in these areas must be in accordance with the NCC Permit to Work and /or the Client's clearance system.

(b) All other work conducted outside these areas must be performed in accordance with the IMSM.

6.2.6 Management of Change

(a) Any change that may occur on the Project is considered a change in the original design, fabrication, installation, or operation of a process. In order to effectively control and manage these changes in the safest possible manner NCC has a procedure for the Management of Change such that:

(i) conditions which are unsafe for personnel, equipment or the environment are not created as a result of carrying out poorly considered or unauthorised modifications to plant or equipment;

(ii) the best solution is implemented;

(iii) all modifications are carried out to a consistent standard;

(iv) the contribution to the public risk profile of the site, from the process being modified, is either maintained or reduced; and

(v) funding for modifications is correctly authorised.

6.2.7 Traffic Management

(a) Traffic management shall be undertaken in a manner that shall provide for the safety of all NCC staff, subcontractors and the public and ensure that road and footpath users are not exposed to foreseeable risks.

(b) NCC will meet the requirements of the Principal Contractor, Client and/ or local authorities, as applicable by:

(i) Ensuring Traffic Management Plans (TMP) and Traffic Guidance Schemes (TGS) are produced by Qualified Traffic Management Designer Persons.

(ii) TMP and TGS's that are required to be reviewed and approved by local authorities, clients etc. will be issued for approval along with application to undertake work on roads.

(iii) For heavily congested sites or on larger projects, based on a risk assessment undertaken by the site team or if identified in the Project Risk Register, traffic movement plans may need to be developed. These plans will be posted on the site noticeboards, reviewed and up- dated by management as required e.g. changing site conditions, workforce numbers, weather conditions etc. Information contained within the traffic movement plans will need to be relayed to the site workers via the daily pre- start meetings.

6.2.8 Safe Operational Procedures

(a) Project personnel shall refer to established NCC Procedures. Where a procedure is not applicable, NCC will develop a Project-specific procedure that aligns with NCC, Legislative and Project requirements. These procedures shall detail appropriate steps to be taken to minimise risks and to ensure continuous improvement is achieved throughout the project.

6.2.9 Fall protection

(a) Whenever there is a danger of free falling from an identified height hazard, the person in charge shall assess the risk potential and implement the use of an appropriate working platform or other fall arrest protection.

(b) Where a risk of free falling cannot be sufficiently reduced by the provision of guard rails/work platforms – the use of personal fall arrest equipment attached to a suitable anchorage these shall be designed and certified by a qualified person along with being installed and regularly inspected by a trained, competent and qualified person e.g. rigger, authorised installers.

(c) Anchorage points are to be strong enough to stop a fall (1500kg minimum or as per the fall arrest equipment manufacturer's requirements), and shall, where practical be vertically above the place of work.

(d) Any person working from an elevated work platform or man cage shall at all times wear appropriate full fall arrest equipment as required by the manufacturer's safety instructions.

(e) All personnel required to wear fall arrest equipment must attend WAH training and be approved to wear any fall arrest equipment.

(f) Double lanyards shall be used where personnel working at height are required to disconnect and reconnect their lanyard exposing them to the risk of falling.

(g) Refer to Fall Prevention & Protection Procedure.

6.3 Work Health and Safety Reporting

6.3.1 The reporting of all observed hazards or potentially dangerous working conditions shall be encouraged so that they are investigated and assessed to ensure timely remedial/ preventive action(s) are taken, using the hazard observation booklets to record and track the hazards to closeout.

6.3.2 All direct-hire employees and subcontract employees working on the NCC Project shall be trained in this procedure and be encouraged to use this WHS tool to record any observed low or moderate risk hazards or unsafe conditions that present little or no immediate risk to health, safety or the environment.

6.3.3 Hazards or dangerous conditions that present high or extreme risk to people, plant, equipment or the environment must be reported immediately to the Site Supervisor / QHSE Advisor who on rectification will submit a Hazard Report.

6.4 Equipment Maintenance & Testing

6.4.1 A system of planned maintenance, inspection and testing shall be documented, implemented and maintained for: (Project Specific Register in compliance with client documentation will be developed or adopted by NCC)

(a) Plant and equipment (including mobile & static plant) prior to use and as required by the manufacturer e.g. 10,000km. 250hrs etc.;

(b) Ladders (inspection frequency - 3 monthly);

(c) Personal Fall Protection Equipment (inspection frequency - 3 monthly);

(d) Scaffolds (inspection frequency – 30 days) ;

(e) Portable electrical equipment (inspection frequency - 3 monthly);

(f) Rigging and lifting equipment (inspection frequency - 3 monthly);

(g) Fire protection equipment (inspection frequency - 6 monthly); and,

(h) Testing equipment.

6.4.2 All such processes shall be in accordance with the manufacturer's recommendations (and regulatory requirements) and undertaken by qualified persons.

6.4.3 All mobile/static plant and equipment shall be operated by qualified operators who hold appropriate licenses where required. All mobile/static plant will comply with the NCC procedures for plant (Refer to SA-PR-026 Mobile/ Static Plant and Vehicles) and will be:

(a) Registered if operating on a gazette public road;

(b) Mechanically safe in good working order, and approved for site use

(c) Inspected daily prior to use with the operator completing a daily pre-start that may be inspected at any time by NCC or the client

(d) Shall have the appropriate logbook/maintenance records and comply with all statutory requirements before being sent to site. The operator will be responsible to ensure full compliance covering such aspects as risk assessments, noise, and machine guarding, emergency stop switches etc.

6.4.4 Modifications shall only be undertaken with approval of licensed and / or authorised persons, particularly where registrable equipment is involved.

6.4.5 Measuring, inspection and testing equipment shall be maintained in accordance with the manufacturer's specification. Where required, calibration shall be at specified intervals and traceable to an Australian or International measurement standard. All calibrated equipment shall be suitably used and protected from damage.

6.5 Daily Pre-start Inspections

6.5.1 NCC will ensure that all plant (including compressors, generators, mobile welders, lightning towers, etc) and equipment are safe to operate and functioning in accordance with the manufacturer's requirements by conducting daily pre-start inspections prior to use.

6.5.2 These daily pre-start inspections will be documented and any faults or issues of concern with the safe operation of the equipment will be reported to the work area Site Supervisor immediately and addressed prior to commencement.

6.6 User Inspections

NCC will ensure that all personnel operating common plant and equipment on the project conduct individual daily pre-start inspection prior to the use and attend the daily pre-start meetings prior to the individual pre-start meeting commencing

6.7 Emergency Preparedness & Response (conducted in accordance with SA-PL-002 Emergency Response Plan)

6.7.1 Emergency Response Plan

(a) NCC will ensure that all personnel working including visitors, are properly instructed in emergency response procedures. NCC will conduct emergency response exercises to test the effectiveness of its emergency procedures and equipment and the knowledge and proficiency of all response personnel. The scheduling of such drill/exercises will be agreed with NCC and be held within the first three (3) months and each three (3) months thereafter or as required if the site conditions change.

(b) All Incidences and Emergency Response will be reported directly to the client (QBuild)

6.7.2 First Aid & Medical Facilities

(a) In office locations, construction yard and other locations where NCC has management system control, the QHSE Advisor shall ensure provision of adequate first aid coverage and supplies in accordance with NCC procedures & statutory requirements.

(b) At each location, at least one employee is a person (who is trained and qualified in Workplace First Aid and is in possession of a current Workplace First Aid Officer certificate from an organisation such as Red Cross or St John's Ambulance, having successfully completed the training course) shall be appointed to be in charge of the first aid facilities located in the following construction work areas:

(i) Office facility and/or Construction Site.

(c) The person in charge of the first aid facilities will be responsible for making regular checks, replenishing supplies, maintaining the contents and ensuring that the contents are within their "use by" dates.

(d) First aid boxes shall be located in close proximity (4-6 minutes) to employees. All first aid kits and boxes shall be identified as per Australian Standards with a white cross on a green background and the location of the first aid equipment on site is detailed on the Site Map attached to the site noticeboard.

(e) Each custodian of the Incident Register shall ensure all injuries are reported to the Construction/ Project Manager/QHSE Advisor. The Site Supervisor of the injured person shall be responsible for completing an Incident Report and investigating the event, when applicable.

(f) All NCC vehicles will also have a first aid kit.

6.7.3 Fire Extinguishers

(a) All light site vehicles if applicable shall carry a 2.5kg Dry Chemical Powder portable fire extinguisher. Larger Vehicles including service trucks shall be fitted with a 4.5kg Dry Chemical Powder portable extinguisher.

(b) Fire Extinguishers are to be serviced every 6 months in accordance with Australian Standards. Details of the service are to be recorded on a Fire Protection Register including if the service has not been completed.

(c) All Fire Extinguishers on-site attached to plant are to be inspected daily as part of the plant pre-start. Other extinguishers (office or container mounted) are to be inspected and checked weekly

as per SA-FM-006. Any defects and follow up actions are also to be recorded on the Fire Protection Register.

6.8 Hazardous Substances / Chemical

6.8.1 Only approved products that have been permitted for use by NCC management can enter the site.

6.8.2 All hazardous substances are to be added to HammerTech. For substances identified in the SDS as hazardous, complete a HCRA (SA-FM-057). Refer to the Hazardous Substances & Dangerous Goods Procedure.

6.8.3 A up to date Hazardous Substance Register shall be maintained by the Site Supervisor. The site-specific Hazardous Substance Register is available and can be downloaded from SDS section in HammerTech. All hazardous substance supplied to the site will be required to have current SDS sheet with the product. All hazardous materials will be transported, handled, stored and disposed of as defined by the SDS sheets.

6.8.4 A Hazardous Substance Risk Assessment and training form will be completed for all hazardous substances brought onto the site. Personnel required to work with, or handle chemicals shall be trained in the correct and safe manner to do so.

6.8.5 Current copies of the SDS shall be present in the site storage container, whilst being in transit, accessible on site for workers to review for product use and at the point of its actual use. The Site Supervisor is responsible for ensuring these remain current.

6.8.6 The QHSE Manager will ensure the master hazardous substance register is current and risk assessments are completed.

6.8.7 Copies of the SDS are available through the QR code situated on the site Safety Board.

6.8.8 The engaged Subcontractor shall be responsible for:

(a) Hazardous Substance Register;

(b) Providing Safety Data Sheets for all chemicals or hazardous substances brought to site;

(c) Risk Assessment for each hazardous substance;

(d) Safe Work Method Statements; and

(e) Declaration indicating that training has been provided to their employees.

6.8.9 A stocktake of usable chemicals shall be conducted by the Site Supervisor prior to demobilizing and stored in a central location for use on other projects.

7. Subcontractor Management

NCC will ensure that WHS requirements are communicated to all subcontractors, service providers and suppliers to ensure alignment with the Principal Contractor's and/ or NCC WHS policies, standards and objectives. NCC will request approval from the Principal/ Client before engaging a subcontractor to perform work on the project.

7.1 Subcontractor Evaluation

7.1.1 The Project Manager / QHSE Manager shall screen Subcontractors to determine if they can undertake the scope of work safely and in an environmentally sound manner and if the WHS management culture is adequate to meet the required standards.

7.1.2 The assessment shall be completed prior to Subcontractors being awarded a contract and shall consist of (not required if Subcontractor has been engaged by NCC within the last two years):

(a) The completion of a Pre-Award Evaluation Checklist;

(b) Submission of relevant WHS documentation.

(c) And where required, an interview, on-site meeting or audit at the subcontractor's premises.

7.1.3 The assessment is primarily aimed at ensuring:

(a) Subcontractors are selected based on their ability to comply with NCC and Principal Contractor's WHS requirements;

(b) Subcontractors' performance can be reviewed using the Subcontractors own standards;

(c) Reporting processes and accountability of Subcontractor's management for WHS issues are clearly documented and understood.

7.1.4 Prior to contract award, the Subcontractor shall be provided with a copy of this Plan and may be required to prepare a WHSMP applicable to the subcontractor's work scope. The subcontractor's WHSMP shall be developed to interface and comply with NCC and the Project Head Contractor's (as applicable) WHS requirements and procedures.

7.2 Subcontractor General Requirements

7.2.1 Subcontractors shall confirm in writing that all employees nominated to work on the Project have been properly trained in NCC Policies, QHSE Plans, Project Risks and Procedures along with being assessed for the position they are employed to undertake prior to their mobilisation to site. Subcontractors shall make the following information available to NCC management and comply with the Site Pre-mobilisation Procedure:

(a) Qualifications;

(b) Experience;

(c) WHS documentation including but not limited to, SWMS, Plant pre-mobilisation & maintenance records etc;

(d) Proof of medical status; and

(e) Certificates of Competency.

7.2.2 Subcontractors shall:

(a) Ensure that its personnel comply with all applicable WHS legislation and any additional guidelines and/or operating standards provided by NCC or the Principal Contractor;

(b) Provide within a mutually agreed timeframe appropriate risk assessments, SWMSs for review prior to work commencing:

(c) Report and investigate all incidents and injuries;

(d) Participate in site WHS meetings;

(e) Maintain records of certified personnel;

(f) Submit a weekly WHS performance report to the Project QHSE Advisor.

(g) Submit a monthly WHS performance report by the 2nd day of each month to the Project QHSE Advisor.

7.3 Performance Assessment

Subcontractors shall be included within the scheduled WHS audit plan and evaluated against the performance criteria of the audit. Subcontractors may be issued with non-conformance and improvement reports and shall be required to act on the corrective actions in the designated time frame agreed in the audit. Refer to the Procurement, Supplier & Subcontractor Management Procedure

8. Fitness For Work

8.1 Pre-Placement Medical

8.1.1 Selected NCC personnel, including selected subcontractors, working on this Project may be required to undergo a pre-employment medical, if so required as part of the contract and/ or based on the completion of the Project Risk Register which may identify a higher-than-normal risk to said workers.

8.1.2 The purpose of this medical shall be to:

(a) Establish a baseline of health status;

(b) Ensure any known health conditions are monitored; and,

(c) Ensure persons are placed in positions suitable to their mental and physical abilities.

8.1.3 An approved Medical Advisor or Medical Clinic shall conduct the evaluation. The pre-employment medical shall also include drug screening.

8.1.4 Specific Physiotherapy physical function reports are a component of the pre-employment medical examination, conducted by a qualified physiotherapist to measure physical performance capabilities against a predetermined function pro-forma.

8.1.5 On completion, the medical report shall be forwarded to the HR Manager and the information entered into the Client system for approval, where it will be treated confidentially at all times. Once approved the HR Manager has the authorisation to mobilise the individual to site.

8.1.6 A copy of the pre-employment medical report shall be made available to the Client/ Principal Contractor upon request.

8.1.7 Refer to the Fitness for Work Procedure.

8.2 Alcohol and Drugs

8.2.1 NCC recognises the importance of employees presenting themselves for work in a fit state to perform their duties. Employees being under the influence of alcohol, illegal drugs, medication or other prohibited substances which can seriously affect their ability to perform their duties may have adverse effects on the WHS and efficiency of the work to be performed.

8.2.2 NCC will:

(a) Not accept any person in the workplace who places themselves or others at risk by being under the influence of alcohol, drugs or substances that impair their ability to perform their work activities.

(b) Hold all employees and subcontractors' employees accountable for ensuring their own fitness to work.

(c) Conduct random alcohol and drug testing of personnel, contractors and visitors on site in accordance with the NCC Fitness for Work Policy.

(d) Ensure agreed and consistent treatment of any employee who exhibits performance, attendance or behaviour problems that may be the result of alcohol or drug abuse.

8.2.3 The misuse of prescribed drugs, or the use, possession, distribution or sale of alcohol, illicit or controlled drugs on the Project is strictly prohibited and may lead to appropriate discipline being taken in line with established HR policies. This may also give rise to counselling by their Site Supervisor or Manager regarding:

(a) The Fitness for Work policy and the obligations and responsibilities under it;

(b) The serious and unacceptable nature of the person's behaviour; and

(c) The risk posed to the Health and Safety of the person and others.

8.2.4 Any person taking prescribed medication whilst in the workplace must report the fact to their immediate Site Supervisor

8.2.5 Refer to the Fitness for Work Procedure

8.3 Employee Assistance Program

NCC will ensure that all its employees have access to an "Employee Assistance Program" for the duration of the Project. This program will be managed by NCC Head Office in Toowoomba, QLD.

8.4 Fitness for Work Awareness

8.4.1 NCC will ensure all employees and subcontractors are aware of their responsibilities and obligations for fitness to work. Initial awareness will occur during the employment and selection process.

8.4.2 Site induction will provide a venue for detailed communication of site requirements to all personnel. Site Supervisors, as part of their responsibilities, will be provided separate training with regard to their own responsibilities for fitness for work.

8.4.3 During the life of the project awareness campaigns will be conducted for a range of fitness for work topics such as the items below:

(a) Stress

(b) Fatigue

(c) Alcohol and drugs

(d) Heat stress

(e) Sun exposure

(f) Sleeping

(g) Benefits of exercise

(h) Healthy eating

(i) Exercise

8.4.4 Smoking

(a) A designated Smoking area will be provided away from office buildings and food areas and will contain overhead cover with approved waste containers for the disposal of cigarette butts, covered rubbish bins for general waste and a current in date fire extinguisher.

(b) Smokers shall be responsible for extinguishing cigarette butts in a responsible manner that does not create a fire risk (including bush fires).

(c) Smoking is strictly prohibited in the following areas or circumstances:

(i) Inside any workplace building, including workshops and storage containers;

(ii) Within 4 metres of any building entrance as defined by QLD Smoking legislation;

(iii) Within the confines of any area where the processing, storage or transport of gas is undertaken;

(iv) Within 15m of any flammable or combustible solid, gas or liquid (including exposed live gas lines);

(v) Within the cabin of any mobile plant (e.g. Excavator, crane etc.); and

(vi) In any other area that may cause discomfort or offence to others.

9. Workplace Environment

9.1 Personal Protective Equipment (PPE)

9.1.1 NCC will supply its personnel and subcontractor's personnel, where required in connection with the safe performance of the work, with adequate personal protective clothing and personal protective equipment (PPE). Personnel will be trained in the selection, fit, use, maintenance and storage of PPE which will be contained in the site-specific induction. NCC will ensure that the issue, maintenance and inspection of PPE are in accordance with the relevant procedures and Australian standards.

9.1.2 Visitors must also wear appropriate PPE, even if not actively engaged in the work.

9.1.3 NCC will ensure that it meets the Principal Contractor's/ Clients site requirements detailed in the WHS Instructions to Contractors.

9.1.4 Refer to Personal Protective Equipment Procedure.

9.2 Hygiene – Common Areas

9.2.1 Working and eating in close proximity to other people demands cleanliness in order to ensure comfort for everyone and to prevent the spread of illness or disease. NCC will provide common areas that are clean and free of rubbish.

9.2.2 These facilities will also be included on the weekly WHS Inspection regime.

9.3 Noise

9.3.1 NCC shall control and limit the levels of noise intensity to 85 decibels or less where practicable. Areas or equipment that exceeds 85 decibels shall be clearly sign posted.

9.3.2 All new plant/equipment purchased for the Project shall not exceed 85dB unless no practical alternative is available.

9.3.3 NCC personnel, Site Supervisors and Subcontractor Supervisors shall be responsible for ensuring that the following measures are carried out or established in all areas of their responsibility:

(a) Wearing of hearing protection by all their employees in all designated hearing protection areas, and

(b) Noise checks on all machinery before mobilisation (where practicable)

9.3.4 Where NCC requires, a baseline-hearing test shall be conducted for all NCC permanent or Project specific employees and Subcontractors assigned to Project work sites.

9.3.5 Refer to Hearing Conservation Procedure

9.4 Heat Stress

9.4.1 The climate in some site locations may lead to some personnel experiencing physical and physiological behavioural changes. The following guidelines should be considered at each work site for preventing heat-related strain.

(a) Shade/shielding to avoid direct sunlight;

(b) Provision of cool drinking water (Electrolyte replacement pharmaceutical goods will only be available from the NCC QHSE Advisor);

(c) Adequate rest breaks;

(d) Adequate ventilation;

(e) Clothing should be as loose fitting as is safe and practicable; and

(f) Maximum protection sunscreen lotions and add-on brims for safety helmets will be provided.

(g) Refer to Heat and Cold Stress Prevention Procedure

9.5 Fatigue Risk Management

9.5.1 A number of controls and actions will be implemented during the Project to mitigate the effects of fatigue and stress on individuals exposed to extended working hours and shifts.

9.5.2 NCC shall ensure:

(a) Systems shall be in place to record and monitor hours worked to ensure that no individual works outside of the agreed project allowed hours without approval by NCC/Client

(b) Working Hours - criteria defining acceptable norms shall be established, as per work hours contained in the PMP.

(c) Permissible deviations to the above include exceptional circumstances, such as adverse weather, equipment failure, accidents and incidents, or extended working to minimise risks to health and safety or significant disruption to work.

(d) Where deviations to defined norms are authorised, a risk assessment shall be carried out to identify measures to control or mitigate any undesirable health or safety effects.

(e) Education for personnel on the fatigue risk management system. This includes an induction for new employees outlining information regarding potential health problems, the need to take sufficient rest (sleep), and the importance of good eating habits.

(f) Working arrangements will take due regard of shift changeover and travel aspects, e.g. time spent travelling, possible weather delays.

(g) Working time arrangements will be discussed with workforce representatives prior to implementing any changes. Information will be available to all personnel to describe the symptoms of fatigue and control measures

9.5.3 Refer to Fitness for Work Procedure.

9.6 Working Out of Normal Hours

NCC will ensure that it notifies the Client in advance of their requirement to work outside normal project hours. NCC will provide an adequate level of supervision and WHS coverage to perform the tasks safely. A qualified First Aider will be on duty at all times during the night shift.

Working hours will vary depending on the planned works throughout the project with approval.

9.7 Health Surveillance

9.7.1 The IMSM recognises the importance of an occupational health program. Site and office occupational health hazards may include chemicals, stress, infectious disease, manual handling, noise, repetitive tasks and ventilation, which have the potential to cause personal illness following acute or chronic exposure.

9.7.2 NCC has a responsibility to identify occupational health hazards as stated in the WHS Regulation- Chapter 7- Part 7.1- Division 6 and as identified in SA-PR-043 attachment 1 & 2. The program may include:

(a) Pre-employment medicals;

(b) Identifying specific project requirements against the WHS regulations using SA-FM-040

(c) Protective measures against disease.

9.7.3 Where exposure to hazardous substances is involved, the occupational health program shall extend to:

(a) Health surveillance, which may be voluntary or obligatory according to local requirements;

(b) Monitoring of the working environment for health hazards;

(c) Monitoring of personnel who may be exposed to particular hazards.

9.7.4 Where elimination is not practicable, all statutory requirements and industry best practice procedures shall be implemented to manage and minimise exposure. For situations where surveillance of employees is required (e.g. legislative requirements, codes of practice, Australian Standards etc.) The Project Manager, with consultation from the project QHSE Advisor shall:

(a) identify those situations;

(b) determine the surveillance requirements, e.g. conducted either internally by a qualified person e.g. noise & light levels, task observation etc. or externally e.g. asbestos, lead, silica, hearing etc.;

(c) engage a qualified person to undertake the surveillance e.g. a registered medical practitioner with health surveillance experience;

(d) ensure these requirements are implemented;

(e) monitor the surveillance implementation;

(f) a member of the TMT will communicate the health surveillance results and records with the employee/s who are likely to be engaged to carry out work using, handling, generating or storing hazardous chemicals as mentioned in schedule 14 of WHS regulations, Surveillance records must be provided to the employees as soon as practicable after NCC obtains the report;

(g) maintain appropriate records with results communicated to TMT as required e.g. Project review meetings. Results of monitoring will be controlled by the HR Manager and filed within the HR files for NCC employees and within the site folders for Subcontractor's if supplied; and

(h) all Monitoring results & records, will be retained for 30 years, with this undertaken following the procedures listed in QA-PR-002 & 003 and Policy CO-POL-001

9.7.5 The program may include periodic reviews and/or monitoring and cover such hazards as:

(a) Airborne particulates (dust, fibre, fumes, gas);

(b) Noise and vibration;

(c) Lighting;

(d) Manual handling;

(e) Ventilation;

(f) Skin irritants and carcinogens;

(g) Corrosive and caustic chemicals; and

(h) Ambient conditions (e.g. position, temperatures, humidity, wind, sun, ground conditions etc);

9.7.6 Refer to Master Risk Evaluation Matrix SA-FM-044for compliance standards

9.8 Crane & Lifting Operations

9.8.1 To control hazards relating to crane and lifting operations on this project the following requirements must be implemented during the Project

9.8.2 Crane and Lifting activities must be planned and subject to a documented risk assessment. Risk assessment will be conducted in accordance with the Risk Management procedure.

9.8.3 Planning

(a) Lifting operations must be categorised, planned and appropriately managed according to the level of risk and complexity to ensure that suitable controls are applied.

(b) The categorisation will be in accordance with the lift classifications as identified in the NCC procedure- Crane & Lifting Operations

9.9 Elevated Working Platforms (Boom Type & Scissor Lift)

9.9.1 All persons operating an EWP – with a platform height capacity of 11 metres or more must be:

(a) Trained, assessed and deemed competent to operate the machine by their employer;

(b) SWMS written prior to task;

(c) Complete a Work Permit for Working at Heights and have approved prior to commencing the task;

(d) Hold a national high risk work license;

(e) Factors to be considered when using an EWP are:

(i) The supporting surface has enough load bearing capacity for the EWP;

(ii) The incline should not exceed the manufacturer's recommendations;

(iii) The outriggers where equipped should be fully extended with the pads bearing evenly;

(f) A competent standby person shall be available to override controls if necessary;

(g) Persons must remain in the basket at all times; and

(h) A safety harness must be worn and attached to an approved anchorage point 100% hook up at all times.

