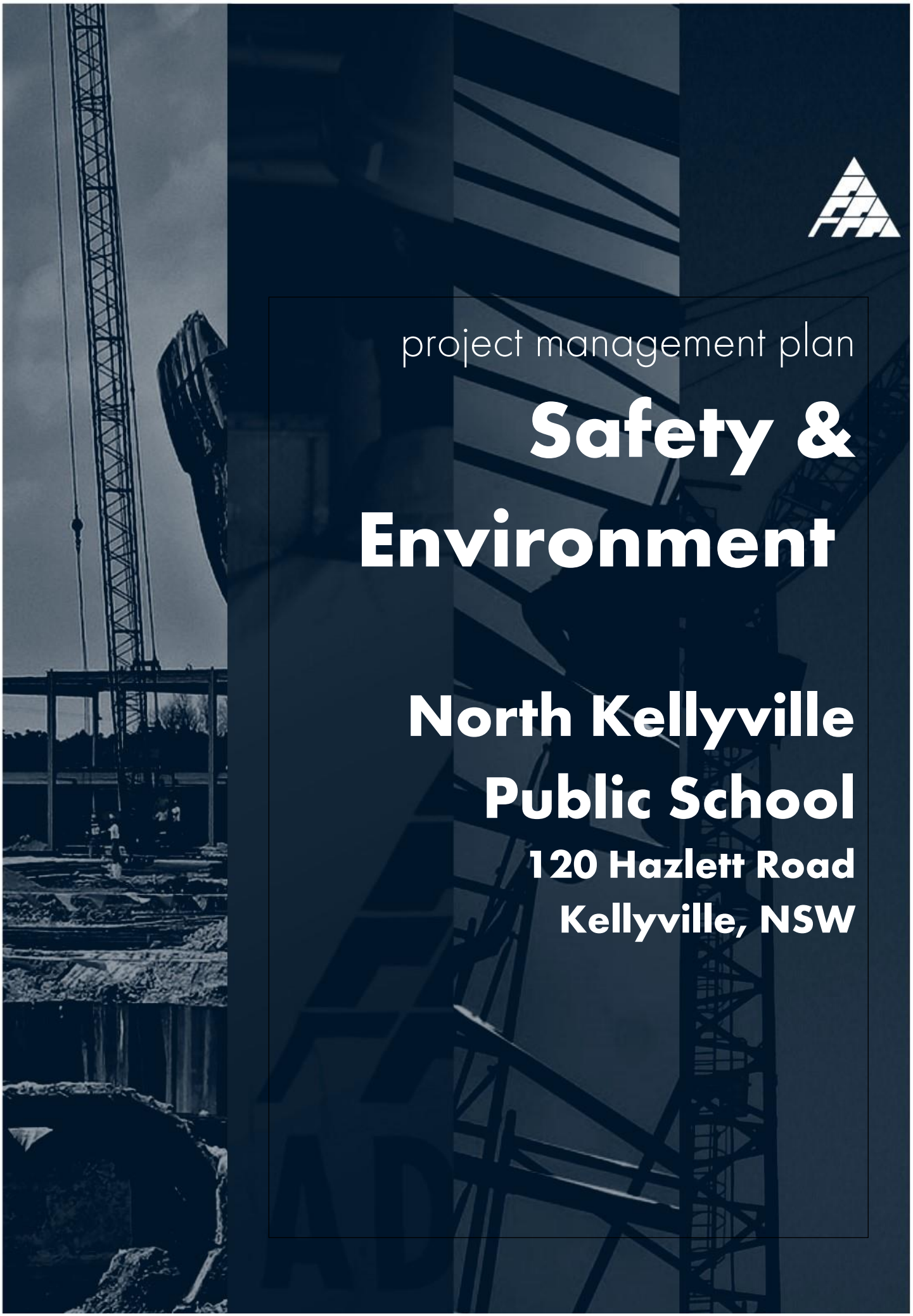

project management plan

Safety & Environment

North Kellyville Public School

120 Hazlett Road
Kellyville, NSW

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AUTHORISATION

Rev No.	Issue date	Approved by	Position	Update details
V0		*Kristian Anthony*	*Project Manager*	*Preliminary plan*
V1	190218	Kristian Anthony	Project Manager	Amendments: ∇ In line with client review NSW Department of Education

INTRODUCTION

PURPOSE OF THIS PLAN

ADCO Constructions (ADCO) implements an integrated safety and environmental management system on all projects.

Our Corporate SHE (Safety, Health and Environment) Management System, documents the way construction-related activities are required to be completed on ADCO project sites.

This Management Plan provides information on how safety and environmental management will be managed on this project to provide a safe, injury and incident free workplace for workers and the general community.

CORPORATE MANAGEMENT SYSTEM and DOCUMENTATION

System documents which are referenced in this Plan or any associated Plan or Risk Register can be sourced by accessing the ADCO Constructions Intranet. (ADCO personnel only). Additional information can be obtained from the SHE Manager in each State.

ADCO PERSONNEL SIGN OFF

ADCO project personnel will be inducted into this Plan and any associated Plan or Risk Register by the relent Project Manager. Evidence of induction and discussion will be recorded on a Toolbox Talk (PMP and Risk Register) attached to the Plan or Register.

INFORMATION SUPPLY TO SUBCONTRACTORS

This Plan and any associated Plan or Risk Register will be supplied to subcontractors for review through the Aconex portal or another approved format.

PLAN REVIEW

This document will be reviewed on a periodic basis, not exceeding 6-monthly, to ensure its compliance to legislation and the operational requirements of this project.

Review and updates to this Management plan will be recorded in the “Plan Review” table located on Page 3 of this document.

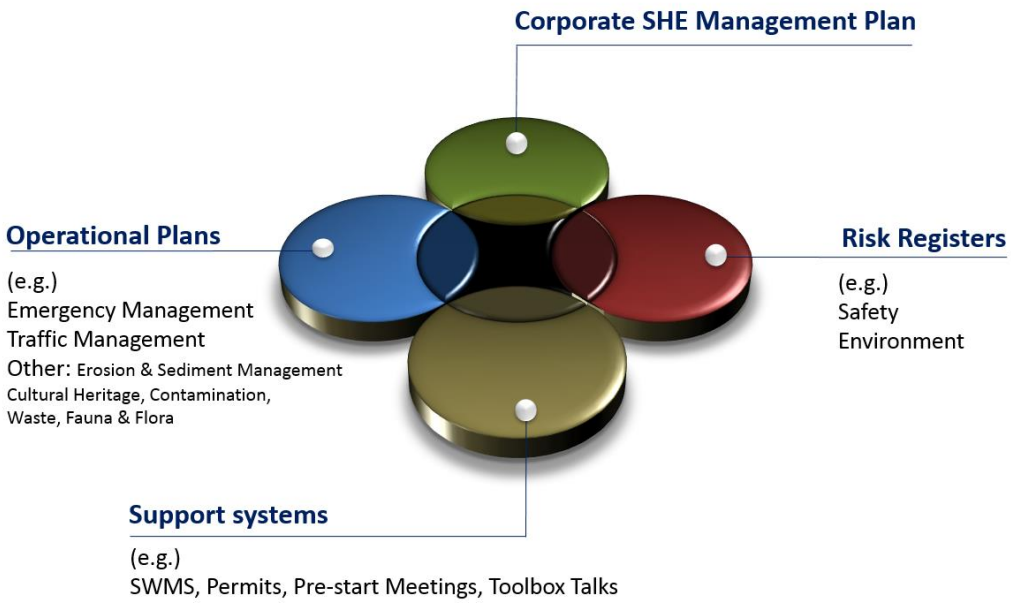
Changes to this Plan will initiate a change to the Plan revision number on the cover page and on the footer of each page. Superseded Plans will be marked as such and will be located at the back of the Management Plan file.

PLAN ARCHIVING

Copies of this and superseded Project Management Plans will also be maintained (archived) by ADCO for a period of at least 24 months following an update completion.