9.9.2 All persons required to use an EWP – Scissor Lift or Boom Type with a platform height capacity of less than 11 meters must be:

(a) Trained, assessed and deemed competent to operate the machine by their employer;

(b) SWMS written prior to task;

(c) Complete a Work Permit for Working at Heights and have approved prior to commencing the task if working in a harness (using IFAS)

(d) Factors to be considered when using an EWP are:

(i) The supporting surface has enough load bearing capacity for the EWP;

(ii) The incline should not exceed the manufacturer's recommendations;

(iii) The outriggers where equipped should be fully extended with the pads bearing evenly;

(e) A competent standby person shall be available to override controls if necessary;

(f) Persons must remain in the basket at all times, unless using a scissor lift as access to a work platform. In this case fall protection controls must be implemented and documented in the relevant SWMS; and

(g) A safety harness must be worn and attached to an approved anchorage point 100% hook up at all times when operating a boom type EWP.

9.9.3 Refer to Elevated Working Platforms Procedure.

9.10 Fall Prevention & Protection

9.10.1 NCC will ensure that workers planning activities to eliminate or reduce the exposure to employees to work at height

(a) ensuring that employees are provided with the necessary equipment to perform their tasks

(b) implementing a register for all fall protection equipment on site and ensuring it is kept up to date at all times

(c) conducting risk assessments and developing job safety and environmental analysis in conjunction with employees for all work at height

(d) eliminating the potential for falls by installing permanent accesses and fall prevention devices as a priority during construction

(e) ensuring all Employees are aware and comply with the safe work practices

9.10.2 Employees operating EWP's will ensure they

(a) actively participating in the risk assessment process and development of safe working procedures

(b) using the fall prevention or protection systems provided at all times when working at heights

(c) inspecting fall protection equipment prior to use and reporting any defects

(d) storing equipment in a manner that prevents damage

9.10.3 Refer to Fall Prevention & Protection Procedure

9.10.4 Use of ladders to be in line with Portable Ladders Procedure

9.11 Working at Heights

9.11.1 Work at heights is defined as working at a height where there is the potential for a person to fall either to the ground or to another form of solid platform. The distance is measured from the platform level to the lower level. Risk assessment methodology must be applied to determine the most appropriate countermeasures to be used in all instances but fall protection is mandatory once the measured height exceeds 2 metres.

9.11.2 NCC will ensure that persons involved with, or in control of overhead work must, prior to the commencement, or as necessary during the job, assess the drop zone, and

(a) Ensure appropriate barriers and signs are erected;

(b) Ensure that the overhead work does not move outside the drop zone without re-assessment and movement of the barriers / signs;

(c) Approve access to the drop zone only after the overhead work has been stopped and equipment and tools secured;

(d) Inspect the overhead area on completion of work and before any barrier is removed to ensure the security of the overhead area from loose equipment or tools;

(e) Ensure that these procedures are followed and that any other person in the area is made familiar with the work being conducted; and,

(f) Recommend or act on recommendations to rectify any deficiencies found in the procedures.

9.11.3 Employees working at Heights will ensure

(a) They are adequately trained and assessed for competency;

(b) Where the use of personal fall arrest equipment is required, a person must not work alone and there is to be other personnel in the nearby vicinity who can raise the alarm immediately should a person fall;

(c) Persons working at height must have their safety helmets secured by using a helmet chinstrap; and,

(d) That there is a system or process in place to prevent tools and other objects falling from a height.

9.11.4 Working at Heights permits are required when a person/s are working at heights and they are required to wear and use IFAS e.g. personal harness, lanyards, shock absorbers etc.

9.11.5 Refer to Working at Heights & Permit to Work Procedures

9.12 Working in or near Public Areas

9.12.1 All work in public areas must be carried out in a manner that prevents exposure of any member of the public to any risk caused by workplace activities

9.12.2 NCC will ensure that Where construction or maintenance work is carried out on or near public roads, work should be carried out in accordance with the Australian Standards

(a) A risk assessment must be carried out for all work before commencement. Prevent entry of unauthorised persons into work areas at all times. Schedule work for afterhours where practicable or during periods of low public occupancy where practicable.

(b) Ensure that adequate space is available to carry out work safely and provide a buffer area between work and the public

(c) Barriers and barricading must be selected taking into account the nature and duration of the works. Barriers should be freestanding and stable, and not cause a hazard in themselves (no sharp edges or projections).

(d) Barriers must be able to prevent small children, toddlers, etc, from passing under or through them. Use of mesh infills should be considered where high volumes of pedestrian traffic are encountered

9.12.3 Refer to Working in Public Areas Procedure

9.13 Excavation & Trenching

9.13.1 The Excavation & Trenching Inspection Checklist will form the basis for the design, use, inspection and maintenance of excavations for the project.

(a) Excavation 300 mm or deeper will require an Excavation Permit

9.13.2 Shoring, Benching, Battering

(a) Where commercial shoring is to be used it must be:

(i) designed by an engineer for the purpose that it is intended to be used

(ii) erected in accordance with the manufacturer's or supplier's instructions

(iii) erected ensuring compliance with the latest up- to- date drawings/ plans

(iv) erected/ installed by a qualified/ competent person

(v) verified as correctly installed prior to use in accordance with the drawings/ plans using NCC's checklists and

(vi) where installation changes are made away from the approved drawings/ plans- installation must be authorised and approved by a Qualified Engineer, ensure changes to the design/ installation are noted and documented as such.

(b) Sheeting or timber is only to be used as shoring if a Geotechnical Engineer has inspected the excavation, assessed and approved the shoring material.

(c) Each bench cut into an excavation must be no higher than it is wide unless a geotechnical engineer has approved a greater height in writing.

(d) The angle of each batter must be no more than 45º from the horizontal unless a geotechnical engineer has approved the greater angle in writing.

(e) No vertical face of the side of a benched or battered excavation is to be higher than 1.5m unless a geotechnical engineer has approved a greater height in writing.

9.13.3 Risk Assessment

The following requirements are essential considerations for all SWMSs:

(a) purpose of excavation

(b) excavation characteristics (ground material, depth, width etc)

(c) inherent hazards:

(i) underground services e.g. ACM, electrical, telephone, gas or water

(ii) overhead services e.g. electrical, telephone, gas or water

(iii) collapse

(iv) falling objects/people

(v) subsidence

(vi) water seepage

(vii) vibration

(viii) fumes, gases, vapours

(ix) proximity of structures

(x) access

(xi) emergency egress

(xii) material storage and stacking

(d) tasks to be completed

(e) plant or vehicles operating around or in excavation

(f) stability controls

(g) isolation and/or identification of services, both overhead and or underground

(h) conducting tasks outside of excavation

9.14 Manual Handling

NCC recognises that manual handling of loads is the largest single category of workplace injury, and every effort must be made to prevent this. Work related back pain is the most common type of manual handling injury. Other injuries, such as those to the shoulders, neck, knees and ankles, can also result from manual hand NCC have developed a Project Risk Assessment and procedure to identify and control risks associated with manual handling. Specific manual handling issue are identified in the site-specific SWMS. NCC have developed a Project Risk Assessment and procedure to identify and control risks associated with manual handling.

9.14.1 General Guidance

Manual handling is not simply lifting items. It concerns all aspects of manually manoeuvring loads, e.g. pushing, pulling, lifting, carrying, tilting, etc. A load is anything that has to be moved, e.g. an oil drum, a box of typing paper, a crate full of machinery, a vacuum cleaner, a toolbox, etc.

9.14.2 Severe and sometimes permanent injuries can be caused by incorrect manual handling of materials and loads. Some of the injuries sustained include:

(a) Acute or chronic muscle strain;

(b) Ruptured discs;

(c) Fractured bones;

(d) Damaged ligaments or tendons;

(e) Hernias;

(f) Wounds or bruises;

(g) Sprains and strains arising from the incorrect application and/or prolonged use of bodily force; and

(h) Poor posture and excessive repetition of movement can be important factors in their onset. Many handling injuries are cumulative rather than being truly attributable to any single handling incident.

(i) When conducting the risk assessment the following guidelines apply:

(j) Observe all existing and proposed manual handling activities and consider whether they are hazardous, i.e. likely to cause injury to the individual(s) concerned with the job;

(k) Ensure SWMS is completed;

(l) Follow SDS for chemical handling and movement; and

(m) Ergonomic Workstation Assessment will be completed if deemed necessary.

9.15 Plant & Equipment

9.15.1 NCC are committed to providing and maintaining, so far as is practical, a working environment which is safe and without risk to health. NCC will ensure the safety and the absence of risks to health of personnel, subcontractors, visitors and the general public so far as is practical, in connection with design, purchase, installation, commissioning, operation, maintenance, and decommissioning of plant.

9.15.2 NCC and or its subcontractors will be required to provide all of the information listed below prior to arriving on site. Failure to do so may result in cancellation of the order.

9.15.3 To achieve our objectives, NCC will:

(a) Develop and maintain an up-to-date plant and equipment register;

(b) Ensure risk assessments are completed for all plant & equipment operated at the site prior to initial use such risk assessments will be reviewed at least annually thereafter or whenever conditions change or a hazard is noted:

(i) After a major service or modification;

(ii) Before use in an unusual operating mode;

(c) Keep up-to-date records for plant information, plant maintenance, plant hazards, manufactures specifications, statutory records and requirements;

(d) Provide current health and safety information to personnel and subcontractors using and/ or exposed to plant in the workplace;

(e) Keep relevant information and personnel training records;

(f) Provide appropriate procedures and training for emergencies involving plant; and

(g) Ensure all electrical leads and portable equipment are tested and tagged for safety by a qualified person every 3 months for field equipment & office equipment.

(h) Ensure that a Residual Current Device (RCD) governs all electrical equipment.

9.16 Mobile Plant & Equipment

9.16.1 All mobile plant and equipment shall be operated by competent operators who will hold appropriate licenses where required. Refer to NCC's procedures Skills & Competencies.

9.16.2 Plant & equipment will comply with NCC's procedures for Site Pre- Mobilisation, Mobile/ Static plant & Vehicles and:

(a) Be registered if operating on gazette public roads;

(b) Licensed if operating on gazette public roads;

(c) Be mechanically safe in good working order, and approved for site use;

(d) Contain a current "Daily Inspection" log that may at any time be inspected by a client representative; and

(e) Shall have the appropriate log books and comply with all statutory requirements before being sent to site. The approved provider will be requested to ensure full compliance covering such aspects as noise, machine guarding, emergency stop switches, and RCD protection.

(f) ROPS & FOPS will be fitted unless a risk assessment determines otherwise.

9.16.3 Pre-start checklist

At the commencement of each day/ shift all operators of plant, equipment and vehicles:

(a) Must complete a pre-start check appropriate to that plant or equipment;

(b) Must immediately place an Out of Service tag on any plant or equipment found to be defective and report the matter to their Supervisor. The plant, equipment or vehicle must not be operated until cleared safe to do so by a competent person;

(c) Defects that occur during the day/ shift must be reported immediately to the site Supervisor. The plant or equipment shall be isolated and shall not be operated until declared safe for use by a competent person; and

(d) The Site Supervisor is responsible for the consultation process between the operator reporting the defect and the competent person.

9.17 Lasers

Lasers for the use in surveying, building or construction must be in compliance with Australian Standards AS 2397-199. A qualified/ competent person will be appointed if lasers of a class higher than 3A are used. The appointed person for this class of lasers will design a safe system of use to prevent accidental exposure of laser beams to the human eye, and train and supervise laser operators.

If a laser is being used, ensure that warning signs are displayed, and other site personnel are warned not to look directly into the beam of the laser. Set up laser well below or above normal eye level and ensure that they are operated by

9.18 Compressed Air tools & Equipment

9.18.1 Compressed air is used for air-driven tools or equipment. This air must be used with caution as misuse as outlined below, can cause serious injury and possibly death. The following precautions will be taken at all times:

(a) Never direct the stream of compressed air towards your body or towards anyone else;

(b) Never use compressed air to blow dust from objects or any part of your body;

(c) Never use water hoses as air-line hoses;

(d) Never indulge in horseplay with compressed air;

(e) Hoses, connections and securing clamps shall be checked to ensure they are not damaged, before putting any pressure in the line and ensure they are suitable for using compressed air;

(f) Lines shall be bled before disconnecting the equipment or air hoses; and

(g) Ensure all joints in air hoses and lines are tight. Safety clips must be used on all quick release couplings (Chicago type) and safety chains/hose whips secured to all bull hose lines.

9.19 Explosive Power Actuated Tools

9.19.1 The use of High Velocity or Free Flight EPT are not to be used on NCC site, unless NCC approval prior to use

9.19.2 Operators must be specially trained in the correct use of the explosive power tool, its adjustments, dismantling, dangers and safety procedures. It is the supervisor's responsibility to make sure that no other person uses an explosive power tool

9.19.3 It is the explosive power tool operator's responsibility to make sure that the equipment and its accessories are in a safe condition before using it. Place an "Out of Service" on any equipment found to be unsafe and report it to your supervision immediately. Do not use it

9.19.4 Make sure that other persons will not be affected while the explosive power tool is being used

(a) Safety Glasses/Goggles and Face Shield

(b) Hearing Protection

(c) Work site mandatory requirements

9.19.5 All chargers must be stored in a lockable container and only removed from the container by the user

9.19.6 All unused or misfired charges must be returned to the storage container by the user

9.19.7 Never load the explosive power tool until you are ready to use it

9.19.8 Do not use the explosive power tool in the presence of explosive or flammable gas, fume or vapor

9.19.9 Never use the explosive power tool close to a hole or edge, within 15mm of the edge of steel, within 75mm of the edge of brick or concrete or where there is a risk that the substance might crack or break

9.19.10 Do not use the explosive power tool at heights unless the area below is clear of other persons

9.19.11 Keep the work area clean and tidy.

9.20 Signage & Barricades

9.20.1 **Signage**- NCC knows the requirement of providing safety signage information and instruction about Health or Safety at work by a combination of signage shape, colour and a symbol or pictogram which is rendered visible by lighting of sufficient intensity. All safety signage must be compliant with AS 1319:1994 for design, colour and location.

(a) Signage types covered in the manual are:

(b) Prohibited signs;

(c) Warning signs;

(d) Mandatory signs;

(e) Emergency and First Aid signs; and

(f) Fire Fighting signs

9.20.2 **Barricades**- Work areas shall be marked with suitable barricades, bunting, warning signs and lighting as deemed necessary so as to provide a safe environment and prevent unauthorized persons entering the work area.

9.20.3 Work areas shall be protected in such a manner to allow for the safe access to and/or egress from that work area for all persons working in the area.

9.20.4 Barricades, bunting, warning signs etc. are required around:

(a) Excavations;

(b) Holes or openings in floor or roof areas;

(c) At the edges of roofs; and

(d) Whenever necessary to warn people against:

(e) falling in, overhead hazards

9.20.5 Barricading can include but are not limited to:

(a) Barrier fencing mesh;

(b) Scaffold;

(c) Industrial warning tape;

(d) Emergency service tape;

(e) Flagging tape;

(f) Webbed barricade tape;

(g) Reflective barrier tape;

(h) Reflective self-adhesive tape;

(i) Bunting;

(j) Delineation cones;

(k) T bollards;

(l) Barrier boards; and

(m) Guard railing.

9.21 Waste Management

9.21.1 NCC recognises the importance of a safe Waste Management system.

9.21.2 NCC will arrange for the disposal of all waste products regularly safely in an environmentally sound manner and in accordance with statutory authorities. A waste minimization program has been initialized. Strategies that can be used as part of the site waste management program include:

(a) Undertaking a review of proposed waste generated at the time of contract;

(b) Ordering smaller quantities of products as they are required;

(c) Using double-sided photocopying, when practicable;

(d) Developing a recycling program which redirects waste such as paper, cardboard, glass, plastics and aluminium cans at the site level;

(e) Composting food, garden and other organic refuse;

(f) Re-inking toner cartridges for printers and fax machines;

(g) Using non-hazardous or less hazardous chemicals where possible; and

(h) Seeking out company's which may be able to use the by-products and wastes.

9.22 Housekeeping & Spills

9.22.1 **Housekeeping**- Wherever practicable, recyclable wastes are to be identified and segregated for recycling in preference to ordinary waste disposal. Where a process generates large quantities of specific waste, efforts will be made to find ways to minimise the generation of such waste. Generation of hazardous waste in particular is to be minimised. Appropriate containers will be used for the segregation and collection of recyclables.

9.22.2 **Spills** - Any incidents involving hazardous waste must be reported to the Site Manager and the Site Health & Safety Advisor. Any material spilled or leaked whether on to paved surface or bare soil must be contained and cleaned up immediately. The relevant SDS will be consulted for information on appropriate clean up and waste disposal procedures. Once the initial spill has been cleaned up an assessment to any remediation shall take place and an action plan developed.

(a) Refer to the Emergency Response Plan for instruction on the appropriate containment and clean-up requirements for the different types of oil spills.

(b) An incident report is to be filled out for all spill incidents as per the Environmental Management Plan.

9.23 Vehicles Safety

9.23.1 NCC recognises that there is a need for control of vehicles on site in order to ensure:

(a) Safety of personnel;

(b) Safety of other road/ track users;

(c) Reduction of damage to vehicles and property; and

(d) Reduction of damage to products (in transit).

9.23.2 A driver of NCC Company's owned or leased cars will have their performance assessed from time to time by the plant coordinator and always following an accident. Minimum requirements for driving any vehicle on NCC sites are that the operator holds a current car license for the required vehicle. Mobile phones will not be used whilst in control of a vehicle.

9.23.3 All Employees and Contractors will be required to comply with the Journey Plan Procedure where travel is over a 2-hour period, and the driving cannot be shared.

NOTE: Any person having restrictions on the license must be approved by the Project Manager to operate a motor vehicle while on the site

9.24 Permit to Work

9.24.1 A Permit to Work System shall be implemented in accordance with NCC Permit to Work Procedure. Permits will be completed prior to commencement of any work detailed below:

(a) Working at Heights;

(b) Confined Space;

(c) Excavation and Penetration;

(d) Hot Work; and

(e) Electrical (covered under Positive Isolation Procedure and Permit).

9.24.2 Permits are issued daily by the Site Project Manager and in their absence the permit can be issued by Site Supervisor/ QHSE Advisor

9.25 Lifting Equipment

9.25.1 All lifting equipment shall be registered on site before being brought into use. Lifting appliances are to be checked by trained competent persons (dogger- rigger or crane operator) before being placed into service.

9.25.2 Only trained competent persons shall use lifting equipment for its designed purpose. Lifting equipment is to be checked by trained competent persons (dogger- rigger or crane operator) before being placed into service.

9.25.3 All of the above equipment shall be placed on a register (SA-FM-001or similar). Tagged and tested on a 3-month basis.

9.25.4 The inspection and maintenance status of lifting equipment must be controlled by a colour-coding scheme following the RuGBY system.

9.25.5 Prior to any lifting a risk assessment (SWMS) must be completed as required by legislation a Lift Plan will be developed, and all lifts will be in accordance with the lift plan and under direction of the relevant person stipulated in the plan. If issues arise during the lift, the load will be secured safely, and a solution will be identified by the team.

9.25.6 Dogging a load is:.

(a) the application of slinging techniques including the selection and inspection of lifting gear to safely sling a load

(b) the directing of a plant operator in the movement of a load when the load is out of the operator's view.

(c) Slinging techniques means using judgement in relation to the suitability of lifting gear and the method of slinging, by considering the nature of the load, its mass and its centre of gravity.

9.25.7 There are some circumstances where a person without a high-risk work dogging (DG) licence can safely sling a load.

9.25.8 A person can sling a load, without holding a dogging HRW licence (or rigging) when there is no judgment required for slinging techniques or the suitability and the condition of lifting gear, because the following factors have been predetermined by a licensed dogger or rigger or an appropriately qualified engineer:

9.26 Electrical

9.26.1 Only qualified licensed electricians shall be permitted to carry out electrical installation, commissioning and maintenance work. Electrical workers competency and isolation qualifications are required as a minimum. Isolation procedures shall be followed. All Electrical Installation works will be installed in accordance with:

(a) AS3000 Electrical Installations,

(b) AS3012 Electrical installations – construction and demolition Sites,

(c) Electrical Safety Code of Practice 2020

(d) Electrical Safety Code of Practice 2013 - Managing electrical risk in the workplace

(e) Electrical Safety Code of Practice 2020 - Working near overhead and underground electric lines

9.26.2 Electrical Work and the subcontractor's relevant Safe Work Method Statements. Electrical personnel will have all licenses captured during inductions and be verified as competent to complete the allotted duties.

9.26.3 All electrical leads, hand tools and appliances shall be checked and tested on a quarterly basis and tagged with the appropriate inspection tag. If the inspection tag is missing or not current the appliance must not be used, an Out of Service tag secured to the appliance and the Project/ Site Supervisor advised.

9.26.4 Only a qualified person is permitted to undertake the testing and tagging of the portable tools and equipment. Earth leakage protection devices (RCD) are to be provided to all circuits providing alternating current supply to portable, mobile or moveable electrical apparatus. This will be done every 3 months. All electrical devices shall be plugged into a RCD unit.

9.27 Static & Mobile Scaffold

9.27.1 **Edge Protection**, edge protection must be installed by a competent person trained to the manufacturer requirements. A handover certificate must be issued by the installer prior to use. The certificate must be re-issued if there is any modification to the system.

9.27.2 **Static Scaffold**, a person performing scaffolding work both static and or mobile scaffold must hold a basic, intermediate or advanced scaffolder high risk work licence if a person or thing may fall more than four metres from the scaffold. A person is not required to hold a scaffolding certificate if a person or thing may fall 4 metres or less from the scaffold. However, these scaffold both static and or mobile must be erected by a competent person. Approved to do so by NCC. The person must receive information, instruction, training and supervision in the safe erection, dismantling, maintenance and alteration of the scaffolding be erected at any height.

9.27.3 A scaffold plan must be prepared and provided for all static scaffold to NCC prior to hand-over. These plans must be reviewed and updated as the scaffold is altered or extended and address the following issues:

(a) Basis of design

(b) Foundations (including ground conditions and loadings)

(c) Supporting structure

(d) Access and egress

(e) Tying

(f) Bracing

(g) Type of scaffold

(h) Edge protection

9.27.4 NCC has identified a number of hazards that may exist on site that have the potential to cause death or injury when working with scaffolding. These include:

(a) Work near powerlines

(b) Mobile plant and traffic

(c) Mixing and matching scaffold components

(d) Falls from heights

(e) Falling objects

(f) Scaffold collapse

(g) Manual tasks

9.27.5 Inspection

(a) The inspection of scaffolding on site is particularly important when the scaffold is in place for a prolonged period of time. The frequency of inspections may vary depending on weather and site conditions, the type and size of the scaffold and the risks associated with scaffold collapse.

(b) NCC will ensure that the scaffold and its supporting structure are inspected by a competent person:

(i) Before the scaffold is used, at hand- over (hand- over certificates issued for all scaffolds over 4m in height)

(ii) Before use of the scaffold is resumed after an incident occurs that may reasonably be expected to affect the stability of the scaffold

(iii) Before use of the scaffold is resumed after repairs

(iv) At least every 30 days.

9.27.6 All **mobile scaffolds** shall be erected and maintained in accordance with the manufacturer's instructions. All mobile scaffold shall:

(a) Consist of handrails, mid rails, work platform, toe boards and an internal access ladder;

(b) Be erected by person/s deemed competent by their employer for scaffold with a work platform of less than 4 metres;

9.27.7 Following the daily site pre-start the Subcontractor Supervisor and the employees involved in the task will be required to inspect any mobile scaffolding prior to commencement the task.

9.28 Confined Space Entry

9.28.1 All person involved in the process of entering a confined space including the standby person, must qualified and competent to undertake this task

9.28.2 Prior to entry into a confined space a risk assessment is to be carried out by a competent person using the Confined Space Entry Procedure, Confined Space Evaluation form and a SWMS developed, in accordance with the Safe Work Method Statement procedure.

9.28.3 Confined space entry permit issue and gas testing is to be managed by the Project Manager/ Site Supervisor or QHSE Advisor (Authorised person to issue permits) consistent with NCC's access and permit procedures.

9.28.4 A confined space is determined by the structure and a specific set of circumstances. The same structure may or may not be a confined space depending on the circumstances when the space is entered. Entry to a confined space is considered to have occurred when a person's head or upper body enters the space.

9.28.5 A space may become a confined space if work that is to be carried out in the space would generate harmful concentrations of airborne contaminants.

9.28.6 Temporary control measures such as providing temporary ventilation or achieving a satisfactory pre-entry gas test will not cause a confined space to be declassified. For a confined space to be declassified as a non-confined space, it needs to have undergone sufficient changes in structure and use to eliminate all inherent hazards that define a confined space.

9.29 Isolation/Tag- out

9.29.1 When working in the operational area of the site, NCC and its subcontractors must comply with the NCC Isolation & Lock- out Procedure.

9.29.2 An **Out of Service** tag is a notice that distinguishes appliances or equipment out of operation for repairs and alteration or which is still being installed. While an Out of Service tag is attached to the appliance or equipment it must not be operated. Out of service tags may be placed by any personal familiar with the process but shall only be removed by authorised personnel

9.29.3 The **Danger** Tag is designed to give YOU personal protection where there is risk of injury to YOU from the operation of plant.

(a) Danger Tags are used in a number of isolation situations:

(b) Personal Danger Tags only;

(c) Personal Danger Tags with locks (where applicable); and

(d) Personal Danger Tags with hasps and locks (where applicable).

9.30 Gas Cylinders

9.30.1 Gas cylinders are to be stored in a secure, shady well-ventilated area as per manufacturer requirements and regulations. They shall not be carried within an enclosed vehicle and are to be secured in an upright (vertical) position. Flash back arresters shall be fitted to all oxygen and acetylene equipment.

9.30.2 Empty cylinders are to be returned to a separate storage area and not left in the work area. Gauges are to be removed.

9.30.3 When not in use gas cylinders are to be turned off at the gauges and the excess gas expelled from the hoses.

9.31 Hot Works

9.31.1 All personnel performing hot works shall have a permit issued by the Project Manager/ Site Supervisor or QHSE Advisor (Authorised person to issue permits). Whenever hot work is to be carried out a SWMS shall be completed to ensure that the appropriate protection equipment is available and all necessary fire precautions have been put into place. The operators shall wear the appropriate safety equipment and protective clothing. Suitable screens shall be installed to prevent welding flashes affecting persons passing the work area.

9.31.2 Prior to carry out any welding or cutting procedure operators are required to:

(a) Check that all leads, hoses and fittings are in good condition;

(b) Check that the welder has the correct electrical tag and has been tested by a qualified electrician;

(c) Ensure that flash back arresters are fitted next to the regulators and hand pieces of the oxygen and acetylene bottles;

(d) Ensure correct PPE is used;

(e) Must be fitted with; and

(f) All welders must have correct Deadman's switch or voltage reduction device (VRD) in place.

(g) The Electrical auxiliary outlets are to be blocked off on all welders.

9.32 Platform Ladders & Ladders for Access

9.32.1 All ladders shall be of industrial type and shall conform to the applicable Australian Standards.

(a) All ladders shall be checked before use for faulty rungs or side rails and should not be in use if faulty. It should be tagged with an Out of Service tag and reported the employee's supervisor.

(b) The ladders should be placed on level and firm footings at a 4:1 ratio (4 metres up one meter out), extended one meter (3 rungs) beyond the landing point, in a clearway and held by another person as it is secured to the structure. Access points to roofs from ladders will be free from crossbeams/ posts.

(c) Mud or grease must be cleaned off boots before attempts to climb the ladder.

(d) A firm grip must be maintained while climbing up and down the ladder with three-point contact with the ladder maintained at all times.

(e) All tools and materials should be carried in a suitable pack with shoulder straps or be hoisted by rope.

(f) Aluminium ladders must never be used while undertaking electrical work.

(g) Any works to be performed from ladders must be done so from a platform ladder.

(h) Ladders in use on mobile scaffolds will be attached to the mobile scaffold, not in the permanent structure.

9.33 Asbestos Removal Control

1. NCC will ensure that a Form 65 to be completed and lodged, 5 days prior to commencement by the licenced Asbestos Removalist and that all parties involved in the removal process have been involved in the consultation process including but not limited to the Removalist, PC & Client

2. The licenced Asbestos Removalist will ensure that;

   a) Exclusion zone will be put in place to help reduce the risk of unauthorised entry in the ACM removal area, Signage will also be placed at each entrance that is not able to be closed off. All openings that cannot be closed - window, doors etc. will be covered with plastic sheet to help reduce the risk of contamination outside the removal areas.

   b) Existing services - Electrical; all electrical services have been isolated at this time. Before any removal work is undertaken the Site Supervisor is to ensure all services are "Dead', workers are to be sure they are happy with this process before continuing work.

   c) PPE required for this task may include but is not limited to the following items. P2 disposable mask or P2 cartridge mask, Gloves, hand protection and disposable coveralls.

3. The "Wet" method will be used for the ACM sheet removal, the face of each sheet will be wet- down (PVA solution) prior to removal, and where possible the backs of each sheet will also be wet- down prior to removal. One removed and placed on plastic sheet (wrapping) the back of each sheet will be sprayed ensure all nail holes and any other damage is sealed with the PVA solution

4. Decontamination of the work area, workers, PPE and tools used in this task will be decontaminated as per section 4.6 of the Asbestos Removal Code of Practice

5. All materials removed that are identified as containing asbestos will be treated as trackable waste. All asbestos containing materials will be removed from site as soon as is practicable, it will be disposed of at a site authorised to accept asbestos

waste. All waste must be in accordance with the GHS before the waste is removed from the removal area. Disposable PPE will be treated as contaminated and be removed as listed above

6. A "Clearance" inspection will be completed prior to the site being re- occupied. This inspection will be conducted by a qualified independent person engaged by the Client. The person engaged by the Client will not have been involved in the removal of the asbestos for this specific project

7. All workers involved in the process have been consulted in the development of the Safe work method statement for undertaking this removal task.

8. Refer to Asbestos Removal Control Plan

9.34 Additional clauses

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10. Managing Incidents

10.1 Incident Injury Reporting & Investigation

10.1.1 All injuries and incidents, regardless of how minor the impacts, are required to be promptly responded to, reported, documented and as required by SA-PR-048, investigated to actively identify and evaluate the immediate and root causes, enabling prompt and effective corrective actions to be implemented as per the Hierarchy of Controls.

10.1.2 NCC will ensure that all incidents and near misses are reported to the Principal Contractor/ Client using their report form and procedures.

10.1.3 In addition to the NCC reporting requirements, NCC will maintain the WHS requirements and complete internal reports. This process is detailed below.

10.1.4 Details of all incidents are entered onto the Project Management system according to the Incident Injury Notification/Reporting Matrix (information as found on an Incident Report) and no later than the end of each month. This facilitates the overall reporting and tracking of project trends and performance.

10.1.5 For the purposes of this document any non-conformance with the Project H&S Management Plan, Contract or Legislative requirements shall be considered an incident.

10.1.6 The reporting and notification process will be carried out in accordance with Statutory/NCC (SA-PL-002)/ Client/ Principal Contractor's requirements. It shall be the responsibility of the NCC Project Manager to report to the Principal Contractor/ Client in accordance with their and NCC procedures the following items, should they occur. As soon as is practicable after the event by telephone (follow up in writing):

(a) Fatality;

(b) Event in which the injured person requires immediate medical attention by a medical practitioner (serious injury);

(c) Damage to property, the repair of which would cost an amount exceeding $20,000;

(d) Any uncontrolled escape or ignition of petroleum or other flammable or combustible material causing a potentially hazardous situation;

(e) Electric Shock;

(f) Loss of consciousness;

(g) Any fracture of the skull, spine or pelvis;

(h) Any broken bone above the wrist or ankle;

(i) Any event that precludes an employee from attending work for ten (10) days; and

(j) Any Fire.

10.1.7 All events of the above nature are to be fully investigated by the Client, Project Manager. NCC and an investigation team may be involved in this process if required.

10.1.8 All injuries shall be reported to the appropriate first aid officer on site.

(a) Reporting and investigation of incidents are to be in accordance with the HSE Incident Reporting procedure.

(b) Investigations resulting from an individual events

(i) After receiving and reviewing reported events, the relevant Project Manager in consultation with the QHSE Manager will decide the type and extent of investigation required, taking into account regulatory requirements and any site-specific requirements (including those of the Client).

(ii) Investigations are required:

- For all Class 1 and Class 2 incidents (refer to QHSE Incident Classification Matrix);
- For all events resulting in harm with a consequence severity of 3, 4 or 5 (in accordance with the Risk Matrix and Consequence Severity Table;
- For all events with potential or 'near misses' with a potential risk rating where the consequence severity is 3, 4 or 5 (in accordance with the Risk Matrix and Consequence Severity Table); and,
- Whenever directed by the Project Manager, QHSE Manager or by TMT.

10.1.9 Investigation will be assessed and conducted as per SA-PR-048 QHSE Investigation

10.2 Injury Management

10.2.1 NCC is committed to providing suitable rehabilitation to assist in injured employees' safe and swift return to full duties.

10.2.2 The QHSE Advisor shall inform all treating medical officers near the work site of:

(a) Project rehabilitation and worker's compensation procedures;

(b) Site contacts; and

(c) A range of possible suitable duties available on site.

10.2.3 A member of Project Management Team (Supervisory level) shall:

(a) Accompany the injured worker to the treating medical officer; and

(b) Liaise with the treating medical officer to determine the most suitable rehabilitation treatment, including, whenever appropriate, early return to work performing suitable duties.

10.2.4 Worker's Compensation claim forms and information shall be completed and compiled by the relevant Site Supervisor and QHSE Advisor, and reviewed by the QHSE Advisor, before being forwarded onto the Project Manager for processing. Records shall be securely filed at all times for at least five years.

11. Monitor & Review of Plan

11.1 WHS Audits

11.1.1 Initial evaluation of this WHS Management Documentation (i.e. a desktop audit) shall be conducted to assess compliance with client, legislative and regulatory authority requirements, and relevant Australian Standards within six weeks of mobilisation to site.

11.1.2 As per the duration of the project, WHS System audits shall be conducted nominally as follows and if possible, in conjunction with client/Superintendent audits:

(a) Start-up Audit Within 8 weeks after mobilisation

(b) Site Audit 6 monthly after commencement and every 6 months thereafter

11.1.3 Audit reports shall be completed, approved and distributed and corrective and preventive action required shall be determined within 5 days of completion of the audit. The Construction/ Project Manager who will ensure items identified are actioned shall review findings from the WHS audits.

11.1.4 Internal (NCC initiated) audits may be substituted with external (i.e. client or regulatory coordinated) audits if deemed appropriate by the Project Manager for scheduling and/or expediency purposes.

11.1.5 The WHS team shall monitor the implementation and follow-up of actions to ensure all actions are closed out within the determined timeframe.

11.1.6 The audit results shall be communicated to all project personnel. External Auditors shall be independent of the project works.

11.2 Non-Conformity & Corrective Actions

All non-conformities found in inspections and audits are to be recorded along with follow up actions, and a non-conformance report forwarded to the NCC Representative. Action items are to be completed within the specified time frame.

11.3 Management Review

11.3.1 The General / Project Manager shall ensure that the responsible parties implement actions expeditiously and that adequate records are available to verify that the actions have been effectively implemented.

11.3.2 Regular WHS Management review shall evaluate the performance of the overall IMSM against the documented policies, objectives and targets for the purpose of identifying opportunities for improvement.

11.3.3 On a monthly basis, Project Management shall review WHS performance as part of the monthly progress and performance reporting process.

11.3.4 Reviews shall focus on the following items to ensure ongoing effectiveness of NCC's IMSM:

(a) Changing legislation (up-date section 12.5 of this document);

(b) Audit reports;

(c) Changes in activities;

(d) Changes in the Project organisational structure;

(e) Advances in science, technology and new processes;

(f) Reviews of incidents and injuries;

(g) Reporting and communication; and

(h) Individual feedback

11.3.5 A record of any review meetings and improvement actions required shall be maintained by the Project QHSE Advisor and followed up by the Project Manager to ensure the timely completion and closeout of any actions.

11.4 Project Reporting

11.4.1 To ensure that the performance of the IMSM meet the requirements of the Clients and NCC.

11.4.2 NCC shall participate in ongoing reviews. These reviews will be conducted on a regular basis and shall form part of the scheduled Progress Meeting. This meeting will be attended by the NCC Project Manager and/or QHSE Advisor.

11.4.3 In addition, the NCC Project Manager/QHSE Advisor shall attend regular safety meeting with the Client QHSE Advisor.

11.4.4 NCC will provide the Principal Contractor/ Client a report on the project safety activities in the described criteria as per the contract if required.

11.5 Employee Perception Surveys

NCC will ensure that all its employees participate in the employee perception surveys as required.

11.6 Project Objectives & Targets

Project Key Performance Indicators (KPIs) and Positive Performance Indicators (PPIs) for the project are outlined on page 2 of the Monthly Personnel Safety KPI Report

12. References

12.1 Policies

HR-POL-040	Fitness for Work
CO-POL-001	Privacy

SA-POL-009	Work Health and Safety Policy

12.2 Plans

EN-PL-001	Environmental Management Plan (Construction)
PM-PL-002	Project Management Plan (Construction)
SA-PL-006	Asbestos Removal Control Plan
SA-PL-002	Emergency Response Plan

12.3 Procedures

SA-PR-019	Change Management
SA-PR-011	Crane & Lifting Operations
SA-PR-040	Elevated Working Platforms
SA-PR-021	Fall Prevention and Protection
SA-PR-015	Fitness for Work Procedure
SA-PR-006	Hazard Reporting Procedure
SA-PR-007	Hazardous Substances & Dangerous Goods
SA-PR-067	Health safety committee
SA-PR-022	Heat and Cold Stress Prevention
SA-PR-034	Induction, Training & Development
SA-PR-034	Induction, Training & Development
SA-PR-058	Location of underground and overhead services
SA-PR-026	Mobile/ Static Plant & Vehicles
SA-PR-043	Occupational Health & Industrial Hygiene
SA-PR-044	Permit to Work
SA-PR-012	Personal Protective Equipment Procedure
SA-PR-036	Portable Ladders
SA-PR-020	Pre-Start Meeting, Start, SWMS & Restart
QA-PR-001	Procurement, Supplier & Subcontractor Management
SA-PR-070	Site Pre-mobilisation
SA-PR-003	Skills/ Competencies
SA-PR-053	Working at Heights
SA-PR-061	Working in Public Areas
QA-PR-002	Document Control & Records Management
QA-PR-003	Electronic Data Backup and Recovery
	ADD reference to all new controls included in section 9

12.4 Forms

SA-FM-004	Daily Prestart Inspection Checklist
SA-FM-056	Emergency Response
SA-FM-021	Fire Protection Equipment
SA-FM-007	Site Safety Rules
SA-FM-021	Fire Protection Register
SA-FM-010	Hazard Report
SA-FM-057	Hazardous Chemical Risk Assessment
SA-FM-041	HSE Incident Classification Matrix
SA-FM-037	HSE Planning Schedule
SA-FM-042	Incident Notification & Reporting Protocol
SA-FM-016	Incident Register
SA-FM-026	Incident Report
QA-FM-003	Internal Audit Checklist
HR-FM-023-054	Job Descriptions Register
SA-FM-044	Master Risk Evaluation Matrix
SA-FM-089	Master SDS Register
SA-FM-099	Monthly Personnel Safety KPI Report
PM-FM-002	Organisational Chart
SA-FM-093	Permit Issuer Certificate
SA-FM-095	Permit Register
SA-FM-001	Plant & Equipment Register
SA-FM-020	Portable Electrical Equipment
PM-FM-051	Pre-Award Evaluation Checklist
SA-FM-105	Pre-Mobilisation Plant & Operator Checklist
SA-FM-034	Project Hazards Checklist

SA-FM-040	Project Health Surveillance & Monitoring Requirements
SA-FM-039	Project Risk Register
SA-FM-022	Rigging and Lifting Equipment
SA-FM-038	Risk Matrix & Consequence Severity Table
SA-FM-003-049	Safe Work Method Statement Register
SA-FM-088	Scaffolding Equipment Register
SA-FM-072	Scaffolds Inspection Checklist
SA-FM-055	Site Emergency Contacts Register
SA-FM-013	Site SDS Register
SA-FM-018	Skills/Competency Assessment Register
SA-FM-003-000	SWMS Template

12.5 Legislation & Other References

Work Health and Safety Act (2011)
Work Health and Safety Regulations (2011)
Australian Standards relevant to the project/ site activities as identified on SA-FM-039 Project Risk Register
CO-FM-004 NCC Legislation Compliance Register - Document Register Database

Codes of Practice relevant to the project/ site activities as identified on SA-FM-039 Project Risk Register

13. Attachments

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PROJECT AND ADDRESS	Toowoomba Bridge Street Resort Expansion Civil Works	JOB NO	2306

REVISION LIST:

Rev	Date	Description	Prepared By	Checked By	Approved by Project Manager	Approved By General Manager
A	23/07/2026	First Issue for review	AE	MG	MG	JR
01	30/07/2026	Issued for Construction	AE	MG	MG	JR

DISTRIBUTION LIST:

Once document is approved and signed, it is distributed as per contractual requirements.

Key Contacts

POSITION	NAME	PHONE	EMAIL
General Manager	John Ryan	0409 495 674	john@newlands.com.au
Project Manager	Mark Gray	0448 941 101	markgray@newlands.com.au
Site Supervisor	Scott Parker	0429 933 656	scottparker@newlands.com.au
QHSE Advisor	Ainsley Edwards	0403 190 614	ainsleyedwards@newlands.com.au
Contracts Administrator	Susan Smith	0427 649 886	susansmith@newlands.com.au
QHSE Manager	Krysta Wood	0488 252 138	krystawood@newlands.com.au
Client Representative	Dan Whitehouse	0423 052 028	dwhitehouse@hometownaustralia.com.au

The Project Manager and General Manager will be the NCC contact person for urgent construction enquiries. A complete contacts list for the project will be maintained throughout the project and can be obtained from NCC.

1. Background

1.1 Introduction

1.1.1 This Environmental Management Plan (EMP(C)) has been prepared for use by all personnel including sub-contractors engaged by NCC for this project. The EMP(C) describes the actions required to effectively protect the environment from any potential impacts resulting from construction activities.

1.1.2 This EMP(C) provides a system for the management and implementation of mitigation measures identified to be necessary for the project. This EMP(C) consists of a series of environmental management elements whereby requirements for each element are addressed. The EMP(C) aims to:

(a) Meet government, client and community expectations for protection of the environment;

(b) Document controls to be implemented for environmental compliance;

(c) Implement controls to effectively mitigate environmental impacts throughout the project;

(d) Ensure construction personnel are fully aware of their environmental obligations under the relevant legislation and the contract;

(e) Establish roles and responsibilities for implementing controls; and

(f) Ensure the project site is returned to a satisfactory condition on completion of the contract.

1.2 Related Documents

Refer to the Project Management Plan for a full listing of related documents.

1.3 Authorisation, Revision and Distribution

1.3.1 This EMP(C) is a controlled document to be reviewed and approved by the **Project Manager** at the commencement of the project. This EMP(C) will be reviewed when there are material changes to scope, environmental risk, legislation, incident outcomes, or client requirements, and at a minimum for the life of the project.

1.3.2 The **Project Manager** will identify those persons or organisations that require a controlled copy of this plan. Controlled copy holders will be sent updates and changes when they are made during the project.

1.3.3 The **Project Manager,** in consultation with other members of the project management group, will ensure that changes and updates to documentation are communicated to the workforce. Notification to staff will be via a number of forums, including email, staff meetings and internal memo. Notification to the workforce will be via toolbox/pre-start talks on the changes relevant to that group.

1.3.4 The EMP(C) is to be signed, scanned and filed in accordance with procedures for document and records management defined in the Quality Management Plan. Controlled copy holders identified within the distribution list shall be responsible for ensuring their copies remain up to date. Records generated as a result of the implementation of the EMP(C) shall be handled and filed in accordance with procedures for document and records management.

1.4 EMP(C) Suitability Assessment

1.4.1 Submission of the EMP(C) shall be in accordance with the Conditions of Contract.

1.4.2 Works under the contract shall not start until the EMP(C) is assessed for suitability.

1.4.3 The Principal's site-specific requirements are listed below:

(a) EMP shall be approved by the client

2. Project Description

2.1 Project Location

Refer to Site Plan, 530 Bridge St, Wilsonton QLD 4350

Access to site via Freighter Avenue

2.2 Project Description /Scope of Works

The following project description is extracted from contract.

2.2.1 As per works agreement - Refer to PMP

2.3 Erosion and Sediment Control

N/A

2.4 Environmental Licences, Permits and Approvals

N/A

Type	Details

3. Abbreviations & Terminology

The following definitions and abbreviations have been used throughout this Plan

ASS	Acid Sulphate Soil
CHMA	Cultural Heritage Management Agreement
Contract	All documents that form the Contract
DETSI	Department of the Environment, Tourism, Science and Innovation (QLD)
DSDIP	Department of State Development, Infrastructure and Planning(QLD)
DNRMMRRD	Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development(QLD)
DPI	Department of Primary Industries(QLD)
DCCEEW (Cth)	Dept. of Climate Change, Energy, the Environment and Water
DTMR	Department of Transport & Main roads
E&SC	Erosion and Sediment Control
E&SCP	Erosion and Sediment Control Plan
ECP	Environmental Construction Procedure
EMP(C)	Environmental Management Plan (Construction)
EPA	Environmental Protection Agency
IMSM	Integrated Management System Manual (QHSE)
NCC	Newlands Civil Construction Pty Ltd
NCR	Non-Conformance Report
PER	Project Environmental Officer
Principal / Client	Diocese of Toowoomba Catholic Schools
QCR	Quality Control Representative
Qualified Person/s	A person who, by possession of a recognised degree, certificate, or professional standing, or who, by extensive knowledge, training and experience, has successfully demonstrated his or her ability to solve or resolve problems relating to the subject

matter, the work, or the project (above-mentioned information is recorded within the NCC competencies data base located on the Intranet). Minimum requirements are as listed in the HR Job Descriptions Register.

SDS Safety Data Sheets (includes Material Safety Data Sheets)

4. Policy and commitment

NCC has documented its commitment to Environmental Management in the form of an Environmental Policy, is available upon request and is accessible on site

These requirements are communicated to all employees through our policies and procedures, during induction and other awareness training sessions.

Legislation applicable to the project is referenced in the PMP(C) and is included in Contract Documents and is available through the Project Manager upon request.

5. THIRD PARTY CERTIFICATION

5.1 Environmental Policy Third Party certification

5.1.1 Newlands is certified to the International Standard Organisation (ISO) standard AS/NZS ISO 14001:2015 EMS

(a) initial certification 10 February 2014 by Certex International Pty Ltd, a JAS-ANZ accredited Certification Body (CB)

(b) Newlands undertakes yearly surveillance audits to maintain certification

(c) Newlands undertakes Recertification Audits every three years

6. REQUIREMENTS AND GUIDANCE INFORMATION

6.1 Key Client Specifications

The Client specifications for Environmental Management have been used in the development of this EMP(C).

Reference point for Client Environmental Specifications

REFERENCE	CLAUSE	EMP(C) REFERENCE
Referral Agency Response	Condition 3 Condition 4	10.10
Koala Management Plan	2307-35879 SRA	10.9

6.2 Environmental Legislation

Applicable elements from the legislation listed below have been incorporated into the EMP(C) to ensure practicable measures are established to achieve compliance.

REFERENCE	DESCRIPTION	YEAR
Aboriginal Cultural Heritage Act (Qld)	Reasonable and practical measures must be employed to prevent damage to cultural heritage (penalties for any breaches apply)	2003
Environmental Protection Act (Qld)	General environmental duty to minimise environmental harm	1994
Environmental Protection Regulation 2019 (Qld)	General environmental duty to minimise environmental harm. The Regulation also identifies environmentally relevant activities and matters relating to environmental management and environmental offences	2019
Environmental Protection (Air) Policy 2019 (Qld) (amended 2024)	The purpose of this policy is to achieve the object of the Environmental Protection Act in relation to the air environment.	2024
Environmental Protection (Noise) Policy 2019 (Qld)	The purpose of this policy is to achieve the object of the Environmental Protection Act in relation to the acoustic environment.	2019
Waste Reduction and Recycling Act	The purpose of this policy is to achieve the object of the Environmental Protection Act in relation to waste management.	2011
Environmental Protection (Water and Wetland Biodiversity) Policy 2019 (Qld)	The purpose of this policy is to achieve the object of the Environmental Protection Act in relation to Queensland waters.	2019
Waste Reduction and Recycling Regulation 2023 (Qld)	The purpose of this policy is to achieve the object of the Environmental Protection Act in relation to waste management.	2023
Environmental Protection and Biodiversity Conservation Act (Cth)	This is Australia's central piece of environmental legislation It provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places — defined in the EPBC Act as matters of national environmental significance	1999
Fisheries Act (Qld)	Provides for the management use and protection of fisheries resources. The Fisheries Act also regulates activities in watercourses.	1994
Land Act 1994 (Qld)	Regulates resource entitlement for work in unallocated state land	1994
Stock Route Management Act (Qld)	Provides for the management of the stock route network, allocation of management responsibilities, and regulation of travelling stock. Pest management obligations are primarily addressed under the Biosecurity Act 2014.	2014
Nature Conservation Act (Qld)	Provides the legislative protection of Queensland's endangered, vulnerable, rare or common species (flora and fauna).	1992
Nature Conservation (Koala) Conservation Plan 2017 (QLD)	Provides the legislative protection of Queensland's endangered, vulnerable, rare or common species, Koalas (flora and fauna).	2017
Vegetation Management Act (Qld)	Regulates the clearing of native vegetation. The Act provides rules and regulations that guides what can be cleared and how it must be done in accordance with the law.	1999
Water Act (Qld)	Provides for the management, use and protection of our water resources. Also regulates the interference with a watercourse bed, banks or riparian vegetation.	2000

Planning Act (Qld)	The purpose of this Act is to seek to achieve ecological sustainability by— (a) managing the process by which development takes place, including ensuring the process is accountable, effective and efficient and delivers sustainable outcomes; and (b) environment, including managing the use of premises; and (c) continuing the coordination and integration of planning at the local, regional and State levels.	2016
Planning Regulation (Qld)	As above	2017

7. ROLES AND RESPONSIBILITIES

7.1 All Staff

7.1.1 All staff including sub-contractors have a responsibility to manage their own impacts on the environment whilst on the project. All staff are required to:

(a) Complete a site induction prior to commencement of work;

(b) Implement and comply with this EMP(C);

(c) Report any activity that has resulted in, or has the potential to result in, an environmental incident to their Supervisors; and

(d) Attend any additional environmental training provided

7.2 Project Manager

7.2.1 Ensure implementation of EMP(C);

7.2.2 Lead by example – develop a 'one team-one culture' and 'beyond compliance' culture within the team;

7.2.3 Provide necessary resources and technical support for implementation of EMP(C); and

7.2.4 Ensure non-conformances/corrective actions have been investigated and closed out appropriately.

7.3 Site Supervisor / Site Engineer

7.3.1 Implementation of requirements outlined in EMP(C);

7.3.2 Ensure all staff, including sub-contractors, are inducted prior to commencement of works;

7.3.3 Notify the Project Manager of incidents/non-conformances;

7.3.4 Conduct and document inspections as per contractual requirements.

7.3.5 Conduct and record all water quality monitoring including dewatering of sediment basins; if required as per contractual requirements

7.3.6 Record immediately of any corrective actions that are required upon completion of site inspections; and

7.3.7 Report non-conformances to the Project Manager

7.3.8 Daily visual inspections of environmental control measures on site; and

7.3.9 Notify the Project Manager of incidents/non-conformances.

7.4 QHSE Manager / QHSE Advisor

7.4.1 To have been duly trained for their role;

7.4.2 Submit any Environment Report as per contractual requirements.

7.4.3 Ensure all staff, including sub-contractors, are inducted prior to commencement of works;

7.4.4

7.4.5 Ensure any breaches or NCR's are reported in a timely fashion;

7.4.6 Accompany the Client/Superintendent on periodic inspections and audits as per contractual requirements

7.5 Technical Support

7.5.1 To ensure compliance with this EMP(C) and environmental duty of care, the following technical specialists may be engaged to support the project team:

(a) Fauna Spotter – Authorised by Queensland Parks and Wildlife Services

(b) Erosion and Sediment Control experts to assist with development of robust E&SC plans

(c) Air Quality and Noise and Vibration experts to assist with monitoring when required

(d) Ecologist/Botanist to assist with identification of flora and or fauna

(e) Waste handling and removal shall be undertaken by licenced professionals

7.5.2 All technical support obtained for the project must comply with the requirements in this EMP(C) and contract conditions.