PLAN INTERFACE

This Management Plan interfaces with other management documents as follows:



PROJECT INFORMATION

PROJECT SUMMARY

Project period	January 2018	to	April 2019

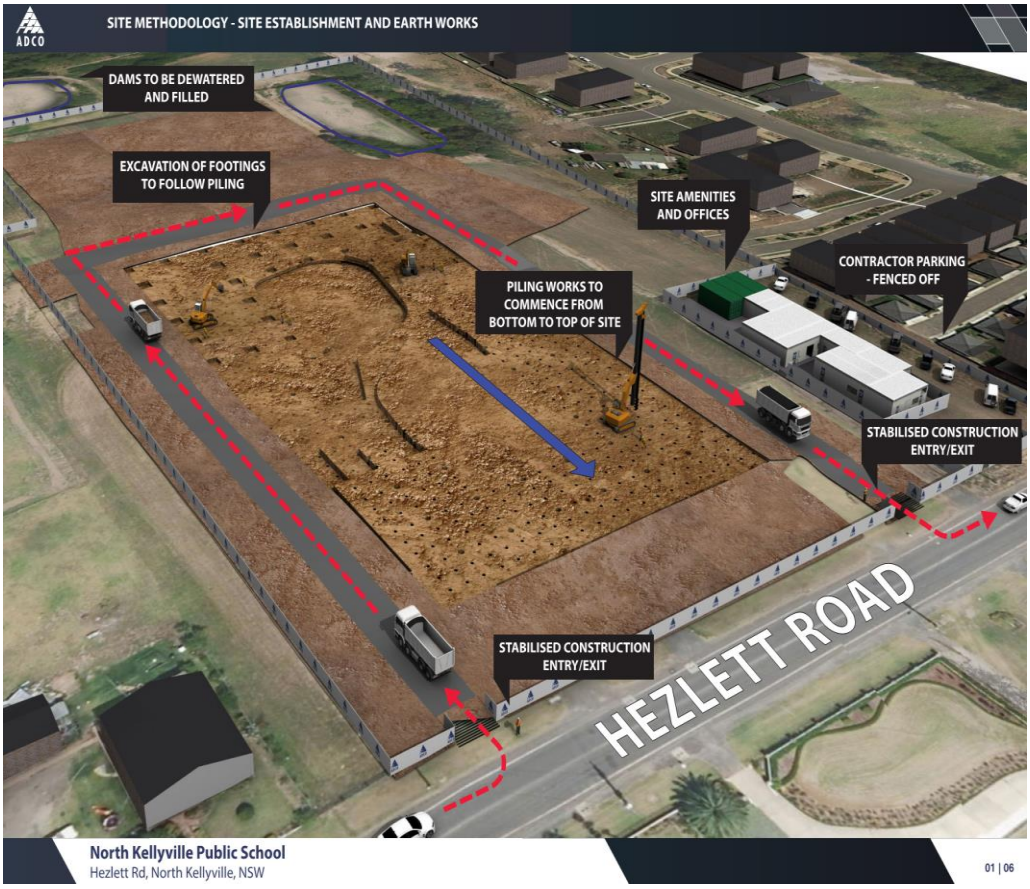
Separable Portion One -

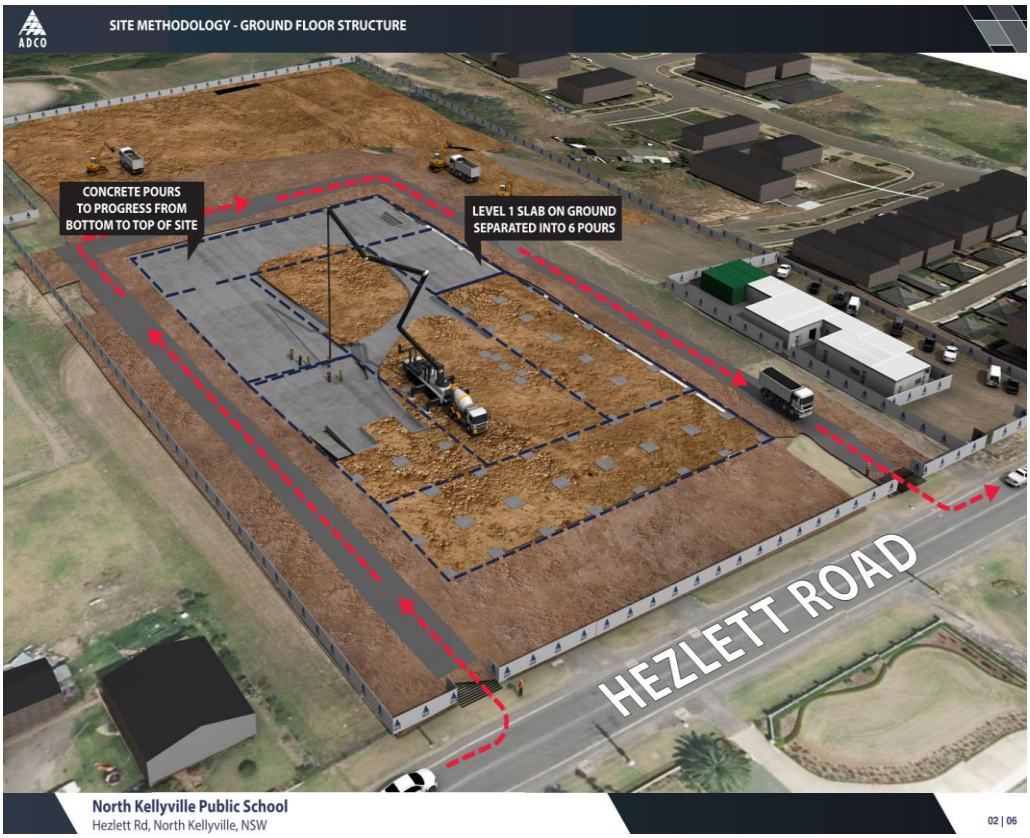
- 1 Teaching Spaces for 550 Students and Core Facilities Complete
- 2 Practical Completion of Complete Scope

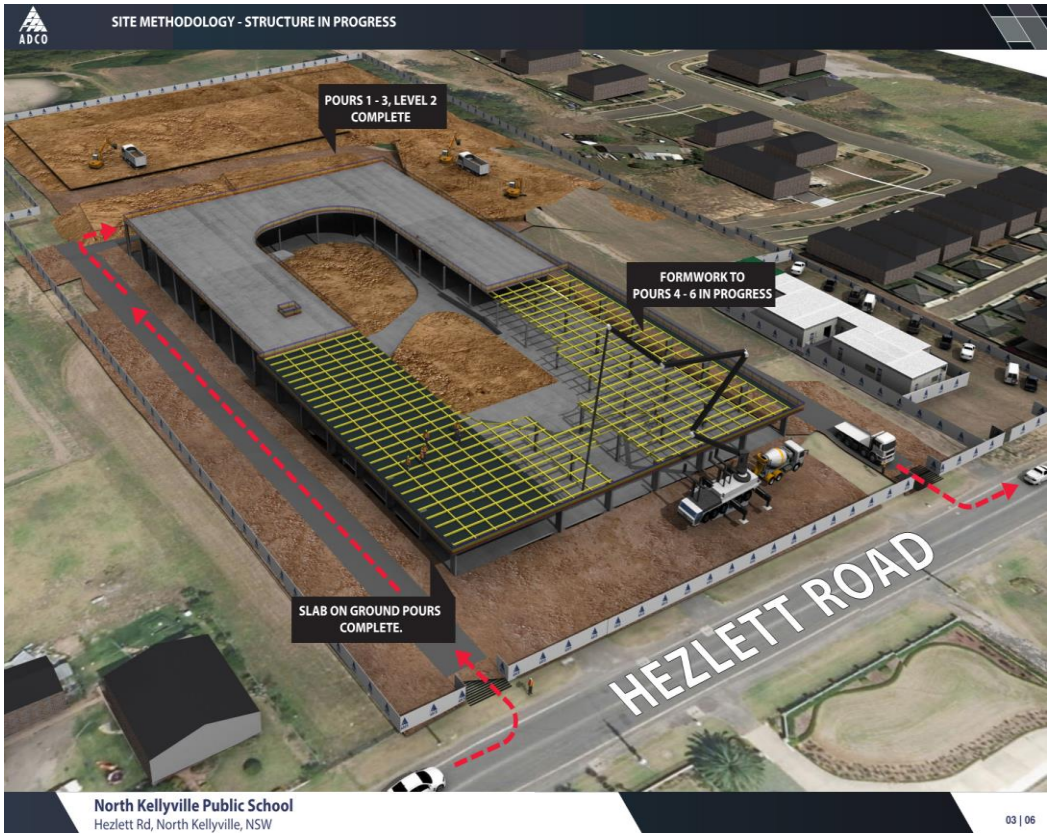
Project Description (2)

- Design & Construction of a new Public School at Kellyville North for 1000 Students

SITE ESTABLISHMENT PLAN




SITE METHODOLOGY - GROUND FLOOR STRUCTURE
CONCRETE POURS TO PROGRESS FROM BOTTOM TO TOP OF SITE
LEVEL 1 SLAB ON GROUND SEPARATED INTO 6 POURS
HEZLETT ROAD
North Kellyville Public School
Hezlett Rd, North Kellyville, NSW
02 | 06