8. IMPLEMENTATION AND OPERATION

8.1 Project Induction

8.1.1 All personnel, including subcontractors, will be required to attend a site induction prior to commencement of any work. The environmental component of the induction may include the following items:

(a) General environmental duty of care;

(b) EMP(C) overview;

(c) Key responsibilities of each staff member outlined in the EMP(C);

(d) Key environmental management strategies e.g. E&SC measures, refuelling, littering etc;

(e) Significant vegetation areas, including access restrictions and clearing limits;

(f) Environmental Incident notification process; and

(g) Complaint management.

(h) Site lay out including (see attached):

(i) Site Office/ Container
(ii) Emergency Muster point/s
(iii) Power Supply/ Generator location
(iv) Toilets location
(v) Water both drinking and hand washing
(vi) First Aid Equipment
(vii) Fire Extinguishers
(viii) Spill Kits

8.2 Prestart Meetings

A prestart meeting will be conducted each morning prior to commencement of works and will outline the tasks for the day and any environmental hazards that may be encountered.

8.3 Record Keeping

8.3.1 Project records must be managed and maintained for the life of the project and should include but not be limited to the following:

(a) Induction register;

(b) Environmental incidents, non-conformances and complaints;

(c) Inspection reports, checklists, diary entries;

(d) Monitoring results;

(e) Meeting minutes;

(f) Formal letters; and

(g) Waste tracking records.

8.3.2 The above records will be filed in accordance with the project filing system and in accordance with NCC procedures

9. Communication

9.1 With the Client and their Representatives

9.1.1 NCC will communicate with Clients using the following methods :

(a) Monthly meetings;
(b) Meeting minutes
(c) Formal letters;
(d) Audit Reports; and

9.2 Reporting to the Client

9.2.1 The following records, in addition to being maintained by project staff, will be reported to the Client as required:

(a) Monitoring results to be submitted as required;
(b) Environment and Sustainability Report submitted as required;
(c) Breaches of licence conditions or environmental incidents in accordance with licence conditions under the EP Act to be submitted as required;
(d) Immediate notification of incidents involving material or serious environmental harm as required; and
(e) Incidents of environmental nuisance and non-conformance with the EMP(C) to be reported as required.

9.3 Within the NCC Project Team

9.3.1 The following forms of communication will be used within the NCC team:

(a) Daily Pre-start meetings;
(b) Monthly toolbox meetings;
(c) Notice boards;
(d) Internal memo's; and
(e) Meeting minutes

10. Environmental Management Elements

10.1 General

10.1.1 Specification Reference

(a) As per specifications

10.1.2 **Objective**: To maintain general site environmental management throughout the life of the project.

10.1.3 **Performance Indicator**: Assessment of trends in environmental incidents on the project.

Issue	Management Required	Responsibility
Pre-construction		
	All staff including sub-contractors, must be inducted prior to any commencement of work.	QHSE Advisor / Site Supervisor / Site Engineer
	For any work required outside of the project footprint (including ancillary works such as site camps, stockpiles, sidetracks etc.), consideration shall be given to environmental, heritage, native title and other development issues. All matters associated with access to lands outside of the initial planning footprint are the responsibility of the Principal.	Project Manager
Construction		
	Implementation and Compliance with EMP(C) at all times.	All staff
	Copy of EMP(C) must be on site and easily locatable at all times.	Site Engineer
	Site Supervisor must be notified immediately of all environmental incidents	All staff

10.2 Water Quality

10.2.1 Specification Reference

(a) As per specifications

10.2.2 Legislative Reference

(a) Environmental Protection (Water and Wetland Biodiversity) Policy 2019

10.2.3 Objective

(a) To prevent release of contaminated run-off to the environment

10.2.4 Performance Indicator

(a) No environmental nuisance or harm to waterways adjacent to project area (including downstream of construction footprint)

(b) No penalty infringement notices from DETSI

(c) Any water released form site needs to comply with the Environmental Protection (Water and Wetland Biodiversity) Policy 2019

Issue	Management Required	Responsibility
Pre-construction		
	An E&SCP will be produced and put in place.	Site Engineer
	Baseline water quality data may be obtained in any nearby water catchments.	Site Engineer
	Sufficient sediment control materials must be stored on site in case of unexpected extreme inclement weather	Site Supervisor
	If possible, water quality testing of all existing sediment basins in use on site should be obtained prior to commencement of works.	Project Manager
	Water Quality Parameters are to comply with the *Environmental Protection Policy 2009*	Project Manager
Construction		
Run-off	Weather forecasts must be monitored daily and distributed to the project team if necessary.	Site Engineer
	Stormwater leaving the site should be visually monitored. If monitoring other than visual is requested by the Principal, it must be requested in accordance with The Monitoring and Sampling Manual 2009.	Site Supervisor/Site Engineer
	Clearing of existing vegetation (e.g. grassed areas) should be minimised to prevent exposure of loose soil.	Site Supervisor
	Clean water runoff is to be diverted away from disturbed or exposed surface areas including around stockpiles, material storage areas, fixed plant and equipment locations.	Site Supervisor
	Runoff entering areas where sediment is likely to be collected in the flow, must be diverted to sediment basins where it can be treated prior to discharging e.g. quarry, borrow pit.	Site Supervisor
	Visual inspections of water leaving the site must be conducted on a daily basis and during rain events to determine if hydrocarbons or turbidity is present. This inspection must be recorded in the Site Supervisor's diary or on a Daily Environmental Monitoring Log.	Site Supervisor
Waterway Crossings	Where practicable, riparian vegetation is not to be cleared in order to install erosion and sediment controls.	Site Supervisor
	No maintenance or refuelling activities are to occur within 30 metres of a waterway or drainage line.	Site Supervisor
	Daily visual inspections of waterways must be conducted to confirm control measures are being effective and no contamination of water is occurring as a direct result of construction activities.	Site Supervisor/ Site Engineer
Dewatering Sediment Basins	Dewatering of sediment basin must be monitored for turbidity changes.	Site Supervisor
	Sediment basins must be dewatered as soon as practicable following rain events to ensure the design capacity is maintained.	Site Supervisor
Stockpiles and Material Storage Areas	Stockpiles and storage areas are not to be located within 30 metres of a waterway or drainage line.	Site Supervisor
	Spill kits or absorbent material must be kept on site and easily accessible to all staff at all times. Location will be identified on the site layout plan and location confirmed as part of Site Inspection Checklist - section 57 - spill kit location & condition	Site Engineer/Site Supervisor
Concrete Works	Concreting should be timed to avoid inclement weather conditions.	Site Supervisor

Issue	Management Required	Responsibility
	Spilling and overflow of concrete during pours shall be avoided where possible.	Site Supervisor
	Dry pack grout shall be used where possible.	Site Supervisor
	Water shall be diverted from works areas to avoid contamination.	Site Supervisor
	If directed by the Principal's Representative, pH monitoring of watercourses should be undertaken before and after works.	Site Supervisor
	Surface water should be kept off curing concrete for at least 48 hours following pours	Site Supervisor
	Tools, equipment and vehicles shall be cleaned off-site or in a dedicated wash bay.	Site Supervisor

10.3 Erosion & Sediment

10.3.1 Specification Reference

(a) As per specifications

10.3.2 Legislative Reference

(a) Environmental Protection (Water and Wetland Biodiversity) Policy 2019

10.3.3 Objective

(a) To minimise erosion and sediment movement on and off the site.

(b) To minimise release of sediment to nearby waterways and stormwater systems

10.3.4 Performance Indicator

(a) Assessment of trends in environmental incidents on the project.

(b) No penalty infringement notices from DETSI.

Issue	Management Required	Responsibility
Pre-Construction		
	As discussed in section 2.3 of this document, NCC will adopt and implement the Principal's design for temporary erosion and sediment control. The E&SCP will be implemented, and then be subject to a suitability assessment prior to any work commencing	Site Engineer
	Stormwater retention structures and sediment basins are to be designed with adequate capacity to allow for expected rain events and soil types.	Site Engineer
	The early installation of drainage and erosion and sediment control measures may be required prior to the commencement of any works in the area. An E&SC crew will be established prior to commencement of works and will ensure that control measures are installed according to the requirements outlined in the E&SC plans.	Site Engineer

Issue	Management Required	Responsibility
Sediment Control Devices		
Rock Structures	Rock for rock structures shall be clean, dense and durable, and must be well graded (300mm minus, with a median size of 150mm).	Site Supervisor
	Are to be placed in a manner that ensures that larger rocks are uniformly distributed throughout the protection, with the smaller rocks filling in the spaces between.	Site Supervisor
	The rock structure is to have a defined spillway within the crest of the structure.	Site Supervisor
	Rock is to be placed to ensure that the chances of rock running loose and damaging adjacent areas is minimised.	Site Supervisor
Sand Bag Structures	Bags are to be filled with clean aggregate, and are to be 2/3 capacity and tied in a manner that ensures that filling material does not spill from the bag.	Site Supervisor
	Filled bags are to be placed to keep voids to a minimum, and are to be in regular rows with a tapering vertical face, forming a stable structure.	Site Supervisor
Silt Fences	Silt fences are to be made from proprietary products, and systems must be designed to capture larger quantities of silt than are expected to be generated. Ends of silt fences are to be turned uphill to suit the land contours.	Site Supervisor
	Materials must be handled in accordance with manufacturers recommendations, in order to avoid damage.	Site Supervisor
	Any tears or punctures are to be repaired in accordance with manufacturer's recommendations.	Site Supervisor
Erosion Control Matting	Installed and maintained in accordance with the manufacturer's recommendations	Site Supervisor
Erosion Control Blanket	Installed and maintained in accordance with the manufacturer's recommendations	Site Supervisor
Construction		
	Within 24 hours of clearing and grubbing or earthwork activities (or earlier if there is a high likelihood of rain forecasted), erosion and sediment controls will be installed in drainage lines or exposed batters. This is a HOLD POINT for further earthworks.	Site Supervisor
	Temporary drainage lines or disturbed drainage lines that are present on-site but not visible on design drawings must be protected with temporary erosion and sediment controls.	Site Supervisor
	Daily inspections (and after rainfall) of all E&SC measures must be conducted by the Site Supervisor and or E&SC supervisor and the following observed as a minimum: • sediment barriers shall be maintained so that no more than 30% of their capacity is lost to accumulated sediment; • materials are to be replaced when functionality is lost; • sediment barriers should not be used in concentrated flow paths perpendicular to the flow direction e.g. check dams. Corrective action is to be undertaken immediately if a control measure has been compromised.	Site Supervisor
	Installation of control measures must be in accordance with the site E&SC plan. The Project Manager must be notified immediately of amendments to this plan.	All personnel

Issue	Management Required	Responsibility
	Where practicable, clean water runoff is to be diverted around areas of disturbance and areas where mobile equipment is located e.g. crushing plant	Site Supervisor
	Where practicable, sediment barriers shall be installed along the contour with appropriate spacings and returns where required. Sediment barriers must not be used in concentrated flow paths perpendicular to the flow direction.	Site Supervisor
	Where possible, earthworks shall be carried out during the dry season to avoid exposed soil being subject to rainfall erosion	Project Manager
	Excavated material must be placed on the high side of trenches (where applicable)	Site Supervisor
Waterway Crossings	All reasonable and practicable measures must be taken to avoid unnecessary disturbance to bed, bank and overbank vegetation. Appropriate control measures must be used to stabilise disturbed areas and unstable banks.	Site Supervisor
	Where practicable, riparian vegetation is not to be cleared in order to install erosion and sediment controls.	Site Supervisor
Sediment Basins	Where practicable, contaminated surface water runoff is to be captured and retained onsite in sediment basins.	Site Supervisor
	Sediment basins must be inspected and if necessary, dewatered prior to predicted rain events to minimise risk of overflow occurring.	Site Supervisor
Stockpiles	E&SC measures must be installed prior to the placement of stockpiles in designated areas	Site Supervisor
	Stockpile area's must not be located where they are likely to create a dust nuisance for nearby residents e.g. 1m from residential property boundary	Site Supervisor
	Stockpiles of loose materials (e.g. soil) should be compacted to a hard surface as this will stabilise the material. If stockpiles are not being utilised for more than 14 days or if they are creating a dust issue, they must be covered to prevent erosion from wet/windy conditions e.g. jute matting, erosion blankets.	Site Supervisor
	Separate stockpiles areas should be provided for differing materials e.g. topsoil, subsoil, mulch. Materials in stockpiles should not be mixed e.g. topsoil and mulch.	Site Engineer/Site Supervisor
	Stockpiles must not to be located within 30 metres of a waterway or drainage line. Where this is not practicable, the stockpile must be above the normal high-water level of the watercourse.	Site Supervisor
	Stockpile area's must be free of pest and weeds	Site Supervisor
	External catchment drainage lines should be diverted around the area of disturbance	Site Supervisor
Steep Slopes	Where practical, measures such as surface roughening, jute matting/ seeding or temporary erosion blankets should be implemented to reduce water velocities moving down the slope.	Site Supervisor
Post-Construction		
	Once the site has stabilised, all temporary control measures are to be removed, except for those road batters or creek bank controls directed to remain in place.	Project Manager

10.4 Land Stabilisation

10.4.1 Specification Reference

(a) As per specifications

10.4.2 Objective

(a) To minimise the land degradation caused by construction activities

10.4.3 Performance Indicator

(a) No complaints from residents in sensitive places

(b) No penalty infringement notices from DETSI

(c) To minimise land degradation caused by construction activities so as not to cause environmental nuisance or harm

Issue	Management Required	Responsibility
Construction		
	The footprint of the disturbed area should be minimised as much as practical.	Site Supervisor
	Land, batters and drains should be shaped so as to minimise concentrated surface water flow and land instability.	Site Supervisor
	Drain diversions and blocks should be installed in order to manage surface flow concentration and velocity.	Site Supervisor
	Stripped topsoil should be retained and reused where possible.	Site Supervisor
	Measures such as environmental matting or revegetation should be installed as protective measures as soon as is possible, wherever possible.	Site Supervisor

10.5 Cultural Heritage

10.5.1 Specification Reference

(a) As per specifications

10.5.2 Legislative Reference

(a) Aboriginal Cultural Heritage Act, 2003 (Section 28 Duty of Care Guidelines)

10.5.3 Objective

(a) The management and preservation of Indigenous and non-indigenous cultural heritage artefacts, sites and values within, or adjacent to, the project Site

10.5.4 Performance Indicator

(a) No impact on Indigenous and non-indigenous cultural heritage artefacts, sites and values within, or adjacent to, the project Site

Issue	Management Required	Responsibility
Pre-Construction		
	Any construction work (including ancillary works such as site camps, stockpile sites, sidetracks etc.) that is required outside of the project footprint will be subject to cultural heritage clearance approval.	Site Engineer
	Any construction work that is required within 5 metres of the high bank of a named watercourse will be subject to cultural heritage clearance approval.	Site Engineer
	15 working days' notice must be given to the Client in order to obtain and co-ordinate the appropriate cultural heritage clearances.	Site Engineer
Construction		
	Where items of cultural heritage significance are discovered and no cultural heritage monitors are present, work shall immediately cease and the Superintendent be notified.	Site Supervisor
	Upon discovery of places or items of cultural heritage significance, construction work may proceed, but only in where cultural heritage monitors are present and in co-ordination with cultural heritage monitors	Site Supervisor
	Following any find of cultural heritage significance, the Principal's Representative may declare the area an exclusion zone for a period of time. The exclusion zone will remain in place until the cultural heritage monitors are satisfied that the find has been appropriately managed.	Site Supervisor
	The Principals Representative may declare an area or object and put in place an exclusion zone for a period of time until appropriate management processes can be put in place. These exclusion zones may be erected as directed, preventing access to those areas.	Site Supervisor
	The Project Manager must notify all site personnel of the object/area and the proposed management strategies as soon as is possible, but no later than the prestart meeting for the following workday.	Project Manager

10.6 Noise and Vibration

10.6.1 Specification Reference

(a) As per specifications

10.6.2 Legislative Reference

(a) Environmental Protection (Noise) Policy 2019

10.6.3 Objective

(a) To minimise the generation of noise and vibration associated with construction activities

(b) To minimise disturbance to sensitive places located near construction activities.

10.6.4 Performance Indicator

(a) No complaints from residents in sensitive places

(b) No penalty infringement notices

(c) To minimise the generation of noise and vibration associated with construction activities so as not to cause environmental nuisance or harm

Issue	Management Required	Responsibility
Pre-Construction		
	Where possible, plant and equipment should be located/orientated to direct noise away from sensitive places.	Site Engineer
	If possible, background noise data from locations on the site in close proximity to resident should be obtained	Site t Engineer
	Prior to commencement of significant noise activities such as excavation, drilling etc, nearby residents should be notified. If residents are to be subjected to sustained periods of excessive noise, temporary relocation of complainants should be considered.	Site Engineer
Construction *(including quarrying activities)*		
Noise - General	Works must be staged to minimise noise and vibration impacts to nearby residents.	Site Engineer
	All plant, equipment and vehicles should be fitted with attenuation devices and be regularly serviced in accordance with the manufacturer's specifications.	Site Engineer
	On receipt of a complaint, noise monitoring may be required following instruction form the Superintendent (see below).	Site Engineer
Complaint - noise	If required (due to a complaint or as directed by the Superintendent), noise monitoring must be conducted and in accordance with the EPA's Noise Measurement Manual	Site Engineer
	The following must be conducted as a minimum if a complaint relating to noise is received or as directed by the Superintendent: • investigate cause of complaint through consultation with complainant; • review and log the type, location and duration of site activity, weather conditions and other noise events occurring at time of complaint; • immediately report complaint to the Superintendent or his representative; • conduct noise monitoring at locations where complaint was risen during a representative period to determine construction noise levels at the location of the complainant; • noise monitoring data should be analysed to assist with the assessment of impact; and • within 14 days of receipt of a noise complaint, report the results of investigation and actions taken to the Superintendent and the complainant.	Site Engineer
Vibration	A condition survey of any structure within a radius of 3 times the calculated safe distance from the expected activity (zone of influence) must be undertaken as follows: • light rolling = 10m • heavy rolling = 20m • pile driving = 60m • driving of liners after pile driving = 60m	Site Engineer

Issue	Management Required	Responsibility
	This survey must be conducted by a registered structural engineer (RPEQ) and in the presence of the owner or the owner's representative. The survey should record all existing cracks and include photographic support. A copy of the condition survey shall be forwarded to the Administrator at least 5 days prior to vibration causing works.	Site Engineer
Complaint - vibration	If required (due to a complaint or as directed by the Superintendent), vibration monitoring must be conducted.	Site Engineer
	The following must be conducted as a minimum if a complaint relating to vibration is received: • immediately report complaint to the Superintendent or his representative; • conduct vibration monitoring at locations where complaint was risen; • conduct monitoring in accordance with relevant Australian Standards (AS2775-2004) • analyse results of monitoring and compare with building specific vibration levels; and • close out complaint through modification of works and or implementation of additional management measures to minimise further risk of impacts.	Site Engineer

10.7 Air Quality

10.7.1 Specification Reference

(a) As per specifications

10.7.2 Legislative Reference

(a) Environmental Protection (Air) Policy 2019

10.7.3 Objective:

(a) To ensure that construction activities do no result in impacts that cause environmental nuisance or harm.

10.7.4 Performance Indicator:

(a) No complaints from residents in sensitive places

(b) No penalty infringement notices

Issue	Management Required	Responsibility
Pre-Construction		
	Where practicable, dust collection or suppression devices must be fitted to all plant and equipment.	Site Engineer
	All vehicles and plant on site shall be maintained to keep emissions within the limits set by the Australian Design Rules.	Site Engineer

Issue	Management Required	Responsibility
Construction		
	Visual monitoring of dust must be conducted daily. Pre-emptive measures (e.g. watering truck) must be implemented to minimise dust creation. This inspection must be recorded in the Site Supervisors diary or on an environmental inspection form.	Site Supervisor
	Vegetation and topsoil removal will be limited to the immediate construction area. Only areas being worked should have vegetation and topsoil removed.	Site Supervisor
	Dust generating activities must be avoided during dry and windy conditions	Site Supervisor
	Haulage vehicles should ensure that material being transported to and from the site is covered at all times.	Site Supervisor
	A watering truck will be available and used on-site, as required, when construction activities are being undertaken.	Site Supervisor
	Burning of material on or near the site is **not** permitted.	All personnel
Access Roads	All roadways to and from the site must be maintained and kept clean. A street sweeper or the like is to be used to assist.	Site Supervisor
	Drivers are to obey the on-site speed limits outlined in the site-specific traffic management plan and adopt a driving practice to minimise dust generation.	All personnel
Stockpiles	All stockpiles that generate dust must be stabilised/covered if environmental nuisance or harm has occurred or is likely to occur. All materials stockpiled for longer than 1 month (excluding pavement materials and screening) must be stabilised or covered by appropriate measures including but are not limited to: • Grassing; • Erosion blanketing (jute matting); or • Other approved methods	Site Engineer
Complaint - air	If required (due to a complaint), air quality monitoring must be conducted at 10 locations for a period of 7 days at each location.	Site Engineer
	The following must be conducted as a minimum if a complaint relating to air quality is received: • immediately report complaint to the Superintendent or his representative; • review and log the type, location and duration of site activity, weather conditions and other noise events occurring at time of complaint; • conduct air quality monitoring where complaint was risen during a representative period to determine construction dust levels at the location of the complainant; • monitoring must be in accordance with EPA's Air Quality Sampling Manual 1997; • monitoring data should be analysed to assist with the assessment of impact as well as compared with air quality objectives outlined in the EP(Air)Policy 2008; • maximum limit of dust deposition should be 120 mg/m2/day; • within 14 days of receipt of a noise complaint, report the results of investigation and actions taken to the Superintendent and the complainant	Site Engineer

10.8 Contaminated Land

10.8.1 Specification Reference

(a) As per specifications

10.8.2 Objective

(a) To protect surrounding environment from contamination as a result of spillages or the like associated with construction activities

10.8.3 Performance Indicator

(a) No incidents resulting in environmental harm

(b) No penalty infringement notices from DETSI

Issue	Management Required	Responsibility
Pre-Construction		
	The Project Manager must be notified of locations listed on the Queensland contaminated land register administered by DETSI	Site Engineer
	Upon discovery of contaminated land sites, the Contractor shall: • Immediately notify the Superintendent • Notify the DETSI as per the requirements • Prevent spread of contaminants • Manage the site in accordance with statutory requirements	Project Manager
Construction		
Contaminated Material	Should contaminated material be uncovered or exposed, work is to cease immediately, and the affected area isolated from workers and other persons. The Site Supervisor should be notified immediately.	All personnel
	All potentially contaminated spoil must be stockpiled on a bunded/lined impermeable surface and covered to prevent wind blow and potential erosion until it can be removed off site by a licensed transporter.	Site Supervisor
	Where contaminated material is identified, the appropriate regulatory authorities will be notified in accordance with the relevant legislative process.	Site Engineer
	An adequate number of spill kits or absorbent material is to be kept on site and easily accessible to all staff.	Site Engineer
Unexploded Ordnance (UXO)	Refer to Australian Government Department of Defence "Where is Unexploded Ordnance (UXO)? website. Should an unexploded ordnance (UXO) be found, work is to cease immediately and the following measures implemented: • Do NOT TOUCH or DISTURB IT • Notify the Site Supervisor immediately who will notify the Police • Mark the location with high visibility tape or similar • Ensure co-workers and or other people on the work site are aware of the find and advised not to enter the marked off area.	All personnel

Issue	Management Required	Responsibility
Liquid Storage	Storage areas for fuels, oils and chemicals to be used during construction must be covered and contained within an impervious bund to retain any spills of more than 120% of the volume of the largest container in the bunded area. Large static equipment will be placed in temporary bunded areas covered and controlled as per the storage areas listed above. Small static equipment will be stored either off site or within site containers located away waterways, containers holding fuel filled static equipment will be earth bunded based on a risk assessment of the location to reduce the risk of cross-land flows.	Site Engineer
Refuelling and Maintenance	No refuelling or maintenance of machinery is to occur within 30m of a watercourse or drainage line.	All personnel
	Refuelling activities must be supervised at all times.	All personnel
	Emergency or breakdown maintenance on vehicles or equipment must be conducted to minimise the potential for spills. Absorbent material and or spill trays must be on hand during these works.	All personnel

10.9 Fauna

10.9.1 Specification Reference

(a) As per specifications, Koala Management Plan and Referral Agency Response

10.9.2 Legislative Reference

(a) Nature Conservation (Administration) Regulation 2017 QLD.

(b) Nature Conservation Act 1992

10.9.3 Objective

(a) To protect fauna communities and habitat areas

10.9.4 Performance Indicator

(a) No harm or injury to fauna and areas used for habitat

Issue	Management Required	Responsibility
Pre-Construction		
	Following a pre-construction appraisal, the Principal will confirm whether a fauna specialist will be required prior to any clearing activities involving the removal of trees and or habitat areas (e.g. logs, nests). If required, the specialist should be approved by DETSI for the handling, capture and release of native fauna e.g. licensed spotter catcher (EPA rehabilitation permit issued under s12(D) Nature Conservation (Administration) Regulation 2017).	Site t Engineer Principal's Representative
	'No go zones' must be clearly marked/delineated prior to the commencement of any works on site (e.g. reflective tape/high visibility fencing) and minimise clearing of habitat logs, rocks and other shelters, riparian vegetation and removal of leaf litter where possible.	Site Engineer
Construction		

Issue	Management Required	Responsibility
Clearing	Non-habitat trees should be removed first to encourage fauna to move away from the clearing areas. Any marked trees will not be disturbed as per 2307-35879 Koala Management plan. Clearing is to be carries out sequentially outwards from the alignment to avoid isolating fauna within the construction zone. Clearing is to be undertaken in a sequential fashion in accordance with the Nature Conservation (Koala) Conservation Plan 2017 as follows: a) Clearing of the koala habitat trees is carried out in a way that ensures koalas on the area being cleared (the clearing site) have enough time to move out of the clearing site without human intervention, including, in particular, for clearing sites with an area of more than 3ha, by— (i) carrying out the clearing in stages; and (ii) (ii) ensuring not more than the following is cleared in any 1 stage— (A) for a clearing site with an area of 6ha or less—50% of the site's area; (B) for a clearing site with an area of more than 6ha—3ha or 3% of the site's area, whichever is the greater; and (iii) ensuring that between each stage and the next there is at least 1 period of 12 hours starting at 6 p.m. on a day and ending at 6a.m. on the following day during which no trees are cleared on the site. b) clearing of the koala habitat trees is carried out in a way that ensures, while the clearing is carried out, appropriate habitat links are maintained within the clearing site and between the site and its adjacent area, to allow koalas to move out of the site if applicable; Trees to be removed shall be felled only after inspecting the crown, trunk and foliage for Koalas. If a Koala is present, site preparation works must cease and the tree shall not be felled until the Koala has vacated the site of its own free will or been relocated at least	Site Engineer / Site Supervisor
	A pre-clearance survey must be conducted by the fauna specialist to identify and mark fauna habitats and hollow bearing trees. Where feasible, the following should be undertaken by the specialist; • fauna should be captured before tree removal; • fauna should be relocated to a suitable area with similar vegetation communities and habitat. If capture before tree removal is not possible, the following should be undertaken by the specialist; • tree should be shaken or nudged by excavator or similar equipment to disturb any fauna and encourage them to vacate the tree.	Site Engineer / Fauna Specialist
	If Koalas/Bats/Gliders are observed in habitat trees, works must stop immediately and moved into a different area to allow time for the fauna to vacate the tree and or area. These trees must be left overnight.	Site Supervisor
General	Open work sites (trenches etc) must be inspected prior to commencement of works each day to confirm the absence of fauna	Site Supervisor

Issue	Management Required	Responsibility
	Relocation and or removal of fauna must be documented by the fauna specialist and provided to the QHSE Manager. Information required at a minimum is as follows: • date and time of relocation/capture; • location (GPS if possible) where fauna captured and released; • species type and quantity captured and relocated; • description of methodology used for capture and or handling of fauna; and • description of condition fauna was left in e.g. healthy. A copy of this report must be provided to the Superintendent.	Site Engineer / Fauna Specialist
Injury or Harm	In the event of sick, injured or orphaned fauna, work in that area is to cease immediately and the Site Supervisor contacted immediately. The Site Supervisor must contact the QHSE Manager immediately.	All personnel
	Injured or harmed fauna must be handled by the fauna specialist and relocated to specialised care for rehabilitation.	Site Engineer / Fauna Specialist
	Injury or death of any fauna within the construction zone shall be included in the monthly report to the Superintendent, including known causes of death.	Site Engineer / Fauna Specialist
	Injury or death of any rare, endangered or vulnerable fauna within the construction zone shall be reported immediately to the Superintendent.	Site Engineer / Fauna Specialist

10.10 Vegetation

10.10.1 Specification Reference

(a) As per specifications as per 2307-35879 SRA Vegetation clearing extent plan

10.10.2 Objective

(a) To minimise clearing of vegetation and habitat areas

10.10.3 Performance Indicator

(a) No penalty infringement notices from DETSI

Issue	Management Required	Responsibility
Pre-Construction		
	An environmental assessment of the plants to be disturbed during construction is to be undertaken.	Site Engineer
	A suitably qualified person must be on call to undertake desktop and field work relating to vegetation clearance.	Site Engineer
	Clearing limits, and the aforementioned habitat tree, are to be clearly marked on site for inspection by the Superintendent at least 28 days before the commencement of works. A joint inspection conducted by the Contractors Representative, the Superintendent's Representative and the clients' Environmental personnel	Site Engineer

Issue	Management Required	Responsibility
	shall be conducted prior to any clearing. Any marked trees will not be disturbed as per 2307-35879 Vegetation clearing extent plan	
	'No go zones' must be clearly marked/delineated prior to the commencement of any works on site (e.g. reflective tape/high visibility fencing).	Site Supervisor/ Site Engineer
Construction		
	All construction traffic must be confined to designated access roadways.	Site Supervisor
	Clearing of vegetation should be minimised to the extent of the work area. No unnecessary clearing is to occur outside of the approved areas.	Site Supervisor/ Site Engineer
	Vegetation removed should be mulched and stored on-site and used as mulch for site rehabilitation.	Site Supervisor
	Vegetation drip lines are to be protected from shelter or compaction.	Site Supervisor
	Stockpiles, site camps and offices, hardstand areas etc. are to be located within existing disturbed areas wherever possible.	Site Supervisor
	Native species to be used for revegetation wherever possible	Site Supervisor
	All mulched material will be utilised on-site for the purposes of batter stabilisation, erosion protection and for the promotion of vegetation along the site perimeter.	Site Supervisor/ Site Engineer
	Disturbed areas within the construction site will be progressively reinstated and landscaped as soon as practicable.	Site Supervisor/ Site Engineer
	Species used for landscaping must be inspected prior to planting and be free of pest and weeds.	Site Supervisor
	If clearing of remnant vegetation as outlined on the Regional Ecosystem Map in the deed of agreement is to occur, the following information must be recorded and provided to the Superintendent: • project number; • date of clearing; • type of Regional Ecosystem (RE) cleared; • extent of RE cleared (m2);	Site Engineer
	Native endemic plant species shall be used for revegetation activities where possible.	Site Engineer

10.11 Pest and Weed Management

10.11.1 Specification Reference

(a) As per specifications

10.11.2 Legislative Reference

(a) Stock Route Management Act 2002

10.11.3 Objective

(a) To prevent the spread of all declared pests (animal and plants) within the worksite

10.11.4 Performance Indicator

(a) Zero pest infestations within or adjacent to the construction area

Issue	Management Required	Responsibility
Pre-Construction		
	Prior to commencement of works, a weed survey and weed management strategy for the site must be developed and implemented.	Site Engineer
	Parthenium weed and prickly pear are expected to be present on site. Written approval from the Superintendent is required prior to the chemical treatment of any declared weeds.	Site Engineer
	Clearing and grubbing works are to be conducted in accordance with client requirements.	Site Supervisor/ Site Engineer
Construction		
	Weekly inspections must be conducted to determine the success of weed management procedures.	Site Engineer
	Confirmed infestations of weeds within a working area on site must be treated prior to commencement of works.	Site Engineer
	If necessary, areas infested with weeds outside of the construction footprint should be clearly marked as 'No Go Zones'.	Site Engineer
	Plant and equipment (light vehicles exempt) used on site must be certified as being weed free prior to commencing work.	Site Supervisor
	Weed free topsoil is to be conserved on site for landscape rehabilitation where possible	Site Supervisor
	Infested soil material is to be buried or isolated	Site Supervisor
	Imported topsoil and or mulches must be weed free and accompanied by a DAFF 'Weed Hygiene Declaration Form'.	Site Engineer / Site Supervisor
	Temporary clean-down bays must be located at least 200 metres from a watercourse or drainage line and be designed to contain weed seeds, sediments, oils, and prevent vehicle recontamination.	Site Engineer
	Construction plant and vehicles operating in declared contaminated areas are to be cleaned prior to movement into other areas	Site Engineer
	The site must be audited 5 days before the end of the defects liability period.	Site Engineer
Red Imported Fire Ant (RIFA)		
	If items are to be moved from a restricted area to site, a RIFA management plan must be developed and submitted to the client.	Site Engineer

10.12 Waste

10.12.1 Specification Reference

(a) As per specifications

10.12.2 Legislative Reference

(a) Waste Reduction and Recycling Regulation 2023 (Qld)

Objective

(b) To minimise the amount of waste generated on- site as a result of construction activities

10.12.3 Performance Indicator

(a) No contamination or environmental impact on site by waste during the construction phase.

Issue	Management Required	Responsibility
Pre-Construction		
	On-Site disposal of unsuitable material, sediments or green waste may be possible, but the location and process will be subject to approval from the Principal's Representative. In selection of the disposal location, long term issues such as maintenance, pest management, stability and legislative compliance must be considered.	Site Engineer
	Where off-site disposal to private lands of unsuitable material, sediments or green waste is required, a written agreement between the landowner and the contractor is required. Liability for such disposal is borne be the contractor.	Site Engineer
General		
	The Waste Hierarchy will be considered when determining waste management strategies: 1. Waste avoidance 2. Waste reuse 3. Waste recycling 4. Energy recovery from waste 5. Waste disposal	All personnel
	A waste collection record is to be maintained during the construction phase of the project.	Site Engineer
	Bins and or skips must be provided for storage of all wastes (other than natural earth, rocks or vegetation). Receptacles must be fitted with lids and segregated to clearly define the type of waste to be disposed of e.g. recycle bin for bottles/cans vs general bin for food scraps/wrappers.	Site Supervisor
	Waste receptacles must be collected at regular intervals and are not permitted to overflow.	Site Supervisor
	Littering is not permitted at any time. All worksites must be free of litter at all times especially cigarette butts.	All personnel
	No waste is to be burnt or buried at any time.	All personnel
	Spill kits must be provided at each construction site and where possible, light vehicles should carry additional absorbent in the event of accidental spills.	Site Engineer/ Site Supervisor
	Hazardous materials are not to be stored near ignition sources and storage areas should be appropriately signed e.g. 'No smoking, stop engine', hazard symbols (explosive, flammable, combustible).	All personnel
Construction Waste		
	All construction waste must be transported off site by a licensed waste transporter and to a licensed landfill facility.	Site Supervisor

Issue	Management Required	Responsibility
	Regulated waste must be transported off site by a licensed waste transporter and to a licensed landfill facility. It must be separated from general waste and managed with due regard for its hazardous properties.	Site Supervisor
	Where waste including regulated waste is removed off site, a waste tracking log/receipt must be kept at the site office and include the following: • Date, quantity and type of waste removed; • The name of the waste transporter and/or disposal operator that removed the waste; and • The intended treatment/disposal destination of the waste (include time and date).	Site Supervisor
	Liquid waste such as oil, grease, coolants, lubricants etc necessary for maintenance of plant and equipment are to be placed in designated areas preferably bunded and protected from rain, for collection by a licensed waste contractor and disposed of to a licensed facility.	Site Supervisor
Green Waste		
	Must be collected, stockpiled, mulched, free from weeds and be used for landscaping where possible.	Site Supervisor
	Must not be burnt at any time.	All personnel
	Must be stockpiled and covered to prevent it creating an airborne nuisance or from leaving the site during rain events.	Site Supervisor

10.13 Chemicals and Fuels (On- site Management)

10.13.1 Specification Reference

(a) As per specifications

10.13.2 Legislative Reference

(a) Environmental Protection (Water and Wetland Biodiversity) Policy 2019

(b) AS 1940 The Storage and Handling of Flammable and Combustible Liquids

(c) Workplace Health and Safety Act 2011

10.13.3 Objective

(a) To minimise the potential for the contamination of the environment as a result of on-site chemical storage.

10.13.4 Performance Indicator

(a) No release of chemicals to the environment from on-site storage and handling activities.

Issue	Management Required	Responsibility
Storage		

Issue	Management Required	Responsibility
	Where practicable, bunded areas should be roofed or at least covered to restrict the capture of rain water and constructed of materials impervious to the liquids stored inside it.	Site Supervisor
	All liquid chemical and waste tanks are to be located in a bunded area such that the capacity of the bund is sufficient to contain at least 120% of all tanks within the bund.	Site Supervisor
	Hazardous materials are not to be stored near ignition sources.	Site Supervisor
	The storage area will be appropriately signed e.g. 'No smoking, stop engine', hazard symbols (explosive, flammable, combustible).	Site Supervisor
	SDS must be located within the area where materials are present. Additional SDS copies to be kept in the project site office, being readily available for all employees.	Site Supervisor
	Chemical and fuel spill kits will be provided for each crew, office areas, stockpile site, locations where liquid hazardous materials are stored and locations where refuelling and equipment maintenance are taking place e.g. mobile plant, static plant and site vehicles. All staff to be trained in the use of spill kits.	Site Supervisor
	Maintain a Hazardous Substances Register	Site Supervisor
Refuelling and Maintenance		
	All vehicle and equipment maintenance must be conducted within a designated area. Following construction, this area must be remediated to the satisfaction of the Principal's Representative.	Site Supervisor
	Regular maintenance will be conducted on machinery to minimise the leakage of oil, fuel and hydraulic or other fluids. During servicing, fluids will be contained and captured to minimise contamination of service areas.	Site Supervisor
	No refuelling of vehicles is permitted within 30m of a waterway or drainage line.	Site Supervisor
	Refuelling is to be supervised at all times.	All personnel
	Refuelling hoses must be fitted with a stop valve at the nozzle end.	Site Supervisor
Handling and Disposal		
	No mixing or decanting of hazardous substances is permitted on site.	Site Supervisor
	All empty drums (e.g. 205 litres) not being used, must be sealed with a lid and protected from wet weather prior to being removed from site by a licensed waste transporter.	Site Supervisor
	No pipe work (outlet points) should be constructed through bund walls. If a bunded area needs to be emptied, a licensed contractor must be used.	Site Supervisor
	Spillage of any amount chemical and or fuel on site should be excavated, retained and disposed of at an approved facility.	Site Supervisor
	All Spills (chemical and or fuel). The area must be barricaded and signage erected if the spill cannot be cleaned up immediately by hand. All reasonable steps must be taken to stop the flow of the spill into waterways. Removal of the waste must be undertaken by an approved licensed contractor.	Site Supervisor
	Remediation of any contamination resulting from a spill shall be to the satisfaction of the Superintendent.	Site Supervisor
	No pre-coating of aggregates shall be conducted on site.	Project Manager

10.14 Acid Sulphate Soils

Where it is identified that acid sulphate soils may be present on site, a management plan for acid sulphate soils will be established in this section of the EMP(C).

10.15 Biodiversity Management

10.15.1 Specification Reference

(a) As per specifications

10.15.2 Legislative Reference

(a) Water Act 2000

(b) Environmental Protection Act 1994

10.15.3 Objective

(a) To control work practices, so that biodiversity and ecosystem service degradation are not compromised as these issues are of global significance which will have long reaching, negative effects for society if not addressed promptly and effectively.

10.15.4 Performance Indicator

(a) A goal of having a “net positive impact” on biodiversity, based on a commitment to biodiversity conservation, whereby NCC aims to ensure that biodiversity and its conservation will not be impacted from our presence in a region.

Issue	Management Required	Responsibility
Biodiversity of the Project Area		
	Identify and understand the biodiversity elements within and external to the project.	Project Manager
	Consult with affected communities, governments, regulators, regional and local authorities and other stakeholders as appropriate, to identify biodiversity elements.	
	Manage the identified biodiversity elements to achieve a “net positive impact”, by for example, relocation of fauna and flora, rehabilitation of disturbed habitat to a standard not less than that which occurred prior to construction.	
	Employ biodiversity "offsets" which are conservation actions designed to compensate for the unavoidable impacts on biodiversity caused by construction. Offsets should never be employed in the place of appropriate on-site avoidance and minimisation measures but rather seek to address any residual gap. Offsets take the form of either “averted disturbance” of habitat (the offset must demonstrate that the disturbance was inevitable without intervention), or restoration of degraded habitat.	

10.16 Community Engagement

10.16.1 Specification Reference

(a) As per specifications

10.16.2 Legislative Reference

(a) Local Authorities Bylaws and Policies

10.16.3 Objective

(a) To inform, consult, involve and collaborate (as appropriate), with all affected stakeholders, of the project's construction activities and their impacts on them.

10.16.4 Performance Indicator

(a) To receive no complaints regarding construction timing and/or construction methods, during the construction phase.

Issue	Management Required	Responsibility
Community / Stakeholders		
	Identify all affected stakeholders, including but not limited to, Local, State and/or Federal Authorities, other Statutory Authorities, Business Owners, members of the wider community, etc.	Project Manager
	Inform, consult, involve and collaborate with affected stakeholders, as appropriate, using pertinent communication methods, such as: • letters, • meetings, • public notification (letter box drops, newspaper, radio, television, site signage)	Project Manager
	Respond positively to feedback provided.	
	Refer also NCC Community Policy & Indigenous Policy	

11. Monitoring and Evaluation of Environmental Performance

11.1 Environmental Inspections

11.1.1 The following inspections will be conducted during the project as required by Project and or Contractual Agreement.

(a) **Daily** visual inspections of the site will be conducted by the Site Supervisor to ensure that appropriate control measures (e.g. sediment fences, sediment basins) are in good order and effective. Recommendations or instructions for environmental improvement made by the Site Supervisor will be given immediate actioning (if practicable). Visual inspections of site conditions that may affect water quality, erosion and sediment control, land stabilisation, cultural heritage, noise and vibration, air quality, land contamination, fauna, vegetation, pests and weeds, waste, chemicals and fuels and acid sulphate soils issues shall also be conducted daily. Results will be recorded in HammerTech.

(b) **Weekly** inspections of the site may be conducted by the Site Supervisor and reported on a Site Inspection Checklist. This inspection is more formalised and will be used to track environmental performance.

11.1.2 In the event of rain (not including light showers), additional inspections (during daytime hours) will be conducted by the Site Supervisor to ensure environmental controls are functioning correctly.

11.2 Environmental Monitoring

11.2.1 Air and Noise Quality

In the event of a complaint or a directive by the Client, air and noise quality monitoring will be conducted according to the requirements outlined in sections 10.6 and 10.7 of this plan.

11.2.2 Potential Contaminants Resulting from Construction Activities

Activity / Area	Potential Contaminant
Clearing	Dust and Noise
Construction	Dust and Noise
Waterway	Refueling machinery

11.3 Reporting Environmental Incidents, Non-Conformances and Improvement Notices

11.3.1 Reporting - Internal

It is the responsibility of each team member to notify the Site Supervisor immediately of all environmental incidents (e.g. fuel spill, sediment entering waterway etc) that may occur on site. The Site Supervisor must notify the QHSE Manager as soon as possible of all incidents on site. An Incident Report will be completed on site & issued for all environmental incidents to the QHSE manager.

11.3.2 Reporting - External

(a) In the event of an environmental incident resulting in a breach of licence conditions and or contractual conditions and or environmental harm has been identified, the QHSE Manager must notify all stakeholder if these incidents within 24 hrs of the incident.

(b) Immediate contact client for notification

(c) The QHSE manager will complete and issue any notifications to the DETSI, including applicable Form for all notifiable incidents.

(d) It is the responsibility of the QHSE Manager to complete a monthly report which outlines all environmental monitoring results undertaken on the project. When applicable, the monthly report will include:

- any breaches of license conditions;
- serious environmental harm events;
- statutory notifications; and,
- injury or death to fauna.

(e) See section 9.2 for more information on reporting.

11.3.3 Environmental Non-conformance and Improvement Notices

Recommendations or instructions for environmental improvement observed by the QHSE Advisor or a member of the Project team, will be issued to the Assignee and documented through HammerTech.

The intention of the notice is to ensure that project personnel are being made accountable for their actions and to ensure continuous environmental improvement.

11.3.4 Reporting -

In the event of a sediment release or other notifiable event, the Project Manager will be responsible for notifying the Client. The relevant report form will be completed along with a written notification of the event. The details will be forwarded to the client. In addition, the Project Manager will contact a client representative to notify of the event and any pending actions.

12. Corrective and Preventive Actions

Project personnel must notify the Site Supervisor, Project Manager and QHSE Advisor of all environmental incidents so that immediate action can be undertaken. Environmental incidents will be investigated to prevent a repeat of the event and will include the following:

- Identifying the extent of the incident;
- Identifying and implementing the necessary corrective actions;
- Identifying the personnel responsible for carrying out the corrective action;
- Identifying who was responsible for the incident so that additional training can be offered;
- Implementing or modifying controls necessary to avoid a repeat occurrence of the incident
- Documenting incident (including photos' if necessary); and
- Conducting follow up inspection of location where incident occurred and if necessary implementation of monitoring program (e.g. water quality testing if incident was in waterway).

Implementation of this EMP(C) will assist in the prevention of environmental incidents. Weather forecasts should be monitored daily by the Project Manager to determine if storm events are likely. It is the Project Manager's responsibility to distribute the information to the wider project team. This will enable the project team to ensure control measures are able to minimise the impacts of the storm.

13. EMP(C) Review

The EMP(C) will be reviewed upon identified changes or if required sooner to ensure environmental obligations are being met. A project team member will conduct the review and amendments to the EMP(C) will be communicated to the Client and ensure the wider team are informed.

Review at monthly PCG meetings

14. References

14.1 Policies

EN-POL-001	Environmental Policy

14.2 Plans

External	Erosion and Sediment Control Plan

14.3 Procedures

EN-PR-001	Activities at a Watercourse
EN-PR-002	Air Quality
EN-PR-003	Bushfire Management
EN-PR-004	Chemicals & Fuels
EN-PR-005	Cultural Heritage
EN-PR-006	Emergency Preparedness & Response
EN-PR-007	Energy & Water Use
EN-PR-008	Landscaping & Rehabilitation

EN-PR-009	Noise & Vibration
EN-PR-010	Pest Management
EN-PR-011	Soil & Water
EN-PR-012	Vegetation & Wildlife
EN-PR-013	Waste & Resource Recovery

14.4 Forms

EN-FM-002	Daily Environmental Monitoring Log
DEHP Form EM46e	Duty to Notify of Environmental Harm
EN-FM-013	Hazardous Substance Register
SA-FM-041	Incident Classification Matrix
SA-FM-042	Incident Notification & Reporting Protocol
SA-FM-026	Incident Report
HR-FM-023-054	Job Descriptions Register
EN-FM-001	Master Environmental Risk Evaluation Matrix
SA-FM-038	Risk Matrix and Consequence Severity Table
SA-FM-006	Site Inspection Checklist
SA-FM-128	Site Safety Instruction
EN-FM-003	Weekly Environmental Checklist
QA-FM-002	Work Improvement Notice

14.5 Legislation & Other References

Refer to Section 6.2 of EMP(C)

Australian Government Department of Defence “Where is Unexploded Ordnance (UXO)?

15. Attachments

Environmental Certificates (if required)

PROJECT AND ADDRESS	Toowoomba Bridge Street Resort Expansion Civil Works	JOB NO	2306

REVISION LIST:

Rev	Date	Description	Prepared	Checked	Project Manager	General Manager
A	23/07/2026	First Issue for review	AE	MG	MG	JR
01	30/07/2026	Issued for Construction	AE	MG	MG	JR

DISTRIBUTION LIST:

Date	Copy No	Name	Title
30/07/2026	01 (Electronic)	Client	Client (for comment)
30/07/2026	01 (Electronic)	Newlands Project Team	Project Folder/ Hammertech

COPY NO: 01

1. Background

1.1 Purpose and Application

1.1.1 The scope of this Emergency Response Plan is to document the processes and strategies that NCC will implement to ensure all significant emergencies relating to NCC activities have been identified and controlled before commencing works on-site.

1.1.2 During development of this plan, consideration was given to current safety standards as defined by State legislation, and procedures designed to account for the potential for exposure to unknown substances. This plan takes into consideration the Client's specified requirements for emergency response.

1.1.3 The ERP describes the actions required to prepare for and respond to emergency situations and is an attachment to the Project Management Plan.

1.1.4 The Project Manager is responsible for the administration of the ERP and maintains overall responsibility for the safety systems and processes for the project / site.

2. Abbreviations & Terminology

The following definitions and abbreviations have been used throughout this Plan

Competent Person	A person who has acquired through training, qualification, or experience, or a combination of these, the knowledge and skills, including OHS knowledge and skills, qualifying that person to perform a specific task or a task required by the Australian Standard.
Critical Incident	A critical incident is defined as 'a traumatic event, or the threat of an event [within or outside projects of which NCC has control], which causes extreme stress, fear or injury' and are classified as Class 1 incidents on SA-FM-041
ERC	Emergency Response Coordinator
ERP	Emergency Response Plan
IMSM	Integrated Management System Manual (QHSE)
NCC	Newlands Civil Construction Pty Ltd and Newlands Commercial Construction Pty Ltd
Qualified Person/s	A person/s who by possession of a recognized degree, certificate, or professional standing, or who by extensive knowledge, training and experience, has successfully demonstrated his or her ability to solve or resolve problems relating to the subject matter, the work, or the project (above mentioned information is recorded within the NCC competencies data base located on the Intranet). Minimum requirements are as listed in the HR Job Descriptions Register HR-FM-023-054.