SITE METHODOLOGY - STRUCTURE IN PROGRESS
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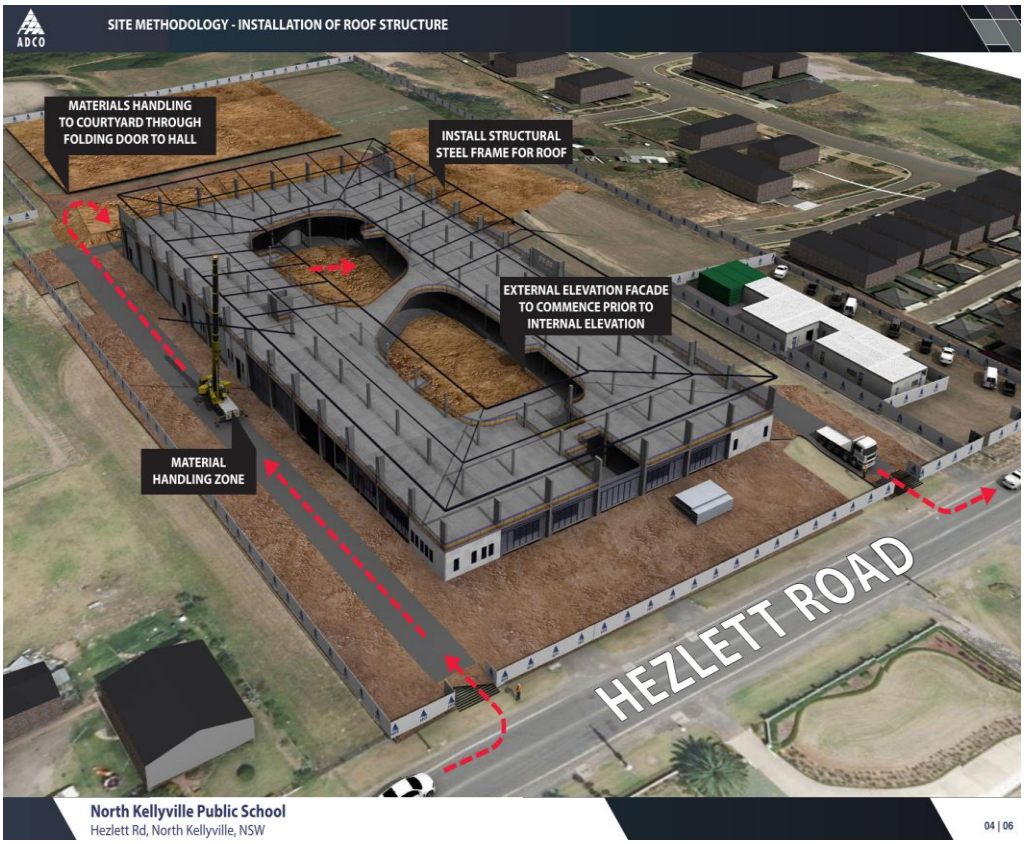

SITE METHODOLOGY - INSTALLATION OF ROOF STRUCTURE
MATERIALS HANDLING TO COURTYARD THROUGH FOLDING DOOR TO HALL
INSTALL STRUCTURAL STEEL FRAME FOR ROOF
EXTERNAL ELEVATION FACADE TO COMMENCE PRIOR TO INTERNAL ELEVATION
MATERIAL HANDLING ZONE
HEZLETT ROAD
North Kellyville Public School
Hezlett Rd, North Kellyville, NSW
04 | 06

SITE METHODOLOGY - FACADE COMPLETE
MATERIALS HANDLING TO COURTYARD THROUGH FOLDING DOOR TO HALL
PREPARE SOCCER FIELD AND NETBALL COURTS
LANDSCAPE WORKS TO COMMENCE UPON COMPLETION OF FACADE
COMMENCE PAVING TO COURYARD SURROUNDS
HEZLETT ROAD
North Kellyville Public School
Hezlett Rd, North Kellyville, NSW
05 | 06

SITE METHODOLOGY - PROJECT COMPLETION
LANDSCAPE WORKS FROM REAR OF SITE
HEZLETT ROAD
North Kellyville Public School
Hezlett Rd, North Kellyville, NSW
06 | 06

PROJECT SPECIFIC INFORMATION

Site access

Main site entry location	Hezlett Road Signage will denote access gates
Other entry points	N/A
Worker entry location/s	Directly into site compound off Hezlett Road Signage will denote access gates
Visitor entry location	Directly into site compound off Hezlett Road Signage will denote access gates
Delivery / Emergency instructions	As per CTMP All deliveries MUST be pre-booked with the ADCO Site Manager

Work hours

General

	Monday – Friday	Saturday	Sunday	Public Holiday	RDO
From	0700	0700	N/A	No Work	N/A
To	1700	1300	N/A		N/A

By exception: The Site Manager's written approval is required for work outside of the general hours listed above.

Note: No person or contractor is permitted to work on site alone without ADCO present on site.

Client Reporting / GC21 Specific Requirements

Refer attached GC21 Standard Conditions per Aconex Transmittal

Client reporting as prescribed e.g. incidents, non-conformances etc

Interface with the public

N/A

Specific safety management requirements

Health and Safety items will be managed in accordance with ADCO's internal Procedure found on the IMS. As required, external assistance by the form of experts and consultants may be required to provide guidance.

The following site-specific safety issues have been identified:

- Inground Contamination
- Civil works
- Mobile Plant Use
- Work @ Heights > 2 metres Insert details if applicable / and management strategies
- Suspended Formwork Insert details if applicable / and management strategies
- Structural Steel Insert details if applicable / and management strategies

- Roofing
- Use of Scaffold / Mobile
- Temporary power / Use of Power Tools
- Public interface / neighbours

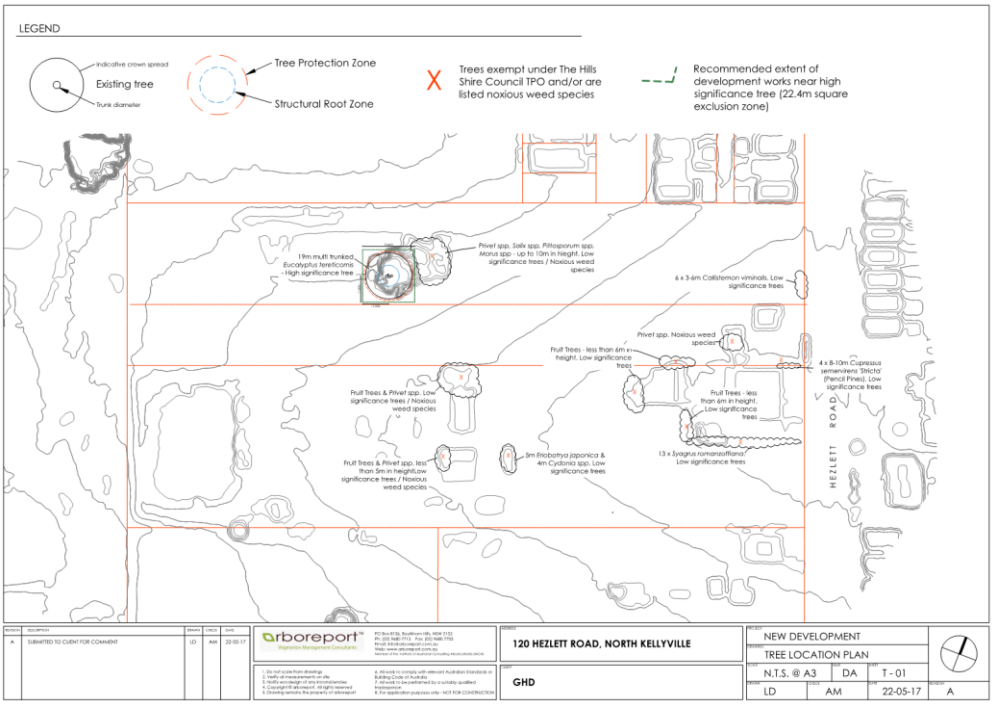
Specific environmental management requirements

Environmental items will be managed in accordance with ADCO's internal Procedure for Environmental Management and associated General Environmental Requirements found on the IMS. As required, external assistance by the form of experts and consultants may be required to provide guidance.

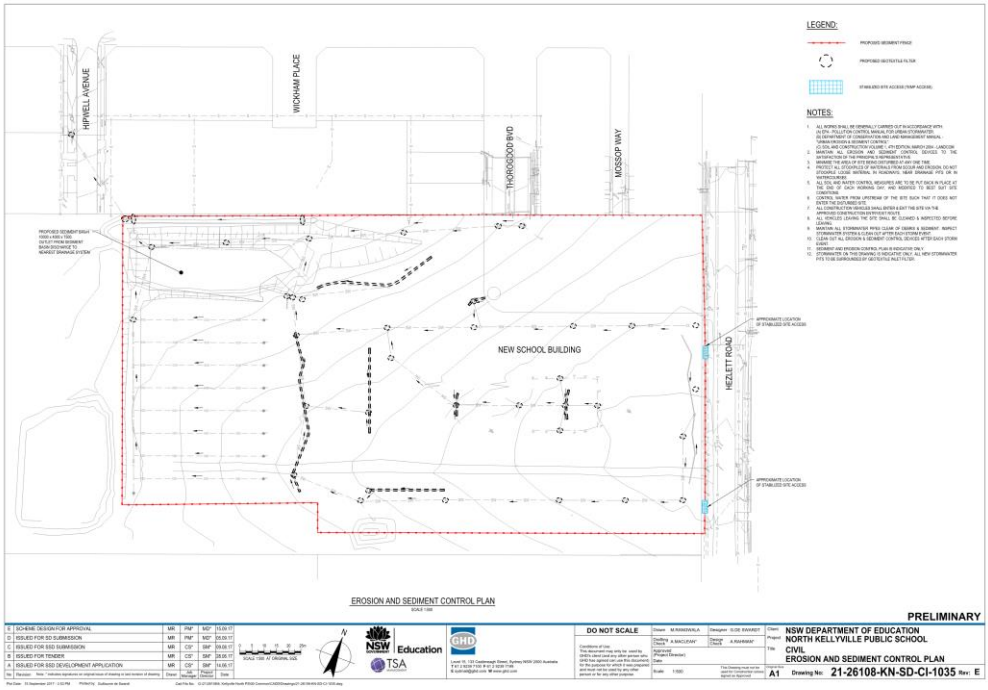
The following site specific environmental issues have been identified:

- **TREE PROTECTION** – Refer report per Aconex Transmittal
- **FAUNA** - Refer report per Aconex Transmittal
- **INGROUND CONTAMINATION** - Refer report per Aconex Transmittal
- **NOISE AND VIBRATION** - Refer report per Aconex Transmittal
- **WATER MANAGEMENT** - Refer report per Aconex Transmittal
- **DUST MANAGEMENT** - Refer report per Aconex Transmittal
- **EROSION AND SEDIMENT CONTROL** - Refer report per Aconex Transmittal
- WASTE / RECYCLING – Refer WRMP (TBA)

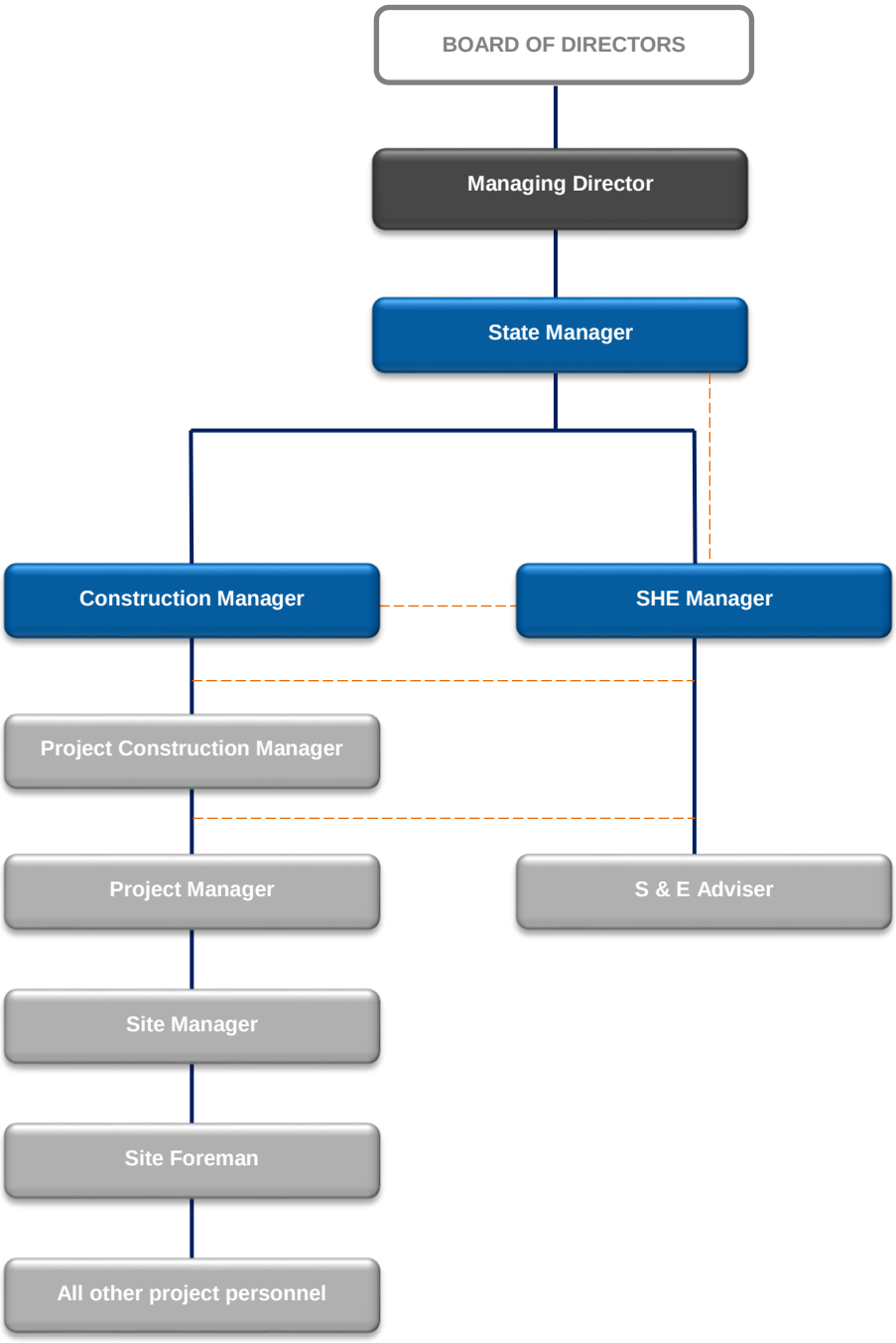
TREE PROTECTION PLAN



SEDIMENT EROSION PLAN



PROJECT MANAGEMENT STRUCTURE



Managing Director

Richard Carmont

State Manager

Richard Lennox

Construction Manager

Kevin Harris

SHE Manager

Phil Provenzano

Project Manager

Kristian Anthony

S&E Adviser

Scott Wilson

Site Manager

Paul Gower

POSITION RESPONSIBILITIES

Managing Director

Refer to the Corporate Management Plan.

State Manager

Ensure that:

- ∇ Corporate Management Systems are implemented at all levels in the State.
- ∇ Appropriate resources are allocated to project teams to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.
- ∇ Project operations are compliant with applicable state or federal legislation.
- ∇ A review of the safety, environment, and quality and health management performance of the State is completed regularly to identify non-conformances, trends and areas of improvement.
- ∇ Rehabilitation and injury management is provided to all employees as required.

Construction Manager

Ensure that:

- ∇ Corporate Management Systems are implemented on projects within the State.
- ∇ SHE requirements have been identified and accounted for during project tender processes.
- ∇ Project operations are compliant with applicable state or federal legislation.
- ∇ Appropriate resources are allocated to project teams to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.
- ∇ Project team personnel have received training to fulfil their duties and responsibilities with the Corporate Management Systems.
- ∇ A review of the safety, environment, and quality and health management performance of the State is completed regularly to identify non-conformances, trends and areas of improvement.
- ∇ Rehabilitation and injury management is provided to all employees as required.

(SHEQ) Manager

Ensure that:

- ∇ Legislative requirements for SHE management are implemented and maintained on project sites.
- ∇ The requirements of the Corporate SHE Management System are implemented on project sites.
- ∇ Where required, project SHE requirements and risks are identified during project tender and/or trade tender processes and incorporated into project management plans.
- ∇ Reviews of SHE performance are completed on all projects to ensure compliance with legislative and corporate requirements.
- ∇ Rehabilitation and injury management is provided to all employees as required.

Project Construction Manager / Senior Project Manager / Project Manager*

Ensure that:

- ∇ SHE requirements are identified and assessed during trade tender evaluations.
- ∇ In conjunction with the SHE Manager, project management plans are developed and implemented on projects.
- ∇ Resources are allocated to implement and maintain the SHE requirements on the project.