3. Project Details and Contacts

3.1 Description of Site/Facility

The Project Manager will ensure that a site map is documented showing the key emergency response features including the location of all emergency equipment, emergency assembly points and routes for egress to these assembly points. The site map will be attached to this ERP and a copy will be clearly displayed and communicated to all personnel.

3.2 Personnel & Coordination with Outside Parties

The names and contact details of all relevant emergency response positions are contained in the Project Construction Folder. They will clearly identify the first aid officers, ERC and QHSE Advisor along will all other key emergency response personnel. A copy of these documents will be clearly displayed and communicated to all site personnel in site inductions.

The Project Manager is responsible for ensuring the competencies of the key emergency response personnel, along with ensuring that the emergency contacts information is checked regularly and updated whenever personnel changes occur.

4. Planning

4.1 Identifying Potential Emergencies

The Master Risk Evaluation Matrix (SA-FM-044) and Master Environmental Risk Evaluation Matrix (EN-FM-001) are used at the commencement of a project to ascertain what scenarios may require an emergency response from NCC on the project site. The information gathered in this identifies whether the client, NCC or external resources will manage the response to the emergency. This will be dependent on the type, scale and available resources.

4.2 Planning

4.2.1 All employees who may be required to respond to an emergency will be suitably trained a regarding the provisions of the ERP, communication systems, and evacuation routes. The plan will be rehearsed regularly as part of overall operations training. The plan will be reviewed and revised as necessary, on a regular basis by the Project Manager.

4.2.2 Best practice risk management of emergency situations is based on planning for the WORST CASE SCENARIO and de-escalating strategies and procedures based on the impact of the threat. It is assumed that critical or all controls have failed.

4.2.3 The Project Manager will oversee the development of the ERP for the site. This can be a complex and prolonged exercise and may be undertaken by a number of employees. The QHSE Manager along with the members of the emergency response team (if appointed for the project) will assist in the development of the EMP (competent persons) using the Project Risk Register. The EMP is essentially broken down into the following steps:

(a) Contingency Planning

(b) Assess - identify and prioritise all threats

(c) Evaluate - assess likelihood and impact of each threat using SA-FM-041 HSE Incident Classification Matrix

(d) Mitigate - identify actions that may eliminate risks in advance

(e) Prepare - plan for contingent operations

(f) Emergency Response

(g) Respond - take actions necessary to minimize the impact of risks that materialize

(h) Business Continuity / Recovery

(i) Recovery - return to normal operations as soon as possible

(j) Review

5. Roles And Lines Of Authority for all incidents, including Class 1, 2 & 3

5.1 Project Manager

5.1.1 The Project Manager has primary responsibility for emergency preparedness and response on the site and must ensure that appropriate systems are in place to respond to emergencies. The Project Manager will act as the Emergency Response Coordinator. In this role, the Project Manager:

(a) will have received appropriate training for managing emergency response

(b) prepares and keeps up to date this ERP

(c) provides people, equipment, technology and any other resources needed to implement the requirements of this plan

(d) nominates emergency response personnel or organisations

(e) ensures nominated emergency response personnel or organisations are appropriately trained or otherwise experienced in their role

(f) communicates to all emergency response personnel their roles and responsibilities under this plan

(g) coordinates emergency personnel in an emergency

(h) initiate, at a minimum three (3) monthly, emergency evacuation drills as per SA-FM-037 (QHSE Planning Schedule). A practice evacuation is where an emergency is detected in a building or on a specific site and wardens commence an evacuation of either a section or all of the building/site.

(i) Scenario based drills should be practiced and may include one or more of the following:- Evacuation, used to safeguard workers & other persons when there is a threat in a part of building or on a site e.g. Fire, Chemical release etc.

A Lockdown, used to safeguard workers & other persons when there is a threat in a part of building or on part of the site and evacuation is not possible e.g. Plant roll-over, vehicle incident etc

B Reunification, used if it becomes necessary to relocate workers & other persons from a section of the buildings or site to an alternate location e.g. Excavation/ trench, Confined space, Small fire etc.

C Lock-out, used to safeguard workers & other persons when a threat exists outside the building or site but there is no threat inside e.g. Bomb threat etc.

D Shelter in Place, used to safeguard workers & other persons when a threat exists outside of the building that demands immediate shelter actions e.g. Weather event etc.

5.1.2 Where the emergency is being coordinated by the Superintendent, principal contractor (if appropriate), or external agency, the Project Manager will provide full support and cooperation in the implementation and follow-up of the emergency response.

5.2 Site Supervisors

Site Supervisors are responsible for:

5.2.1 fulfilling their prescribed responsibilities in the development, implementation, maintenance, testing and review of the ERP

5.2.2 assisting with development of emergency procedures that pertain to their role or their area of work

5.2.3 directing personnel and the public to evacuate their area of responsibility ensuring all persons have left the area, and in doing so, shall gather and lead personnel to the Evacuation Assembly area, providing assistance as required

5.2.4 taking direction from the Project Manager and keeping the Project Manager informed of developments and progress in their area

5.2.5 notifying the Project Manager of any opportunities for improvement, errors or omissions in the procedures within their specific area

5.3 Employees, Contractors and Visitors

Employees, contractors and visitors must:

5.3.1 Have completed a Site Specific Induction (SA-FM-053) for each project, covering section 2.5 Emergency Response Plan and section 2.25 Potential Emergency Situation of the above mentioned document (SA-FM-053).

5.3.2 Comply with all Emergency Procedures and any directions given to them by a member of the Emergency Management Team

5.3.3 Notifying their line manager or Site Supervisor of any opportunities for improvement, errors or omissions they identify in the procedures within their specific area

5.4 QHSE Advisor

5.4.1 QHSE Advisor will assist the Project Manager to develop and implement this ERP. The QHSE Advisor will:

(a) will have received appropriate training for managing emergency response

(b) will have received appropriate training for Senior First Aid

(c) will have received appropriate training for Fire Warden

(d) be responsible for identifying and evaluating hazards at the emergency response location, in addition to providing direction with respect to the safety of operations during the emergency

(e) have the authority to take charge in the event of an emergency and direct personnel and the public to a safe assembly area

(f) take direction from the Project Manager and keep the Project Manager informed of developments and progress in their area

5.4.2 The QHSE Advisor may be called upon to act on behalf of the Project Manager and will be responsible for assisting in preparing and conducting emergency response drills and evaluations of the ERP, when directed by the Project Manager.

5.4.3 When emergency response activities are judged by the QHSE Advisor to be unsafe or involve imminent danger, the QHSE Advisor has authority to alter, suspend, or terminate activities. They will immediately inform the Project Manager of any actions needed to be taken to correct those hazards at the emergency scene.

5.5 Designated First Aid Officer

Designated first aid officers will:

5.5.1 will have received appropriate training for Senior First Aid and function in role of first aid officer on site

5.5.2 will assist the Project Manager in the assessment of first aid equipment requirements for the project using SA-FM-048 Emergency Equipment Requirements - Project

5.5.3 coordinate or conduct the regular inspection and maintenance of first aid equipment on site

5.5.4 will assist the Project Manager in the assessment of the incident, using SA-FM-041 HSE Incident Classification Matrix

5.5.5 participate in emergency drills as scheduled for the project

5.6 Designated Fire Warden

Designated fire wardens will:

5.6.1 will have received appropriate training for Fire Warden and function in the role of fire warden on site

5.6.2 will assist the Project Manager in the assessment of fire protection equipment requirements for the project using SA-FM-048 Emergency Equipment Requirements - Project

5.6.3 coordinate or conduct the regular inspection and maintenance of fire protection equipment on site

5.6.4 participate in emergency drills as scheduled for the project

5.7 First Responder

Is the first person or persons at the scene of an emergency? The first responder is responsible for rendering assistance, if it is safe to do so, and initiating a call to the appropriate Emergency Services (Ambulance, Fire Brigade or State Emergency Services).

If an Emergency Service is notified the Project Manager/SS or Site QHSE Advisor or a member of the Emergency Response Team, must be contacted immediately afterwards if possible or make arrangements with another person to contact the above mentioned persons immediately.

5.7.1 Initial Actions

(a) On arrival “raise the alarm”, immediately report (to PM/ SS/ QHSE Advisor) location, need for assistance, and intentions, give an indication of next contact, should be maximum of 5 minutes.

(b) Check area and ensure no one is injured. Do so safely, only moving injured when they are in further danger or could be in danger. Note the impacts of the emergency.

(c) Notify PM and or SS, QHSE Advisor of support needed (ambulance, firefighting etc.) and what’s happened. Do so in as calm a manner as possible. Information now will assist in getting what’s needed to assist you.

(d) Give first aid in accordance with training and ability to any injured person.

(e) If safe and appropriate to do so, shut down plant affected by the emergency.

(f) Dispatch names of all personnel including those injured or unaccounted for to the Emergency Controller.

(g) Brief the Site QHSE Advisor on arrival and assist as directed.

5.7.2 Considerations

(a) First Aid - Provide First Aid to injured persons, call for support as soon as possible. Before moving injured person consider additional injuries that might occur versus danger of waiting for support or ambulance to arrive.

(b) Safety - Safety of persons is the first priority. All actions should be determined by this consideration.

5.8 The Roles of Emergency Services

5.8.1 Gas Leaks, Fire and Explosion

The Fire Service will be in command and will combat any fire, vapour release, product spill etc. The Police will assist in personnel and traffic control, co-ordinate evacuation of the local community and if needed notify next of kin of fatalities or serious injuries.

5.8.2 Bomb Threat, Public Disorder, Vehicle Accident or Criminal Act

The Police will be in command and will combat the emergency, the Police will control traffic, coordinate evacuation of the local community and if needed notify next of kin of fatalities or serious injuries. The Fire Service will assist the Police by combating any fire, spill or rescue.

5.8.3 Ambulance/ Paramedic

The Ambulance/Paramedic services are to be utilised by the Project Management Team in emergency medical situations as the primary source of professional medical assistance / advice or as a secondary service in the event the local emergency services have been engaged.

5.8.4 State Emergency Services and Ambulance

These agencies will assist as and where appropriate after consultation with the Police, Fire and Ambulance Services.

These roles will be confirmed with the relevant Emergency services as part of the implementation of this plan.

6. Site Specific Information

6.1 Existing Client or External Emergency Procedures

N/A

6.2 Equipment

6.2.1 Selection Installation and maintenance of Emergency Equipment

(a) Availability of the equipment is the responsibility of the Project Manager. The Project Manager will engage competent, appropriately qualified or trained persons to select, install, inspect and maintain emergency response equipment (SA-FM-048 Emergency Equipment Requirements - Project).

(b) Typically, this will be facilitated by the QHSE Advisor and/or Persons delegated by the Project Manager and may include:

First Aid Equipment	Senior First Aid Officer in conjunction with Supplier	6 Monthly
Fire Extinguishers	Equipment Supplier or Fire Warden	6 Monthly
Radio Equipment	Equipment Supplier or Project Manager / Site Supervisor	Monthly
Fall Arrest	Equipment Supplier or Person trained in Working at Heights	3 Monthly
Anchor Points	Supplier, Designer or Engineer	3 Monthly
Confined Space Rescue	Supplier or Person trained in Confined Spaces	3 Monthly
Spill Response	Supplier or Project Manager	Monthly

(a) The Project Manager will ensure that the selection and installation of emergency response equipment for the project is recorded. (Lifting Gear/ Safety Equipment Register, Fire Protection Register or Miscellaneous Equipment Register)

6.2.2 Inspection and Maintenance

(a) Emergency Equipment must be inspected and maintained in accordance with all relevant legislation, as identified in section 12 of this document, i.e. AS 1851

(b) Typically, emergency equipment will be checked monthly for readiness (SA-FM-061 Emergency Equipment Checklist). Critical equipment, such as radios and warning devices are inspected and/or tested weekly for readiness. Spare batteries are available in the store and at the command post. Rechargeable devices are discharged monthly and recharged to check battery life.

(c) Emergency response equipment applicable to the site is detailed on the Register which is maintained by the QHSE Advisor.

(d) All emergency equipment will be checked at suitable intervals (not greater than 6 monthly) and by persons who are appropriately trained or qualified to carry out the checks or inspections. The Register details the inspection frequency and those persons nominated to carry out the inspections. Records of inspection will be kept in accordance with the requirements detailed on the register.

6.3 Evacuation Routes and Places of Refuge

6.3.1 Emergency evacuation routes and assembly points for NCC have been identified based on their safe distance from high risk areas or from potential emergency circumstances. They are clearly identified at site safety induction.

6.3.2 Evacuation routes and signage will be regularly inspected to ensure that they are clear and in accordance with the Site Map.

6.4 Emergency Medical Treatment and First Aid

6.4.1 The nominated First Aid Officer for the project is identified on the Emergency Contacts List and at site safety induction.

6.4.2 The First Aid Officer is responsible for selecting an appropriate first aid system for the site in conjunction with the Project Manager and the first aid equipment supplier using SA-FM-048 Emergency Equipment Requirements – Project. A record of the assessment will be kept on site.

6.4.3 The location of the first aid equipment on site is detailed on the Site Map attached to the site noticeboard and first aid equipment shall be located in close proximity (4-6 minutes) to employees. All first aid kits and boxes shall be identified as per Australian Standards with a white cross on a green background In addition vehicles that first aid kits are identified with a first aid sticker.

6.4.4 The nearest hospital to the site is identified on the Emergency Contacts List.

6.4.5 First aid systems will be regularly inspected to ensure that they are easily accessible and functional.

7. Communication during an Emergency

7.1 On-site

7.1.1 In the event of an emergency, the following communication method will be used to notify the site of the emergency:

(a) Refer to the site Emergency Response Poster (SA-FM-056)

7.1.2 Once notified, all personnel should stop work, leave communication lines open and wait for further instruction.

7.1.3 The Project Manager in conjunction with the QHSE Advisor will handle all communications in relation to the emergency.

7.1.4 All radio and telephone contact will be restricted to emergency communications during the event. All requested communication updates regarding the emergency will be directed to the Project Manager.

7.1.5 NOTE: All personnel are authorised to contact emergency services in the event of an emergency. They should then immediately contact their Site Supervisor, QHSE Advisor or Project Manager to advise of the situation in accordance with this ERP.

7.1.6 When emergency services arrive at the site, they will take control of the situation, and their communication protocols will be implemented.

7.2 Off-site

Where the Project Manager has assessed the initial circumstances and determined that evacuation of the site or additional response is required, emergency services will be contacted by telephone or radio for assistance.

7.3 After Hours

In the event of an after-hours emergency, the Superintendent or a member of the public will likely notify NCC of the circumstance. In these situations, the Project Manager or QHSE Advisor will be notified immediately, and depending on the available information, will attend the scene or will immediately contact emergency services. The person

attending the scene will coordinate resources, including NCC personnel, to mitigate the impact of the emergency situation.

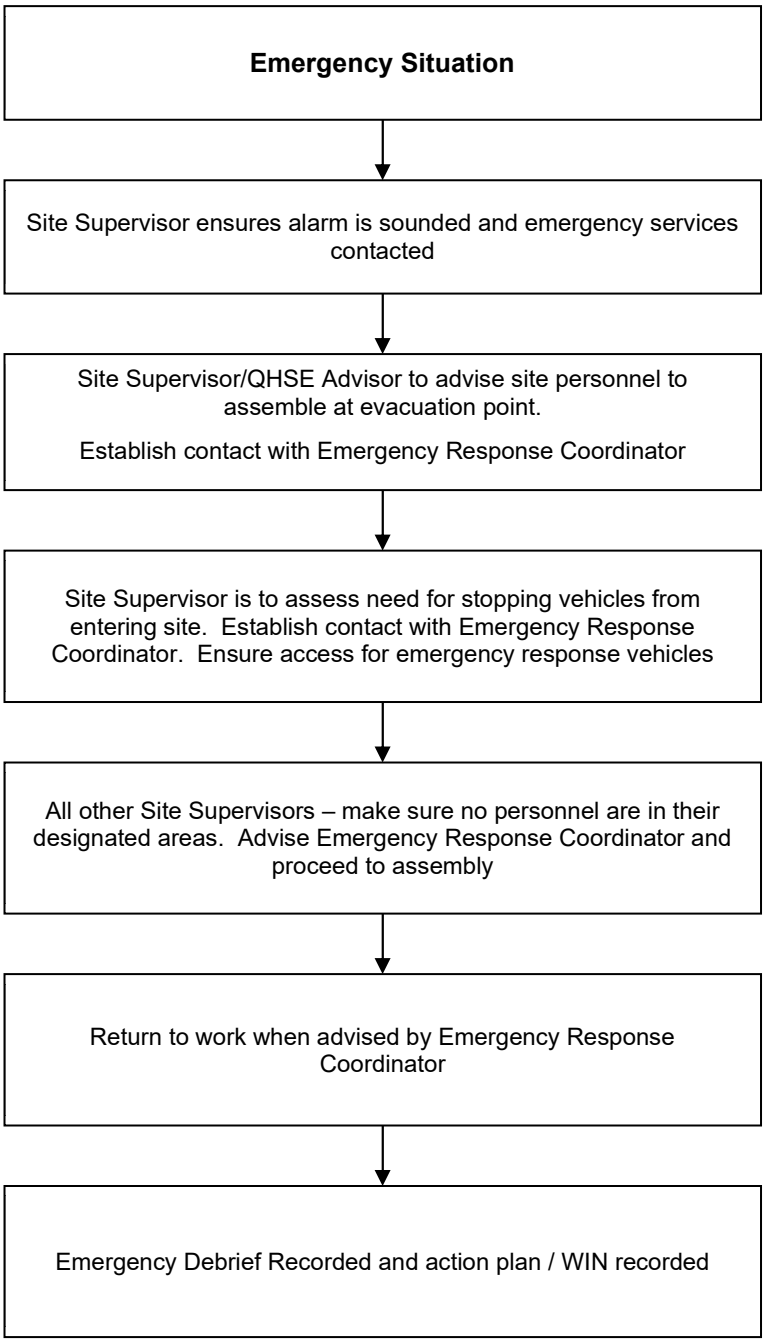
7.4 Statements to Media

No comment is to be made to media or external parties, without the express approval of NCC's Top Management. Await Company legal advice before giving statements, comments, documents et cetera.

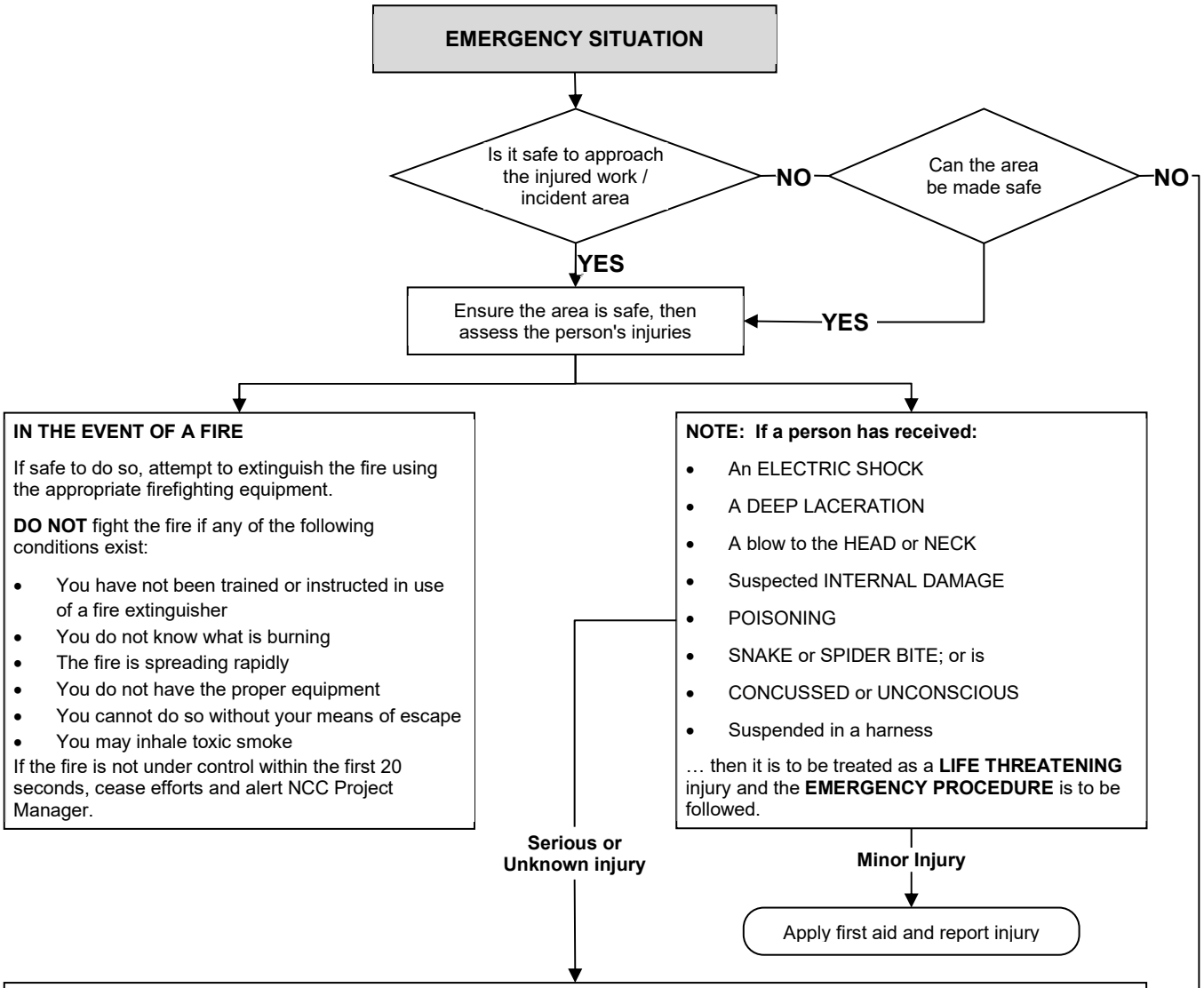
8. Emergency Response Procedures (to be read in conjunction with SA-PR-041)

In the event of a significant emergency, all employees and visitors shall adhere to the emergency response requirements detailed in the individual sections below.

8.1 Emergency Co-ordination Procedure



8.2 Fire/Medical



IN THE EVENT OF A FIRE

If safe to do so, attempt to extinguish the fire using the appropriate firefighting equipment.

DO NOT fight the fire if any of the following conditions exist:

- You have not been trained or instructed in use of a fire extinguisher
- You do not know what is burning
- The fire is spreading rapidly
- You do not have the proper equipment
- You cannot do so without your means of escape
- You may inhale toxic smoke

If the fire is not under control within the first 20 seconds, cease efforts and alert NCC Project Manager.

NOTE: If a person has received:

- An ELECTRIC SHOCK
- A DEEP LACERATION
- A blow to the HEAD or NECK
- Suspected INTERNAL DAMAGE
- POISONING
- SNAKE or SPIDER BITE; or is
- CONCUSSED or UNCONSCIOUS
- Suspended in a harness

… then it is to be treated as a **LIFE THREATENING** injury and the **EMERGENCY PROCEDURE** is to be followed.

Serious or Unknown injury

Minor Injury

Apply first aid and report injury

EMERGENCY PROCEDURE

Contact the NCC Emergency Response Coordinator. State "**Emergency, Emergency, Emergency**". Wait for NCC representative to respond.

All personnel <u>not</u> involved in the emergency are to maintain radio silence during the emergency.

Advise NCC representative who you are, details and location of the incident or the number of people injured and what injuries they have and whether you are able to help the injured person/s.

DO NOT move the injured person/s unless they or yourself are exposed to immediate danger. The QHSE Advisor/First Aider will advise whether to take the injured person to the First Aid Facility or keep them where they are.

Comfort and reassure the injured person/s where possible, until help arrives.

Alert others in the area and secure the area to the best of your ability to prevent further damage or injury.

If directed by the Emergency Response Team, evacuate the site as per the Evacuation Procedure. All personnel are to remain at the assembly area until otherwise informed by the Emergency Response Coordinator.

Emergency Response Coordinator or delegate to contact the appropriate authorities. When contacting the appropriate authorities, or if unable to contact NCC's representative:

Call 000 and state:

- Your Name
- Nature of injury/accident
- The location of the injured person/s or the accident
- Number of injured persons
- Are there other hazards at the site
- Assistance required
- Contact phone number

8.2.1 Heat Stress or Other Fatigue

Heat stroke, the most serious form of heat-related illness, happens when the body becomes unable to regulate its core temperature. Sweating stops and the body can no longer rid itself of excess heat. Signs include confusion, loss of consciousness, and seizures. **"Heat stroke is a medical emergency that may result in death**! Call **000** or **112** (mobile) immediately.

Heat exhaustion is the body's response to loss of water and salt from heavy sweating. Signs include headache, nausea, dizziness, weakness, irritability, thirst, and heavy sweating.

Heat cramps are caused by the loss of body salts and fluid during sweating. Low salt levels in muscles cause painful cramps. Tired muscles—those used for performing the work—are usually the ones most affected by cramps. Cramps may occur during or after working hours.

Heat rash, also known as prickly heat, is skin irritation caused by sweat that does not evaporate from the skin. Heat rash is the most common problem in hot work environments.

The table on the following page, shows **symptoms** and **first aid measures** to take if a worker shows signs of a heat-related illness.