- ADCO project personnel have received training to fulfil their SHE responsibilities.
- Project personnel are aware of current SHE legislation and their obligations.
- SHE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.
- Rehabilitation and injury management is provided to all employees as required.

Site Manager

Ensure that:

- Legislative requirements for SHE management are implemented and maintained on the project site.
- The requirements of project SHE Management Plans are implemented and managed on the project.
- The requirements of the Corporate Management Systems are implemented and managed on the project.
- Any issues which may arise over SHE requirements (legislative or Corporate) are managed on site.
- Employees and subcontractors complete their work in compliance with legislative and Corporate Management System requirements.
- Open lines of communication and consultation are maintained with the S&E Adviser and other parties (i.e. subcontractors, employee representatives) to ensure that the site operates in a safe manner and in compliance with regulatory and corporate requirements.
- SHE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.
- Rehabilitation and injury management is provided to all employees as required.

S&E Adviser

Ensure that:

- Legislative requirements for SHE management are implemented and maintained on project sites.
- The requirements of the Corporate Management Systems are implemented on project sites.
- SHE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.
- Assist in the rehabilitation and injury management of all employees as required.

Health and Safety Representative (HSR)

In general:

- Participate in risk and hazard identification and control.
- Participate in incident investigations and management.
- Participate in workplace inspections (e.g. with the Committee, with the project team).
- Participate in project consultative forums. (e.g. S&E Committee)
- Consult with and represent workers (i.e. work group) in health and safety issues.
- Assist in the rehabilitation and injury management of all employees as required.

All other project personnel

All personnel are responsible for actively promoting and complying with Safety, Health and Environmental Management requirements as determined / advised / required by ADCO. Activities

that all personnel are required to participate in include, but are not limited to:

- ∇ Attend pre-start meetings.
- ∇ Conduct pre-start tasks analysis.
- ∇ Adhere to all permit requirements.
- ∇ Report all hazards, near misses and incidents (including injuries).
- ∇ Immediately stop any "at risk behaviour" identified during daily work activities.
- ∇ Attend safety presentations and toolbox meetings
- ∇ Comply with rehabilitation and injury management programs etc as required.

POLIICES, OBJECTIVES AND TARGETS

CORPORATE POLICIES

The following Corporate Policies are located on the ADCO Intranet.
WHS Policy, Environmental Policy, Rehabilitation Policy, Training & Development, Smoke Free Workplace Policy, Quality Policy, Grievance Policy, Equity and Diversity Policy, Alcohol and Drugs Policy.
Policies will be reviewed and assessed for adequacy and suitability at intervals decided my senior management through the Senior SHEQ Committee.

CORPORATE SHE OBJECTIVES AND TARGETS

Note **Refer to the Corporate Management Plan for additional information.**

PROJECT TARGETS AND OBJECTIVES

General

OBJECTIVE	TARGET
Risk management	∇ Checklists and Authority to Work Permits (ATWP) are completed for 100% of the identified high-risk work activities completed by subcontractors or ADCO.
Hazard management	∇ Hazards are proactively identified through site inspections and consultation processes. ∇ Hazards are noted in the Weekly Site Inspection form with corrective action identified and actioned.
Incident management	∇ Zero reportable incidents. ∇ Project LTIFR < 5. ∇ All incidents are reported to ADCO site management immediately on occurrence. ∇ Incidents investigated within two hours of notification. ∇ Corrective actions are implemented according to the ADCO risk management time frame. ∇ Incident reports are completed within 24 hours of the occurrence.

	∇ Incident reports are closed out within 28 days of occurrence. ∇ Preventative actions implemented across the project and noted in the Site Report or Weekly Site Inspection.
Plant	∇ 100% of Plant is registered at first entry to the site through the completion of a Plant Checklist. ∇ 100% of Plant is reviewed at subsequent re-entry. ∇ 100% of Plant operational activities are monitored through the Weekly Site Inspection, for compliance to the Plant Checklist, SWMS, ATWP, etc.
Inductions	∇ 100% of persons who complete construction work is inducted prior to starting work. ∇ All induction evidence is collated and filed in site filing system.

OBJECTIVE	TARGET
SWMS	∇ 100% of SWMS supplied by subcontractors are reviewed, assessed and approved prior to the subcontractor commencing work on site. ∇ The Register – Subcontractor Documentation is up to date and accessible to the ADCO project team.
Consultation	∇ Pre-start meetings are held daily by the Site Manager. ∇ A S&E Committee is established on the project within 4 weeks of project commencement. ∇ S&E Committee meetings are held at least once every 4 weeks (weekly or fortnightly for high risk projects). ∇ As per Procedure - Consultation, consultation forums are attended by nominated ADCO personnel. Consultation forums include: daily pre-start meetings, site team meetings, S&E Committee Meetings, high risk work pre-start meetings, SWMS review meetings.
Non-conformances	∇ 100% of non-conformances identified through visual inspections, site inspections or task observations are documented and actioned. ∇ The Register – Non-Conformances is up to date and accessible to the ADCO project team.
Waste management	A form of waste minimization, recycling and reuse program is established and promoted throughout the project period. ∇ Where waste minimization is a requirement of project compliance (e.g. green star), waste strategies are included in the site induction program. ∇ Work activities are monitored for compliance through the Weekly Site Inspection.

Fauna and Flora management	Where fauna and flora minimization is a requirement of project compliance, work activities are completed with consideration and protection of the same. ∇ Management requirements are included in the site induction program. ∇ Work activities are monitored for compliance through the Weekly Site Inspection.
Air and water quality management	Work activities to be completed with minimal impact; ∇ Mitigation strategies (e.g. dust suppression, nominated trade waste wash off areas and refuelling locations) ∇ Management requirements are included in the site induction program. ∇ Work activities are monitored for compliance through the Weekly Site Inspection.

OBJECTIVE	TARGET
Cultural Heritage management	Where heritage management is a requirement of project compliance, work activities are completed with due consideration and protection of the same. ∇ Management requirements are included in the site induction program. ∇ Work activities are monitored for compliance through the Weekly Site Inspection.
Employee health and wellbeing	∇ Work activities which may impact on employee health and well-being are identified at project design / tender / commencement / construction stages. ∇ Information and management requirements are included in the site induction program. ∇ Work activities are monitored for compliance through the Weekly Site Inspection.

Monitoring

Progress against project targets is monitored by the project team (Project Manager, Site Manager, S&E Adviser) through:

∇ Regular daily visual inspections of work activities.

∇ Completion of the Weekly Site Inspection report.

∇ Close out of identified actions for non-conformances.

Review

Confirmation of achievement of project targets is reviewed through:

∇ Project audits.

∇ Other internal or external audits (e.g. client, FSC).

∇ ADCO Data Portal reporting.

∇ A reduction in incident and non-conformances across the State and nationally.

Performance Reports

Information gathered is generated into a quarterly SHEQ Report for the Senior SHEQ Committee to review. *Refer to QA Procedure – Management Review Strategy*

LEGAL AND OTHER REQUIREMENTS

LEGISLATION

Compliance

Risks, hazards and controls on this project will be implemented in accordance with legislation, Codes of Practice and Standards applicable in this State.

Legislation, Codes of Practice and Standards which will be applied to this project are noted in a relevant Plan or Risk Register.

Access

Access to current Legislation, Codes of Practice and Standards is available to all project personnel.

Subcontract workers should liaise with the Site Manager or S&E Adviser for access through site-based IT forums.

SITE RULES

Display

Site Rules are applicable to all workers on this project and are:

- ∇ Attached to the Site Induction form - for review and acknowledgment during the site induction.
- ∇ Posted on site noticeboards – for review and confirmation while on site.
- ∇ Re-iterated as required during of the project consultative forums.

Objective

The objectives of the Site Rules are to:

- ∇ Meet legislative requirement for OHS/WHS and environmental management.
- ∇ Define ADCO's minimum operational standards.
- ∇ Prevent harm to people and the environment.

Annexure

A copy of the standard Site Rules is included in the Appendix section of this Plan. Any additional Site Rules are noted in the Site Induction.

RIGHT OF ENTRY AND FREEDOM OF ASSOCIATION

Information on the management and implementation of the requirements of OHS/WHS legislation, the Fair Work Act and the relevant state Code of Practice for the Building and Construction Industry are located as follows:

- ∇ Workplace Relations Management Plan (WRMP) issue for the project (if applicable)
- ∇ Information Sheet – Building Code 2013 – Compliance
- ∇ Site Induction PowerPoint
- ∇ Regulatory publications on Site Notice Boards

WORKER RIGHTS

In general, all workers have the following rights:

- ∇ Have their health and safety ensured.
- ∇ Be provided with safe systems of work.
- ∇ Be consulted on health and safety issues that affect them.
- ∇ Refuse to perform work that they believe would expose them to a serious risk.
- ∇ Be provided with information, instruction, training and supervision and resources that they need to

do perform their job safely.

- ∇ Be provided with facilities for their welfare at work.
- ∇ Protection from discrimination, coercion or threats in relation to a health and safety matter.

Where a worker is of the view that to continue to work in a situation where an immediate or imminent hazard would expose them or any other person to the risk of serious injury or harm, the worker must:

- ∇ Immediately notify their supervisor of their concern / the hazard or risk.
- ∇ If the supervisor is not available or is unable to resolve the issue, the worker should discuss their concern with the ADCO Site Manager or S&E Adviser.

NOTE: Discussion with a Health and Safety Representative (who represents the worker) can be conducted at any stage.

DISPUTE RESOLUTION

Wherever possible, any safety concerns will be resolved through consultation between workers, their representatives and/or the project management team.

If the issue is still unresolved, the S&E Committee will be convened to assist in resolution.

If the concern cannot be resolved, it must be referred to the Construction Manager for resolution.

Where the issue remains unresolved the default procedure for issue resolution set out in the OHS/WHS Regulations must be followed.

If reasonable efforts have been made to resolve an issue and it remains unresolved, any party to the issue can ask the State Regulator to appoint an inspector to assist in resolving the matter.

CONDUCT ON SITE

All persons entering the site are required to:

- ∇ Observe and comply with site rules.
- ∇ Use amenities provided e.g. toilets
- ∇ Wear identification (e.g. Site Induction sticker)
- ∇ Wear the mandatory signed PPE e.g. Long/Long, Gloves, Eye Protection, High-Viz, Hard Hat and Boots.
- ∇ Comply with any reasonable instruction or request from ADCO Site Management

YOUNG WORKERS - AGE REQUIREMENTS

All workers on a project site must be at least 16 years of age. Additionally, persons who are under 18 years of age:

- ∇ Must produce a form of "proof of age" verification.
- ∇ Must have their Supervisor co-sign their induction forms.
- ∇ Are not permitted to operate any equipment or Plant for which they cannot produce a License/Ticket or Competency verification.
- ∇ Must work in the same work vicinity as their Supervisor and must remain within line of sight.

ALCOHOL AND ILLICIT SUBSTANCES

The possession, consumption or sale of alcohol or illicit substances on site is prohibited and will lead to instant dismissal from all ADCO project sites.

CLIENT REPORTING

In accordance with GC21 Contract all reporting criteria will be initiated by the Project Manager.

RISK and HAZARD MANAGEMENT

IDENTIFICATION

Design

Where ADCO has responsibility for the design of the building / components of the building, the Design Manager will co-ordinate the compilation of a Safety in Design (SID) Register.

The Register will be completed with input from, but not limited to: Consultants and nominated ADCO personnel (e.g. SHE Manager, Project Manager, Services Manager).

Information (risks and controls) detailed in the Register will be used to develop the Project Management Plan, Risk Registers and other supporting Plans.

Information within the Register will be supplied to subcontractors for trade pricing and development of their SWMS. This may be supplied via Aconex or another approved format.

Changes to design during the design phase, which have the potential to impact on the safety of persons or the environment will be risk assessed including the determination of control measures.

Changes to design will be supplied to subcontractors as an addendum to the Register.

Tender

Where ADCO does not have responsibility for the design of a building / component, a review of the buildability of the design may be completed by the following: Design Manager, Project Manager, Consultants, etc.

Information (risks and controls) detailed in the Register may be used to develop the Project Management Plan, Risk Registers and other supporting Plans.

Information within the Register will be supplied to subcontractors for trade pricing and development of their SWMS. This may be supplied via Aconex or another approved format.

Project preparation

Prior to commencement of the project, the Project Manager and SHE Manager are required to develop the Project Management Plan, Risk Registers and any other supporting Plans.

An assessment of project operating conditions will be made by completing the **Project Review (Part A) – Commencement** form.

The Plan / Risk Register will be made available to subcontractors through the Aconex portal, for development of their SWMS.

Project construction

During project construction, risks / hazards will be assessed and managed through, but not limited to:

- ∇ Site daily pre-start meetings.
- ∇ Pre-start meetings with individual trade contractors.
- ∇ Authority to Work Permits (ATWP) for high risk work activities.

CONSIDERATIONS

The identification of risks or hazards in the workplace will consider:

- ∇ Whole of life considerations for the product being delivered i.e. construction, user to demolition etc
- ∇ Situations / events that have the potential to give rise to injury or illness.
- ∇ The nature of potential injury or illness relevant to the activity, product or service.

- Past incidents, audit reports, etc.

The identification process will consider but not be limited to:

- The way work is arranged, managed, completed.
- The fabrication, installation and commissioning and handling and disposal (of materials, plant and equipment).
- The purchasing of goods and services.
- The inspection, maintenance, testing, repair and replacement of plant and equipment.

REPORTING

ADCO encourages all site personnel to identify, report and action (where practicable and within their capacity to fix) hazards on the site whether within their work area or in any other accessed area.

Risk and hazards will be identified by the ADCO project team in, but not limited to the following:

- Completing regular visual site inspections.
- Completing the Weekly Site Inspection.
- Issuing permits to work.
- Conducting daily pre-start meetings.

Risks or hazards, which cannot be actioned by the identifying person, must be reported to the Site Manager or S&E Adviser. The methods for reporting risks and hazards, include:

- Verbal notification.
- Advice at any of the consultative forums (e.g. pre-start meeting, committee meeting, subcontractor meeting).
- Completion of the Issues Notification form.

ACTION

Where a Site Manager or S&E Adviser is notified of a risk or hazard the following must occur:

- The risk or hazard must be reviewed.
- The risk or hazard should be assessed, and appropriate controls developed per the principles of the hierarchy of controls.

MONITORING

Worker compliance to approved risk controls will be monitored through:

- Daily visual inspections by the project team.
- Reviews of subcontractor SWMS.
- Completion of a Weekly Site Inspection by the project team.

RISK ASSESSMENTS AND SAFRE WORK METHOD STATEMENTS

High Risk Construction Works will be covered by subcontractor supplied SWMS's as prescribed under WHS legislation.

A review of the SWMS will be undertaken by ADCO Management prior to HRCW commencing to ensure suitability of the document.

ADCO employees required to undertake HRCW, will in consultation with ADCO Management complete a SWMS/Risk Assessment for the specific work i.e. operating mobile plant.

RISK REGISTER REVIEW

At intervals not exceeding 6-monthly (and dependent on the risk level of the project), Risk Registers and supporting Plans are required to be reviewed by the Project Manager and SHE Manager.

An assessment of current and predicted project operating conditions will be made by completing the **Project Review (Part B) – Operational Conditions** form.

Amendments to the Register / supporting Plan are noted in the "Authorization" table at the front of the document. A revision number will also feature in the footer of the document.

The amended Plan / Risk Register will be made available to subcontractors through the Aconex portal.

CONSULTATION

ADCO project team personnel and subcontractors will be advised of amendments to the Register / supporting Plan through:

- Site consultation forums
- Aconex / other approved forums

NON-CONFORMANCES

Where a worker does not comply with a risk or behaviour control requirement, disciplinary action through the ADCO non-conformance system will be initiated.

Dependent on the severity of the non-compliance, workers are subject to a tiered warning system and may receive up to 3 warnings for engaging in the same non-complaint activity.

Written warnings in the form of an **Improvement Notice** are issued to a company, when an individual of that company has engaged in a non-compliant activity.

ADCO reserves the right to deny a person access to site - irrespective of the number of warnings required / issued - if the non-compliance could / has resulted in a dangerous occurrence. This determination will be made in consultation with Construction Manager, Project Manager, Site Manager and SHE Manager.

INCIDENT MANAGEMENT

REPORTING

The reporting of all incidents is mandatory on ADCO project sites.

Workers are advised at the site induction that all incidents – irrespective of type or severity – must be reported to the Site Manager or S&E Adviser immediately upon occurrence.

MANAGEMENT

All incidents will be recorded by the Site Manager or S&E Adviser.

- First Aid incidents (incidents only requiring treatment by a First Aider – no external medical treatment) will be recorded in the Register – First Aid Treatment.
- All other incidents – safety, environment and general – will be recorded in the Incident Report located on the ADCO Data Portal.

INVESTIGATION

Incidents recorded in an **Incident Report** must be investigated by the Site Manager and S&E Adviser. The investigation is intended to:

- Collate information / documentation associated with the incident.
- Identify non-conformances leading to the incident.
- Identify corrective and preventative action to mitigate recurrence of the incident.