Illness	Symptoms	First Aid*
Heat stroke	▪ Confusion ▪ Fainting ▪ Seizures ▪ Excessive sweating or red, hot, dry skin ▪ Very high body temperature	▪ Call **000** or **112** (mobile) While waiting for help: ▪ Place worker in shady, cool area ▪ Loosen clothing, remove outer clothing ▪ Fan air on worker; cold packs in armpits ▪ Wet worker with cool water; apply ice packs, cool compresses, or ice if available ▪ Provide fluids (preferably water) as soon as possible ▪ Stay with worker until help arrives
Heat exhaustion	▪ Cool, moist skin ▪ Heavy sweating ▪ Headache ▪ Nausea or vomiting ▪ Dizziness ▪ Light headedness ▪ Weakness ▪ Thirst ▪ Irritability ▪ Fast heart beat	▪ Have worker sit or lie down in a cool, shady area ▪ Give worker plenty of water or other cool beverages to drink ▪ Cool worker with cold compresses/ice packs ▪ Take to clinic or emergency room for medical evaluation or treatment if signs or symptoms worsen or do not improve within 60 minutes. ▪ Do not return to work that day
Heat cramps	▪ Muscle spasms ▪ Pain ▪ Usually in abdomen, arms, or legs	▪ Have worker rest in shady, cool area ▪ Worker should drink water or other cool beverages ▪ Wait a few hours before allowing worker to return to strenuous work ▪ Have worker seek medical attention if cramps don't go away
Heat rash	▪ Clusters of red bumps on skin ▪ Often appears on neck, upper chest, folds of skin	▪ Try to work in a cooler, less humid environment when possible ▪ Keep the affected area dry

* **Remember, if you are not a medical professional, use this information as a guide only to help workers in need.**

8.2.2 Exposure to Chemical, Gas or Other Substance

(a) Notes and Precautions

The range and quantity of hazardous substances used on a work site will vary and will require pre-planning to respond safely to emergency situations.

Only suitably trained and experienced personnel should perform the clean-up of any chemical spill. Spill kits complete with instructions, absorbents, reactants, and protective equipment should be available to clean up minor spills. A minor chemical spill is one that trained site personnel are capable of handling safely, without the assistance of safety and emergency services personnel.

All other chemical spills are considered major.

(b) Response Procedures

In the event of exposure to a chemical spill, gas leak or other unknown substance, follow the **S.W.I.M.S.** procedure:

Stop and think. Stop working. Stop the spill. Assess the situation:

- How big is the exposure area?
- Are there any associated injuries?
- Has it made contact with your skin, others skin, or personal clothing?
- Can it be safely managed locally?

NOTE: For example, follow the Spill Kit Recommendations, to make this determination.

Warn others.

- Call **000 or 112 (mobile)** if there is a medical emergency or danger to life, health or the environment.
- Alert people nearby.

Isolate the area.

- Restrict access to those involved in the management of the incident.
- Determine the extent of the exposure.
- Keep doors closed (if applicable).

Monitor yourself and others carefully and completely.

- Check yourself and others for any chemical contamination or signs/symptoms of exposure (e.g., wet clothing, skin or respiratory irritation).
- For medical emergencies, follow the directions under Personal Injury – Emergency Response Procedures below.

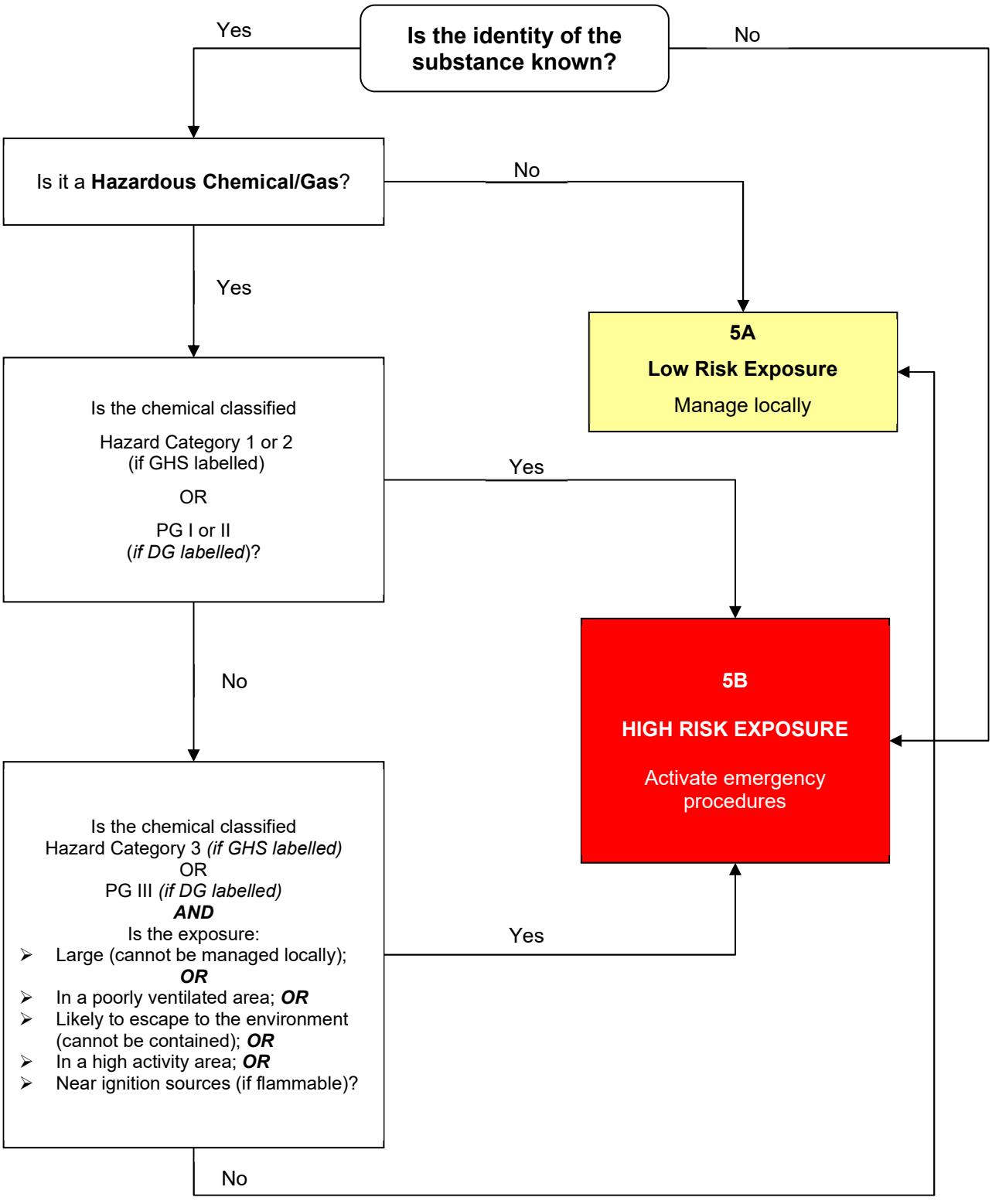
Stay in or near the area until help arrives.

- Minimize your movements - avoid spreading contamination to other areas.
- Have a person who is knowledgeable about the incident be available to talk to or assist Emergency Personnel.
- Notify your Site Supervisor.

(c) Response Decision Tree

Utilise the following flowchart, as part of the emergency response process.

CHEMICAL/GAS EXPOSURE RESPONSE DECISION TREE



(d) Chemical Exposure

(i) Interim First Aid

A Chemical / Gas Inhalation:

- If large amounts of a hazardous substance are inhaled, immediately get to fresh air.
- If not feeling well or if there is persistent respiratory burning, immediately call Emergency Services for advice as to whether further actions are required.
- If experiencing extreme pain or difficulty breathing, immediately call Emergency Services
- If the affected person is unconscious, move the exposed person to fresh air at once, if safe to do so. Call Emergency Services and request emergency medical assistance (phone 000 or 112 mobile). If the affected person breathing has stopped, perform artificial respiration if you are trained in cardiopulmonary resuscitation (CPR). Keep the affected person warm and at rest.

B Skin Contact with Chemicals:

- If hazardous materials contact the skin, immediately flush the contaminated skin with copious amounts of plain water for at least 15 minutes, while removing all contaminated clothing and shoes.
- Immediately after flushing with water, call Emergency Services for advice as to whether further actions are required.
- If you or other people do not feel well, or if there is persistent burning or extreme pain, contact Emergency Services for immediate assistance.

C Eye Contact with Chemicals:

- If hazardous materials get into the eyes, immediately irrigate the eyes with copious amounts of plain water for a minimum of at least 15 minutes, while holding the eye lids open and rolling the eyes.
- Immediately following the eye washing, contact Emergency Services for immediate assistance.

D Ingestion or Injection of Chemicals:

- If hazardous substances are ingested or injected via a puncture wound, immediately wash out the affected area with copious amounts of water and if there is a puncture wound, make it bleed.
- Immediately following the washing, contact Emergency Services for immediate assistance.
- If you or others do not feel well, or if there is persistent burning, extreme pain, headaches, dizziness, drowsiness, nose or throat irritation, contact Emergency Services for immediate assistance.

E Burns:

- Extinguish any burning clothing by using the emergency shower, dousing with water, or wrapping the person in a coat, blanket or whatever is available to extinguish the fire, and roll the person on the floor.
- If possible, quickly remove any clothing contaminated with chemicals.
- Flush burned areas with water to remove heat. Continue to flush with plain water for at least 15 minutes, if chemicals are involved.
- Place clean, wet, cold cloths on the burned area.
- Contact Emergency Services for immediate assistance.

F Wounds:

- If an individual is bleeding severely, control the bleeding by compressing the wound with a cloth or whatever is available. Elevate the injury above the level of the heart. Contact Emergency Services for immediate assistance.

(ii) Chemical Spills and Other Accidental Releases

A Major Chemical Spill

- If the situation is life or health-threatening, or you are unsure, immediately evacuate the area, or building (whatever is appropriate).

- From a remote location, contact Emergency Services for immediate assistance.

B Minor Chemical Spill

- If the situation is not health-threatening and trained people and proper clean-up equipment are on hand, the spill may be cleaned up and waste materials disposed properly.
- However, even under seemingly innocuous conditions, it is recommended that the QHSE Advisor be consulted to ensure that the right steps are being taken to clean-up the spill.

C Major Toxic or Flammable Gas Leak

- If the situation is life or health-threatening or you are unsure, immediately evacuate the area and alert others in the vicinity to do the same.
- From a remote location, contact Emergency Services for immediate assistance.
- Remain at a distance of at least 100 metres from the incident, wait for Emergency Services personnel to respond and provide them with any details you may know about the incident.
- Account for all employees and report any missing persons to the Emergency Services personnel at the scene.
- Do not re-enter the work area, until directed to do so by Emergency Services personnel.

D Minor Toxic or Flammable Gas Leak

- If the situation is not health-threatening and only if safe to do so, place the leaking cylinder in a fume hood, close the sash and ventilate the area.
- Notify the QHSE Advisor immediately.

E Unusual or Out-of-Place Odour

- Call the QHSE Advisor immediately for guidance and investigation of the source of the odour.

(e) Personal Injury - Emergency Response Procedures

(i) Hazardous material splashed in eye or onto body

Rescuers should wear appropriate Personal Protection Equipment (i.e.: nitrile/latex gloves, goggles, gowns, etc.)

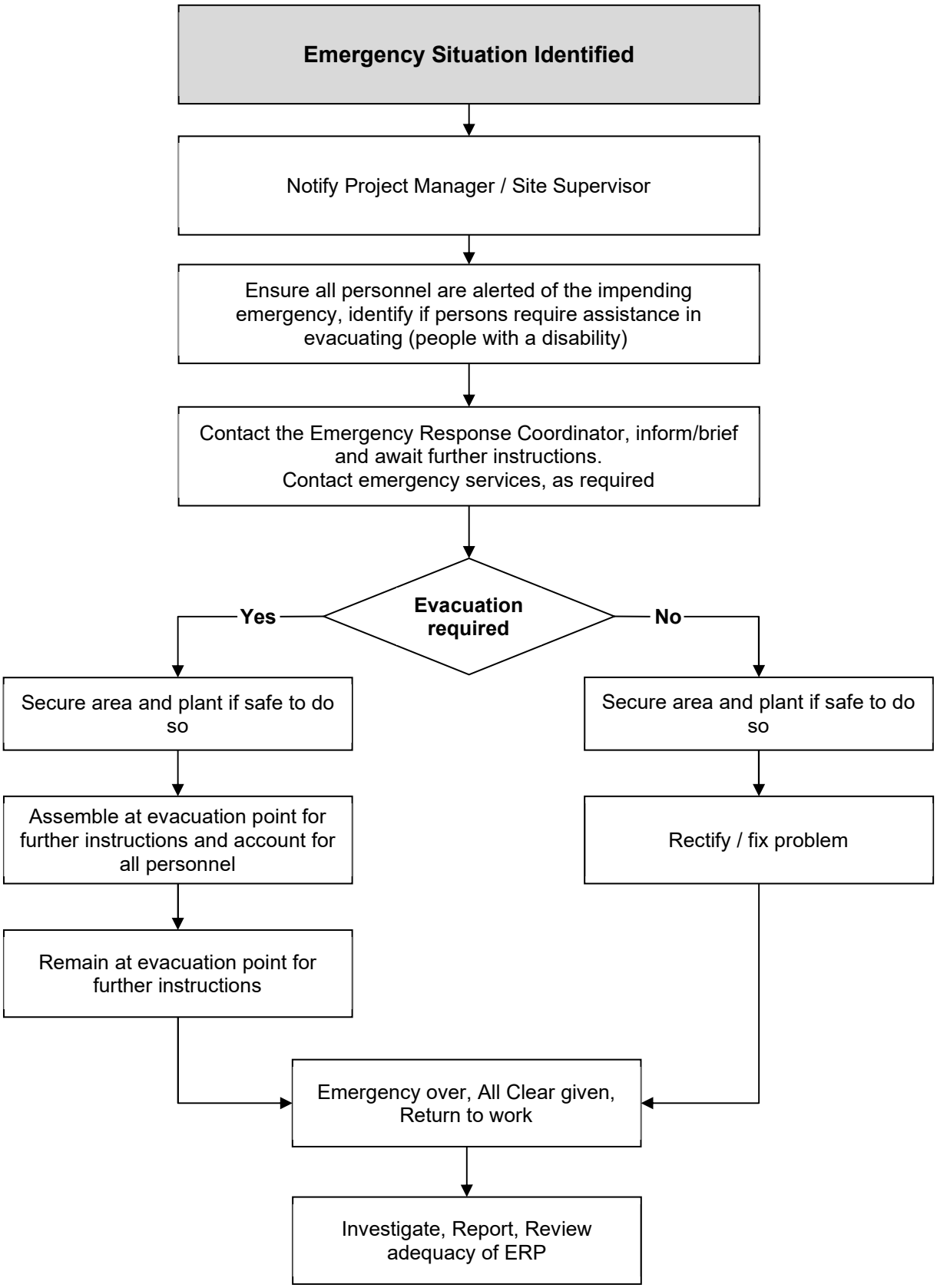
- Remove contaminated clothing
- Flush affected body areas with water from nearest safety shower/eyewash unit for at least 15 minutes
- Use soap for biological and radiological splashes to the body – but not for the eyes. If the eyes are affected, forcibly hold open the eyes to ensure effective flushing
- Contact Emergency Services for immediate assistance, call **000** or **112** (mobile)
- Report incident to Project Manager and QHSE Advisor

(ii) Hazardous materials injected into body via accidental cuts, needlesticks, etc.

Rescuers should wear appropriate Personal Protection Equipment (ie: nitrile/latex gloves, goggles, gowns, etc.)

- Flush affected body areas with water for at least 5 and up to 15 minutes and wash with soap
- DO NOT use strong disinfectants such as household bleach on skin
- Apply pressure with a clean gauze/bandage to control bleeding
- Contact Emergency Services for immediate assistance, call **000** or **112** (mobile)
- Report incident to Project Manager and QHSE Advisor

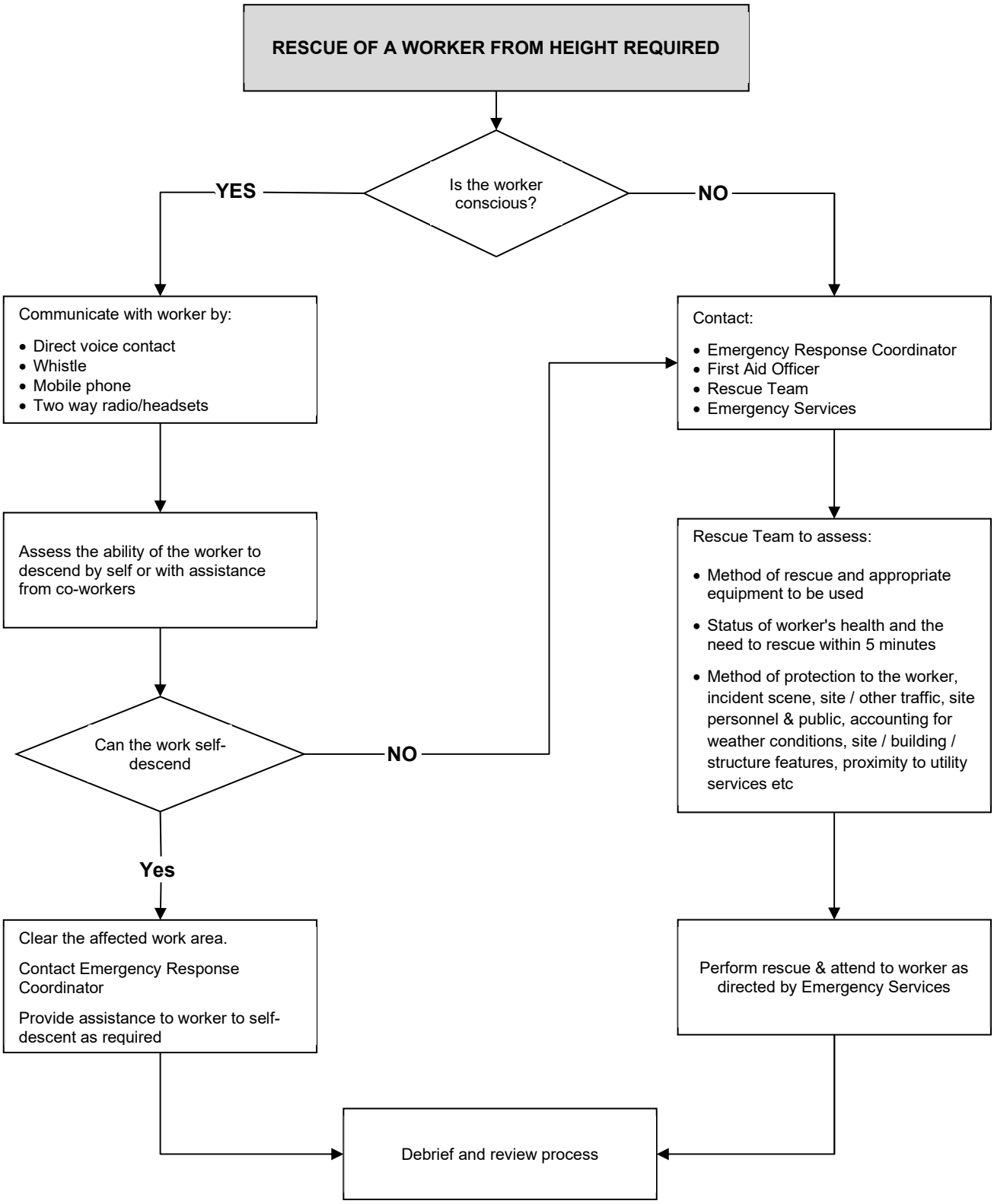
8.3 General Evacuation



8.4 Mobile Plant / Vehicle Collision or Rollover

Plant / vehicle collision or rollover on site	If employee is trained and it is safe to do so, control situation / secure area immediately with available and correct equipment. If not, immediately notify Project Manager.
Notify Project Manager and/or Site Supervisor	Provide details regarding location and extent / nature of emergency if known. Project Manager to investigate to determine the extent and nature of the emergency.
Site Supervisor to ascertain the extent of emergency and notify Emergency Response Coordinator	Does the emergency potentially affect other site zones? Use designated emergency radio channel to notify site Supervisors in other relevant zones and contact Emergency Response Coordinator. Restrict access to site of incident if safe to do so.
Emergency Response Coordinator to decide if evacuation is required and contact emergency services	Emergency Response Coordinator to liaise with Site Supervisor to determine if an evacuation is required
If required, Emergency Response Coordinator to notify emergency services	Project Manager to notify all staff, contractors & visitors of the evacuation in relevant works zone by making an announcement on the designated emergency radio channel
If required, Emergency Response Coordinator to notify emergency services	If safe to do so, Site Supervisor to ensure incident is controlled / area secured using available resources and equipment
If no evacuation required, proceed as per Emergency Response Coordinator's direction	All personnel to evacuate to designated assembly points. Site Supervisor to maintain communications with the Emergency Response Coordinator to ensure all employees, contractors & visitors are accounted for
Emergency Response Coordinator to hand control to the attending emergency services	Brief the Emergency Services, providing information regarding unaccounted for staff, contractors & visitors. Employees to act on & relay instructions to Emergency Response Coordinator.
Receive "All Clear" notification from emergency services and inform Site Supervisors to return to work	Emergency Response Coordinator receives "All Clear" from Emergency Services, and relay to Site Supervisors
Initiate recovery and reporting	Initiate Recovery, Reporting and Notification processes (as required) according to local procedures and regulations.
Debrief / review process	Undertake emergency debriefing exercise, review adequacy of ERP

8.5 Fall From Height Recovery



8.6 Trench or Excavation Collapse

Trench / Excavation Collapse occurs

Immediately contact:
Emergency Services by telephone (000) or on mobile (112)
Emergency Response Coordinator

Try and locate the victim looking for signs such as tools or a shovel

Clear all unwanted workers away from the area

If possible,
- batter the sides of the trench in the collapsed area or insert shoring where able, insert shoring to protect the victim and rescuers,
- remove the collapsed soil with shovels, or if it is a very deep trench, with a machine; and
- if a machine is used, take extreme care to avoid further injury to the victim

Allow no one on top of the collapsed soil, as this will increase the pressure on the victim

If the trench is over 1.5 metres deep, rescuers are to wear safety harnesses and life lines which extend to the surface

When rescuers are near the victim, hands should be used to remove the soil if possible. If shovels have to be used, these are to be used with caution

When the victim is located, clear soil from head and chest, and check for breathing and a pulse

If no signs of life are present, start Cardio-Pulmonary Resuscitation (CPR)

If the victim's chin is pressed onto his/her chest, tilt the head back as soon as possible so as to open up the airway to the lungs. This can be done while other rescuers are freeing the soil from the upper part of his/her body and before starting CPR.

Check for injuries and apply first aid where necessary

DO NOT remove the victim by tying a rope around him/her and pulling the rope.

Where possible, leave the victim in the trench until the ambulance or qualified medical person arrives.

Reporting / debrief / review process
Report incident to Workplace Health and Safety Queensland on telephone 1300 369 915

8.7 Contact with Electrical Service

CAUTION: YOU MUST NOT TOUCH THE VICTIM'S BODY, THE WIRE, OR ANY OTHER OBJECT THAT MAY BE CONDUCTING ELECTRICITY. Rescuing a person who has received an electrical shock is likely to be difficult and dangerous. Extreme caution must be used, or you may be electrocuted yourself.

Electrical contact has been made by a worker

↓

Immediately contact:
Emergency Services by telephone (000) or on mobile (112)
Emergency Response Coordinator

↓

Assess the area for dangers to yourself and others.

↓

Look for an electrical switch. If you find the switch, turn off the current immediately. Do not waste too much time hunting for the switch. Every second is important.

↓

If you cannot find the switch, try to remove the wire / electrical equipment from the victim with a **DRY** broom handle, branch, pole, oar, board, or similar **NON-CONDUCTING** object. It may be possible to use a **DRY** rope or **DRY** clothing to pull the wire /electrical equipment away from the victim. You can also break the contact by cutting the wire with a **WOODEN-HANDLED** axe, but this is extremely dangerous because the cut ends of the wire are likely to curl and lash back at you before you have time to get out of the way.

↓

When you are trying to break an electrical contact, always stand on some non-conducting material such as a **DRY** board, **DRY** newspapers, or **DRY** clothing.

↓

Once the victim is clear of the danger, check for breathing and a pulse.

↓

If no signs of life are present, start Cardio-Pulmonary Resuscitation (CPR) and continue until the ambulance or qualified medical person arrives.