The extent to which additional positions (e.g. Project Manager, SHE State Manager, Construction Manager,) are involved in the investigation of an incident is dependent on the severity and complexity of the incident and the requirements for participation are noted within the ADCO Corporate SHE Management System.

NOTIFICATION

Where an incident is notifiable under the OHS/WHS legislation of the state in which it occurred, notification to the regulator will be made by any of the following positions: SHE Manager, Construction Manager, State Manager or SHE Manager.

MONITORING

The Project Manager, Site Manager and S&E Adviser are responsible for ensuring that actions (corrective / preventative) arising out of an incident investigation are implemented and monitored for compliance.

RETURNING TO WORK

A worker who has undergone external medical treatment (e.g., Medical Centre or Hospital) after any work-related injury, will only be considered for return to a ADCO project site if they have provided a Workers Compensation Medical Certificate.

The certificate must be presented to the Site Manager or S&E Adviser. The certificate and any work conditions must be assessed by the SHE Manager to ensure that any work restrictions or risks can be managed by ADCO.

ADCO reserves the right to deny a person re-entry to the site if the conditions of return on a medical certificate cannot be safely managed on the site.

REHABILITATION

ADCO Employees

An authorized rehabilitation provider may be engaged to assist ADCO workers returning to work after a work-related injury.

The rehabilitation provider will in consultation with selected personnel (e.g. the worker, their Manager, SHE Manager, Construction Manager), develop and manage the workers return to work plan.

Other Workers

Rehabilitation of non-ADCO workers must be managed by their employer and ADCO will, where practicable provide opportunities for such workers to return to a project site.

ADCO reserves the right to deny a person re-entry to the site if the conditions of return on a medical certificate cannot be safely managed on the site.

PERMITS TO WORK

REQUIREMENT

ADCO's SHE standards require that high risk work be controlled through the completion of a relevant Checklist and the issue of an Authority to Work Permit prior to the work activity commencing. High risk work activities include:

Excavation (> 1.5m)	Working around live services	Static Plant erection / dismantling	Structural Demolition
Panel Erection	Working with: hazardous material	Work at Height	Suspended Formwork
Operating Plant on a suspended deck	(Working in a) Confined space / work area	Hot Works	Work on/over a road / footpath / public area
Substances > 25 litres (use / storage)	Disconnection / Reconnection of services		Other

ISSUE

Prior to the issue of the **ATWP**, the Site Manager together with the subcontractor supervisor must complete an inspection of the work area. The purpose of the inspection is to:

- ∇ Review the work area.
- ∇ Agree on the work activity, work schedule, risks and control measures.
- ∇ Obtain information required to complete the Permit and any associated Checklist.

A Permit may not be issued until the issuing person has:

- ∇ Reviewed the method of work for the activity.
- ∇ Reviewed the working environment of the activity to ensure that risks/hazards have been identified and control measures implemented.

MONITORING

Daily and on-going inspections of work areas, Plant, work practices (etc.) against the approved Permit conditions must be completed by the Site Manager and/or S&E Adviser.

Monitoring includes, but is not limited to:

- ∇ Reviews of work activities.
- ∇ Ensuring that competent personnel are completing the work activity.
- ∇ Confirmation that risk control measures listed on the permit are in place.

Observations (e.g. notation and photos) must be recorded in the **Weekly Site Inspection**.

NON-CONFORMANCE

Where an inspection of the permit work area identifies that risk, controls are not in place, the Site Manager must suspend or cancel the Permit.

ENVIRONMENTAL MANAGEMENT

SCOPE

Environmental items will be managed in accordance with ADCO's internal Procedure for Environmental Management and associated General Environmental Requirements found on the IMS. As required, external assistance by the form of experts and consultants may be required to provide guidance.

OBJECTIVES

On all projects, ADCO will manage construction activities and operations are conducted in a manner which, so far as is practicable, minimizes any impact upon natural or heritage protected environments.

In general, construction activities will seek to:

- Minimise land disturbance.
- Where required (e.g. DA conditions), restore the area to pre-disturbed conditions.
- Protect flora and fauna ecosystems.
- Implement controls to prevent the pollution of surface and ground water quality.
- Implement air quality control measures (e.g. dust suppression, contained work area).
- Implement waste control / management strategies including (where practicable) recycling, recovering and re-using resources from waste.
- Implement noise and vibration reduction strategies (where practicable).
- Ensure compliance with all laws, regulations and rules pertaining to the environment that are applicable to the site.

IDENTIFICATION

The identification of aspects and impacts that could eventuate during construction of the project will be completed by ADCO at any of the following project stages*:

- Design
- Tender
- Project planning
- Project construction

* Refer to the section on Risk Management for additional detail on the processes used.

Aspects and impacts will be assessed relative to:

- The potential to cause the discharge or release of pollutants to water, air, or land.
- The impact on flora, fauna or heritage.
- The potential to impact on the surrounding neighbourhood (e.g. noise, vibration).

The identification, assessment and risk mitigation of environmental risks will be documented in the Risk Register (Environmental). *

MANAGEMENT

The Project Manager, Site Manager and S&E Adviser are responsible for ensuring that all site personnel comply with environmental risk mitigation requirements.

MONITORING

Actions taken to mitigate environmental risks must be reviewed for ongoing compliance by the Project Manager, Site Manager and S&E Adviser.

Verification of monitoring should be noted on the **Weekly Site Inspection** form.

EMERGENCY MANAGEMENT

IDENTIFICATION

The identification and assessment of potential emergency situations risks that could eventuate during construction of the project will be completed by ADCO at any / all of the following project stages*:

- ∇ Project planning
- ∇ Project construction

* Refer to the section on Risk Management for additional detail on the processes used.

The Project Plan - Emergency Management is the key project document which details project emergency risks and control measures.

The Project Plan - Emergency Management is appended to this Plan.

MANAGEMENT

On identification of potential emergency situations (e.g. risk assessment, actual incident information, etc.), the Project Manager together with the Site Manager and S&E Adviser must ensure:

- ∇ That appropriate resources are provided to the site (e.g. first aid kits, fire extinguishers).
- ∇ ADCO site personnel are in passion of the required qualification to manage an emergency (e.g. first aid, fire warden).
- ∇ Emergency management information is located on site plans (e.g. traffic movement plan, emergency plan).
- ∇ That emergency management information is provided to workers through the consultative forums (e.g. site induction, pre-start meetings).
- ∇ That regular inspections of emergency equipment are undertaken and recorded in the Checklist – Emergency Management.

PRACTICES

The Project Manager together with the Site Manager and S&E Adviser must ensure that emergency scenarios relative to project risks at the time, are practiced at least once every 3 months.

When an emergency practice has been completed:

- ∇ The Checklist – Emergency Evacuation must be completed as a record of the practice.
- ∇ Information on outcome (e.g. compliance / non-compliance) must be provided to workers through a Pre-Start Meeting or a Toolbox meeting.

TRAINING AND INSTRUCTION

Training (e.g. in the use of Plant) and instruction (e.g. how to complete a work activity) are key requirements to ensuring that workers can perform their duties and tasks without risk to their health and safety or the health and safety of any other persons.

SITE INDUCTION

The ADCO induction process is a prescribed method of ensuring that workers are provided with information on:

- The type of project being completed
- The project teams
- Site access / egress
- Emergency management requirements
- Consultation arrangements
- Incident and hazard management
- Compliance management
- Permit to work management
- Environmental management requirements
- Industrial relations
- Management of contractors work activities

All persons who are attending the site for completing construction activities must attend and complete the site induction (including the supply of skills competence evidence) before commencing any work activity on the site.

Visitors

Visitors will not be site inducted and will be required to:

- Report to the Site Office on entry and at exit from the site.
- Sign in to and out of the Register – Visitors.
- Be accompanied by and remain within two metres of a site inducted person.
- Wear PPE mandated per signage.
- Where footwear and clothing appropriate to a construction site.

Records

Induction information, including supporting documentation, will be maintained on site in a restricted storage facility, by the Site Manager and/or S&E Adviser.

Site induction information will be archived for a period of at least three years after completion of the project.

TRAINING

Evidence of training and instruction must be provided / be available for all persons who work on our project sites.

ADCO personnel

Training and competency requirements for ADCO personnel (mandatory and recommended) are noted in:

- Position Descriptions

∇ A matrix supplementary to the Procedure – Performance Management

State Managers, Construction Manager and Project Managers must ensure that project personnel are trained and competent in accordance with the requirements noted in these documents.

Records

Information related to completed training will be maintained on and filed with the **National Skills Register**.

Subcontractors

Subcontractors are required to ensure that their personnel are in possession of the required licenses / tickets and, have undergone training/ instruction to complete work activities in a safe manner.

Records

Evidence of mandatory work activity competency (e.g. high-risk work license, VOC, etc.) must be supplied to ADCO at the time of site induction.

Evidence supplied to and approved by ADCO will be attached to the worker's induction records.

CONSTRUCTION INDUSTRY TRAINING

All personnel including ADCO and subcontractors are required to undertake industry induction training as prescribed by WHS legislation.

A valid card or certificate must be produced to evidence compliance and to proceed with undertaking the site induction.

COMMUNICATION AND CONSULTATION

SITE INDUCTION

Refer to Training and instruction for additional information.

PRE-START MEETINGS

A daily pre-start meeting to identify and discuss safety issues / hazards / controls relative to daily work activities is required to be held by the Site Manager.

Subcontract personnel are required to attend the meeting prior to commencing their daily work.

Issues to be discussed at the meeting, include but are not limited to:

- The tasks being completed by each trade during the shift.
- Risk and hazard management requirements including the requirement for any Permits.
- Incidents, accidents and near misses from any previous shifts.
- Health and safety issues raised by the workforce.

Details of the meetings (attendees, topics discussed, concerns arising, proposed actions) will be recorded on the **Pre-Start Meeting** form and attached to the **Site Report**.

S&E COMMITTEE MEETINGS

At the initiation of ADCO or at the request of workers, a Safety and Environmental Management Committee (S&E Committee) may be established on the project.

All subcontract companies are required to ensure that a representative (elected or nominated) attends the meeting (if on site at the time of the meeting).

As required by legislation, HSR's and other Committee members must partake in prescribed training.

Details of the meetings (attendees, topics discussed, concerns arising, proposed actions) will be recorded on the **S&E Meeting** form and attached to the **Site Report**.

Copies of the meeting minutes will be placed on the site noticeboard for general site review.

OTHER MEETINGS

Other site meetings which may be used for the discussion of safety, health and environmental management issues include, but are not limited to:

- Subcontractor Meetings
- PCG Meetings

Details of the meetings (attendees, topics discussed, concerns arising, proposed actions) will be recorded on an applicable form and as required attached to the **Site Report** or distributed to other parties.

TOOLBOX TALKS

At the initiation of ADCO (e.g. following an incident) or at the request of workers, regular and topic-based Toolbox Meetings may be held on the project. The objectives of toolbox meetings are to:

- Review the safety status in the work areas.
- Discuss health and safety items which have not been resolved on a day-to-day basis.
- Discuss health and safety aspects of work planned for the next week.
- Discuss any proposed changes to work procedures.
- Discuss any topical or promotional health and safety items.

Details of the discussion topic will be recorded on the **Toolbox** form and attached to the

Site Report.

Copies of the completed form will be placed on the site noticeboard for general site review.

NOTICE BOARDS

Noticeboards located external to site offices and within amenity areas will be used by ADCO to communicate safety and operational information to site workers. Such information includes but is not limited to:

- ∇ Surveillance and air monitoring results
- ∇ Regulatory notices
- ∇ Notification of significant incidents / events
- ∇ Changes in procedures and management processes
- ∇ Reinforcing requirements for the management of risks / hazards
- ∇ Weather information
- ∇ Traffic movement requirements
- ∇ Emergency management requirements
- ∇ Health management (e.g. sun smart)
- ∇ Confirmation of meeting times and venues

Notice Boards will be updated and maintained by the Site Manager and S&E Adviser.

NOTIFICATION

Details of the dates and times of consultative forums will be advised to site workers at/on:

- ∇ Site Induction
- ∇ Pre-Start Meetings
- ∇ Site Notice Boards

SUBCONTRACTOR MANAGEMENT

INFORMATION

ADCO's SHE standards are required to be adopted and maintained throughout the project subcontract companies. Subcontract companies will be advised of the requirements through:

- Discussions during the tender stage.
- Discussion and agreement at the project award stage.
- Provision of the Contractor S&E Requirements book. (Also annexed to the Subcontract Agreement)

SWMS

Prior to the commencement of any work activity on a project, a subcontract company must provide safe work method statements (SWMS) to ADCO for review and approval. The review and approval process will be:

- Managed by the S&E Adviser in conjunction with the Site Manager.
- Documented using a SWMS Review form.

MONITORING

The monitoring of subcontractor site activity compliance to approved SWMS will be:

- Managed by the Site Manager and S&E Adviser through regular visual inspections.
- Documented (as selected) on the Weekly Site Inspection form.

NON-COMPLIANCE

Where a non-compliance is observed, the Site Manager or S&E Adviser will do any/all of the following:

- Stop the work activity.
- Cancel / suspended any active Authority to Work Permit.
- Issue a non-compliance notice attached to a Site Instruction.
- Issue a verbal instruction.

Non-compliances will be listed in the **Register – Non-Compliance**.

Refer to Non-conformances in Risk Management for additional information.

ARCHIVING

Subcontractor supplied documentation will be archived by ADCO for a period no less than 5 years after project completion.

All other WHS related documentation will be archived for a period no less than 5 years after project completion.

Any incident records or health surveillance records will be archived for a period no less than 30 years after project completion.

Refer to Procedure – Site Management in IMS

MONITORING AND REVIEW

INSPECTIONS AND TESTING

ADCO will complete daily and weekly workplace inspections to review and confirm compliance to approved work practices and controls.

- Regular daily visual inspections of work activities and work areas will be completed by the Site Manager, S&E Adviser and HSR.
- Formal inspections will be completed by the Project Manager, Site Manager, S&E Adviser using the Weekly Site Inspection form. The completed Weekly Site Inspection must be attached to a Site Report following each week.

The inspection is required to reflect the project's level of compliance to:

- Control measures required per active work permits.
- Approved subcontractor SWMS for high risk work activities.
- General site conditions.

INCOMING MATERIALS AND PLANT

Materials - Building Materials will be required to meet client specifications and safety criteria as defined in any applicable Australian Standard. *Refer to the Quality Plan for detailed process.*

Hazardous / Dangerous Goods – all products deemed hazardous, flammable, corrosive or toxic will be recorded into the *Register - Hazardous Substance.* SDS's will be filed accordingly.

Mobile Plant/Static Plant - All mobile plant will undergo a ***pre-entry inspection*** to ensure basic requirements such as servicing, safety guards and personal qualifications are in place and acquired. Mobile plant or static plant found not to meet pre-entry requirements will be stood down until item is rectified. *Register – Mobile Plant will be maintained.*

Inspection Time frames - Manufactures recommendations for inspection, testing and servicing must be read in conjunction with WHS legislative requirements including relevant Standards.

Lifting Gear - The use of lifting equipment is of high concern due to the risk of serious injury should equipment fail. Such equipment must be accompanied with evidence of periodical inspection and testing i.e. chains and slings etc.

Hired Plant – hired plant will need to meet all the requirements as per the pre-entry inspection criteria etc.

Competency – only competent persons may undertake inspection, testing and serving as required.

Electrical Plant - All electrical plant must meet Australian Standards for testing and tagging including temporary electrical power installations.

Records – all inspection, testing and handover records will be kept for 5 years unless otherwise instructed.

Plant Registration – design and item registration must be acquired as part of the pre-entry inspection.

MEASURING EQUIPMENT

All measuring equipment must be inspected and tested 6 monthly by an accredited NATA testing provider.

HEALTH SURVEILLANCE

Health surveillance will be implemented when a disease / other adverse health outcome has been identified and which could / has resulted in exposure / incapacity. Surveillance involves periodic assessments at a registered medical facility.

Refer to Procedure – Health Management in IMS

AUDITS

Project audits, completed by the SHE Manager are a formal a review of project compliance against select criteria of the Corporate SHE Management System.

Applicable projects will be audited at least once during the life of the project.

The level of compliance to the requirements of the Corporate SHE System is determined by the audit score achieved. Corrective action must be addressed within 7 working days.

All actions and supporting evidence must be attached to the Audit Report in the ADCO Data Portal.

PMP / RISK REGISTER REVIEWS

The PMP and Project Risk Registers must be reviewed and updated at regular intervals not exceeding 6 months.

The review should cover current and upcoming site activities / conditions / risks etc.

Refer to Procedure – Performance Management in IMS

APPENDICES TO THIS PLAN

A. PMP - Safety Risk Register

B. PMP - Environmental Risk Register

C. PMP - Emergency Management

D. PMP – Aboriginal Participation Plan

E. PMP – Training Management Plan

F. PMP – Workplace Relations Plan

G. PMP - Safety in Design (SID)