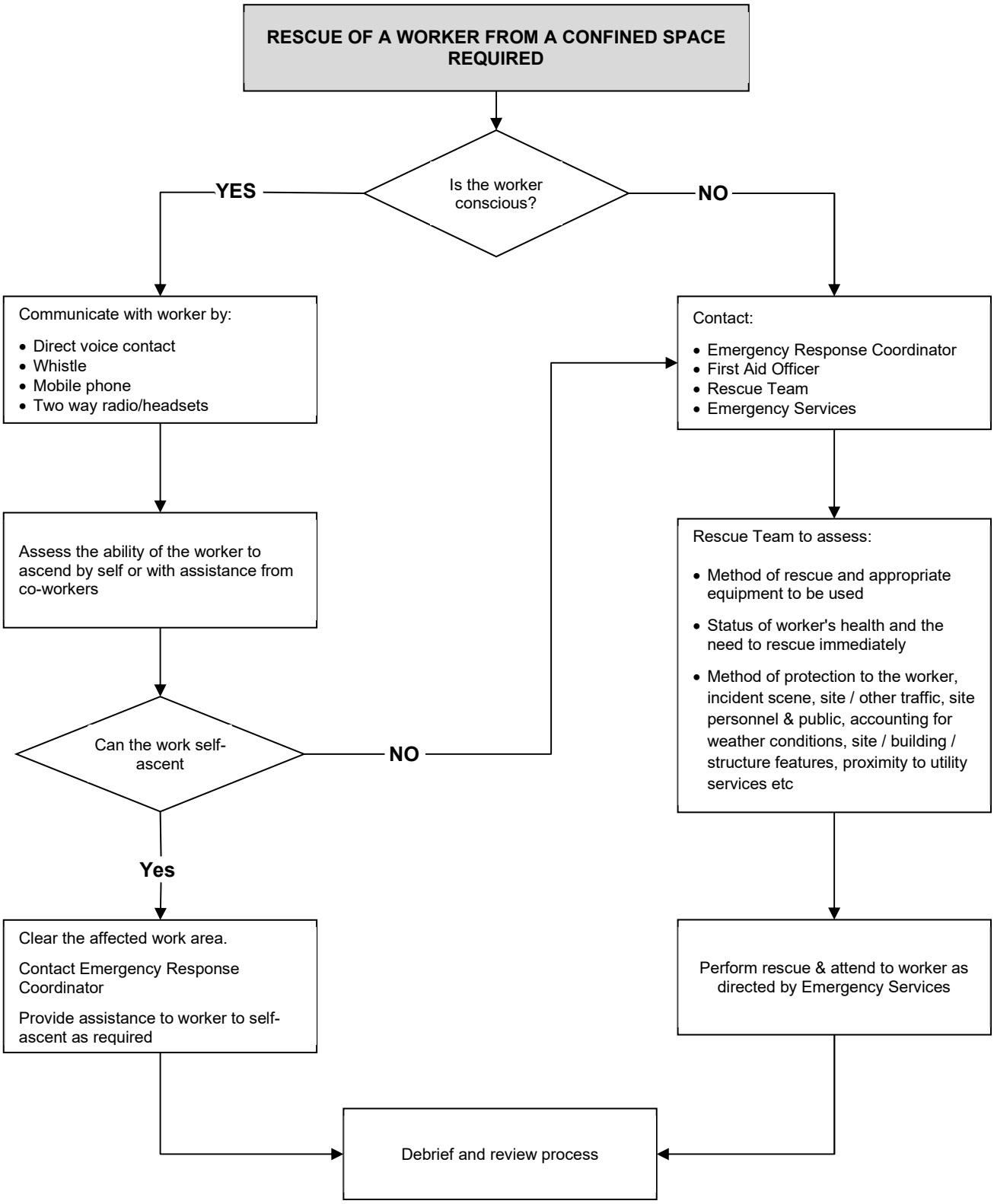
↓

If possible, check for other injuries and apply first aid where necessary.

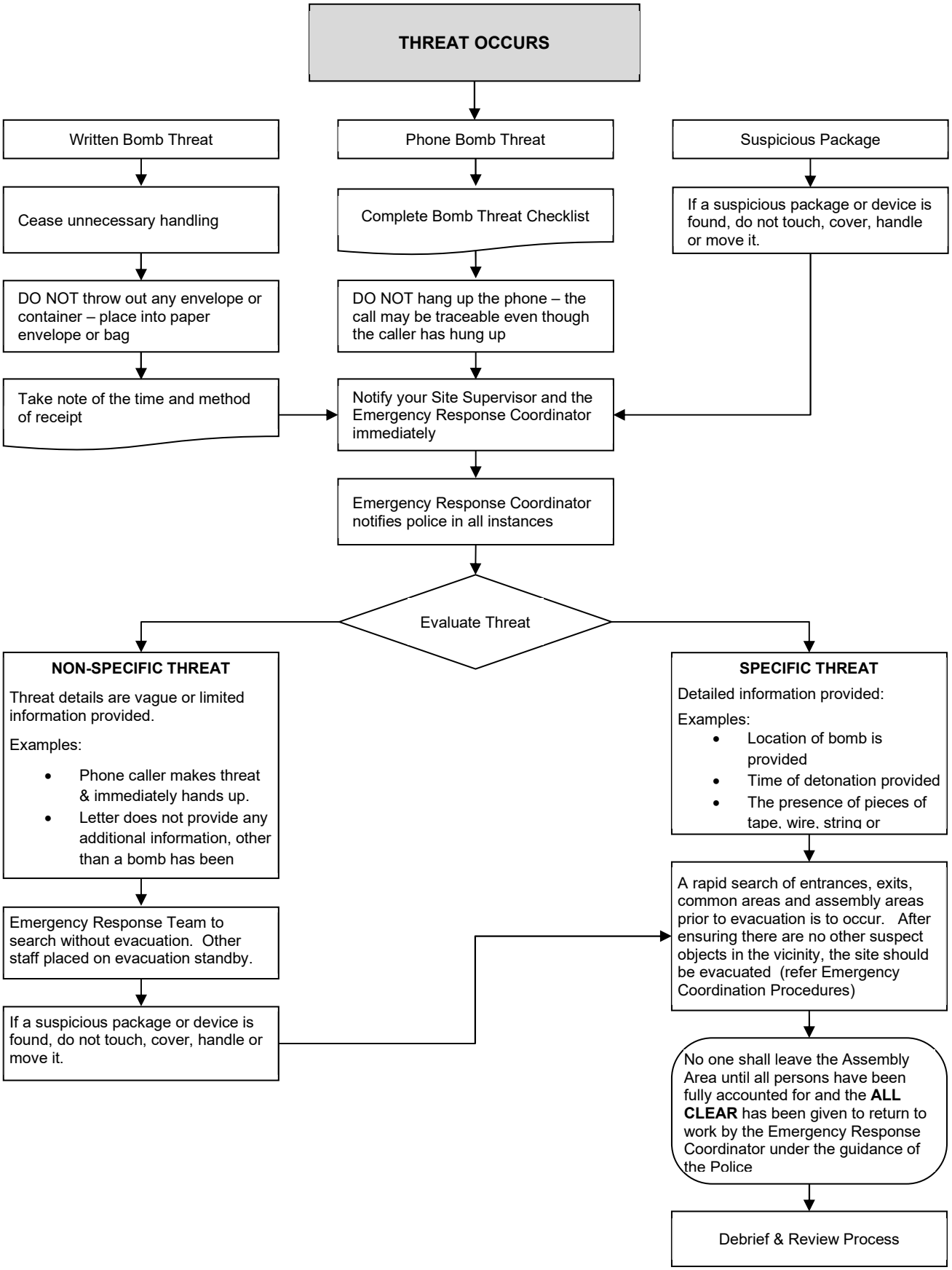
↓

Reporting / debrief / review process.
Report incident to Workplace Health and Safety Queensland on telephone 1300 369 915

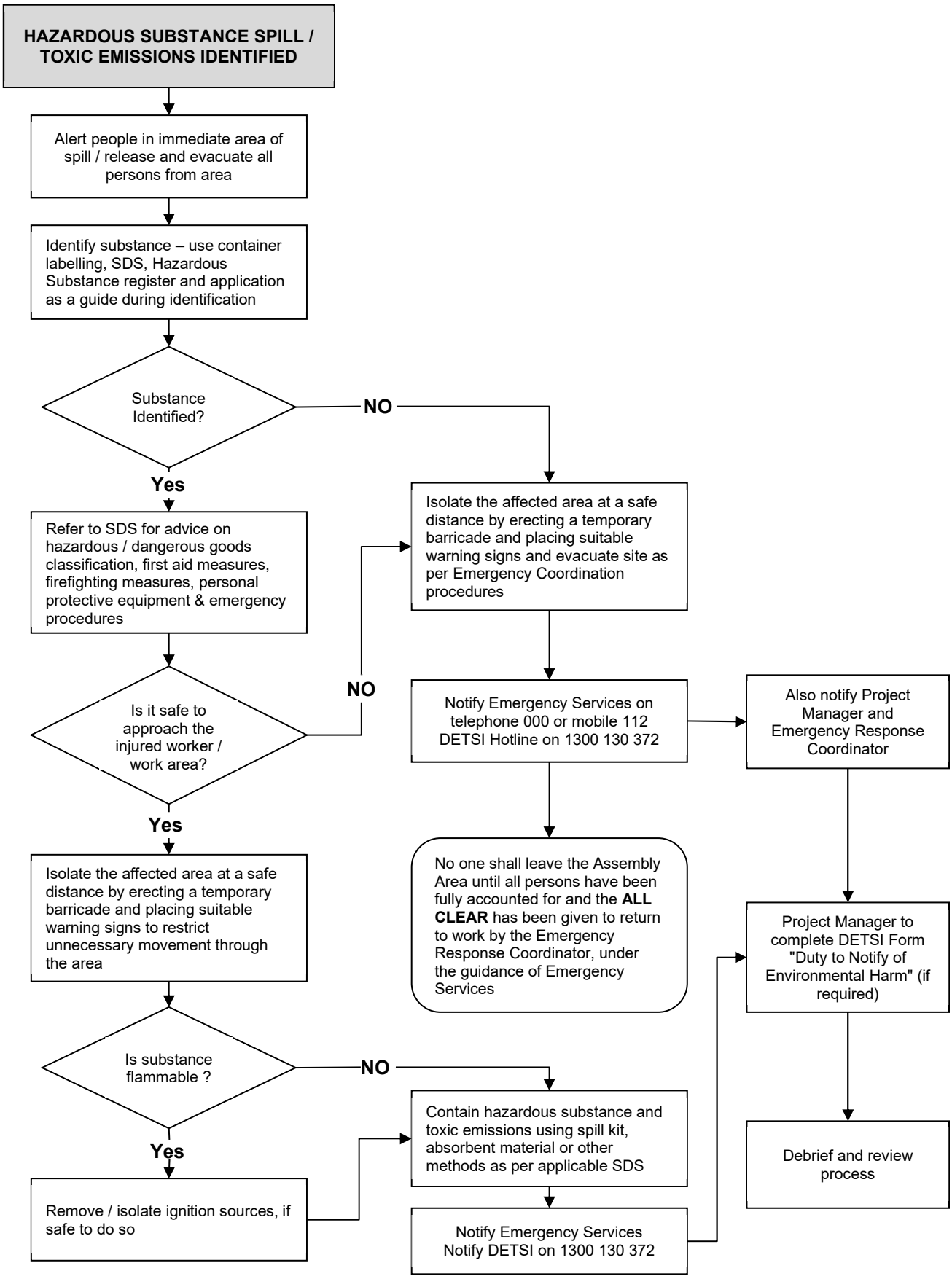
8.8 Confined Space Rescue



8.9 Bomb Threat/Suspicious Package



8.10 Chemical Release or Explosion (Spill/Gas Leak)



8.11 Civil Disorder and/ or Illegal Occupancy

8.11.1 Usually caused by Industrial unrest, emotional situations or unpopular decisions may lead to public demonstrations that could threaten the security of the building.

8.11.2 Immediately upon hearing of a civil disorder occurring in, or in the vicinity of any building or civil site or that there has been unauthorised entry, the Project Manager or the ERC should take the following actions:

(a) Notify the Police and request assistance.

(b) Alert other members of the Emergency Response Team (ERT).

(c) Initiate action to:

(i) Restrict entrance to the building; and/or

(ii) Restrict/confine presence to the area of occupancy; and

(iii) Restrict contact between the demonstrators and the building, civil site workers.

(d) Notify NCC nominated managers

(e) Managers can contribute in a practical way to the satisfactory resolution of these emergencies by ensuring withdrawal of their workers where necessary, supervising the locking of areas, securing records, files, cash and other valuable property and at the same time promoting an air of confidence and calm

8.11.3 The Project Managers and the ERC should co-ordinate the response to an incident until the arrival of the Police, to whom they should provide as much assistance as required. Because civil disturbances such as public demonstrations may become violent and result in employee injury or property damage, it is important that Police be notified immediately.

8.12 Malicious Threat

8.12.1 The threat may be received by a project workers or persons external to the construction site. When a threat is received, the QHSE Manager/Advisor or Project Manager is to be notified of the details immediately.

8.12.2 A representative team from the project (Emergency Control Team) will meet to evaluate and analyse the level of the threat and response in conjunction with advice from the police. Depending on the threat level, response may include:

(a) searching the site specified by the threatener, without evacuation

(b) evacuating the area specified by the threatener and conduct a search

(c) searching the entire site, without evacuation

(d) evacuate the whole site and conduct a search

8.12.3 Where the threat has been determined to be a hoax and the decision is not to evacuate, work will continue normally and where warranted, search teams will conduct searches of specific areas.

8.12.4 The Emergency Control Team will advise all contractors via phone of the nature of the threat and that there will not be a general site evacuation

8.12.5 If a search is considered warranted without evacuation, the Emergency Control Team will advise Wardens and search teams that searches of specified areas are to commence.

8.12.6 Search teams are to search areas and report back to the Emergency Control Team when completed.

(a) All communications between search teams, Wardens and the Emergency Control Team will be via Radio Channel TBA/or phone.

8.12.7 When search teams complete their searches, they are to report back to the Emergency Control Team. Search teams are to remain in their areas and may return to work. They should not enter other areas until the all clear is provided by radio.

8.12.8 Where the decision is to evacuate the ERC will initiate the evacuation via radio Channel TBA/or phone and advise contractors of the nature of the threat. The evacuation may either be for the whole site if the threatener has not made any specific reference to the placement of a device or be area specific in which case persons shall be advised accordingly.

(a) The Emergency Control Team will establish a control centre and make an appropriate announcement on radio Channel TBA/or phone to advise workers of the details of the threat and whether the evacuation is general site or just a specific area.

8.12.9 Existing assembly areas are to be used unless directed otherwise by the Emergency Control Team.

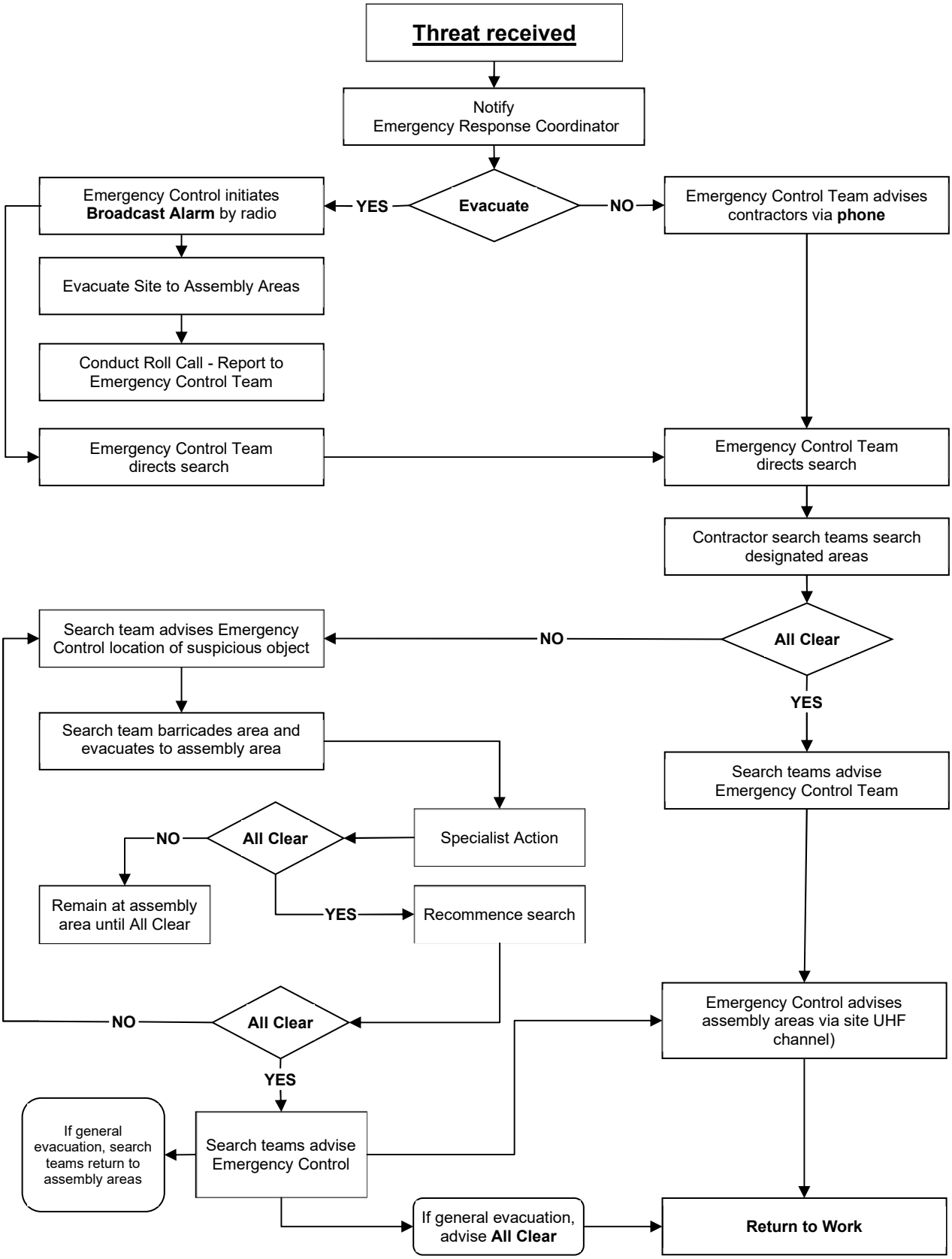
(a) All workers are to evacuate to the designated areas where roll calls are to be conducted. All workers are to remain at the assembly area and follow the instructions of Wardens until the all clear is advised and confirmed by radio/phone.

8.12.10 Wardens are to conduct a roll call of workers and account for those missing

8.12.11 When all searches have been completed, the Emergency Control Team will advise contractor search teams and Wardens at the assembly areas that searches have been completed and that it is all clear to return to work.

8.12.12 All workers return to work. Contractors are to conduct a roll call of workers at their work areas

Malicious Threat Flowchart



9. Testing Emergency Response Plans

9.1 Schedule for testing emergency response plans

Scenario based drills to be conducted each 3 months choosing a different scenario as identified in section 5 each time

Type (Scenario based drills)	Location of Test	Testing Frequency or Date	Person(s) Responsible
Site Evacuation	Within site construction area	3 monthly	PM
Injury to Persons (Site Specific)	Within site construction area	Alternate	PM
Chemical Spill - Machinery Leak (Site Specific)	Within site construction area	Alternate	PM

10. Emergency Response Training

10.1 Schedule for emergency response training

Type	Location of Training	Training Frequency or Date	Person(s) Responsible
Fire warden	Toowoomba	12 monthly	QHSE Manager
First aid	Toowoomba	3 yearly	QHSE Manager
CPR/ Defibrillator	Toowoomba	12 monthly	QHSE Manager
Fire extinguisher use	Toowoomba	12 monthly	QHSE Manager
Other:			
Other:			

11. Post-Emergency Response & Improvement

11.1 Reporting and Investigation

11.1.1 The reporting and analysis of events relating to emergency situations on the site will comply with the provisions contained in the IMSM and NCC procedures.

(a) Incident Reporting

(b) Investigation

(c) System Improvement

11.1.2 Key points from these procedures that relate to emergency response are:

(a) Areas in and around the incident will be assessed for safety or environmental hazards.

(b) Areas identified as unsafe will be isolated from access.

(c) Ensure that the scene of an emergency incident is preserved, as far as is practical, for analysis and investigation.

(d) Statutory or Client notifications may be required.

(e) Approved personnel may require access to the scene, and full support will be provided in these circumstances.

11.1.3 All corrective and preventive actions and improvements will be documented on an Improvement Notice and submitted to the Project Manager for review and communicated to relevant personnel for action.

11.2 Access to Workplace Rehabilitation for Injured Workers

The Project Manager is responsible for ensuring that injured workers have access to workplace rehabilitation in accordance with the procedure Workplace Rehabilitation. The relevant Workplace Rehabilitation Coordinator will be notified and involved as soon as practical following an emergency that has resulting in injury to workers.

11.3 Access to Trauma Counselling and Debriefing Services (EAP)

11.3.1 The Project Manager, QHSE Advisor and/or individuals may request access to counselling and debriefing services through the NCC HR Manager and company Employee Assistance Program provider.

11.3.2 Where the emergency has resulted in the serious injury or death of a fellow worker, the Employee Assistance Program or similar counselling program will be engaged to provide comfort and guidance to the workforce and families. This may be organised through the client, or as approved by the Project Manager. Additional circumstances such as natural disasters which create other losses (employment, living quarters etc.) may also require the support of counsellors.

11.3.3 Rehabilitation of injured workers will be managed in accordance with NCC procedure for workplace rehabilitation.

11.4 Site Clean-up & Reinstating Services

11.4.1 Once all investigations have been completed, the clean-up of the area will be instigated. A risk assessment of the impacted area will be conducted to ensure all hazards are identified and appropriate controls are implemented before the clean-up commences. The Project Manager or client representative will be in charge of the clean-up operations.

11.4.2 Unsafe areas will be secured, and if necessary specialised contractors will be used in the rectification and clean-up of the area. Spotters will be used where hazards may exist such as unstable building or structure, potential for subsidence etc.

11.4.3 Where possible, contaminated materials will be stockpiled or located in a bunded area until they can be disposed of appropriately to landfill or treated. Damaged plant and equipment will be assessed for functionality and ability to be repaired. This may be conducted by insurers' representatives. Where approved, materials will be disposed to landfill or recycled where possible.

11.4.4 Where is it suspected that water used to fight fires is contained, it will be analysed before removal to determine the appropriate disposal technique.

11.5 Review and Improvement

Following any exercise or emergency situation, the Project Manager will conduct an assessment of the emergency response process and determine where deficiencies may exist using SA-FM-074. Improvements that need to be made will be reported to the Project Manager and handled in accordance with the site management plans and procedure System Improvement (SA-PR-050). Improvements required and procedures that were adequate will be communicated to workers via safety committee meetings, sub-contractor meetings and/ or site noticeboards and daily pre- start meetings.

12. List of Referenced Documentation

Document Reference	Document Description	Is Attached (Y / N)
SA-PR-047	QHSE Incident Reporting	N
SA-PR-041	Emergency Preparedness	N
SA-PR-048	Investigation	N
	Workplace Rehabilitation	N
SA-PR-050	System Improvement	N
AS 1851	Routine service of fire protection systems and equipment	N
AS/NZS 1891	Industrial fall-arrest systems and devices	N
AS 2675	Portable first aid kits	N

13. List of Project Specific Information

Document Reference	Document Description	Is Attached (Y / N)
	Emergency Contact List	Y
SA-FM-021	Fire Protection Equipment Register	N
SA-FM-022	Lifting Gear/ Safety Equipment Register	Y - HT
SA-FM-041	HSE Incident Classification Matrix	N
SA-FM-042	Incident Notification & Reporting Protocol – Located in Project Construction Folder	N
SA-FM-102	Miscellaneous Equipment Register	N
SA-FM-055	Site Emergency Contacts – Located in Project Construction Folder	Y (Site office)
SA-FM-008	Site Emergency Procedures – Located in Project Construction Folder	N
	Site Map & Evacuation Plan	Y (Site office)
SA-FM-007	Site Safety Rules – Located in Project Construction Folder	N (Site office)
SA-FM-048	Emergency Equipment Requirements- (Project)	N

Site Emergency Phone Number: 0429 933 656 (Scott Parker)

Site Emergency UHF Channel: N/A

Main Emergency Contact Name & Number: 0448 941 101 (Mark Gray)

Service/Organisation	Contact Name	Contact Number
External		
General Emergency		000 or from mobile 112
Ambulance		000 or from mobile 112
Police		000 or from mobile 112
Fire Brigade		000 or from mobile 112
Hospital	Toowoomba Hospital	(07) 4616 6000
Electricity (Ergon)		131 670
Gas (APA)		1800 808 526
Telstra		1800 653 935
NBNco		1800 687 626
Local Council	Toowoomba Regional Council	131 872
Southern Downs Regional Council		
Poisons Information Centre		131 126
Division of Workplace H&S (Qld)		1300 362 128
Environmental Protection Authority (Qld)		1300 130 372
Wildlife Rescue	RSPCA	1300 264 625
State Emergency Service	Qld	132 500
National Security Hotline		1800 123 400
Alcohol & Drug Information Service		1800 177 833
Employee Assistance Program	Acacia EAP	1300 364 273
Lifeline		131114
Internal		
Project Manager	Mark Gray	0448 941 101
Site Supervisor	Scott Parker	0429 933 656
QHSE Advisor	Ainsley Edwards	0403 190 614
QHSE Manager	Krysta Wood	0488 252 138
First Aid Officer	Scott Parker	0429 933 656

14. Attachments

-

15. Emergency Response Plan (ERP) Induction Record

Project Reference:

Compliance Standard: WH13.4

Site Location: 530 Bridge St, Wilsonton QLD 4350

Date of Induction: 27/07/2026

1. Induction Topics Covered

By signing below, the participant acknowledges they have been trained on and understand the following:

- **Site-Specific Emergency Procedures:** Evacuation routes, assembly points, and alarm tones.
- **Emergency Personnel Roles:** Identification of Fire Wardens, First Aiders, and Incident Leads.
- **Communication Protocols:** How to raise an alarm and who to contact (Radio channels/Phone numbers).
- **Equipment Locations:** Location of fire extinguishers, spill kits, and first aid stations.
- **Formal Training/Qualifications:** Verification that personnel hold the necessary certifications for their specific emergency roles.

2. Participant Sign-Off

Name	Role (e.g., Site Supervisor, QHSE)	Signature	Date
Scott Parker	Site Supervisor		
Mark Gray	Project Manager		
Ainsley Edwards	QHSE Advisor		

3. Trainer/Inductor Verification

I confirm that the individuals listed above have been fully inducted into the site-specific Emergency Response Plan and have demonstrated an understanding of their roles.

Trainer Name: Ainsley Edwards

Signature: _____

Date: