

**PEOPLE WHO BUILD**

# ENVIRONME NTAL

**MANAGEMENT PLAN**

PROJECT NAME

**LIVERPOOL HOSPITAL & ACADEMIC  
PRECINCT - MULTI STOREY CAR PARK**

PROJECT NO.

**CLIENT – HI20174  
ADCO – 3460**

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## VERSION CONTROL

Rev. No.	Issue Date	Approved By	Position	Details
V0	26/5/2021	Kristian Anthony	Project Construction Manager	Initial Plan
V1	26/08/2021	Kristian Anthony	Project Construction Manager	For Construction
V2	25/11/2020	Stefan Chalouhi	Project Engineer	For Construction
V3	17/12/2020	Stefan Chalouhi	Project Engineer	Added Flood Emergency Response Plan
V4	20/02/2021	Stefan Chalouhi	Project Engineer	Changed site plans
V5	28/4/2021	Stefan Chalouhi	Project Engineer	Compliance & non-conformance updated
V6	03/05/2021	Stefan Chalouhi	Project Engineer	ADCO update
V7	20/09/2021	Maya Krvavac	Project Engineer	Periodic review, personnel updated
V8	28/10/2021	Maya Krvavac	Project Engineer	Updated incident management, included non-compliance, obtrusive lighting
V9	29/10/2021	Maya Krvavac	Project Engineer	Updated to capture items addressed in Aquas Audit 28.10.21
V10	22/12/2021	Maya Krvavac	Project Engineer	Updated to include Stage 2 works: Demolition of existing multi-storey car park
V11	11/03/22	Maya Krvavac	Project Engineer	Updated to address DPIE comments Table B12
V12	22/06/22	Maya Krvavac	Project Engineer	Updated to address DPIE commenced regarding culture heritage management

## ADCO PROJECT PERSONNEL CONSULTATION AND SIGN OFF

We, the undersigned, confirm that we have been consulted on the contents of this document, read and understood the contents of this document, and agree to implement the requirements of this Plan on this project site.

Name	Position	Signature	Date
<b>Sagir Khot</b>	Project Construction Manager		
<b>Mark Robinson</b>	Site Manager		
<b>Matthew Mangin</b>	HSE Advisor		
<b>Matthew Rowcliff</b>	Foreman		
<b>Maya Krvavac</b>	Project Engineer		
<b>Sean O'Byrne</b>	Contracts Administrator		
<b>Annalise Atkins</b>	Cadet		
<b>Mohammed Kerhani</b>	Apprentice		

## INTRODUCTION

### Purpose

ADCO Constructions (ADCO) implements an integrated safety and environmental management system on all projects. Our HSE (Health, Safety and Environment) Management System, documents the manner in which construction-related activities are required to be completed on ADCO project sites. This Management Plan provides information on how workplace health and safety will be managed on this project to provide a safe, injury and incident free workplace for workers and the general community. This report takes into account requirements and information set out in the EIS, Liverpool Hospital – Multi Storey Car Park Environmental Impact Statement 08 May 2020.

### 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 HSE Manager in each State.

### ADCO Personnel Sign Off

ADCO project personnel will be inducted into the requirements of this Plan and any associated Plan or Risk Register by the relevant Project Manager. Evidence of induction and discussion will be recorded within section ADCO Project Personnel Consultation and Sign off.

### Information Supply to Subcontractors

This Plan and any associated Plan or Risk Register (including any future revisions) 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 legislative and operational requirements of the Project. Review and updates to this plan will initiate a change to the plan revision number and be recorded in the “Version Control” section of the document. Superseded Plans will be marked as such and will be located within the Management Plan Folder located in the Site Office.

## Site Filing

A hard copy of this Plan and any associated Plan or Risk Register (including any future revisions) will be held on site.

## Plan Archiving

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

## PRINCIPAL CONTRACTORS DETAILS

Name	State Address		ABN
<b>ADCO Constructions Pty Ltd</b>	Address	L2, 7-9 West Street	46 001 044 391
	Suburb	North Sydney, 2060	
	State	NSW	
	Phone	02 8437 5000  1800 232 628 (National ADCO helpline 24/7)	

## PROJECT INFORMATION

Project Description	Liverpool Health & Academic Precinct – Multi Storey Car Park
Project Address	Liverpool Hospital – Cnr Elizabeth & Goulburn Streets, Liverpool NSW 2170

## SITE REQUIREMENTS

### WORK HOURS

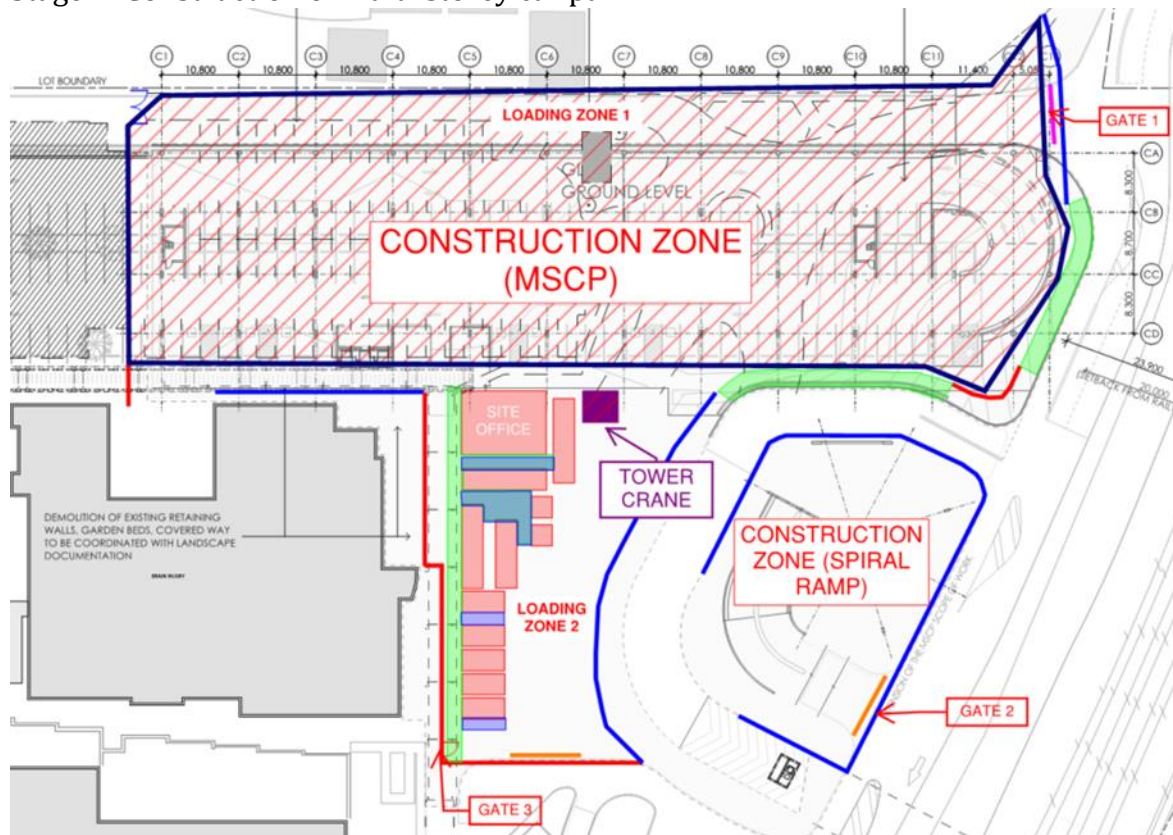
Monday – Friday	7:00am – 6:00pm
Saturday	8:00am – 1:00pm
Sunday / Public Holidays	Permitted by exception in accordance with SSDA10388 and/or COVID-19 extended industry hours.
By Exception	The Site Manager's approval is required for work outside of the normal construction hours listed above. No person is permitted to work on site alone or without at least one member of the ADCO site management team in attendance.

## CLIENT SPECIFIC REQUIREMENTS

Provide Details	Full time air-monitoring during excavation and demolition.
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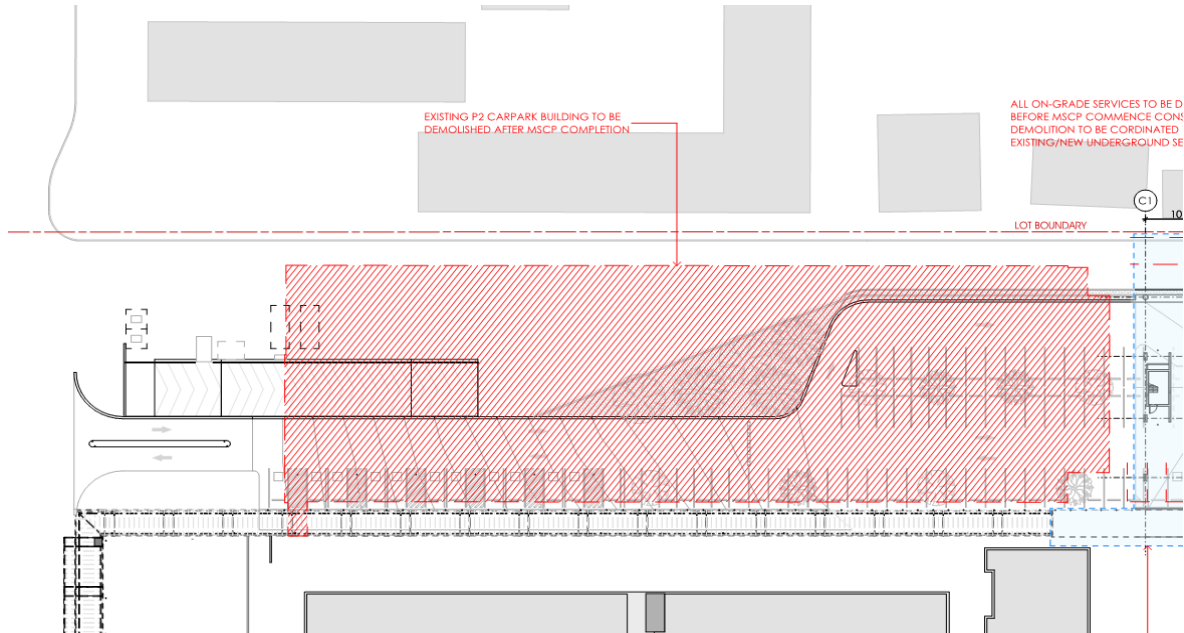
## SITE/AERIAL VIEW

Stage 1: Construction of Multi-storey car park





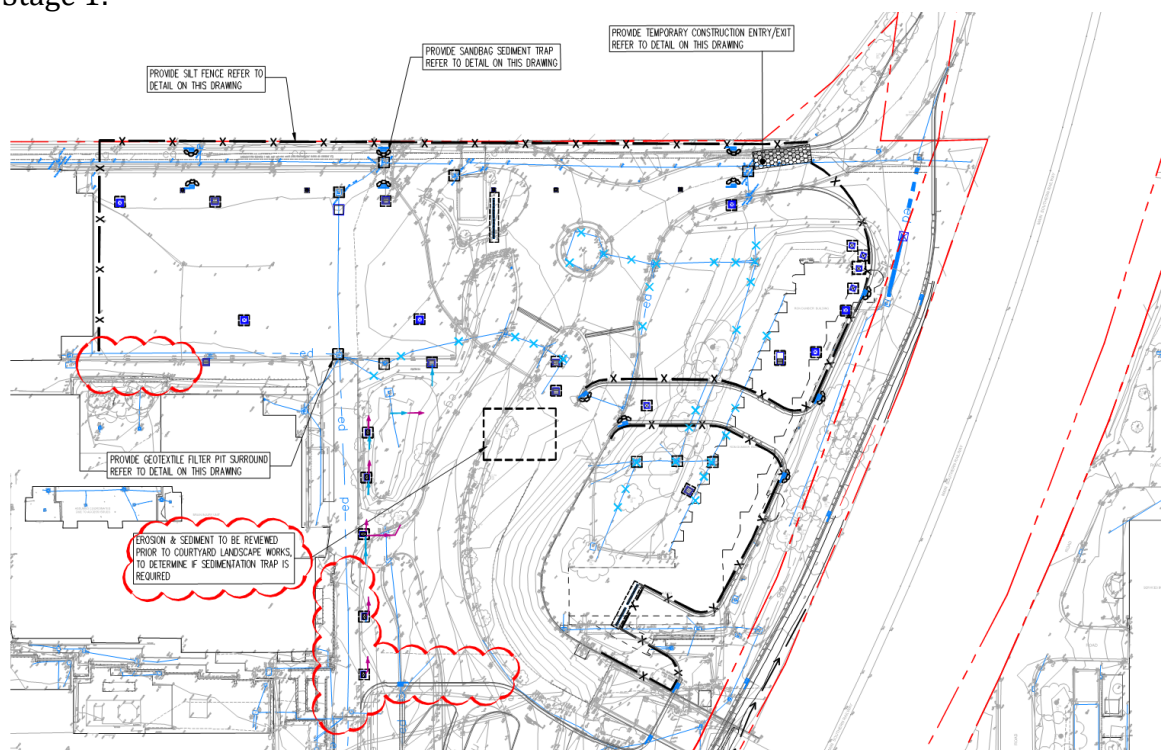
## Stage 2: Demolition of existing multi-storey car park



Site Establishment Plan is subject to change throughout project delivery. Any changes will be communicated to workers through project consultative forums.

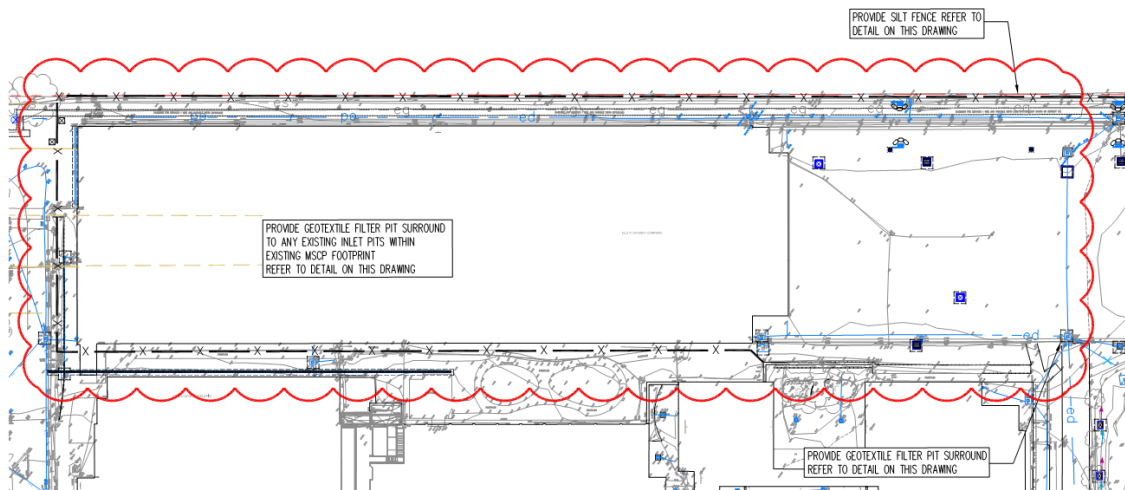
## EROSION & SEDIMENT CONTROL

### Stage 1:





Stage 2:



## ENVIRONMENTAL COMPLIANCE OBLIGATIONS

On-site inspections and monitoring will be carried out to ensure environmental controls achieve their objectives and to facilitate modification where necessary. The table below details the projects inspection and monitoring requirements to ensure environmental compliance obligations are achieved.

Aspect	Compliance Obligation	Responsibility	Frequency*
Dust	Monitoring for visible dust Depositional and Directional dust gauges	HSE Advisor / Site Manager	Daily – visual As required
Noise	Monitoring of Sound Pressure Levels	Project Manager	As required
Vibration	Monitoring of vibration levels.	Project Manager	As required
Waste Management	Use of waste bins– inspect contents	HSE Advisor / Site Manager	Daily – visual as required
Waste Management - Recycling	Waste disposal – documentation provided by waste removalist detailing quantities and percentage waste recycled / diverted from landfill.	Project Manager	Monthly
Tree Protection Zone No-Go zones	Ensure areas are protected e.g. fenced and sign posted Ensure works are located outside fenced off areas Inspect protection for breaches.	HSE Advisor / Site Manager	N/A

Aspect	Compliance Obligation	Responsibility	Frequency*
	Inspect irrigation (if applicable)		
Hazardous Substances and Dangerous Goods	Review the storage of Hazardous Substances and Dangerous Goods. / Presence and detail of Safety Data Sheets (SDS) / Suitability and effectiveness of storage and bunding / Location of spill kits	HSE Advisor / Site Manager	Weekly
Sediment Control and Onsite Water Management	Monitoring to ensure sediment laden water is managed properly and not discharged offsite.	HSE Advisor / Site Manager	Daily – visual
Sediment Control and Onsite Water Management	Establishment of erosion and sediment control devices.	HSE Advisor / Site Manager	Weekly / Following a rainfall event
Weeds	Monitor weed infestations to ensure noxious weed infestations found within the area are controlled.	HSE Advisor / Site Manager	N/A
Onsite water Management	Monitoring of water prior to discharge offsite	HSE Advisor / Site Manager	As required
Testing of excavated soil	Suspected contaminated soil from where excavated or prior to reuse at a different location onsite.	Project Manager	As required

*Note: As applicable Environmental monitoring may involve collecting and interpreting data to provide quantification of the effectiveness of the Environmental Management System. All equipment used for environmental monitoring will be calibrated as per manufacturer's requirements. Where laboratory testing is required, a NATA accredited laboratory will be used. Certificates, checklists and records of the calibration, NATA accredited and installation checklists are maintained to verify compliance with these requirements.*

## OBJECTIVES AND TARGETS

### ADCO MANAGEMENT SYSTEM

The Management System objectives are to assist ADCO in:

- / Achieving and maintaining compliance with the requirements ISO 9001, AS 4801 and ISO 14001 in each State in which ADCO operates;
- / Maintaining a practical, proactive and efficient management system to support quality, safety and environmental management strategies on each project;
- / Planning design and construction activities to minimise or eliminate quality, environmental and safety related risks;
- / Promoting a proactive attitude towards work practices required to support the strategic vision;
- / Supporting all persons involved with our business towards alignment with ADCO's strategies and to meet their accountabilities and responsibilities;
- / Ensuring that all works undertaken and products, materials and equipment provided are fit for purpose and safe for use;
- / Ensuring that non-conformances, defects and other issues and impacts are reported, corrected, analysed and corrective action implemented; and
- / Providing a framework for continual improvement in its business activities.

These objectives are targeted and measured through the following performance indicators:

- / Proactive reporting, investigation and closure of incidents and non-conformances;
- / Quality processes implemented and managed on all projects, supported by staff training;
- / Nil regulatory notices (i.e. improvements, infringements, prohibitions);
- / Auditing achieving a Gold/Silver rating compliance on > 85% of projects;
- / Lost Time Injury Frequency Rate (LTIFR) 12 Month Rolling Average <5. Based on number of LTI incidents per 1,000,000 hours worked over a 12 month period;
- / Medical Treatment Injury Frequency Rate (MTIFR) 12 Month Rolling Average < 18. Based on number of MTI incidents per 1,000,000 hours worked over a 12 month period;
- / Nil incidents that adversely impact on the environment;
- / Each project nationally completes a monthly Safety Pulse inspection; and
- / Other targets set in annual and 3 year business plans and strategies for Horizon 1, 2 and 3.

### PROJECT ENVIRONMENTAL OBJECTIVES AND TARGETS

Element	Frequency	Target
Dust complaints lodged by stakeholders	Life of Project	Zero
Noise complaints lodged by stakeholders	Life of Project	Zero
Contamination of marine, groundwater and surface water systems	Life of Project	Zero
Minor spills controlled, contained and cleaned up within 24 hours	Life of Project	100%

Spills greater than 100 Litres	Life of Project	Zero
Spills which require an emergency response	Life of Project	Zero
Injury or death of any fauna caused by vehicles or excavations	Life of Project	Zero
Disturbance of vegetation outside the construction area due to construction activities	Life of Project	Zero
Off-site traffic leaving formed roads or approved tracks	Life of Project	Zero
Project traffic safety incidents	Life of Project	Zero
Hazardous materials managed and disposed of appropriately	Life of Project	100%
Invasive species introduced into construction area	Life of Project	Zero
Reportable Environmental Incidents	Life of Project	Zero
Major Environmental Incidents	Life of Project	Zero
Minor Environmental Incidents	Life of Project	<2
Environmental Near Misses	Life of Project	All reported
Environmental Hazards	Life of Project	All reported

## ADDITIONAL INFORMATION

### Environmental Management

ADCO will manage construction activities and operations are conducted in a manner which, so far as is practicable, minimises 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.

## Incident Management

Zero reportable incidents.

All incidents are reported to ADCO site management and Superintendent 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 7 days of occurrence.

Incident reports are closed out within 14 days of occurrence.

Preventative actions implemented across the project and noted in Incident Reports.

## Waste Management

A form of waste minimisation, recycling and reuse program is established and promoted throughout the project period.

Where waste minimisation 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

Not remove, damage or destroy, or cause to be removed, damaged or destroyed any trees or shrubs at the Site without written approval of the Superintendent.

Where fauna and flora minimisation 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 are completed with nil to minimal impact on air and water quality in and around the site.

Mitigation strategies (e.g. dust suppression, nominated trade waste wash off areas and refuelling locations) are identified for the project and per work activity (i.e. SWMS).

Management requirements are included in the site induction.

Work activities are monitored for compliance through the Weekly Site Inspection.

Soil Erosion	Take proper precautions to prevent soil erosion from any land used or occupied ADCO delivery of the project works.
Nuisance	Not cause any nuisance occurring through the discharge of dust, dirt, water, fumes and the like on to persons or property
Cultural Heritage Management	<p>Where heritage management is a requirement of project compliance, work activities are completed with due consideration and protection</p> <p>Management requirements are included in the site induction program.</p> <p>Work activities are monitored for compliance through the Weekly Site Inspection.</p> <p>When a “find” is identified in a work area:</p> <ol style="list-style-type: none"><li>1. All work in the find area must be stopped and the find must be reported to the Site Manager.</li><li>2. The Site Manager must establish a ‘no-go zone’ for at least 10 metres around the find. (e.g. fencing, hi viz mesh, solid barricades) where practical. No interference, including works, ground disturbance is allowed in the zone.</li><li>3. The Site Manager must notify the Project Manager.</li><li>4. The Project Manager to contact a heritage Adviser and arrange for the Adviser to assess the find.</li><li>5. Subject to assessment, work may recommence at a set distance from the item. Existing protective barriers may need to be adjusted.</li><li>6. To recommence work in the find area, the Project Manager must obtain written clearance from the Adviser including any additional project/heritage approvals/determinations.</li><li>7. Where required, the Project Manager / State HSE Manager will be required to update the Project Risk Register (environmental) to reflect the find and any additional conditions / controls.</li><li>8. The Site Manager or HSE Advisor will be required to incorporate any changes to the PMP into: the site induction presentation; (as required) the Traffic Movement Plan and the Pre-Start Meeting.</li></ol> <p>Refer to <i>ADCO’s General Requirements Environmental Management Cultural Heritage</i></p>
Employee Health and Wellbeing	<p>Work activities which may impact on employee health and well-being are identified at project design / tender / commencement / construction stages.</p> <p>Information and management requirements are included in the site induction program.</p>

Work activities are monitored for compliance through the Weekly Site Inspection.



## LEGAL AND OTHER REQUIREMENTS

### Legislation

Risks, hazards and controls on this project will be implemented in accordance with SSDA 10388 and state Work Health and Safety / OHS legislation, Codes of Practice and Standards. Legislation, Codes of Practice and Standards which will be applied to this project are noted in a relevant Plan or Risk Register. Further requirements are set out within the Environmental Impact Statement (EIS) Liverpool Hospital – Multi Storey Car Park Environmental Impact Statement 08 May 2020.

Access to current Legislation, Codes of Practice and Standards is available to all project personnel. Subcontract workers should liaise with the Site Manager or HSE Advisor for access through IT Forums.

### Identification

The identification and assessment of environmental risks (aspects and impacts) that could eventuate during construction of the project will be completed by ADCO at any / all of the following project stages:

- / Design
- / Tender
- / Project planning
- / Project construction

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).

### Conduct on Site

All persons entering the site are required to:

- / Wear clothing such as shirts, shorts, trousers, etc. in a neat and tidy condition at all times. (No singlets, sleeveless shirts or inappropriate shorts permitted).
- / Comply with site rules and procedures
- / Observe restraint in the use of inappropriate language.
- / Not use amenities except those expressly provided for construction personnel.
- / Not bully or victimise any worker or management personnel.
- / Not use amenities except those expressly provided for construction personnel.
- / Report hazards and incidents immediately.
- / Ensure that work area/s are kept fenced to not permit public access.
- / Wear identification at all times. (e.g. Site Induction sticker)
- / Wear the mandatory signed PPE at all times.
- / Feel free to discuss any issues troubling you with our HSE Advisor or Site Manager (confidentiality will apply).

## ASPECTS AND IMPACTS MANAGEMENT

### Hierarchy of Project Documentation

ADCO has robust systems in place to manage the delivery of the project works. Project documentation across the various disciplines generally follows the below hierarchy:

- / Policies – Vision and Values
- / Project Management Plan and Risk Register documentation
- / Procedures and Protocols in line with relevant Australian Standards
- / Forms / Checklists / SWMS / iTPs
- / Records - Measuring and Testing.

### Identification 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 any/all of the following: Design Manager, HSE Manager Project Manager, Estimator, 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 HSE 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. Soft copies are available on site.

### 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 (ATW Permits) for high risk work activities.
- / Regular visual site inspections.

### Considerations

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

- / 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, but not limited to the following:

- / Completing regular visual site inspections.
- / Completing the Weekly Site Inspection.
- / Issuing ATW Permits.
- / Conducting daily pre-start meetings.

Risks or hazards, which cannot be actioned by the identifying person, must be reported to the Site Manager or HSE Advisor. 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 HSE Advisor 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 according to the principles of the hierarchy of controls.

## Monitoring

Worker compliance to approved risk controls will be monitored through but not limited to:

- / Routine Inspections i.e. Daily visual inspections by the project team.
- / Review of Permit conditions and controls.
- / Review of subcontractor SWMS and implementation on site. .
- / Completion of a Weekly Site Inspection by the project team.

## Review

This document will be reviewed on a periodic basis, not exceeding 6-monthly, to ensure its compliance to legislative and operational requirements. Review and updates to this plan will initiate a change to the plan revision number and be recorded in the "Version Control" section of the document. Superseded Plans will be marked as such and will be located within the Management Plan Folder located in the Site Office or electronically.

Amendments to the Register / supporting Plan are noted in the "Authorisation" table at the front 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-compliant 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 HSE Manager.

## PROJECT ASPECTS AND IMPACTS MANAGEMENT

### WASTE MANAGEMENT

**Waste sources** Identified sources of waste generated from project delivery include:

- / Metal.
- / Concrete / sand.
- / Wood.
- / Plasterboard.
- / Excavated Material (if soil has been classified as contaminated)
- / Organic.
- / Glass
- / Plastic
- / Paper and cardboard
- / Polystyrene

**Waste Management** Waste categories on the project will consist of solid waste, liquid waste, food waste and contaminated waste (if applicable). Waste management of the project will consist of single stream or co-mingled bins to collect waste material. All waste (excluding hazardous waste) will be transported to an offsite facility for disposal. The project will manage waste by:

- / Designating waste storage areas.
- / Recycling waste products wherever possible.
- / Waste storage areas will be located in accessible areas for both vehicles and personnel to allow for easy access for collection and transport.
- / Waste bins will be maintained in good condition to prevent leaks and spills.
- / Defective containers will not be used for waste storage or transport.
- / Hazardous waste (e.g. asbestos) will be contained and separated from other waste categories. Hazardous waste will be disposed of at an approved waste disposal facility and evidence of disposal i.e. waste disposal dockets obtained.
- / Establishment of a designated concrete wash out area. Where practicable excess concrete will be recycled onsite for use e.g. access and egress routes or stabilise fill material.
- / If applicable – Material contaminated by spills i.e. fuel, oil, lubricants etc. will be stored in sealed containers and disposed of at an approved facility.
- / Actively encouraging Contractors and Suppliers to use non-toxic or recycled products and recycled packaging.
- / Encouraging Contractors and Suppliers to reduce the amount of packaging materials brought on to site.
- / Ensuring that all persons working on our projects are made aware of their responsibility for achieving a green working environment.
- / Any contaminated soil on the project will be classified prior to removal and transport directly to an approved disposal facility.

**Food Waste**

- / Food waste will be managed to prevent birds and vermin accessing the waste.
- / Lidded food waste bins will be located in the site amenities areas i.e. offices / lunchrooms.
- / Designated food waste bins will be emptied on a daily basis.
- / Food waste bins are to be kept covered

- / Food waste will be contained in bags which will be secured / tied when emptied
- / Work areas are to be kept free of rubbish and other debris at all times.
- / No food waste to be deposited directly into external construction waste skips.
- / Active rodent control established on the site i.e. baits around site perimeter.

## Housekeeping

The Site Manager will ensure that Site Amenities i.e. crib rooms and toilet blocks are maintained in a clean and tidy condition at all times. All waste bins shall be covered and sealed and all organic waste shall be removed from site on a regular basis.

Each Subcontractor must maintain a clean and tidy workspace. If after a formal warning, any Subcontractor who does not maintain their workspace in a clean and tidy manner and properly dispose of its waste, the Project Manager will arrange for the workspace to be cleaned and waste segregated to be properly disposed of with the associated costs back-charged to the non-compliant Subcontractor.

The Project Manager will ensure that an adequate number of waste bins have been provided and are located as close to areas of work as practicable for the material to be removed from the site by the subcontractor's waste removal contractor. All bins shall be covered by lids where available to prevent material from being dislodged during transport of storage.

Trucks and vehicles delivering goods, materials, plant, equipment, etc. must so far as practicable not traverse mud, dirt, stones or other materials to external areas of the site so as not to cause injury, nuisance or damage to the surrounding environment. Should surrounding roads, footpaths, watercourse and verges be soiled with dust, sand, grit, litter, debris, mud and the like caused by site activities, the Project Manager will undertake to have them cleaned immediately.

The site must be maintained in a clean and tidy condition at all times. A formal housekeeping inspection will be completed on a weekly basis by the project team utilising the Weekly Site Inspection form.

## Waste Removal and Disposal

Removal and recycling of waste will be provided by a licenced waste removalist

Trucks removing material from site will have the loads securely covered to prevent spillage. Drivers are required to ensure that no materials are tracked onto the road. All traffic leaving the site is to use the designated wash down bay to remove mud, dust and other debris.

The transport of all materials from the site will comply with the requirements of the EPA, Local Councils, RTA and other relevant authorities.

Waste removed from site will be disposed of at an appropriately licenced waste disposal facility. On a monthly basis a Waste Management Report will be provided to ADCO which will detail quantities of waste that are recycled, reused or go to landfill.

## HAZARDOUS SUBSTANCES AND DANGEROUS GOODS

### Substance Use

ADCO will have appropriate measures in place to use and store hazardous substances / dangerous goods to prevent accidental or intentional release to the natural environment leading to environmental harm, including impacts to air and water. The following management protocols will be implemented and monitored for implementation on a daily basis:

- / Maintaining a limit of 250 litres of each substance on site at any one time. Note: Any requirement to use or store more than this quantity, requires a ATW Permit issued.
- / Subcontractors providing a site-specific SWMS detailing the work activities, risks and control measures. (No work will proceed until ADCO Constructions has accepted the SWMS).
- / Current SDS for each substance will be available for reference. SDSs are to be Australian and issued within the previous 5 years. SDS information will be located on site.
- / Current Register for such substances as used on the site. (The Register detailing the nature, quantity and location of all hazardous material must be maintained and regularly updated).
- / Ensuring that the substances and their containers are correctly labelled and contained.
- / Erection of appropriate warning/emergency panel signage to warn of the location of the substance.
- / Ensuring that the substances are safe from use or access by other parties.
- / Completing regular inspections of vehicles, containers, bunding and equipment to check for any leaks or spills.
- / Providing appropriate fire suppression equipment.
- / Providing details for ensuring that at the completion of the works, all residual stocks of substances are guaranteed to be removed from the construction area.

### Substance Storage

Substances must be stored in accordance with the ADCO Substance Management Procedure. To ensure the protection of human health and the environment the following is to be implemented:

- / Storing the substances in a manner which complies with the Code (and with AS 1940, AS 4332 and any other applicable legislation or standards)
- / Storage units are only to be used outdoors.
- / Storage units are not to be located where they could hinder escape from a building in the event of a fire or other emergency;
- / Storage units are to be separated from boundaries and other buildings and infrastructure by the distances required by the relevant Australian Standard.
- / Storage units must be adequately secured against high wind conditions.
- / Storage units are to be positioned, or otherwise protected (e.g. with bollards) so that they are protected from vehicle impact.
- / If two or more storage units are positioned together, they can only be treated as individual stores if they are separated by the distance required by the relevant Australian Standards.
- / If two or more storage units are positioned together, they must not be positioned so that there is any restriction of ventilation through any of the installed vents.



- / The area around storage units is to be kept clear of combustible materials (e.g. timber pallets), vegetation and refuse for a distance of at least 3 metres.
- / Storage units are to be located at least 3 metres away from heat sources. Refer also to separation distance requirements outlined above.
- / Storage units for flammable and oxidizing materials are to be kept away from ignition sources. This includes electrical installations (such as power-points, light-switches and light-fittings), traffic routes, carparks, and work areas where ignition sources may be present (e.g. areas where welding or grinding may take place).
- / For gas cylinders in storage units, separate incompatible gas cylinders by at least 3 metres.
- / Bunds to be of sufficient size and capacity to accommodate substances stored in the event of a spill.
- / "DANGER" signage to be placed in visible positions to warn of dangers (flammable substances).
- / Fire suppression equipment to be located with the substances.
- / Incompatible goods are not to be stored in the same cabinet. Specific information for individual products can be found on the product Safety Data Sheet (SDS).

## Spill management

Substances (chemicals and / or hydrocarbons) that leak into environment can lead to environmental and/or human harm. Equipment failure, poor operation or accidents can all give rise to the potential spills. Any spillage has the ability to impact soil, water, flora or fauna in an adverse manner.

To mitigate and control any unplanned event or spill, emergency spill kits will be strategically placed around the project and clearly defined on the Emergency Plan. Any spill, irrespective of size, must be reported to the ADCO project team who will investigate and implement appropriate risk treatments.

## DUST

### General

ADCO will prevent any nuisance occurring through the discharge of dust, dirt, water, fumes and the like on to persons or property. Strategies to be implemented to prevent dust generation and potential nuisance includes but is not limited to:

- / Restrict vehicle movements to designated routes.
- / Apply water sprays to earthwork and demolition locations as required during periods of dry weather, strong winds or dust generating activities.
- / Use shade cloth around work areas where practicable.
- / In the event that excavated materials will be stockpiled, onsite stockpile management practices will be carried out. These include water sprays and locating stockpiles away from public and residential properties as much is reasonably practicable.
- / Minimise dust generating construction activities during periods of high winds or adverse weather.
- / Cease relevant construction activities should they be found to be generating excessive dust until effective control measures are implemented.
- / As required, implement regular sweeping (including road sweeping) and cleaning activities.

- / Monitor and manage the incidence of dust deposition from construction activities and construction vehicles.
- / Daily and Weekly visual monitoring of dust and dust management controls will be carried out by the Site team.
- / Ensure that subcontract personnel adopt work methods to include dust minimisation practices.
- / Implement corrective action in response to diminished air quality as a consequence of construction activities or vehicles.
- / Restrict construction traffic to designated / sign posted traffic routes.
- / No burning off will occur on the site.
- / Site amenities areas will have nil dust generating activities that will require additional dust management strategies in place.

## Monitoring and recording

Where dust management controls are identified as being inadequate ADCO will investigate and identify the root cause and cease the dust generation activity until suitable controls have been implemented.

## OBTRUSIVE LIGHTING

This project does not contain any external obtrusive lighting that may impact neighbouring properties. All works are being undertaken during working hours; no night works are required at this time.

## NOISE AND VIBRATION

### Management

ADCO will comply with AS/NZS 2436 Guide to Noise Control on Construction, Maintenance and Demolition Sites. Works will be carried out during the approved working hours only and all noise generated through plant will be assessed through the plant mobilisation and induction process.

To ensure that plant and equipment used throughout construction is the quietest reasonably available ADCO Constructions will:

- / Ensure that Plant is inspected at first entry to site and then at regular intervals. Refer to Procedure: Operating Plant (mobile plant).
- / Where practicable, position Plant / equipment (e.g. start-up, parking, refuelling) away from noise-sensitive areas.
- / Where practicable, avoid simultaneous operation of noisy Plant /or equipment.
- / Ensure that Plant / equipment is serviced as per the manufacturer's instruction and maintained in good working order.
- / Ensure that Plant / equipment is switched off when not in use.
- / Where practicable, select alternative Plant or equipment to complete the activity.
- / The ADCO Project team will ensure compliance to noise management controls through:
  - / Communicate noise generating activities with key stakeholders.
  - / Carrying out works within approved Construction Hours.
  - / Regular inspections (documented in the Weekly Site Inspection) and completion of corrective actions where required.
  - / Inclusion of noise and vibration awareness and control requirements through consultative forums.

- / The use of the daily Pre-Start Meeting to discuss awareness, control compliance and requirements.
- / Ensuring, so far as is practicable, that personnel involved in or working near noise generating activities on the construction site, wear PPE applicable to the activity.
- / Ensuring, that signage advising of the hazard/s are posted in visible locations around the work activity area.
- / Where construction activities may result in noise / vibration impacts Facility, notification will be provided to the affected parties.

## Monitoring and recording

Should a complaint be received regarding noise / vibration ADCO will investigate and identify the root cause and cease the noise / vibration generating activity. In the event that Noise / Vibration monitoring is deemed necessary monitoring will be carried out by a suitably qualified person.



MATTHEW PALAVIDIS  
VICTOR FATTORETTO  
MATTHEW SHIELDS

Multi-Storey Carpark, Liverpool Hospital

Stage 2 - Construction Noise and Vibration Management Plan

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## STOCKPILE MANAGEMENT

**DOCUMENT TITLE**  
**REVISION**

**ENVIRONMENTAL MANAGEMENT PLAN**  
**V12**

**DOCUMENT CREATED**  
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**18 FEBRUARY 2019**  
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**24**

**Management** To prevent contamination of nearby watercourses and potential dust emissions which degrade air quality, ADCO will implement the following control measures:

- / Topsoil stockpiles to be located on flat areas, clear of drainage lines and at significant distance away from waterways, roads, and slopes of greater than 10%.
- / Stockpiles to be located at least 3 metres from tree drip lines.
- / Stockpiled materials not to be placed inside VPO areas or within 5 metres of retained trees.
- / Stockpiled materials not to be placed within 5 metres of waterways or stormwater inlets.
- / Clean topsoil and friable subsoil to be stockpiled separately and re-spread in areas to be revegetated
- / Weed infested topsoil to be stockpiled separately and removed from site or re-spread in a manner which mitigates the spread or re-introduction of weeds.
- / Install bunding/silt fencing around stockpiles to prevent against water runoff.
- / Dampen stockpiles by means of water sprays to management dust emissions.
- / Where practicable, vegetate stockpiles to improve soil stability.
- / Limit the height and volume of stockpiles so that control measures can be implemented.
- / Stockpiles and control measures to be monitored regularly and immediately rectified as required.

## SEDIMENT CONTROL AND ONSITE WATER MANAGEMENT

**Management** Surface water management is to be considered into the staging of the construction works program. Regular inspections of stormwater and surface water controls will be undertaken, and issue identification and corrective actions recorded on the online HSE Management System.

The risk of erosion and sedimentation is a direct consequence of exposure of soil to rainfall and stormwater runoff. Sedimentation involves the deposition of eroded material into surrounding areas.

To control the risk of erosion or sediment impacting on the natural environment, ADCO will:

- / Install erosion and sediment control devices to mitigate and manage the impact of excess soils on nearby roads, surface water quality, air quality, fauna and flora.
- / Erosion and sedimentation controls to be monitored on a weekly basis or immediately following a rainfall event.
- / Ensure that the handling and placement of excavated material is in accordance with WMS, Client instructions, EPA requirements etc.
- / Complete daily inspections of stockpiles, excavated areas and control methods for erosion and sediment management.
- / Residue to be disposed of in an appropriate manner.
- / All drainage inlets near or within the site must be protected against silt infiltration and soil run off with the use of silt traps, sandbags and/or geo-fabric protection.

- / ADCO Constructions will ensure that all drains and gutters leading to the storm water system within the Site have sediment control measures installed to prevent sediment entering into the drainage system and waterways.
- Entering Site
  - / Identify vulnerable locations on site and install control devices as far as practicable to halt or alter course of water.
  - / Inspections prior to a major weather event.
- Exiting Site
  - / Identify vulnerable drains, low points and stormwater runoff points.
  - / Install control devices (i.e. silt fencing, bunding, diversion devices, sandbags, etc).
  - / Daily inspections and maintenance of control

## FLOOD EMERGENCY RESPONSE

- Management
  - In the event of an emergency ADCO will be implementing a Flood and Emergency Response Plan to ensure the following.
    - / Raise awareness to all workers on-site for the flood risk and the protocols and procedures
    - / Create evacuation plans via briefing and signage. This will form part of the mandatory site inductions
    - / Undertake evacuation drills at a minimum frequency of once a year

## MATERIALS STORAGE

- General
  - Construction material required to carry out project works will be stored within designated storage areas within the site compound. Prior to any delivery of materials, mobile plant or tools, subcontractors to consult with ADCO Site Management on the following:
    - / Permissible items permitted on site including DG/Hazardous Substances.
    - / Storage areas for trades / materials / substances / Plant.
    - / Permits or pre- entry inspections including documentation (e.g. Safety Data Sheets, Validation Certificates etc.) required for Plant, tools or substances.
    - / Hazardous substances and flammable goods to be stored in an approved lockable storage cage. Subcontractors to provide their own lockable cages.
    - / Pre- delivery inspections to ensure that materials are in accordance with SHE requirements.
    - / Items found not to be conforming are to be secured and removed from site.

## FOREIGN OBJECT DAMAGE

- Site Compound
  - / Area to be fully contained.
  - / Appropriate storage containers based on the nature of the product being stored will be provided and located in a designated area.
  - / Containers must be closed except for when personnel are accessing or working within the container.
  - / Items within containers must be secured.
  - / Waste must be placed into supplied receptacles fitted with lids.

- / Waste lids are to be closed at all times.
  - / Material or equipment stored external to site sheds or containers must not have any fittings, fixtures or wrapping which could come loose and cause a hazard.
- Work Areas
- / Material or equipment transported to the work area must be secured to ensure that no fittings, fixtures or wrapping could come loose and cause a hazard during transportation
  - / Work areas are to be maintained with a high standard of housekeeping at all times and must be free of loose material, packaging, debris etc. at the close of each shift.

## PLANT MOVEMENTS

General To ensure that no fuel, lubricant, mud, dirt, stones or other materials is spilled, or other materials is spilled or deposited onto roads or footpaths resulting in damage, loss, injury or nuisance ADCO will:

- / Install control measures (i.e. water spraying, rumble grids, road sweepers) which limit the opportunity for dust, noise or spillage to occur.
  - / Limit site speed Limits.
  - / Loads to be covered prior to leaving the site.
  - / Daily inspections of control measures to be conducted and immediately rectified as required.
  - / Work activity requirements to be included in the Site Induction.
- Traffic Management / Movement
- / Comply with any approved Traffic Management Plan for external site traffic management.
  - / Where practicable, co-ordinate deliveries and site activities with out of peak traffic hours.
  - / Monitor traffic flows and implement corrective actions in response to traffic impacts as a consequence of construction activities.
  - / Daily inspections of control measures to be conducted and immediately rectified as required.
  - / Work activity requirements to be included in the Site Induction.
  - / If required under planning, inform local community about the timing and scale of construction traffic impacts.
- Roads and Footpaths
- / Protect footpaths, kerbs and roads from damage through (e.g.) use of metal plates, restriction of heavy vehicles, prohibition for storing equipment or material on roads and footpaths etc.
  - / Daily inspections of control measures to be conducted and immediately rectified as required.
  - / Work activity requirements to be included in the Site Induction.
  - / Should surrounding roads, footpaths, watercourse and verges be soiled with dust, sand, grit, litter, debris, mud and the like caused by site activities, the Project Manager will undertake to have them cleaned immediately.





## CTPMSP;

Liverpool Hospital and Academic  
Precinct, Construction Traffic  
Management Plan  
For ADCO Construction  
8 April 2022

parking;  
traffic;  
civil design;  
wayfinding;  
**ptc.**

## REFUELLING

### Management

The following management protocols will be implemented to ensure that target performance is achieved:

- / Fuels, oils and chemicals are to be stored in accordance with the relevant Standards and all appropriate measures taken to ensure that environmental performance is being fulfilled
- / Regular inspections of vehicles, containers and equipment to be completed to check for any leaks or spills.
- / Ensure that appropriate storage facilities and fire suppression, spill management is used.



- / Ensure that containers are correctly labelled and that minimal quantities are stored on site.
- / Where possible, request substitution of substance with less harmful substances.
- / Major servicing of machinery to be completed off site.
- / Refuelling to occur in a designated area and not within 30m of a water body.
- / Hoses to be fitted with a stop valve
- / Spill response kit to be readily available during refuelling activities.

## HEAT

**Management** Throughout project delivery ADCO will ensure that workers are aware and have the required controls to mitigate the risk associated with long periods of heat and direct sunlight impacting on workers. Controls include but are not limited to:

- / Enforcing frequent breaks including weekly toolbox talks.
- / Mandatory use of SPF 50 sunblock and reapplication at frequent periods.
- / Site PPE Standards.
- / Increase fluid intake & additional water bubblers located throughout site.
- / Scheduling most strenuous works to occur at cooler times of the day.
- / Substituting physical activities to machine where applicable to reduce physical demands.
- / Measure daily temperature and humidity and display on site notice board.
- / ADCO site management staff will also be competent in the warning signs of heat stroke and heat exhaustion and will pass this knowledge onto all site personnel during our induction process and beyond.

## COMPLAINTS

**Management** Complaints can be raised for issues such as, but not limited to:

- / Noise
- / Vibration
- / Dust
- / Pollution
- / Harassment
- / Perceived safety or environmental management issues.
- / Breaches of legislation, DA/BA conditions

A person wishing to register a complaint with ADCO directly through verbal or consultative forums. Information relating to complaints is documented on the ADCO Constructions Complaints Form. Complaints are registered on the Register - Project Complaints.

Complaints must:

- / Immediately - Be reviewed and Investigated by the Project Manager, Site Manager and/or HSE Advisor.
- / 48 Hours - Be actioned by the Project Manager, Site Manager and/or HSE Advisor. Actions to be noted on the form. This includes a response (email or verbal) to the person generating the complaint.
- / In general, the below recommended actions should be followed:

- / Respond to the complainant in an objective, polite and courteous manner.
- / Engage with the complainant to correctly understand the complaint.
- / Seek clarification and confirm the issues, relevant information, and outcomes sought (i.e. summarise the main points).
- / Clarify the application of any relevant legislation, policies or procedures.
- / Resolve the complaint and acknowledge the complainant.
- / If the complaint cannot be resolved within a reasonable time frame, advise the complainant about the complaints process and indicative response.
- / Take reasonable action to prevent similar complaints in the future

## TRAINING AND INSTRUCTION

Training and instruction 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

#### Project 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 contractor's work activities

All persons who are attending the site for the purpose of 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 and remain within two metres of a site inducted person at all times.
- / Wear PPE mandated per signage.
- / Wear 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 HSE Advisor or online HSE Management system.

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

## TRAINING

#### Project Specific Training

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

Based on construction and project information additional training that is required for the projects works include:

- / Nil additional project specific training from those identified within Risk Management and Operational Management Procedures.

## CONSULTATION AND COMMUNICATION

### Pre Start Meetings

A daily pre-start meeting to identify and discuss safety issues / hazards / controls relative to daily work activities will be held by the Site Manager. Subcontract personnel (i.e. Supervisors) 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.

### HS Committee Meetings

At the initiation of ADCO or at the request of workers, a Health and Safety Committee (HSC) may be established on the project. All subcontract companies are required to ensure that a representative (elected or nominated) participates if requested by ADCO.

Details of the meetings (attendees, topics discussed, concerns arising, proposed actions) will be recorded on the HSE Meeting form. Copies of the meeting minutes will be issued to all committee members and placed on the site noticeboard for general site review.

### Toolbox Talks

On a monthly basis or at the initiation of ADCO (e.g. following an incident), or at the request of workers, topic-based Toolbox Meetings may be held on the project. As a minimum Toolbox Meetings are to be held every two weeks. 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. Toolbox Meeting Minutes will be displayed on Site Notice Boards for project personnel to review.

### Other Meetings

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

- / Subcontractor Meetings
- / PCG Meetings
- / General site meetings.
- / Fortnightly Contractor meetings
- / Weekly client site meetings

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

## Notice Boards

Notice boards 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 located in a prominent position and updated and maintained by the Site Manager and HSE Advisor.

## 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

ADCOs HSE standards are required to be adopted and maintained throughout the life of the project. 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 HSE Requirements book. (annexed to the Subcontract Agreement).

### Safe Work Method Statements

Prior to the commencement of all work activities on a project, a subcontract company must provide safe work method statements (SWMS) to ADCO for review and acceptance. The review and acceptance process is managed by the Site Manager and HSE Advisor and documented using the SWMS Review Form.

SWMS must (at a minimum) include:

- / A description of the work activity.
- / Details of Plant or substances to be used to complete the work activity.
- / Risks and controls measures for the work activity.
- / Emergency management procedures for high risk activities.
- / Details of who is responsible for managing the work activity and the controls.
- / Evidence that workers have been consulted in the production of the SWMS and provided instruction and training.

Works cannot commence until SWMS documentation has been accepted for use.

### Monitoring

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

- / Managed by the Site Manager and HSE Advisor through regular visual inspections.
- / Documented on the Weekly Site Inspection Form.

### Non Compliance

Where a non-compliance (to accepted work methods) is observed, the Site Manager or HSE Advisor will do any/all of the following:

- / Stop the work activity.
- / Cancel / suspended any active ATW Permit.
- / Issue a non-compliance notice through Aconex or online HSE Management System.
- / Issue a verbal instruction.
- / Non-compliances will be listed in the Register – Non-Compliance or through Aconex.

### Archiving

Subcontractor supplied documentation will be archived by ADCO for a period no less than 24 months after project completion. Duration of archiving may be extended if the Safe Work Method Statement is applicable to an incident or in relation to use of hazardous substances etc.

## MONITORING AND REVIEW

### Monitoring

Progress against project targets is monitored by the project team (Project Manager, Site Manager, HSE Advisor) through:

- / Regular daily visual inspections of work activities.
- / Completion of the Weekly Site Inspection report.
- / Close out of identified actions for non-conformances.
- / Internal Audits and Inspections.

### Review

Confirmation of achievement of project targets is reviewed through:

- / Project audits.
- / Other internal or external audits (e.g. client, FSC).
- / HammerTech reporting.
- / A reduction in incident and non-conformances across the State and nationally.

### Inspections

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, HSE Advisor and Health and Safety Representative (if applicable)
- / Formal inspections will be completed by the Project Manager, Site Manager, HSE Advisor using the Weekly Site Inspection form.

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

- / Control measures required per active work permits.
- / Accepted subcontractor SWMS
- / General site conditions.

### Audits

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

Applicable projects are required to be audited against both national (internal procedures) and project criteria (site specific)

The level of compliance to the requirements of the HSE System is determined by the audit score achieved. Any corrective action (e.g. non-conformances) identified in the audit must, **MUST** be addressed by the site team within a maximum of seven working days of receipt of the audit report.

Corrective actions and supporting evidence must be attached to the Audit Report within the online HSE Management System.



## 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 HSE Advisor immediately upon occurrence.

### Management

All incidents will be recorded by the Site Manager or HSE Advisor.

- / First Aid incidents (incidents only requiring treatment by a First Aider – no external medical treatment) will be recorded in the Register – First Aid Treatment.
- / First Aiders who provide treatment will have certification through a Registered Training Organisation (RTO).
- / Refer to Site Emergency Information Poster displayed on Site Notice Boards for appointed First Aid Officers on the project.
- / All other incidents – safety, environment, near miss and general – will be recorded in the Incident Report located on HammerTech.

### Investigation

Incidents to be investigated include – Medical Treatment Injuries, Lost Time Injuries, Death or permanent disabilities, Near Miss Events and General incidents i.e. contact with services / property damage.

Incidents must be investigated by the Site Manager and HSE Advisor. 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, HSE Manager, Construction Manager or Head of Risk and Compliance) 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 HSE Management System.

### Notification

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

Notification to the planning secretary must be undertaken through the major portal immediately. ADCO will ensure all necessary information is relayed to John Staff Projects (JSP), for notification to the necessary party. The notification must identify the development (including the development application number and the name of the development if it has one), and set out the location and nature of the incident.

Subsequent notification must be given and reports submitted in accordance with the following requirements:

## **APPENDIX 1 WRITTEN INCIDENT NOTIFICATION AND REPORTING REQUIREMENTS**

### **Written Incident Notification Requirements**

1. A written incident notification addressing the requirements set out below must be provided to the Planning Secretary through the major projects portal within seven days after the Applicant becomes aware of an incident. Notification is required to be given under this condition even if the Applicant fails to give the notification required under condition A25 or, having given such notification, subsequently forms the view that an incident has not occurred.
2. Written notification of an incident must:
  - a. identify the development and application number;
  - b. provide details of the incident (date, time, location, a brief description of what occurred and why it is classified as an incident);
  - c. identify how the incident was detected;
  - d. identify when the applicant became aware of the incident;
  - e. identify any actual or potential non-compliance with conditions of consent;
  - f. describe what immediate steps were taken in relation to the incident;
  - g. identify further action(s) that will be taken in relation to the incident; and
  - h. identify a project contact for further communication regarding the incident.
3. Within 30 days of the date on which the incident occurred or as otherwise agreed to by the Planning Secretary, the Applicant must provide the Planning Secretary and any relevant public authorities (as determined by the Planning Secretary) with a detailed report on the incident addressing all requirements below, and such further reports as may be requested.
4. The Incident Report must include:
  - a. a summary of the incident;
  - b. outcomes of an incident investigation, including identification of the cause of the incident;
  - c. details of the corrective and preventative actions that have been, or will be, implemented to address the incident and prevent recurrence; and
  - d. details of any communication with other stakeholders regarding the incident.

#### **Monitoring**

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

#### **Retaining Records**

All injury records and investigation findings will be retained within HammerTech, a cloud based online HSE management system

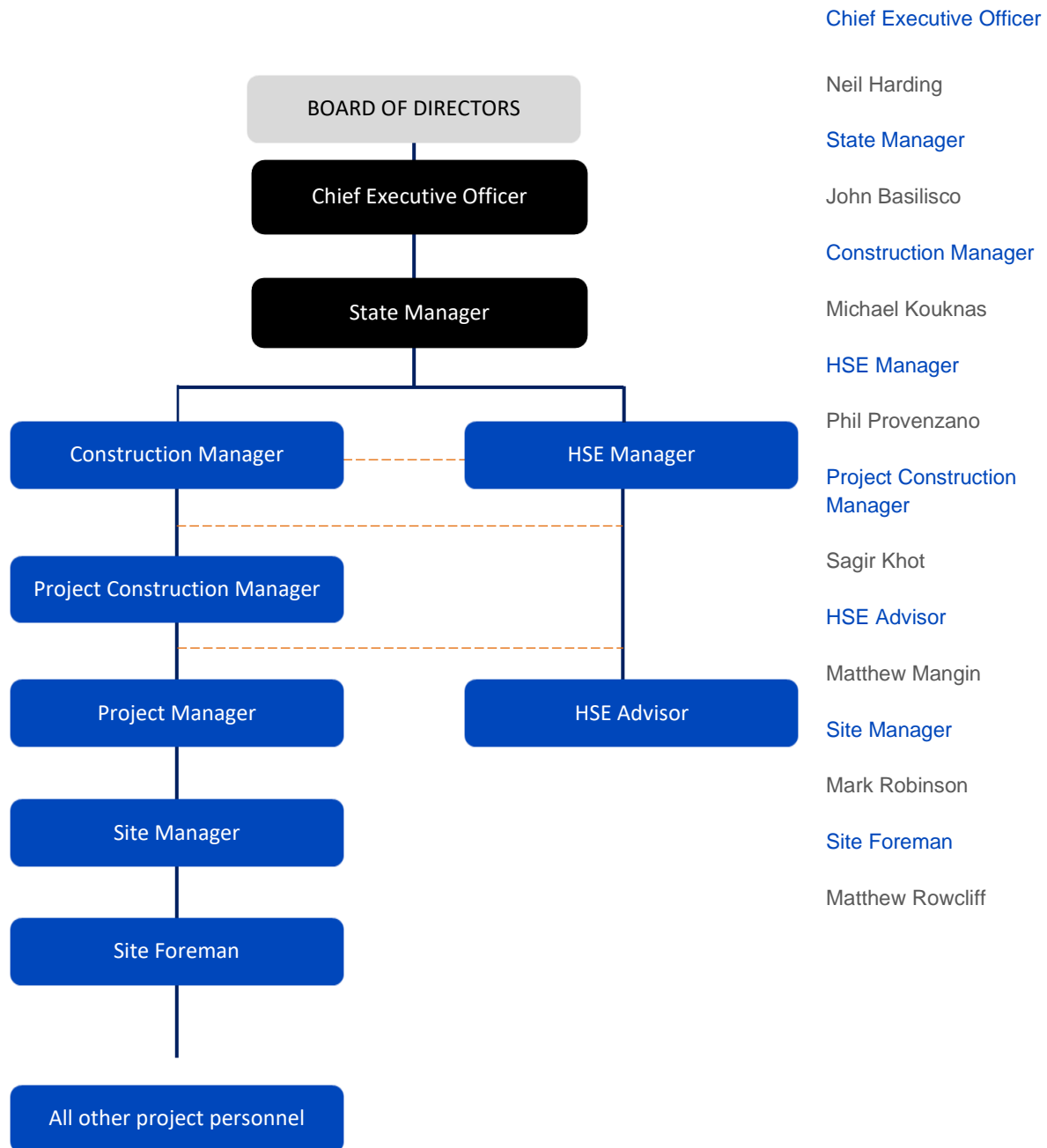
## NON COMPLIANCE

Where a non-compliance is observed the planning, secretary is to be notified through the major project's portal within 7 days. The Certifier must also notify the Planning Secretary through the major project's portal within seven days after they identify any non-compliance. ADCO will ensure all necessary information is relayed to John Staff Projects (JSP), for notification to the necessary party

The notification must identify the development and the application number for it, set out the condition of consent that the development is non-compliant with, the way in which it does not comply and the reasons for the non-compliance (if known) and what actions have been, or will be, undertaken to address the non-compliance.

A non-compliance which has been notified as an incident does not need to also be notified as a non-compliance.

## PROJECT MANAGEMENT STRUCTURE



## POSITION RESPONSIBILITIES

Chief Executive Officer	<p>Provide commitment, leadership and direction in the development, implementation and management of the Corporate Management Systems, including but not limited to:</p> <ul style="list-style-type: none"><li>/ Development of a corporate strategic plan incorporating safety, environment, quality and health management risks and controls.</li><li>/ An assessment of the effectiveness of the Corporate Management Systems. (e.g. review of incidents and non-conformances to identify non-conformance trends and areas of improvement to the Corporate Management Systems.)</li><li>/ Full management obligations including continual improvement of the Corporate Safety, Environment and Quality Management Systems.</li><li>/ Ensure that appropriate resources are allocated to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.</li><li>/ Ensure that resources are competent to deliver the requirements of the Corporate Management Systems.</li></ul>
State Manager	<p>Ensure that:</p> <ul style="list-style-type: none"><li>/ Corporate Management Systems are implemented at all levels in the State.</li><li>/ Appropriate resources are allocated to project teams to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.</li><li>/ Project operations are in compliance with applicable state or federal legislation.</li><li>/ A review of the safety, environment, quality and health management performance of the State is completed regularly to identify non-conformances, trends and areas of improvement.</li></ul>
Construction Manager	<p>Ensure that:</p> <ul style="list-style-type: none"><li>/ Corporate Management Systems are implemented on projects within the State.</li><li>/ HSE requirements have been identified and accounted for during project tender processes.</li><li>/ Project operations are in compliance with applicable state or federal legislation.</li><li>/ Appropriate resources are allocated to project teams to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.</li><li>/ Project team personnel have received training to fulfil their duties and responsibilities with the Corporate Management Systems.</li><li>/ A review of the safety, environment, quality and health management performance of the State is completed regularly to identify non-conformances, trends and areas of improvement.</li></ul>
Health, Safety & Environment (HSE) Manager	<p>Ensure that:</p> <ul style="list-style-type: none"><li>/ Legislative requirements for HSE management are implemented and maintained on project sites.</li><li>/ The requirements of the Corporate HSE Management System are implemented on project sites.</li></ul>

	<ul style="list-style-type: none"> <li>/ Where required, project HSE requirements and risks are identified during project tender and/or trade tender processes and incorporated into project management plans.</li> <li>/ Reviews of HSE performance are completed on all projects to ensure compliance with legislative and corporate requirements.</li> </ul>
Project Manager	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>/ HSE requirements are identified and assessed during trade tender evaluations.</li> <li>/ In conjunction with the HSE Manager, project management plans are developed and implemented on projects.</li> <li>/ Resources are allocated to implement and maintain the HSE requirements on the project.</li> <li>/ ADCO project personnel have received training to fulfil their HSE responsibilities.</li> <li>/ Project personnel are aware of current HSE legislation and their obligations.</li> <li>/ HSE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.</li> </ul>
Site Manager	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>/ Legislative requirements for HSE management are implemented and maintained on the project site.</li> <li>/ The requirements of project HSE Management Plans are implemented and managed on the project.</li> <li>/ The requirements of the Corporate Management Systems are implemented and managed on the project.</li> <li>/ Any issues which may arise over HSE requirements (legislative or Corporate) are managed on site.</li> <li>/ Employees and subcontractors complete their work in compliance with legislative and Corporate Management System requirements.</li> <li>/ Open lines of communication and consultation are maintained with the HSE Advisor 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.</li> <li>/ HSE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.</li> </ul>
HSE Advisor	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>/ Legislative requirements for HSE management are implemented and maintained on project sites.</li> <li>/ The requirements of the Corporate Management Systems are implemented on project sites.</li> <li>/ HSE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.</li> </ul>
Health and Safety Representative (HSR)	<p>In general:</p> <ul style="list-style-type: none"> <li>/ Participate in risk and hazard identification and control.</li> <li>/ Participate in incident investigations and management.</li> <li>/ Participate in workplace inspections (e.g. with the Committee, with the project team).</li> </ul>

All Other  
Project  
Personnel

- / Participate in project consultative forums. (e.g. HSE Committee)
- / Consult with and represent workers (i.e. work group) in health and safety issues.

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.
- / Assist in achieving project HSE objectives and targets.

PEOPLE WHO BUILD



# QUALITY MANAGEMENT PLAN

PROJECT NAME

LIVERPOOL HOSPITAL & ACADEMIC  
PRECINCT - MULTI STOREY CAR PARK

PROJECT NO.

CLIENT – HI20174  
ADCO – 3460



# QUALITY MANAGEMENT PLAN



## VERSION CONTROL

Rev. No.	Issue Date	Approved By	Position	Details
V0	26/05/2020	Kristian Anthony	Project Construction Manager	For tender
V1	26/08/2020	Kristian Anthony	Project Construction Manager	For construction
V2	20/02/2021	Stefan Chalouhi	Project Engineer	Periodic review
V3	20/09/2021	Maya Krvavac	Project Engineer	Periodic review, personnel updated
V4	04/02/2022	Maya Krvavac	Project Engineer	Updated to incorporate Constructsafe audit 19.01.22 findings
V5	11/03/2022	Maya Krvavac	Project Engineer	Amendments made to capture DPIE comments table B12 CC3

## ADCO PROJECT PERSONNEL CONSULTATION AND SIGN OFF

We, the undersigned, confirm that we have been consulted on the contents of this document, read and understood the contents of this document, and agree to implement the requirements of this Plan on this project site

Name	Position	Signature	Date
Sagir Knot	Project Construction Manager		23/09/2021
Mark Robinson	Site Manager		23/09/2021
Matthew Mangin	HSE Advisor		23/09/2021
Matthew Rowcliff	Foreman		23/09/2021
Maya Krvavac	Project Engineer		23/09/2021
Sean O'Byrne	Contracts Administrator		23/09/2021

# QUALITY MANAGEMENT PLAN



<b>Annalise Atkins</b>	Cadet	23/09/2021
<b>Mohammed Kerhani</b>	Apprentice	23/09/2021
<b>Nathan Clarke</b>	Construction worker	23/09/2021

# QUALITY MANAGEMENT PLAN



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## INTRODUCTION

# QUALITY MANAGEMENT PLAN



## PURPOSE OF THIS PLAN

Our Corporate QA Management System prescribes the way construction-related activities are required to be completed on **ADCO** project sites.

- This Quality Management Plan (QMP) has been produced for the following purposes:
- Define **ADCO** Constructions quality processes for the delivery of this project.
- Provide guidance to project personnel of their responsibilities under this Management Plan.
- Establishment of quality objectives for the project.
- Define subcontractor quality management requirements.
- Define any other quality management requirements per contract as required for this project

## CORPORATE MANAGEMENT SYSTEM AND DOCUMENTATION

System documents which are referenced in this Plan can be sourced by accessing the **ADCO** Constructions Intranet. (**ADCO** personnel only).

## INFORMATION SUPPLY TO SUBCONTRACTORS

This Plan will be supplied to subcontractors 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 the operational requirements of this project.

Review and updates to this Management plan will be recorded in the “Plan Review” table located at the start 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.

# QUALITY MANAGEMENT PLAN



## PRINCIPAL QA OBJECTIVES

- Provide assurance to customers that its products and services will meet the customer's specified requirements.
- Ensure that purchased items conform to specification before incorporating them in the works.
- Plan and control work processes.
- Plan and carry out inspection and testing to verify that the work processes are effective and that all finished work complies with the contract.
- Ensure selection of subcontractors and confirmation that their work complies with the contract.
- Acknowledge and rectify any nonconforming work and improve work processes to prevent recurrence of nonconformities.
- Keep orderly records to demonstrate that the works comply with the contract.
- Improve procedures and work practices when opportunities are identified to minimise errors, waste and product nonconformities.

## PERFORMANCE INDICATORS

This Plan should be read in conjunction with the **Corporate QA Management Plan**. Refer to the Appendices section of this Plan.

## PROJECT TARGETS

DESCRIPTION	TARGET
Major non-conformances	Nil per project
Defects	Defect-Free upon Project Handover
Corrective action – time to close	Within agreed or required time frame.

# QUALITY MANAGEMENT PLAN



## PROJECT MANAGEMENT STRUCTURE



**Chief Executive Officer**

Neil Harding

**National Compliance Manager**

Sean Conroy

**State Manager**

John Basilisco

**Construction Manager**

Michael Kouknas

**Project Manager**

Sagir Knot

**Site Manager**

Mark Robinson

# QUALITY MANAGEMENT PLAN



## POSITION RESPONSIBILITIES

TITLE	DESCRIPTION
<b>Chief Executive Officer</b>	<ul style="list-style-type: none"> <li>▶ Provide commitment, leadership and direction in the development, implementation and management of the Corporate QA Management System.</li> </ul>
<b>National Risk &amp; Compliance Manager</b>	<p>Responsible for:</p> <ul style="list-style-type: none"> <li>▶ Management of the Corporate Safety, Environment and Quality Management Systems.</li> <li>▶ Ensuring that the Corporate Management Plans are maintained in accordance with applicable Standards and industry requirements.</li> <li>▶ Facilitating the development of work process controls/instructions</li> <li>▶ Liaising, where needed, with external parties on matters relating to compliance.</li> <li>▶ Reviewing client feedback to identify opportunities for improvement.</li> </ul>
<b>State Manager</b>	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>▶ The Corporate QA Management System is implemented across all State projects.</li> <li>▶ Appropriate resources are allocated to project teams to ensure compliance to requirements of the Corporate QA Management System.</li> <li>▶ A review of the QA performance of the State is completed on a predetermined basis to identify non-conformance trends and areas of improvement.</li> </ul>
<b>Construction Manager</b>	<p>Responsible for monitoring the progress of each project, including:</p> <ul style="list-style-type: none"> <li>▶ Approving major purchases and subcontractors.</li> <li>▶ Technical advice, cost control and ongoing project review.</li> <li>▶ Non-conformance review and management.</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>▶ Overseeing the preparation, maintenance and implementation the Project Quality Plan on the project.</li> <li>▶ Preparing the works program for each project.</li> <li>▶ Liaison with the client on project quality issues.</li> <li>▶ Assessing and monitoring the capability of service providers in the supply chain, and verifying that they meet quality requirements.</li> <li>▶ Providing service providers in the contract chain with the quality plans and any updates.</li> <li>▶ Maintaining a non-conformance reporting system</li> <li>▶ Approving subcontractors' quality plans and systems.</li> </ul>
<b>Safety, Health &amp; Environment (SHE) Manager</b>	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>▽ Legislative requirements for QA management is implemented and maintained on project sites.</li> <li>▽ The requirements of the Corporate QA Management System are implemented on project sites.</li> <li>▽ Where required, project QA requirements and risks are identified during project tender and/or trade tender processes and incorporated into project management plans.</li> <li>▽ Reviews of QA performance are completed on all projects to ensure compliance with legislative and corporate requirements.</li> </ul>

# QUALITY MANAGEMENT PLAN



TITLE	DESCRIPTION
<b>Contracts Administrator</b>	Responsible for: <ul style="list-style-type: none"><li>▶ Preparing documentation for subcontracts and purchases.</li><li>▶ Administration of subcontractors and suppliers.</li><li>▶ Processing variations.</li><li>▶ Preparing progress claims for submission to Client.</li><li>▶ Preparing progress payments to subcontractors and suppliers.</li></ul>
<b>Site Manager/Foreman or Leading Hand</b>	Responsible for: <ul style="list-style-type: none"><li>▶ Day-to-day co-ordination, site control of labour, sub- contractors and quality inspectors.</li><li>▶ In-process inspection to verify that subcontractors are following work procedures.</li><li>▶ Surveillance of subcontractors.</li><li>▶ Inspection of incoming supplied goods.</li><li>▶ Reviewing non-conformance and their disposition in the absence of the Project Manager.</li><li>▶ Initiation and review of corrective action.</li><li>▶ Keeping quality records.</li></ul>
<b>Other project personnel</b>	Responsible for: <ul style="list-style-type: none"><li>▶ Reporting nonconformities to the Site Manager.</li><li>▶ Notifying the project team of impending hold points and witness points.</li><li>▶ Controlling the movement and storage of records.</li><li>▶ Ensuring that project records are created (checklists are completed and signed off; forms are filled-in with complete and accurate data).</li><li>▶ Respond to the client's requests for records and the client's record-keeping requirements.</li></ul>



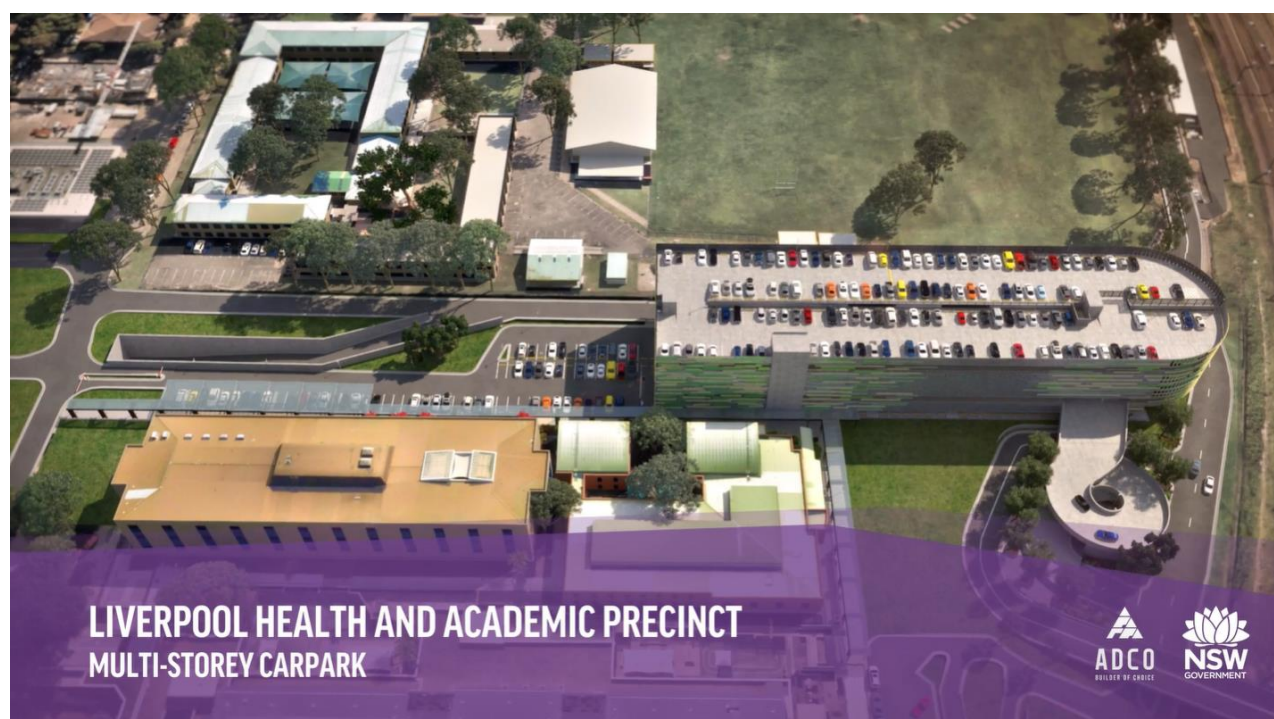
# QUALITY MANAGEMENT PLAN



## PROJECT INFORMATION

Project Description	Liverpool Health & Academic Precinct – Multi Storey Car Park
Project Address	Liverpool Hospital – Cnr Elizabeth & Goulburn Streets, Liverpool NSW 2170
Project Period	September 2020 – March 2022
Separable Portions	Milestone 1 & Milestone 2

*Please note that the above dates are for broad information and planning purposes only. Refer to contract programme for specific programme information.*



# QUALITY MANAGEMENT PLAN



## PROJECT GENERAL INFORMATION

### PURCHASING AND SUPPLY

Purchased products (including subcontractor's work) are subject to verification by the Site Manager at the time of purchase and/or at delivery to ensure conformance to contract requirements.

Goods delivered to the site will be subject to a receiving inspection by the project team member who takes delivery. Evidence of review and acceptance (i.e. manufacturing certificates, standards verification, origin of supply, etc.) will be held in the project site office for the duration of the project. At project completion, such documentation will be collated with "As Built" documentation or archived.

Goods will be stored in designated areas and in accordance with the manufacturer's requirements and the responsibility for this rests with the subcontractor and **ADC O** project personnel.

The Site Manager will be responsible for reviewing any Inspection and Test documentation required from and/or generated by the subcontractor in verification that their process/goods meet the requirements of the contract.

Non-conforming products will be labelled and segregated from conforming products and will be subject to the Non-conformance management process.

### INFRASTRUCTURE

**ADC O** site office space and other on-site facilities will be catered for in line with the project resource histogram and in accordance with the approved code under section 274 of the Work Health and Safety Act.

The project manager will forecast project personnel quantities from project start-up which will be used to determine project infrastructure. This is also closely monitored throughout the project for any risks which may arise which will result in the need for additional and/or reduced infrastructure.

# QUALITY MANAGEMENT PLAN



## HANDLING, STORAGE, PACKAGING AND DELIVERY

**ADCO** recognises the importance of implementing procedures to manage the handling, storage, packaging and delivery of goods and materials (as appropriate) to ensure that product quality is not impaired.

The Site Manager is responsible for the preparation of storage areas, in locations approved by the Client and/or identified during pre-construction review as being most appropriate for storage and on-ward transportation.

The following general guidelines should be observed:

Store bulk materials (i.e. aggregates, sands) on paved or firm cleared ground in separate stockpiles or bins to avoid mixing or contamination.

Store steel, roof sheeting etc. on firm ground and in a location which provides clear access for mobile plant.

Store timber on a support above the ground.

Store fuels, chemicals and explosives in accordance with regulatory requirements in a readily accessible location on site.

Store products that may degrade after becoming wet under shelter.

As required, per suppliers or Contract specification, the Site Manager is responsible for identifying packaging and handling procedures for specialised items.

The Site Manager is responsible for handling operations and will ensure that products are handled carefully to avoid damage.

## IDENTIFICATION AND TRACEABILITY

Inspection and test activities to verify conformance for the phases of the project will be set out in trade specific Inspection Test Plans (ITP) developed by either **ADCO** or the applicable subcontractor.

Each ITP will indicate the area of reference, materials used and conformance requirements.

Inspection and testing (as required) of completed work will be completed to confirm that the quality requirements specified for the project have been met.

# QUALITY MANAGEMENT PLAN



## Receiving and inspection of incoming goods

A receiving inspection will be completed prior to use of the product to ensure that only products, which have achieved conformance, are incorporated in the finished work.

Where material is produced in batches, each batch will be identified uniquely to facilitate verification of conformance.

Where traceability is required by the Contract, details of the batch(es) incorporated in each lot or component, will be included in quality records.

## Hold and Witness points

The Project Manager is required to ensure that Hold and Witness points are clearly identified within the Inspection and Test Plans (ITP's).

The Site Manager is responsible for ensuring on site compliance to identified ITP requirements, Hold and Witness points.

The Project Engineer is responsible for the final review and sign off of the relevant trade ITP. Sign off will not occur until all relevant inspections, reports, certificates, etc. have been supplied and verified.

Relevant support information relating to ITP verification must be maintained by the project team (i.e. Project Engineer, Site Manager and Contracts Administrator) and forwarded to the State office at project completion.

## Samples and Results

HOLD Point	WITNESS Point
A hold point is a point in a process beyond which work may not proceed without the authorisation of a designated organisation or authority.	A witness point is a point in a process where prior notice to the designated organisation, client or authority that work is ready for inspection.
The Project Engineer is responsible for the monitoring of the sample submission, review and approval process. All samples to be detailed in the sample register, referenced to	

# QUALITY MANAGEMENT PLAN



## In process inspections

**ADCO** will identify, plan and document construction processes required by the project progressively during construction of the works.

Each process will be reviewed while in progress to evaluate how effectively the work methods achieve product conformance. Improvements will be implemented where necessary in consultation with the project team.

## Authorities

When a section of the works is ready for Authority inspections, the Subcontractor will be required to arrange for the relevant Authority to attend site and complete the inspection.

The Subcontractor will be required to provide **ADCO** with a minimum of two working days' notice of the intended date and time of the inspection so that an **ADCO** representative can be present to witness the inspection.

On receipt of relevant Authority Approvals, **ADCO** will file (per the agreed system) the certificate or documentation provided by the Inspecting Authority.

## Final inspection

To review conformity of the work to specified requirements a final or acceptance inspection will be completed by the Project and Site Managers.

Nonconformity will be managed in accordance with a Non-Conformance Procedure.

## MEASURING AND TEST EQUIPMENT

Users of equipment used for inspection, measuring and testing may be required to provide calibration certification attesting to the regular calibration of such equipment.

A Calibration Register and a copy of relevant certification may be maintained in the site project office for the duration of the project.

Where an item of equipment is knocked or dropped or if out-of-calibration is suspected, the user will be required to immediately check its calibration, where possible, by comparing measurement against a similar item.

If equipment is damaged, the user will be required to tag it as "NOT TO BE USED" and arrange for replacement equipment to be brought on to site.

# QUALITY MANAGEMENT PLAN



## NON CONFORMANCE MANAGEMENT

**ADCO** personnel are required to minimise, so far as is practicable, any non-conformances arising out of the construction activities completed during the project.

Where a product or activity non-conformance is identified, they are required to be documented using the required format within Aconex.

The Project Manager will be required to:

Consider the significance of the non-conformance (i.e. project progress, contractual verification, breach of Hold/Witness point) and determine the action required by **ADCO** and/or the subcontractor or supplier to rectify the non-conformance.

Where the proposed rectification involves a change from the Contract specifications, discuss the non-conformance with the Client.

Inspect or test the rework, repair or replacement in accordance with the relevant ITP or otherwise agreed with the Client to ensure that the required quality has been achieved.

Where required by the Contract, apply a HOLD Point prior to proceeding with the work activities.

NON-CONFORMANCE	NON-CONFORMING PRODUCTS
Non-conformance is defined as a deviation from documented procedure or contract requirement which directly affects the quality or service life of the product or service.	Nonconforming product is product that fails to meet specified requirements (i.e. the product fails inspection at an inspection point, or test results shows that the product does not comply with specifications).

# QUALITY MANAGEMENT PLAN



## SUBCONTRACTOR MANAGEMENT

### Selecting and engaging subcontractors

**ADCO** will only engage suppliers and subcontractors who have the applicable competencies and experience to perform the work satisfactorily.

In the project planning process, the Project Manager will identify work to be subcontracted and determine:

The method of selecting subcontractors — from preferred suppliers list, by tender, Expression of Interests or other means.

The method of assessing subcontractors.

The type and level of subcontractor control required.

The Project Manager and Contracts Administrator are responsible for developing a list of potential subcontractors and assessing them against contract requirements.

### Receiving and Inspection of Incoming Goods

A receiving inspection will be completed prior to use of the product to ensure that only products, which have achieved conformance, are incorporated in the finished work.

Where material is produced in batches, each batch will be identified uniquely to facilitate verification of conformance. Where traceability is required by the Contract, details of the batch(es) incorporated in each lot or component, will be included in quality records.



# QUALITY MANAGEMENT PLAN



## Contract documentation

The **ADCO** Subcontract Agreement coupled with relevant Annexures will be used for all subcontracts on this project.

Any additional contractual requirements nominated in the Head Contract will be communicated to the subcontractor within the Subcontract Agreement.

A copy of the signed, numbered and authorised Subcontract Agreement will be maintained in the State Office.

## Subcontractor QA documentation

Any documentation which is required to be supplied by the subcontractor as part of their contractual obligations (i.e. As Built and Warranty documentation, ITP's etc.) will be maintained by the Project Manager and Contracts Administrator and provided to the Client on request or on completion of the project.

Prior to completion of the Subcontract Works, ensure the frequency of inspections is elevated (minimum weekly) to identify and close-out known defects and non-conformances. Mud maps of areas inspected shall be submitted with sign-off sheets to be used as identification. Where succeeding tasks must commence, consultant approval must be granted prior to continuation of work.

The Project Manager and Site Manager are responsible for monitoring and observing the working progress of subcontract personnel tasked to complete work activities.

### IDENTIFICATION

The Project Manager and Site Manager are responsible for conducting regular (as agreed at project commencement) inspections of work areas and reviews of work in progress to determine progress against the construction program.

### REPORTING

Where / as required, the Project Manager is responsible for collating information and data on project quality performance and compiling the information into a monthly quality report to be submitted to the Client on an agreed date.

The project team will apply a level of control over subcontractors appropriate to the risks associated with the subcontracted works, including, but not limited to:

- ▶ Advising subcontractors of their responsibilities through subcontract documentation and on site communication
- ▶ Providing instruction on systems or documentation that the subcontractor is expected to work under or use.
- ▶ Monitoring subcontractor work for compliance with quality requirements (i.e. inspections and audits).
- ▶ Ensuring that materials and equipment used for the works are of the highest quality and are suitable for the use for which they were designed.
- ▶ Ensuring that only appropriately licensed and/or qualified skilled tradesman are employed for the delivery of the works.

## On site management



# QUALITY MANAGEMENT PLAN



## COMMUNICATION, CONSULTATION AND IMPROVEMENT

### IMPROVEMENTS AND FEEDBACK

Where a non-conformance/complaint occurs or where the potential for a non-conformance/complaint becomes apparent, a review will be completed by the project team to investigate the cause and determine appropriate actions that will prevent future occurrence of the non-conformance.

The Project Manager is required to notify the National SHEQ Manager (QA representative) of any deficiencies with procedures or suggestions for improvement.

### DEFECTS MANAGEMENT

#### During construction

During construction, a documented review and inspection of works being completed will be undertaken by **ADCO** (Project and Site Manager) and relevant Consultants.

Noted defects (i.e. those which will materially affect project programming or contractual obligations) must be advised through the non-conformance format in Aconex.

A **Non-conformance Notice** will be issued to the applicable Subcontractor. The Advice will detail: the noted defect, supporting photographic or documentary evidence, rectification requirements and the date by which the rectification is to occur.

Non-conformances will be discussed during the relevant project meeting.

As part of ADCO's defect free completion declaration, protection of all finished surfaces and products are protected by their respective sub-contractor, ensuring the final product is preserved until handover. This is regularly monitored through site inspections.

#### At Practical Completion

Prior to Practical Completion, **ADCO** will arrange for the Client representative and/or relevant Consultants to inspect the works to identify further defects.

Once a Defects List has been generated, the process for rectification will follow that noted above.

#### General

Generally, the following communication methodologies will be used t:

# QUALITY MANAGEMENT PLAN



## COMMUNICATION AND CONSULTATION

Induction	<p>Completed by all contract personnel attending the site to complete construction work.</p> <p>Records are maintained in the site office.</p>
Communications	<p>Completed by way of the agreed consultation forums for the project (i.e. induction, Pre-start Meetings, Subcontractor Meetings, PCG's, etc.</p> <p>Records will be maintained in the site office.</p>
Client, consultant meetings	<p>Completed by way of an agreed schedule of meetings over the life of the project and held between relevant parties.</p> <p>Records are maintained by the Project Manager.</p>

### Project specific

Where project specific communication requirements are required, such information will be detailed in the relevant project plan

## INDUCTION AND TRAINING

### Induction

**ADCO** will ensure that all on site personnel engaged on the project have undergone an induction programme which ensures they are aware of how the quality system is to be implemented on the project.

The programme will focus on their specific roles and responsibilities, the Project Quality Plan, rectification requirements, Inspection and Test requirements, etc.

Records of training will be maintained for the duration of the project and then archived.

### Training

All project management personnel will receive training in the Corporate Quality Management System.

Additionally, project specific training needs will be identified at the commencement of the project or during project review meetings.

As required, informal training (i.e. Toolbox meetings) will be delivered when required in topics such as: specific methods of work, appropriate use of trades tools, hold and witness points, non-conformance, corrective action and record keeping, etc.

# QUALITY MANAGEMENT PLAN



## AUDIT AND REVIEW

### QMP review

The Construction Manager in conjunction with the Project Manager is responsible for developing a schedule to review applicability and currency of the Quality Plan to project operations.

### Project audits – internal

Site based activities will be subject to periodic inspections and audits by the Construction Manager in conjunction with the Project Manager.

### Project audits - external

Subject to Contract requirements, the project may be required to undergo audits/inspection by an independent external auditor. The Project Manager is responsible for liaising with the external auditor for the completion of such audits.

### Non conformances

Non-conformances identified during inspections and audits will be required to be addressed by the project team through the corrective action section of the audit.

### QA System review

At each two-year interval, the Corporate Quality Management System will be comprehensively reviewed by the senior management team to evaluate the system's effectiveness and continuing suitability for projects undertaken by the Company.

This management review will take into consideration but is not limited to:

- ▶ Internal and external audit reports
- ▶ Site inspections
- ▶ Non-conformance report and registers
- ▶ Post project reviews
- ▶ Client feedback
- ▶ Company personnel feedback

## DOCUMENT CONTROL

### DOCUMENT CONTROL

QA MANAGEMENT SYSTEM DOCUMENTS	PROJECT DOCUMENTATION
Approved QA Management System documentation used by this project will be controlled as follows: <ul style="list-style-type: none"><li>▶ Revision number (top left corner of the document).</li><li>▶ Date on which the document was approved for use (bottom right corner of the document).</li><li>▶ Footer identifying the file location within the management system.</li></ul>	QA documentation generated by the project will be controlled as follows: <ul style="list-style-type: none"><li>▶ Identification related to the document type (i.e. Memo, RFI).</li><li>▶ Version number (visible on the document).</li><li>▶ Date on which the document was approved for use (bottom right corner of the document).</li><li>▶ Footer identifying the file location within the project filing system.</li></ul>

### CONTRACT DOCUMENT CONTROL

Amended contract related documents are identified and notified by way of Aconex correspondence. Any changes must be reviewed and approved by ADCO commercial manager prior to engagement in any agreement. These changes are then acknowledged as amendment to the contract by way of written agreement and updated in the contract with superseded clauses and/or documentation strikethrough.

# QUALITY MANAGEMENT PLAN



## PROJECT RECORDS

ADCO is committed to ensuring that records required to manage the project according to the contract requirements, as well as our own requirements, are created, stored and disposed of according to specified requirements.

The Site Manager is the records controller during the project period and is responsible for:

- ▶ Ensuring that project records are created.
- ▶ Ensuring that records are filed such that they can be easily retrieved when required.
- ▶ Protecting records from loss, damage, tampering and corruption.
- ▶ Providing records or copies of records to the Client's representative on request.

## PROJECT DOCUMENT MANAGEMENT

ASPECT	ACTIVITY
Project Quality Plan	Produced at commencement of the project, reviewed periodically for applicability.
Processes	Maintained on the <b>ADCO</b> Intranet, accessible by all project personnel.
Inspection and Test Plans	Developed by <b>ADCO</b> and/or nominated subcontractors. Completed by subcontractors and <b>ADCO</b> site management on site. Copies provided to the Client as per Contract requirements.
Non-conformance reports	Completed during the life of the project. Copies provided to the Client as per Contract requirements.
Test results, etc.	Attached to relevant ITP's and provided to the Client if requested or per Contract requirements.
ASPECT	ACTIVITY
"As Completed" drawings	As required - after completion of that portion of the work or at the end of the project
Statutory requirements	Provided to the Client if requested or per Contract requirements.
Guarantees Warranties	Provided to the Client if requested or per Contract requirements.

The above documentation will be archived by **ADCO** for a period not less than 7 years from the date of Practical Completion.

# QUALITY MANAGEMENT PLAN



## DESIGN AND DEVELOPMENT

### DESIGN DEVELOPMENT & MANAGEMENT

Throughout the design development, ensure that the requirements of the Contract and the PPR are satisfied, including:

- ▶ facilitating workshops to review design risk, co-ordination, buildability, and stakeholder expectations;
- ▶ co-ordinating the development of detailed designs and drafting with the appointed Consultants and D & C subcontractors;
- ▶ co-ordinating the design team in the resolution of design and risk issues;
- ▶ ensuring the transfer of risks identified in the Safety in Design (SID) process that have not been mitigated or eliminated are communicated and appropriately documented for the end user e.g Transfer to Risk Register or Operations and Maintenance Manuals.
- ▶ Principal initiated variations and Value Engineering management;
- ▶ evaluating the cost efficiency and value engineering of the design with the Contracts Administrator and Project Manager at key decision milestones through regular Cost Management workshops (cost review hold-points);
- ▶ co-ordinating the design development and Cost Management workshops to dovetail with the procurement program and the construction program, respectively (i.e. a cost reviewed matrix of documents for each trade package in advance of procurement);
- ▶ facilitating key submission milestones to achieve program critical authority approvals; and
- ▶ maintaining both design development and cost efficiency within the overall D & C Program to meet procurement milestones.

### NON-CONFORMANCE MANAGEMENT

Where a member of the ADCO design management team identifies a design non-conformance during the review process, the issue must be brought to the attention of the relevant Consultant as follows:

- ▶ complete and issue a Non-Conformance Notice (Aconex);
- ▶ track the Non-Conformance Notice (Aconex) through the Non- Conformance Register (Aconex);
- ▶ review the Register on a regular basis to close-out outstanding non- conformances.
- ▶ retain and file all correspondence and of evidence which supports the close-out of the non-conformance.
- ▶ Co-ordinate design meetings and workshops to resolve the design in accordance with the design guidelines

PEOPLE WHO BUILD



# HEALTH AND SAFETY

## MANAGEMENT PLAN

PROJECT NAME

LIVERPOOL HOSPITAL & ACADEMIC  
PRECINCT - MULTI STOREY CAR PARK

CLIENT

HEALTH INFRASTRUCTURE - HI20174

PROJECT NO.

**3460**

## 1. DOCUMENT PROPERTIES

Plan Title	Health and Safety Management Plan
Parent Plan	Corporate Management Plan
Referenced Documents	<p>Project Risk Register (Safety &amp; Environmental)</p> <p>Internal Safety System Procedures</p> <p>Traffic Management Plan</p> <p>Consultation and Communication Management Plan</p> <p>Aboriginal Participation Management Plan</p> <p>Work Relations Management Plan</p> <p>Training Management Plan</p> <p>Environmental Management Plan</p> <p>Waste Management Plan</p> <p>Soil and Erosion Management Plan</p> <p>Quality Management Plan</p> <p>COVID -19 Management Plan and Protocols</p> <p>Design Management Plan</p>
Document Owner	<b>ADCO Constructions</b>

## Plan Control and Amendment

The current approved version of this Health and Safety Management Plan is available electronically for all project personnel to access. It's additionally issued to all trade partners via ACONEX or email upon any review or amendments. Downloaded Management Plans are deemed uncontrolled, and it is the responsibility of the user to ensure they are using the latest revision.

The document owner is responsible for maintenance, review, update, and approval of the content of the plan. All amendments, reviews and changes to this document are to be briefly noted below.

Version History			
Revision	Date	Description / Updates	Prepared by
V0	26/05/2020	For tender	Kristian Anthony
V1	26/08/2020	For Construction	Kristian Anthony
V2	20/02/2021	Periodic review - amended site access gates, excel risk register now LIVE	Stefan Chalouhi
V3	20/09/2021	Periodic review, personnel updated	Maya Krvavac
V4	22/12/2021	Updated to include Stage 2 works: Demolition of existing multi-storey car park	Maya Krvavac
V5	04/02/2022	Updated version of the HSMP in line with internal system updates.  Amendments also made following Claire Brewer ConstructSafe Audit 18/01/22	Maya Krvavac
V6	11/03/2022	Updated section 13.6. Amendments made to capture DPIE comments table B12 CC3	Maya Krvavac
V7	22/06/22	Updated to include the driver's code of conduct	Maya Krvavac



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### 3. ADCO PROJECT PERSONNEL CONSULTATION AND SIGN OFF

We, the undersigned confirm that we have been consulted on the contents of this document and been provided opportunity for input. The undersigned.

I confirm that I have read and understood the contents of this document and agree to implement the requirements of this Plan.

Note: confirmation can also be verified through a toolbox talk conducted by the Project Manager with all relevant personnel.

Name	Position	Acknowledgment
Sagir Knot	Project Manager	
Maya Krvavac	Project Engineer	
Mark Robinson	Site Manager	
Matthew Rowcliff	Foreman	
Mathew Mangin	HSE Advisor	
Sean O'Byrne	Contracts Administrator	
Mohamed Kerhani	Apprentice	
Annalise Atkins	Cadet	

## 4. INTRODUCTION / PURPOSE

This Health and Safety Management Plan has been prepared to detail the processes and measures that will be implemented by ADCO to manage the safety requirements for the project.

Our Health, Safety and Environmental Management System, documents the way construction-related activities are required to be completed on the ADCO project sites. This Management Plan provides information on how workplace health and safety will be managed on this project to provide a safe, injury and incident free workplace for workers and the general community. It establishes clear objectives and targets and provides mechanisms to regularly measure performance through inspections, observations, and audits appropriate to the level of risk.

This Management Plan must be read in conjunction with ADCO's **Corporate Management Plan** (Parent Doc), Policies, project risk register, system protocols, procedures, policies, forms, checklists, and supporting project plans.

System documents which are referenced in this Plan or any associated documents can be sourced by accessing the ADCO Hub (ADCO personnel only). Additional information can be obtained from the HSE Manager or Construction Manager.

ADCO project personnel will be inducted into the requirements of this Plan and any associated Plan or Risk Register by the Project Manager. Evidence of induction and discussion will be recorded on page 4 ADCO Project Personnel Consultation and Sign off or Toolbox Talk.

This document will be reviewed on a periodic basis, not exceeding 6-monthly, to ensure its compliance to legislative and operational requirements. Review and updates to this plan will initiate a change to the plan revision number and be recorded in the "Version History" section of the document. Superseded Plans will be marked as such and will be located within the Management Plan Folder located in the Site Office or electronically on Drop Box. Amendments to the Plan are noted in the "Document Properties section.

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

Copies of this and superseded Project Management Plans and associated Risk Registers including other WHS records will be archived for a period of not less than 5 years. Some other records i.e., hazardous substance record may be required to be archived for 30 years. Archiving will be in line with WHS legislation or best practice.

## 5. PRINCIPAL CONTRACTORS DETAILS

Name	State Address		ABN
ADCO Constructions Pty Ltd	Address	Level 2, 7-9 West Street	46 001 044 391
ADCO Group Pty Limited	Suburb	North Sydney	094 531 272
	State	NSW	
	Phone	02 8437 5000 (Office)  1800 232 628 (National ADCO helpline 24/7)	

## 6. PROJECT INFORMATION

Project Description	Liverpool Health & Academic Precinct – Multi Storey Car Park
Separable Portions	Milestone 1 & Milestone 2
Project Address	Liverpool Hospital – Cnr Elizabeth & Goulburn Streets, Liverpool NSW 2170
Client	NSW Health Infrastructure
Certifier	BM+G Certifiers
Project Period	September 2020 – May 2022

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## 7. SITE REQUIREMENTS

### 7.1 SITE ACCESS

Site	Entry
Vehicle Access	Main Vehicle Gate 01A – Secondary Vehicle Gates 01B, 02 & 03, – 97 – Burnside Drive
Worker & Visitor Entry	Main Entry Pedestrian Gate 03
Amenities & Site Offices	Main Entry Pedestrian Gate 03
Traffic Access Plan	As above

### 7.2 WORKING HOURS

Monday – Friday	7am to 6pm
Saturday	8am to 1pm
Sunday / Public Holidays	As directed by ADCO Management
By Exception Only	The Site Manager's approval is required for work outside of the normal working hours. Fines will apply for unauthorised works outside DA approved hours.

Authority Permits

The Project Manager is responsible to ensure all permits have been acquired and are current at the time of the works.

## 7.3 CLIENT SPECIFIC REQUIREMENTS

General Requirements	

## 8. LEADERSHIP

### 8.1 WORK HEALTH AND SAFETY POLICY

## WORK, HEALTH AND SAFETY POLICY



ADCO's Work, Health and Safety Policy is based on the belief that the well-being of people employed at work, or people affected by our work, is a priority that must be considered during all work performed either by ADCO (the "Company") or on our behalf.

This policy is applicable to all employees, contractors, and temporary staff engaged by the Company, (together "Workers").

People are our most important asset and their health and safety is our primary responsibility. The public will be given equal priority to that of Workers. The provision of appropriate resources to achieve this outcome is a key undertaking of the Company.

**So far as it is reasonably practicable, our principal objectives are to:**

- ensure work, health and safety ("WHS") is an integral part of all managerial and supervisory positions;
- ensure WHS is considered in all planning and work activities;
- ensure any premises controlled by the Company are safe and without risks to the health of Workers;
- involve Workers in decision making processes concerning WHS through regular communication, consulting and training;
- ensure any plant, substance, systems of work and the working environment is adequate, safe and without risks to health;
- provide a continuous program of education and learning to ensure that our work is conducted in the safest possible manner;
- identify and control all potential hazards in the workplace with the primary aim of eliminating hazards or, alternatively, minimising their risks – this includes conducting adequate risk assessments to identify, assess and control risks to WHS at work;
- monitor WHS performance to ensure all accidents and incidents are appropriately investigated to prevent recurrence across the Company;
- ensure that adequate measures are in place to monitor and review the effectiveness of existing control measures and systems of work;
- ensure compliance with Legislation, Codes of Practice, Australian Standards, other accepted guidelines, and any other requirements placed upon the business, including requirements for the notification and documentation of incidents at the place of work;
- ensure that effective injury management and rehabilitation for all Workers is initiated; and
- establish measurable objectives and targets to ensure continual improvement and provide such information, instruction, training and supervision as may be necessary to ensure Workers' health and safety.

**Our success is reliant on:**

- commitment at all levels demonstrated by planning of all work activities with due consideration to implementing WHS controls suitable to each given situation;
- understanding the total work process and associated WHS risks;

DOCUMENT TITLE	WORK, HEALTH AND SAFETY POLICY	DOCUMENT CREATED	26 FEBRUARY 2018
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## WORK, HEALTH AND SAFETY POLICY



- commitment to achieving our objectives through the provision of appropriate training and review; and
- the implementation of regular communication between management, and Workers to achieve the best possible WHS outcomes.

### Safety Responsibilities

Both the Company and its Workers have obligations under WHS legislation to provide a safe and healthy work environment. In particular, Workers are required to take reasonable care for the health and safety of people (including co-workers, suppliers, customers and contractors) at the Company as well as co-operate with the Company to enable it to comply with WHS legislation.

Where an individual Worker member or group of Workers are exposed to a serious or unavoidable danger, the Company may direct that they cease work. During any period of cessation of Workers' standard work for health and safety reasons, the Company may assign to the Worker suitable alternative duties.

### All Workers have a responsibility to:

- take reasonable care for the health and safety of themselves, colleagues and other people that may be affected by their acts or omissions at work; and
- co-operate with measures implemented by the Company to comply with requirements imposed under WHS laws.

### To meet these responsibilities, Workers should:

- comply with any information or instructions regarding the performance of their duties;
- familiarise themselves with the safety procedures set out in this policy and in the case of contractors any policies of the organisation they are an employee or subcontractor of;
- not refuse any reasonable requests to give or receive aid in respect of any illness or injury or the doing of any act or thing to avoid or prevent a serious risk to health and safety of a person at work;
- use all work equipment in an appropriate manner;
- know their evacuation route and assembly point in case of fire;
- organise their working environment in a manner which does not pose a risk to their own or their colleagues' health and safety;
- actively identify and report any hazards or risks to health and safety (eg worn out or exposed electrical cords, defective equipment) in their work environment to their manager;
- immediately notify their manager of any breaches of this policy or work instructions, any incident, work-related illness or "near miss" at the workplace and co-operate by providing any information in relation to such incident, illness or near miss;
- refrain from willfully or recklessly interfering with equipment or safety measures so as to create a workplace hazard (including not participating in potentially harmful pranks or "horseplay");

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## WORK, HEALTH AND SAFETY POLICY



- report any hazards or risks in their work environment to their manager or a Work Health and Safety Representative as soon as possible after such hazard or risk is identified; and
- refrain from, by intimidation or by another act or omission intentionally hinder or obstruct (or attempt to do so), without reasonable excuse, the giving or receiving of aid in respect of an illness or injury at work.

The Company may amend or vary this policy, in its absolute discretion, from time to time.

Where a Worker believes that a breach of this policy may have occurred, he or she should report the matter to their manager. This complaint will be taken seriously and will be dealt with in accordance with the Adco Grievance Policy.

Any breach of this policy may result in disciplinary action being taken, including termination of employment or engagement.

This policy does not form part of your contract of employment or engagement with the Company. The Company may amend or vary this policy, in its absolute discretion from time to time.

If you have any queries about this policy please contact the relevant State Manager.

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## 8.2 LEADERSHIP AND CULTURE – SAFER BY CHOICE

ADCO's Work Health and Safety Policy is based on the belief that wellbeing of people employed at work, or people affected by our work, is a priority that must be considered during all work performed. People are our most important asset and their health and safety is our primary responsibility. The public will be given equal priority to that of workers. The provision of appropriate resources to achieve this outcome is a key undertaking of ADCO.

Safer by Choice is ADCO's commitment to improve safety across everything we do. It is our commitment to always ask "is it safe or is there a safer choice?". It calls for personal responsibility, leadership, care, teamwork, communication, respect, innovation, and a willingness to think differently — to be different. Each person on the ADCO team, from our employees, our designers, our subcontractors and suppliers, and our clients, has the capacity to make a difference: to be Safer by Choice.

The HSE Leadership Team comprising of the CEO, Head of Risk and Compliance, State Management and State HSE Managers is tasked with improving safety performance by:

- / Identifying and responding to emerging risks.
- / Promoting transparent reporting.
- / Evaluating safety performance.
- / Recommending balanced lead and lag indicators.
- / Responding to opportunities for improvement.
- / Rewarding safety innovation.
- / Removing barriers to improved performance.

ADCO does not set zero targets for Lost Time Injuries – our leadership looks at safety differently. Safer by Choice targets attitude change towards safety. We believe that fewer incidents, fewer injuries, lower LTI's and early return to work are positive outcomes. But we also recognise that too heavy an emphasis on statistical frequency rates and zero targets can lead to reduced incident reporting.

Safer by Choice commitment is built on three pillars of action.



### Taking Responsibility

- / Recognising that your decision impact you and others
- / Being aware of risk in your environment
- / Influencing others to adopt a safer by choice



### Supporting each other

- / Backing each other in making safer choices
- / Recognising and rewarding safe decision making
- / Fostering an open reporting culture



### Focusing on positives

- / Learning from what we do well and repeating it
- / Identifying opportunities for improvement with positivity
- / Fostering a culture of safety on every project
- /

Although we do not individually control every decision a worker makes, we have a responsibility to all workers and employees to provide a safe working environment. While we have rigorous Management Systems, those systems and accreditations alone do not guarantee safe outcomes. Taking responsibility is a respected value and it calls on ADCO to lead by example through:

### Choices

- / Making choices that avoid putting yourself in danger
- / Making choices that avoid putting others in danger

### Awareness

- / Raising your personal awareness of risk in your environment

### Influencing

- / Not encouraging others to take risks
- / Persuading others to adopt safe work practices

- / Following safe work practices including Safe Work Method Statements
- / Raising your hand when you see something unsafe
- / Following safe design practices to eliminate risk
- / Valuing a team-safe environment

While safe delivery of projects requires responsible decision making by every individual, Safer by Choice is also anchored in a team-oriented focus on safety. This means travelling together in the same direction, ADCO employees, our design consultants, our subcontractors, and our clients. Supporting each other calls upon each of us to:

- / Challenge ourselves to find a safe solution.
- / Back each other in making safer choices.
- / Recognise and reward safe decision making.
- / Encourage open reporting of all safety issues.

## 8.3 SENIOR MANAGEMENT COMMITMENT

As part of ADCO commitment to the health, safety and welfare of all persons employed within ADCO and those visiting the organisation / workplace, senior management will regularly visit sites and discuss health and safety issues with site management and employees.

ADCO defines the following positions as Senior Management for this Project:

- / The Board of Directors.
- / State Manager: John Basilisco
- / Construction Manager: Caroline Crook
- / Senior Project Manager: Jack Fenton
- / HSE State Manager: Phil Provenzano

As a part of contributions to the hazard identification and risk assessment process, the Construction Manager and HSE State Manager review any incident reports for the project and communicate these to the Project Managers Meeting.

As incidents and corresponding preventative measures are evaluated, Senior Management is also responsible for issuing Safety Alerts which are distributed company wide.

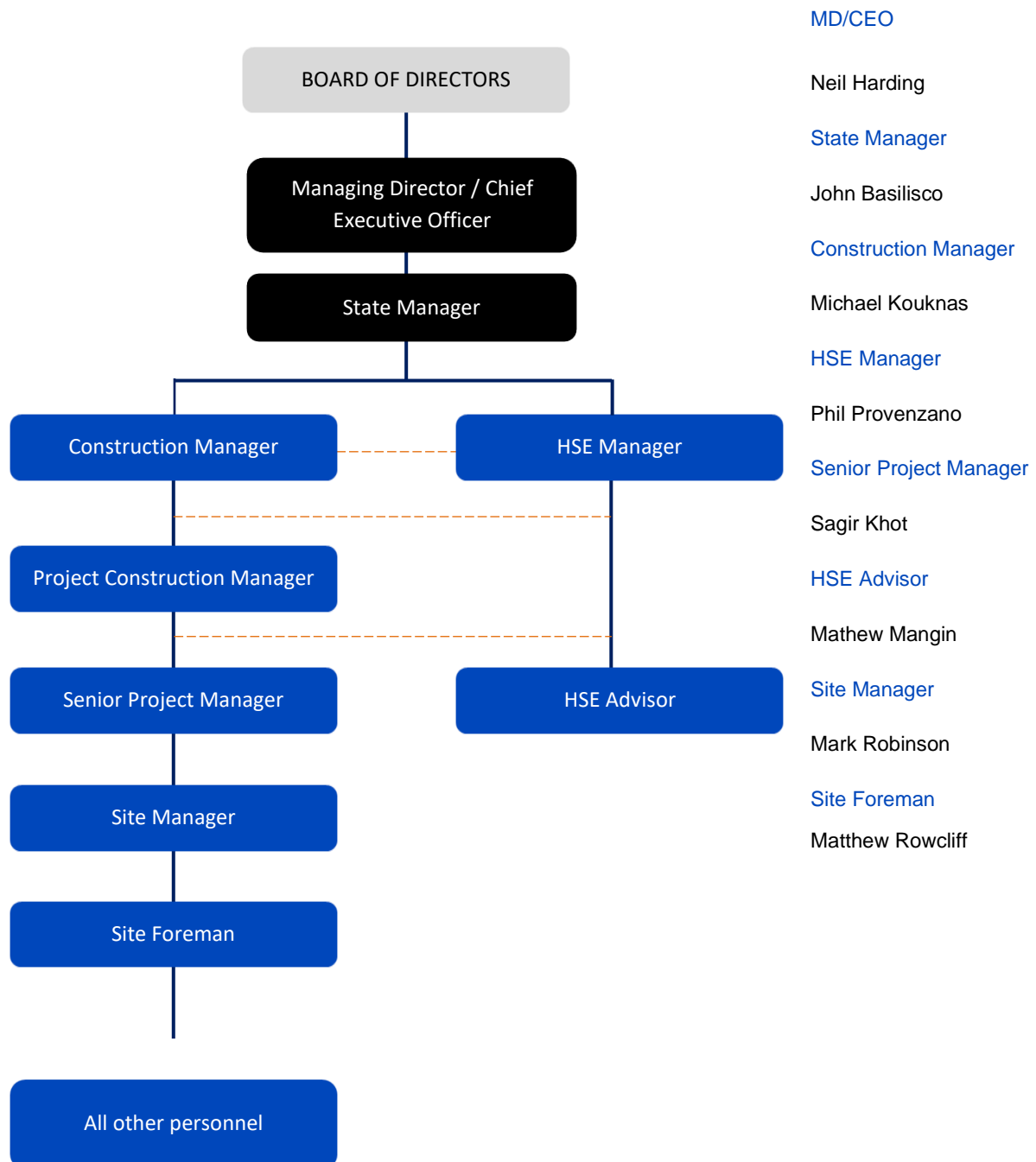
- / ADCO Senior Management also participates in Monthly Safety Pulse inspections, which aim is to elevate the focus on safety across the business by attracting Senior Management from relevant positions from other projects and other areas in the company, to bring a fresh perspective on safety into a project and promote learning and exchange of WHS knowledge across the projects.
- / Schedule of KPI's for Senior Management attendance at Pulse Inspections is clearly laid out in our ***Procedure – Performance Management***

Records of any consultation from Senior Management visits to the Project will be documented through any of the following forms:

- / Minutes noting attendance to Health & Safety Committee Meetings; and
- / Signatures noting attendance to Site Toolbox Talks

## 8.4 PROJECT MANAGEMENT STRUCTURE

ADCO will provide a competent project team to effectively communicate and allow for sufficient time and resources to effectively implement the requirements of the HSE management system.



## 8.5 ROLES AND RESPONSIBILITIES

<b>MD/Chief Executive Officer</b>	<p>Provide commitment, leadership and direction in the development, implementation, and management of the Corporate Management Systems, including but not limited to:</p> <ul style="list-style-type: none"> <li>/ Development of a corporate strategic plan incorporating safety, environment, quality and health management risks and controls.</li> <li>/ An assessment of the effectiveness of the Corporate Management Systems. (e.g., review of incidents and non-conformances to identify non-conformance trends and areas of improvement to the Corporate Management Systems.)</li> <li>/ Full management obligations including continual improvement of the Corporate Safety, Environment and Quality Management Systems.</li> <li>/ Ensure that appropriate resources are allocated to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.</li> <li>/ Ensure that resources are competent to deliver the requirements of the Corporate Management Systems.</li> </ul>
<b>State Manager</b>	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>/ Corporate Management Systems are implemented at all levels in the State.</li> <li>/ Appropriate resources are allocated to project teams to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.</li> <li>/ Project operations follow applicable state or federal legislation.</li> <li>/ A review of the safety, environment, quality, and health management performance of the State is completed regularly to identify non-conformances, trends, and areas of improvement.</li> </ul>
<b>Construction Manager</b>	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>/ Corporate Management Systems are implemented on projects within the State.</li> <li>/ Legislative requirements for HSE management are implemented and maintained on project sites.</li> <li>/ HSE requirements have been identified and accounted for during project tender processes.</li> <li>/ General overview of site safety systems, support, and overview of implementation.</li> <li>/ Project operations follow applicable state or federal legislation.</li> <li>/ Appropriate resources are allocated to project teams to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.</li> <li>/ Project team personnel have received training to fulfil their duties and responsibilities with the Corporate Management Systems.</li> <li>/ A review of the safety, environment, quality, and health management performance of the State is completed regularly to identify non-conformances, trends, and areas of improvement.</li> <li>/ Review of health and safety management system implementation and participate in internal audits.</li> </ul>
<b>Health, Safety &amp; Environment Manager</b>	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>/ Legislative requirements for HSE management are implemented and maintained on project sites.</li> <li>/ The requirements of the Corporate HSE Management System are implemented on project sites.</li> </ul>



- / Where required, project HSE requirements and risks are identified during project tender and/or trade tender processes and incorporated into project management plans.
- / Reviews of HSE performance are completed on all projects to ensure compliance with legislative and corporate requirements.
- / Review of health and safety management system implementation and carry out internal audits.
- / Review and assist in injury management and rehabilitation of injured workers.

## **Senior Project Manager**

Ensure that:

- / HSE requirements are identified and assessed during trade tender evaluations.
- / In conjunction with the HSE Manager, project management plans are developed and implemented on projects.
- / Resources are allocated to implement and maintain the HSE requirements on the project.
- / ADCO project personnel have received training to fulfil their HSE responsibilities.
- / Project personnel are aware of current HSE legislation and their obligations.
- / HSE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.
- / Review of health and safety management system implementation and participate in internal audits.
- / Communicating project information e.g., Management Plans / Risk Registers and requirements through consultative forums.

## **Contracts Administrator**

Ensure that:

- / Procurement of subcontractors considers subcontractors performance ratings on the system from previous projects.
- / Subcontractors' capabilities and past performance are evaluated, and concerns raised before a subcontractor is considered for the project.
- / Contract packages are prepared with due regard for project specific risks.
- / Subcontractors possess the right level of Worker's Compensation Public Liability Insurance or other applicable insurances.
- / Subcontractors receive:
  - / ADCO's "Contractor Safety and Environmental Requirements" handbook
  - / Project specific Safety Management Plan
  - / Project specific Risk Register
  - / All associated project documentation relevant to the subcontractor

## **Quality Assurance Manager**

Ensure that:

ADCO management systems, documentation, and reporting meet Principal requirements.

## **Design Manager**

Ensure that:

- / Legislative and company WHS policies and requirements are translated into project-specific requirements and identify risks and mitigations in design.
- / Project Design meets Safety in Design requirements.
- / Safety in Design Workshops are carried out and stakeholders.
- / Buildability and logistics are considered from outset including Safety in Design and End User maintenance requirements.

**Services Manager**

Ensure that:

- / Services Design and related WHS considerations are raised during Safety in Design Workshops.

**Site Manager including Forman**

Ensure that:

- / Legislative requirements for HSE management are implemented and maintained on the project site.
- / The requirements of project HSE 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 HSE 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 HSE Advisor 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.
- / HSE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.
- / Review of health and safety management system implementation and participate in internal audits.
- / Communicating project information e.g., Policies, Systems of Work, and requirements through consultative forums.
- / Consultation and Communication is established and effective in line with legislation.

**HSE Advisor**

Ensure that:

- / Legislative requirements for HSE management are implemented and maintained on project sites.
- / The requirements of the Corporate Management Systems are implemented on project sites.
- / HSE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.
- / Review of health and safety management system implementation and participate in internal audits.
- / Communicating project information and requirements through consultative forums.

**Health and Safety Representative**

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., HSE Committee)
- / Consult with and represent workers (i.e., work group) in health and safety issues.



**Construction Workers**

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.
- / Assist in achieving project HSE objectives and targets.

**Trade Partners (Subcontractors)**

Our trade partners are responsible to undertake their work in a safe and professional manner. Compliance to all legislative requirements is the minimum standard expected by ADCO. Trade partners must:

- / Attend Site Induction, onsite training workshops when arranged by ADCO.
- / Attend pre-start meetings or other consultative forums prescribed by ADCO.
- / Provide Safe Work Method Statements for High-Risk Works.
- / Comply with Site Rules and Safety, Environment and Quality expectations.
- / Comply safety instructions.
- / Provide supervision during works.
- / Ensure apprentices are supervised or have a “Buddy” system.
- / Report all hazards and incidents immediately.
- / Report all inquiries immediately.
- / Ensure rehabilitation is provided to any injured worker and return to work program for suitable duties.
- / All mobile plant operators are competent.
- / Where required, High Risk Work Licences must be acquired to conduct required activities
- / etc.

## 9. PLANNING

### 9.1 MANAGEMENT SYSTEM

The ADCO Management System comprises of the following information which is available to ADCO personnel through its Company Intranet HUB:

- / Policies not limited to: Safety, Environmental, Quality, Alcohol and Drugs, Code of Conduct, Conflict of Interest, Smoke Free Workplace etc (Policies are available on request)
- / Procedures and Protocols
- / Project Management Plans
- / Supporting documentation
- / Forms and Checklists
- / Guidance documents
- / Reports and Reviews
- / Information systems

The Management System includes the disciplines of Quality, Safety and Environmental management which meet the requirements of:

- / ISO 9001 2015 (Quality Management Systems)
- / ISO 45001 2018 (Occupational Health and Safety Management Systems)
- / ISO 14001 2015 (Environmental Management Systems)

### 9.2 RISK MANAGEMENT

Risk management is a proactive process that helps ADCO to identify, assess, control and review through consultation with internal employees, trade partners and external resources. The core to effective risk management is having a comprehensive understanding of the risks associated with the project works.

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

- / 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.

#### ***Reference – Risk Management Procedure***



## 9.3 SAFETY IN DESIGN (SID)

Where ADCO does not have responsibility for the design of a building / component, a review of the buildability of the design will be generally completed by our Design Managers or Project Manager. This should be undertaken in collaboration with the project specific **Design Management Plan**.

Where ADCO can influence design, a specific Safety in Design process in accordance with its **Risk Management Procedure** will be carried out to ensure control of the design regarding legislative requirements and to maximise the benefits of the design review process.

The design review process will consider (where appropriate) the **Hierarchy of Controls** and look to eliminate risks at the design phase of the project. Safety hazards around constructability or end user must be identified and managed with the aim to achieve successful identification of safety issues and other risks relevant to the design and the determination of measures to ensure fit for purpose and safe-operability requirements are achieved including maintenance and disposal.

Safety in Design risk workshops involving the designers will evaluate the projects constructability and will be incorporated into the project risk register to ensure the identified risks and controls are in place for the project works.

Safety in Design will be reviewed with the same rigor as WHS ensuring a risk amendment approach is applied. The hierarchy of hazard control will be used to ensure assessment of any risk is mitigated as far as reasonably practicable.

Safety in Design workshops will be undertaken with consultants, contractors and alike to discuss any issues and ongoing design changes, improvements, or amendments.

End users will be advised of any remaining risk attributed to the design through commissioning and the handover process. At this point training will be provided as required for certain elements defined in the contract.

Calibration testing of leveling equipment is required every six months. Certificates will be archived by ADCO and a Register will be maintained for all such equipment on site.

**Reference – Risk Management Procedure, Design Management Plan**

## 9.4 PROJECT DOCUMENTATION

Prior to commencement of the project, the Project Manager and HSE 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. Information within the Risk Register will be supplied to subcontractors for trade pricing and development of their SWMS.

## 9.5 HAZARD IDENTIFICATION AND 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. Risks or hazards, which cannot be actioned by the identifying person, must be reported to the Site Manager or HSE Advisor. 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.

Where a Site Manager or HSE Advisor 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 according to the principles of the hierarchy of controls.

Risk and hazards will be identified by the ADCO project team through performance evaluation activities.

## 9.6 LEGAL AND OTHER REQUIREMENTS

**Legislation** The ADCO Management System has been developed considering Legislative, Australian Standards, Codes of Practice and Federal Safety Commission requirements.

Legislation, Codes of Practice and Standards which are applicable to the project are identified in the Project Risk Register. Access to current Legislation, Codes of Practice and Standards is available to all project personnel. Subcontract workers should liaise with the Site Manager or HSE Advisor for access.

**Legal Compliance** ADCO will monitor legal compliance against statutory and non-statutory legislation during the construction works through daily visual inspection, weekly inspections, audits (internal/external) and via HS Committees etc.

**Documentation and Records** Documents, data, including their identification, approval, maintenance, dissemination, retention, withdrawal, and disposal will be in accordance with ADCO internal quality processes.

**Right of Entry and Freedom of Association** Information on employer and employee obligations under OHS 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) for the project
- / Site Induction including publications on Site Notice Boards

**Worker Rights** All workers have the following rights:

- / Be provided with a safe working environment.
- / Be consulted on health and safety issues that affect them.
- / Stop and refuse to perform work that would expose them to a serious risk.
- / Be provided with information, instruction, training and supervision and resources that they need to perform their job safely.
- / Be provided with appropriate facilities for their welfare at work.
- / Protection from discrimination, coercion, or threats in relation to a health and safety matter.
- / Workers Compensation and Rehabilitation Programs.

Where a worker is of the view that a situation possesses an immediate or imminent 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 HSE Advisor.
- / Note: the worker may also stop and refuse to perform work that would expose them to a serious risk.

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

Dispute Resolution	<p>Wherever possible, any safety concerns will be resolved through consultation between workers, their representatives and/or the project management team. If the concern cannot be resolved, it must be referred to the Construction Manager / HSE Manager and / or HS Committee for resolution. Where the issue remains unresolved the default procedure for issue resolution set out in WHS Regulations must be followed.</p> <p>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.</p> <p>A worker may also be entitled to have a industrial officer of their respected Union to partake in the mediation on the basis that they are a financial member.</p>
Conduct on Site	<p>All persons entering the site are required to:</p> <ul style="list-style-type: none"> <li>/ Wear work clothing such as trousers, long sleeve shirts etc. Shorts or short sleeve shirts are not permitted due to the nature of construction risk, external environment risk (UV, Skin Cancer), and ADCO Policy.</li> <li>/ Always wear mandatory PPE while on site.</li> <li>/ Comply with Site Rules and expectations.</li> <li>/ Complete the Site Induction prior to commencing work.</li> <li>/ Observe restraint in the use of inappropriate language, especially around Schools, Hospitals, and other prescribed locations.</li> <li>/ Not use amenities except those expressly provided for construction personnel.</li> <li>/ Not bully, vilify, or victimise any worker or other persons.</li> <li>/ Not work under the influence of illicit drugs or alcohol.</li> <li>/ Report hazards, incidents, and injuries immediately.</li> <li>/ Ensure workers or members of the public etc are not exposed to hazards and risks associated with works.</li> <li>/ Ensure work areas are secured, free from debris and maintained in a orderly manner.</li> </ul>
Young Workers – Age Requirements	<p>Workers must be at least 16 years of age. Workers under 18 years of age:</p> <ul style="list-style-type: none"> <li>/ Preferably by under an apprenticeship program or traineeship program etc.</li> <li>/ Must produce a form of “proof of age” verification.</li> <li>/ Must have their Supervisor co-sign their induction registration form.</li> <li>/ Must be under constant supervision or have a “Buddy” assigned.</li> <li>/ Never be left alone on site.</li> </ul>
Drugs and Alcohol	<p>The possession, consumption or sale of alcohol or illicit substances on site is prohibited and will lead to instant dismissal.</p> <p>This project is subject to potential Drug and Alcohol testing.</p>
COVID-19	<p>Compliance to NSW Health Orders. Workers will be informed of current Health Orders and restrictions in relation to the current COVID-19 pandemic.</p>
Site Rules	<p>Site Rules applicable to this project are:</p> <ul style="list-style-type: none"> <li>/ Included in the Workers Registration</li> <li>/ Discussed during the Site Induction</li> <li>/ Discussed during the Visitor Induction</li> <li>/ Posted on site noticeboards – for review while on site</li> </ul> <p>The objectives of the Site Rules are to:</p> <ul style="list-style-type: none"> <li>/ Provide a safe working environment</li> </ul>

- / Meet the requirement under WHS and environmental management
- / Define ADCO's minimum operational standards

**Refer to Section – Site Rules**

## 10. SUPPORT

### 10.1 TRAINING AND COMPETENCY

#### 10.1.1 Training Needs Analysis (Health and Safety)

ADCO has undertaken a Training Need Analysis that identifies relevant training and competencies to undertake work activities. ADCO will communicate training and competency expectations throughout the procurement process to ensure the required skill levels of workers is understood and established.

ADCO will maintain a project induction / training register through its online HSE Management System which will capture worker licences and competencies required to carry out works on the project.

Records will be maintained for auditing purposes.

Course / Competency Description	Position	Completed by	Provider
Construction Safety Induction	All workers	Prior to arrival on site	Accredited Training Provider
Project Specific Induction	All workers	On day one	Site Manager / Site Supervisor / HSE Advisor.
National High-Risk Work Licence	Those who hold National High-Risk Work Licence	Prior to undertaking high-risk work	Accredited Training Provider
Plant* - Certificate of Competency for specific item of plant including VOC	Operators	Prior to operating defined plant	Accredited Training Provider
First Aid Training	First Aiders	Prior to start (ongoing)	Accredited Training Provider
Emergency Warden	Emergency Wardens	Prior to start (ongoing)	Accredited Training Provider
Occupational Health and Safety Representative Training	Nominated Representatives under State legislation	As required by election / nomination	Accredited Training Provider
Manual Handling	Defined Workers	TBC During the project	Accredited Training Provider
Mental Health	Defined Workers	TBC During the project	Accredited Training Provider
Heat Stress / Sun Smart	Defined Workers	TBC During the project	Accredited Training Provider
Suicide Prevention	Defined Workers	TBC During the project	Mates in Constriction
Impairment Training	Defined Workers	TBC During the project	Accredited Training Provider
Asbestos Awareness / Removal Training and Competency	All affected workers / contractor	Prior to start (ongoing)	Accredited Training Provider or Asbestos Assessor / Consultant
Due Diligence Training	Directors and Officers	Refer to ADCO National Training Matrix	Minter Ellison Presentation
<i>*Traffic Control</i>	<i>Traffic Controller</i>	<i>As required (TBA)</i>	<i>Accredited Training Provider</i>
<i>*Work at Heights</i>	<i>Persons working at height</i>	<i>As required (TBA)</i>	<i>Accredited Training Provider</i>

Course / Competency Description	Position	Completed by	Provider
<i>*Confined Space Entry</i>	<i>Persons requiring entry</i>	<i>As required (TBA)</i>	<i>Accredited Training Provider</i>

## 10.1.2 National High-Risk Work Licence Competencies

<ul style="list-style-type: none"> <li>/ Basic Scaffolding</li> <li>/ Intermediate Scaffolding</li> <li>/ Advanced Scaffolding</li> <li>/ Dogging</li> <li>/ Basic rigging</li> <li>/ Intermediate rigging</li> <li>/ Advanced rigging</li> <li>/ Tower crane</li> <li>/ Self-erecting tower crane</li> <li>/ Derrick crane</li> <li>/ Portal boom crane</li> <li>/ Bridge and gantry crane</li> <li>/ Vehicle loading crane</li> <li>/ Non-slewing mobile crane- with capacity exceeding 3 tonnes</li> <li>/ Slewing mobile crane - capacity up to 20 tonnes</li> </ul>	<ul style="list-style-type: none"> <li>/ Slewing mobile crane - capacity up to 60 tonnes</li> <li>/ Slewing mobile crane - capacity up to 100 tonnes</li> <li>/ Slewing mobile crane - capacity over 100 tonnes</li> <li>/ Materials hoist</li> <li>/ Personnel and materials hoist</li> <li>/ Boom type elevating work platform</li> <li>/ Concrete placing boom</li> <li>/ Reach stacker</li> <li>/ Forklift truck</li> <li>/ Order picking forklift truck</li> <li>/ Standard boiler operation</li> <li>/ Advanced boiler operation</li> <li>/ Steam turbine operation</li> <li>/ Reciprocating steam engine</li> </ul>
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## 10.1.3 Competencies

Load Shifting Equipment	Certificate of Competency issued by a Registered Training Organisation (RTO) for the specific item of plant.
Licencing and Verification of Competency	<p>High Risk Work Licence and Two-year VOC is required for the following tasks:</p> <ul style="list-style-type: none"> <li>- Dogman (HRWL)</li> <li>- Crane Operations (tower/mobile) (HRWL)</li> <li>- Telehandler Operations (Gold Card or Equivalent)</li> </ul>
Formwork	Supervisor to hold Certificate III in Formwork and False Work CPC31511
Scaffold	High Risk Work Licence for Scaffold (SB, SI or SA)
Civil Contractor	Supervisor to hold Certificate IV in Civil Construction Operations RII40609
Asbestos Contractor	<p>Asbestos contractor will have the appropriate licence by SafeWork and ensure workers have undertaking the required training:</p> <p>CPCCODE3014 – Remove non-friable asbestos</p>

	CPCCE3015 – Remove friable asbestos
Work activities	Refer to HSE Management Systems Procedures for competency requirements for work activities.

## 10.1.4 Project Specific Induction

Training and instruction 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.

**Project Induction** The ADCO induction consists of the following topics, but is not limited to:

- / Access / egress
- / Site Rules
- / Incident and emergency procedures
- / Consultation arrangements
- / Reporting of hazards, complaints etc
- / Compliance, expectations etc
- / Permits to Work
- / Environmental management
- / Workplace relations (freedom of association)
- / Supervision, apprentices, behaviour etc
- / Mandatory PPE and task specific PPE
- / Hazardous Substances

All persons who are attending the site for the purpose of completing construction activities must attend and complete the site induction before commencing any work activity on the site. Workers will be required to verify any licences or VOC's at this point against their registration forms.

The project induction consists of two parts; one an ADCO animated video with voice over which details the ADCO policies and high-level requirements. Following will be the project specific part which will cover site related hazards, procedures etc. The induction will be generally delivered by an ADCO Management representative.

**Visitors** Visitors will not be site inducted, but 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.
- / Always be accompanied and remain within two metres of a site inducted person.
- / Wear mandatory PPE as other workers.
- / Wear footwear and clothing appropriate to a construction site. (leather closed shoes are acceptable. No heels permitted for female visitors)

**Records** Personal Induction information, including supporting documentation will be secured via ADCO's online HSE Management. Such information will not be shared with other parties without consent of the inductee.

Site induction information will be archived for a period of at least seven (7) years after completion of the project.

## 10.1.5 Training

**ADCO Personnel** Training and competency for ADCO personnel are prescribed in:

- / Position Descriptions



- / ADCO National Training Matrix
- / Project Training Needs Analysis

The Project Manager and Site Manager must ensure that project personnel are trained and competent in accordance with the requirements noted in these documents. Information related to completed training will be maintained on and filed with the National Skills Register.

The National Training Manager is the beholder of the National Training Matrix and records.

Completion of training under the National Training Matrix should be referred to the National Training Manager.

**Trade Partners** Trade Partners are required to ensure that their employees are competent in their roles. Employees undertaking High Risk Works must hold the required licences and VOC if applicable. Refresher training is highly recommended and can be undertaken on ADCO projects if required. ADCO will facilitate if required.

Evidence of mandatory work activity competency (e.g., high-risk work license, certificates of competency, etc.) must be provided to ADCO at the time of site induction. Evidence supplied to and approved by ADCO will be included with the worker's induction records.

From time-to-time ADCO will provide (free of charge) onsite workshops around Manual Handling, Mental Health, Asbestos/Silica Awareness etc. This is offered to all workers and it's expected that our trade partners take full advantage of this upskilling for their workforce.

## 10.2 COMMUNICATION AND CONSULTATION

**Acquiring Health and Safety information** ADCO maintains awareness and compliance requirements with legislation, Standards and Codes of Practice through access to various resources including but not limited to.

- / Regulatory Authorities
- / Federal and State legislative publishers
- / State Government websites
- / SAI Global
- / Industry Associations
- / Training courses
- / Media outlets

**Daily Pre-Start Meetings** Daily Pre-Start Meetings are run by ADCO to identify and discuss safety issues / hazards / controls relative to daily work activities for the day. These are generally run by the Site Manager /Forman. Subcontract personnel (i.e. Supervisors) are required to attend these meetings prior to commencing work and then relay the information with their respective crews.

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

- / Tasks being completed by each trade during the shift.
- / Risk, hazard, and controls including the requirement for any Work Permits.
- / Incidents, accidents and near misses from any previous shifts.
- / Health and safety issues raised by the workforce.
- / Opportunities for worker input.
- / Improvements etc

Details of the meetings will be recorded on the Pre-Start Meeting form.

## Toolbox Talks/General Meetings

On a monthly basis or at the initiation of ADCO (e.g., following an incident), or at the request of workers, topic-based Toolbox Meetings will be held on the project. The objectives of toolbox meetings are to:

- / Review the safety status and performance in the work areas.
- / Discuss any topical or promotional health and safety items, bulletins, or alerts.
- / Discuss health and safety aspects of work planned for the next week.
- / Discuss any proposed changes to work procedures.
- / Provide additional instruction to workers on quality, work health and safety and environment issues.
- / Allow workers to raise issues.

Details of the meetings will be recorded on the Toolbox/General Meeting Form.

## Health and Safety Representatives

Health and Safety Representatives will be elected in accordance with legislative requirements. Workers elected will be entitled to HSR Training within 3 months of being elected and the cost to the employer.

## HS Committee Meetings

At the initiation of ADCO or at the request of workers, a Health and Safety Committee may be established on the project. Subcontract companies are required to ensure that a representative participates if requested by ADCO.

Details of the meetings will be recorded on the HSE Meeting form. Copies of the meeting minutes will be issued to all committee members and placed on the site Notice Board for general site review by all workers.

Upon the establishment of the Committee, a "Committee Constitution" will be formulated to ensure committee functions are agreed between all members.

Where committee members require specific training to undertake their duties, PCBU's will be asked to absorb the cost of any such training including time.

## Other Meetings

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

- / Subcontractor meetings
- / Client meetings
- / Stakeholder Meetings
- / Peer Group Meetings
- / Other agreed arrangements

Details of the meetings will be recorded on an applicable form and as required distributed to other parties.

## Notification

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

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

## Notices – Alerts, Lessons Learnt and Bulletins.

Notices will serve as a reminder to workers of the messages that have already been delivered via project consultative forums. They will not serve as the primary method of work health and safety communication.

Work health and safety notices and information will be posted on Site Notice Boards, via QR Codes located external to site offices and within amenity areas or other highly frequented areas and can include information such as:

- / Work Health and Safety Alerts
- / Safety Circulars
- / Lessons learnt
- / Notification of significant incidents / events in industry
- / Changes in procedures and management processes
- / Reinforcing requirements for the management of risks / hazards
- / Weather information
- / Health management (e.g., sun smart)
- / Confirmation of meeting times and venues
- / Alerts from key stakeholders

Notice Boards will be updated and maintained by an ADCO representative.

Communication  
/ Consultation  
across  
languages

In accordance with procedure Consultation and Communication ADCO has a process in place to ensure that communication and consultation occurs with all workers, including those with limited English. This includes:

- / Subcontractors responsible for communicating and consulting with workers with limited English that includes use of translators and interpreters, diagrams and drawings, health and safety signage and allocation of resources for training, interpreters or translation of health and safety information.

Neighbouring  
communication

ADCO shall identify project specific hazards that have the potential to impact on the neighbouring properties.

Where there's a potential risk that has been identified that has been assessed as having an Extreme or High-risk residual rating the task shall not proceed until risk has been assessed by upper management.

The issue will be elevated to the State Manager or HSE State Manager for review prior to permitting activity to proceed.

Communication with neighbouring properties will occur through letter box drops, adds in the local papers, social media etc.

## 11. DELIVERY

### 11.1 PROCUREMENT AND CONTRACT MANAGEMENT

#### 11.1.1 Safety in Procurement

**Procurement Process** During the Procurement Process, ADCO will identify and list subcontractors / suppliers with capability to carry out the works. The suitability of subcontractors and suppliers (new and existing) will be assessed against:

- / Their company profile, expertise, and previous history
- / Internal recommendations of capability and reputation
- / Location and proximity to the project site
- / Commercial and financial viability
- / Compliance to regulatory / legislative requirements
- / Industry participation
- / New and retained apprentices and trainees
- / Construction methodology
- / Proposed personnel
- / Project resourcing
- / Quality management
- / Ability to meet project timeframes
- / Occupational health and safety performance such as injury and incident data, regulatory notices, and prosecutions etc; and Risk profile.

ADCO standards are required to be adopted and maintained throughout the life of the project. Prior to work on site, subcontractors require a briefing to ensure that all work health and safety precautions are in place and to review:

- / How compliance with the Safety Management System will be achieved including site specific requirements
- / How they intend to comply with ADCO's systems and expectations
- / Documentation outlining their safe methods of work.
- / Establishing performance monitoring, supervision and incident reporting protocols, and procedures etc

ADCO and Subcontractors procuring plant or equipment items to be used are to review and inspect all such items to ensure that no additional hazards / risks are unknowingly introduced on the project.

When such items arrive on the project, the project team member responsible for the procurement (ADCO or Subcontractor) is to ensure all work health and safety information has been included and is distributed to the workers identified as needing to understand the requirements.

During the procurement process ADCO issue subcontractors with an information booklet 'ADCO Safety and Environmental Requirements' which is a document that provides subcontractors and third parties an understanding of the basic health and safety requirements ADCO requires on ADCO Projects. This booklet forms part of the subcontract agreement.

**Products and Materials** Products and materials are subject to verification by the Site Manager at the time of purchase and/or at delivery to ensure conformance to contract requirements and specifications.

Goods delivered to the site, may be subject to a receiving inspection by ADCO or the subcontractor representative who takes delivery. Should it be required within the Inspection and Test Plan (ITP), evidence of review and acceptance (i.e. manufacturing

certificates, standards verification, origin of supply, etc.) will be held in the project site office for the duration of the project. At project completion, such documentation will be collated with “As Built” documentation or archived.

The Site Manager / Project Engineer will be responsible for reviewing any Inspection and Test documentation required from and/or generated by the subcontractor in verification that their products and materials meet the requirements of the contract and specifications. Subcontractors must ensure goods are stored in designated areas and in accordance with the manufacturer’s requirements.

Non-conforming products will be labelled and segregated from conforming products and will be subject to the Non-conformance management process.

## 11.1.2 Subcontractor Management

**Safe Work Method Statements** Prior to the commencement of ALL work activities including High Risk Works (as defined in the OSH legislative requirements) must provide Safe Work Method Statements (SWMS) to ADCO for review and acceptance.

The review and acceptance process is managed by the Site Manager and HSE Advisor. The Safe Work Method Statement Review Record form details the minimum requirements that must be detailed within SWMS documentation.

SWMS classified as High Risk under legislative requirements will reviewed utilising the Safe Work Method Statement Review Record – High Risk. Work activities that are not ‘High Risk’ as defined by legislation will be reviewed utilising the Safe Work Method Statement Review Record – ‘Low Risk’. Documents such as Procedures or Instructions are acceptable for Low-Risk work activities.

SWMS must (at a minimum) include:

- / A description of the work activity.
- / Details of Plant or substances to be used to complete the work activity.
- / Risks and controls measure for the work activity.
- / Environmental mitigation strategies for the work activity.
- / Emergency management procedures for high-risk activities.
- / Details of who is responsible for managing the work activity and the controls.
- / Evidence that workers have been consulted in the production of the SWMS and provided instruction and training.

Works cannot commence until SWMS documentation has been accepted for use.

**‘High Risk’ Construction Work**

The following activities Are classified as High-Risk Construction Work

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>/ Risk of a person falling more than 2 metres</li> <li>/ Likely to involve disturbing asbestos</li> <li>/ Work in or near a shaft or trench deeper than 1.5 m or a tunnel</li> <li>/ Demolition of load-bearing structure</li> <li>/ Tilt-up or precast concrete elements</li> <li>/ Temporary load-bearing support for structural alterations or repairs</li> <li>/ Work in or near a confined space</li> <li>/ Work on or near energised electrical installations or services</li> <li>/ Work on, in or adjacent to a road, railway, shipping lane or other traffic</li> </ul> | <ul style="list-style-type: none"> <li>/ Work in an area with movement of powered mobile plant (working in an area of a construction site that is not isolated (e.g. exclusion zone) from the movement of plant).</li> <li>/ Work in areas with artificial extremes of temperature</li> <li>/ Work on a telecommunication tower</li> <li>/ Work on or near pressurised gas mains or piping</li> <li>/ Work in an area that may have a contaminated or flammable atmosphere</li> </ul> |
|---|---|

- corridor in use by traffic other than pedestrians
- / Use of explosives
- / Work on or near chemical, fuel or refrigerant lines
- / Work in or near water or other liquid that involves a risk of drowning / Diving work

Evidence of competency will be required prior to HRCW activities commencing onsite,

**High Risk Workshops** As defined and agreed by the project team, HRW will be undertaken for works of extreme risk or as warranted or required by the client etc.

**Plant and Equipment** Subcontractors are required to maintain Inspection and Test Records and Plant Registers for all plant and equipment procured by them (or under their control) to meet legislative or standard requirements. A competent person is to maintain documented daily inspections (or as per manufacturers' requirements) of the plant.

Copies of all plant documentation will be maintained on the online HSE Management System. The Equipment Register will provide prompts when plant and equipment is scheduled service or inspection.

**Monitoring** The monitoring of subcontractor site activity compliance to accepted SWMS will be:

- / Managed by the Site Manager and HSE Advisor through regular visual inspections.
- / Documented on the Weekly Site Inspection Form.

**Non-Compliance** Where a non-compliance (to accepted work methods) is observed, the Site Manager or HSE Advisor will do any/all the following:

- / Stop the work activity.
- / Cancel / suspended any active ATW Permit.
- / Issue a non-compliance notice through Aconex or online HSE Management System.
- / Issue a verbal instruction.
- / Non-compliances will be listed in the Register – Non-Compliance or through Aconex.

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-compliant 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 HSE Manager.

Non-conformances identified through visual inspections, site inspections or task observations are documented within Register – Non-Conformances and is accessible to the ADCO project team.

**Archiving** Subcontractor supplied documentation will be archived by ADCO for a period no less than seven (7) years after project completion. Duration of archiving may be extended if the Safe Work Method Statement is applicable to an incident or in relation to use of

hazardous substances etc. Other specific timeframes for archiving will be in line with legislation.

## 11.2 RISK MANAGEMENT PROTOCOLS

### Asbestos

Asbestos work will consider the following, but not limited to:

- / Authority to Work Permit
- / Competencies and licences
- / Asbestos Removal Control Plan
- / Safe Work Method Statement / Risk Assessment
- / Regulatory notification
- / Asbestos Assessor
- / Air monitoring
- / Clearances and inspections by Assessor
- / Waste Disposal
- / Health surveillance
- / Decontamination unit
- / Cross contamination

### ***Refer to Procedure – Asbestos Management***

#### **Unexpected Finds**

Any suspected ACM found during works which was not originally identified must be managed and controlled by:

- / Stop work in the immediate area
- / Advise workers of the potential danger and control measures
- / Establishing an exclusion zone around the affected area
- / Cover the suspected material
- / Keeping the material damp or wet
- / Arrange for testing of material
- / Arranging for the material to be removed or stored
- / Notify regulator (if required)
- / Waste disposal receipts to be obtained

#### **Monitoring**

If surveillance / monitoring is undertaken or verified as undertaken for workers involved in asbestos removal it must be carried out and reported in accordance with the relevant Legislation, Codes of Practice and Australian Standards.

### Confined Space

Confined Space work will consider the following, but not limited to:

- / Authority to Work Permit
- / Assessment of space
- / Competencies of workers and supervisors
- / Confined Space Rescue Plan
- / Safe Work Method Statement / Risk Assessment
- / Air testing for oxygen of contaminants
- / Standby person with first aid training
- / Security of Confined Space
- / Emergency equipment
- / Combustible materials

### ***Refer to Procedure – Confined Spaces***



Demolition Demolition work will consider the following, but not limited to:

- / Authority to Work Permit
- / Competencies and licences
- / Demolition Management Plan
- / Engineer methodology
- / HazMat Report
- / Safe Work Method Statement / Risk Assessment
- / Regulatory notification
- / Confirmation of service disconnection
- / Noise, dust, and vibration
- / Surrounding structures

***Refer to Procedure – Demolition***

Excavation Excavation work will consider the following, but not limited to:

- / Authority to Work Permit
- / Competencies of workers and supervisors
- / Geotechnical report
- / Safe Work Method Statement / Risk Assessment
- / Engineering for shoring systems
- / Inspection regime / schedule for embankments or shoring
- / Approval to remove material off site
- / Edge protection to embankments.

***Refer to Procedure – Excavation***

Operating Plant including Cranes Operating Plant will consider the following, but not limited to:

- / Pre entry inspection
- / Plant fit for purpose
- / Service and maintenance records
- / Prestart inspections
- / Competencies and licences
- / Safe Work Method Statement / Risk Assessment
- / Safety devices and controls on plant
- / Flashing beacon, reversing beeper
- / Spotter (as required)
- / Communication between operators and spotters
- / Safe Workload Limits (SWL)

**Cranes and Lifting Equipment**

- / Inspection, service, and maintenance of lifting equipment
- / Identification of lifting equipment
- / Lifting equipment register
- / User competencies (Dogman / Rigger / Crane Operator)
- / Safe Work Method Statement / Risk Assessment
- / Crane Lift Study / Plan
- / Use of workboxes
- / Overhead hazards
- / Laydown areas including loading trucks
- / Lifting over public areas or workers
- / Regulatory Registration

***Refer to Procedure – Operating Plant***



## Pre-Cast and Tilt Up Panels

Precast / Tilt Up Panel activities will consider the following, but not limited to:

- / Authority to Work Permit
- / Panel documentation e.g., sequencing, birthing certificates, lifting point certification, bracing plan etc
- / Competencies and licences (Rigger / Crane Operator / Dogman)
- / Safe Work Method Statement / Risk Assessment
- / Crane Lift Study / Plan
- / Traffic Management
- / Delivery
- / Storage requirements
- / Engineering
- / Exclusion zones

### ***Refer to Procedure – Pre-Cast & Tilt Up Panels***

## Static Plant

Installation or removal of Static Plant will consider the following, but not limited to:

- / Authority to Work Permit
- / Installation documentation
- / Crane Lift Study / Plan
- / Competencies and licences (Rigger / Crane Operator / Dogman)
- / Safe Work Method Statement / Risk Assessment
- / Geotechnical report (ground conditions)
- / Traffic Management
- / Delivery
- / Overhead hazards
- / Regulatory Registration

### ***Refer to Procedure – Static Plant***

## Suspended Formwork

Suspended Formwork activities will consider the following, but not limited to:

- / Authority to Work Permit
- / Formwork drawings
- / System to be used (conventional or proprietary)
- / Geotechnical report (ground conditions)
- / Safe Work Method Statement / Risk Assessment
- / Competencies of workers and supervisors
- / Edge protection including Access and egress
- / Protection of incomplete work areas
- / Handover certificates prior to others using deck and pre pour

### ***Refer to Procedure – Suspended Formwork***

## Traffic Management and Movement

Traffic Management / Movement will consider the following:

### **Traffic Movement**

The movement paths of people, vehicles and materials on the site will occur in accordance with the ADCO prepared site Traffic Movement Plan. The Traffic Movement Plan will be reviewed on a regular basis to reflect site conditions. Information on traffic movement will be communicated to workers prior to project commencement, during the site induction, site notice boards and other consultative forums.

### **Traffic Management**

Where required for work activities outside of the site boundary (e.g. construction of access roads into a site from a gazetted road, construction of footpaths) or nominated in

planning conditions, A Traffic Management Plan (TMP) will be developed by an accredited company and submitted to the applicable local government. Traffic management requirements will be implemented by competent personnel with the appropriate qualifications and followed to by all site personnel

## **Heavy Vehicle National Law / Chain of Responsibility**

Subcontractors and Suppliers on the project are required to comply with the Heavy vehicle National Law (HVNL) including Chain of Responsibility (CoR) Legislation, which includes load restraint, mass, dimensions, fatigue, speeding and vehicle standards and maintenance.

Subcontractors and Suppliers are to take reasonable steps, but is not limited to:

- / Authority to Work Permit
- / Necessary resources to ensure compliance
- / Fatigue management (drivers)
- / Competencies and licences
- / Load, weight, and measurement dimensions
- / Loads secured and covered
- / Road worthy vehicles used
- / Realistic schedules set for drivers
- / Loading and unloading activities do not cause unreasonably delayed
- / Regularly engaging with other parties involved in the supply chain
- / Adherence to law and safe practices
- / Regular risk assessments
- / Documenting vehicle activities

## **Deliveries / Materials**

It is the responsibility of any person or supplier who arranges deliveries or pickups from site to ensure that the transport company is familiar with project requirements. This includes:

- / Ensure all deliveries or pickups have been pre - arranged and approved by ADCO Site Management
- / Drivers are to report to the Site Office for directions before unloading or loading
- / Drivers are required to use designated access / egress points and proceed to the approved unloading / loading area
- / Deliveries must be offloaded at the approved location within the Site Compound.
- / No materials are to be unloaded or left in public areas.
- / Confirmation of traffic control requirements with Site Management
- / Subcontractors are to communicate traffic control requirements with own suppliers and deliveries to ensure understanding of site requirements
- / Subcontractors are responsible for their own traffic management including the use of Spotters
- / Wide load, escort requirements, travel times and rules for travel etc. This is the responsibility of the transport company in line with their license for escorted /wide/heavy loads
- / Vehicle is correctly loaded; this is the responsibility of the truck driver to ensure any heavy/wide loads are loaded as per the loading plan issued by the transport company
- / Where deliveries / unloading requires mechanical means for lifting, a site-specific risk assessment is required
- / Plant inspection checklists and plant risk assessments are not required for vehicles used for deliveries

## **Delivery schedules and vehicles will not impact on:**

- / Usability of the site compound, public access, or emergency requirements.
- / Site access/egress provisions
- / If reversing is required to access or exit site, a Spotter may be required to direct vehicles as required to minimise potential danger to site workers and public personnel
- / Delivery drivers must not roam the site and must always stay close to their vehicles.

## ***Refer to Annexure 1- Driver's code of conduct***

### **Delivery of Mobile Plant**

Where Mobile Plant is being delivered (unloaded) or retrieved (loaded) from site via transport companies, the requirements for competencies to undertake this activity are as follow:

- Load and unload National Competency -  
<https://training.gov.au/Training/Details/RIIHAN308E> or,
- Applicable High-Risk Work Licences for Specific Mobile Plant E.g. Boom Lift > 11 meters etc.
- Verification of Competency e.g. for Civil Plant such as Rollers, Excavators, Graders etc.

If Mobile Plant is being loaded or unloaded via a winch type flatbed truck e.g. (tow truck) evidence of competency is not generally required if no Mobile Plant operation is required.

Prior to loading or unloading Plant, a risk assessment should be undertaken by the transport company (driver) or other identity to ensure conditions are suitable. This should include but not be limited to ground conditions, overhead hazards, public and workers etc. Any activities undertaken on public areas e.g., roadways must be managed with traffic management.

## ***Refer to Procedure – Traffic Management and Movement , Annexure 1- Driver's code of conduct***

### **Working Around Live Services**

Work around live services will consider the following, but not limited to:

- / Authority to Work Permit
- / Disconnection, decommission, termination of services etc
- / Safe Work Method Statements / Risk Assessments
- / Dial Before You Dig Information
- / As Built Drawings
- / Pothole investigation
- / Unrestrictive excavation techniques
- / Scanning (slabs, walls, grounds etc)
- / Lock out systems

## ***Refer to Procedure - Work Around Live Services***

### **Impacting Activity Management**

Where a person wishes to DISCONNECT or CONNECT a service, the following applies:

- / Notification must be in writing, using the Notification of Impacting Activity form.

- / Submit the completed form to ADCO (Site Manager) at least 72 hours (2 working days) prior to the requirement to impact on the service the service.
- / Approval is granted by ADCO signing off the relevant part of the form.
- / No works may start on the service unless written approval has been provided by ADCO.

Note: Where the impacting activity will impact on other parties the Site Manager is required to:

- / Submit a Notification of Impacting Activity to the Client (or other identified person) at least 24 hours (1 working day) prior to the required impacting date.
- / Approval is granted by the Client signing off the form.

## **Commissioning**

- / Commissioning instructions must be detailed, followed and made available on site
- / All commissioning is to be conducted by approved trades' persons.
- / A documented Procedure must be provided and approved by ADCO, prior to the activity taking place.

## ***Refer to Procedure – Work around live services***

Work at Height      Work & Height activities will consider the following:

- / Authority to Work Permit including the assessment of:
  - Level 1: Undertake the work on the ground or on a solid construction
  - Level 2: Undertake the work using a passive fall protection device
  - Level 3: Undertake the work using a work positioning system
  - Level 4: Undertake the work using a fall injury prevention system
  - Level 5: Undertake the work from ladders, or implement administrative controls
- / Safe Work Method Statements / Risk Assessments
- / Competencies of workers and supervisors
- / Servicing and maintenance of equipment used e.g. harnesses

## **Scaffolding**

Prior to works involving scaffold erection, modification and dismantle occurring the following controls will be implemented:

- / Authority to Work Permit
- / Competencies and licences
- / Safe Work Method Statements / Risk Assessments
- / Scaffold Plan/Drawings
- / Scaffold fit for purpose
- / Ties, anchors, and bracing
- / Geotechnical report
- / Handover certificates
- / Schedule of regular inspections

## ***Refer to Procedure – Work at Height***

## **11.3      SAFE SYSTEMS OF WORK**

Asset Protection	<p>Works near assets and services will occur in accordance with <i>Procedure – Work Around Live Services</i> which details the requirements for carrying out works safely near, below, and above ground assets.</p> <p>Prior to commencing work activities on the project assets, including services will be positively identified. Methods of identification include:</p> <ul style="list-style-type: none"> <li>/ Reviewing current Dial Before You Dig Information</li> <li>/ Reviewing current as built drawings.</li> <li>/ Site observation and identification</li> <li>/ Scanning</li> <li>/ Consulting with asset owners</li> <li>/ Surveying assets and services to determine exact locations.</li> </ul> <p>Following identification specific safe work method statements must clearly identify and detail systems and work methodologies that will be used in carrying out the works to prevent unintended impact.</p> <p>Prior to works near existing assets occurring the following controls will be implemented:</p> <ul style="list-style-type: none"> <li>/ All assets, utilities and services have been identified and a plan established to capture the methods of works so works can occur safely.</li> <li>/ Subcontractors to provide site-specific SWMS that details risk and associated controls with the work activity.</li> <li>/ Works controlled by completing a Checklist – Work Around Live Services and issuing an Authority to Work Permit.</li> </ul> <p>Confirmation that services in the area have been identified must be confirmed prior to issue an Authority to Work Permit.</p>
Cleanliness of Construction Site	<p>The construction site, including the exterior of all perimeter fencing / hoardings will be maintained in a clean and tidy manner throughout the works.</p> <p>Housekeeping will be effectively managed to maintain a clean and tidy work site, ensuring that:</p> <ul style="list-style-type: none"> <li>/ All main access ways, emergency routes, and passageways will be clearly lit, marked, and kept free from obstructions and debris.</li> <li>/ All materials will be safely stacked (i.e., stack is on solid ground, is stable and not over-stacked), away from fences and hoardings, and located to minimise re-handling and transport distances.</li> <li>/ Materials are to be stacked in a manner that does not require work at height to manage the stack e.g., to attach lifting equipment.</li> <li>/ <b>Cleanest Site Award</b> presented quarterly to best and most consistent project.</li> </ul> <p><b>Refer to Procedure – Site Management</b></p>
Common Plant	<ul style="list-style-type: none"> <li>/ Common plant provided by ADCO, is not to be tampered, altered, or modified in anyway other than by a qualified person who has obtained approval from the Site Manager.</li> <li>/ Monitoring of common plant compliance to be conducted by ADCO Site Management daily.</li> <li>/ Subcontractors to immediately inform ADCO site management of any safety issues relating to common plant.</li> <li>/ Misuse of common plant (e.g., power boards, scaffold, hoists, loading bays etc) will result in instant dismissal from site.</li> <li>/ All such plant will require evidence of inspection, testing and engineering.</li> </ul>

## ***Refer to Procedure – Operating Plant***

- |              |   |
|--------------|---|
| Mobile Plant | <ul style="list-style-type: none"><li>/ All Mobile Plant will be registered and inspected prior to use on site.</li><li>/ Service and inspection records will be required.</li><li>/ Licences and VOC's will need to be produced prior to operation.</li><li>/ Unloading and loading of heavy civil plant including EWP's onto / off floats will be undertaken by competent persons.</li><li>/ Use of Mobile Plant on engineered surfaces will require geotechnical advice.</li><li>/ Plant registration for design or item to be acquired as required.</li></ul> |
|--------------|---|

## ***Refer to Procedure – Operating Plant***

- |                     |   |
|---------------------|---|
| Emergency Resources | <p>Subcontractors are required to provide sufficient emergency management equipment and resources (e.g., first aid kits, fire extinguishers, spill kits) to manage the first response to an incident in their work area.</p> <p>Subcontractors to ensure that workers are instructed in the operation and maintenance of emergency resources.</p> |
|---------------------|---|

## ***Refer to Procedure – Emergency Management***

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|-----------------|---|
| Exclusion Zones | <p>Adequate exclusion zones appropriate to the level of risk must be established by prior to commencing works. The following applies when establishing exclusion zones:</p> <ul style="list-style-type: none"><li>/ Barricading to be erected and maintained around work areas where segregation, delineation or protection of works is required.</li><li>/ Work at height, excavations, and areas where the risk of a fall exists are to be barricaded sufficient to the level of risk to prevent plant and persons from falling.</li><li>/ Signage to be used with all barricades</li><li>/ Workers are responsible for the daily maintenance of exclusion zones in their work areas.</li></ul> |
|-----------------|---|

Any requirement to remove or replace solid barricading must be approved by the Site Manager.

- |                 |  |
|-----------------|--|
| Fire Prevention | <p>The project team will ensure adequate fire prevention strategies are employed on the project including but not limited to:</p> <ul style="list-style-type: none"><li>/ Safe handling, storage and use of flammable materials.</li><li>/ Damaged or faulty electrical appliances or installations are to be removed from service or repaired immediately.</li><li>/ Combustible waste is to be managed to prevent the risk of fire, by regular removal and safe disposal.</li><li>/ Sufficient firefighting equipment (e.g., fire extinguishers, hose reels, fire blankets and risers) will be provided that is appropriate for the site and works and which complies with any applicable codes or regulations.</li><li>/ All hot works processes likely to produce sources of ignition such as burning, grinding, heating, welding, flame cutting, etc. are to be controlled in accordance with accepted SWMS documentation.</li><li>/ Ensure storage locations and requirements for all combustible material, dangerous goods, and hazardous substances are identified and marked on site plans and at the storage location.</li></ul> |
|-----------------|--|

## ***Refer to Procedure – Site Management***

- |           |   |
|-----------|---|
| Hot Works | <ul style="list-style-type: none"><li>/ A SWMS is required for all Hot Work activities and precautions taken to reduce the risk of hot work, considering items such as building fabric, materials stored in</li></ul> |
|-----------|---|

proximity to the work, evacuation of third parties and provision of fire-fighting equipment

- / No hot work is allowed in the event of a Total Fire Ban
- / Electric welding cables and gas welding/cutting lines in work areas, walkways and access ways to be protected against physical damage and routed to eliminate tripping or other hazards.
- / Electrical welding and gas welding/cutting units to be inspected and maintained in accordance with the relevant Australian Standards.
- / Flashback arrestors to be fitted on the hand piece and cylinder end of oxy/acetylene hoses.
- / Cylinders to be stored in an upright position in appropriate cages, cradles or trolleys and secured with a non-flammable material (e.g., Chain; wire rope).
- / Suitable fire-resistant screens are required when electric arc welding to ensure that adjacent workers are not adversely affected by the process.
- / Locate fire extinguishers at all work locations where hot work is being undertaken, or flammable gases are stored.
- / Prior to the commencement of hot works, all combustible/flammable material to be removed or protected.
- / Cylinders will be kept at a safe distance and shielded from welding at cutting operations and not be exposed to electrical circuits or heat.
- / Acetylene and other fuel gases not permitted to be stored in enclosed spaces

## ***Refer to Procedure – Site Management***

Service Isolations

Works involving Isolations of services, contaminated or flammable atmospheres, energised electrical installations, pressurised gas pipes, chemical, fuel or refrigerant lines and powered mobile plant will occur in accordance with Procedure - *Work Around Live Services*.

Prior to works involving isolations occurring the following controls will be implemented:

- / All potential energy sources have been identified and a plan established to capture the methods of isolation of services so works can occur safely.
- / Subcontractors to provide site-specific SWMS that details risk and associated controls with the work activity.
- / Isolation procedures have been developed specific to the site and in response to risk assessment
- / Works controlled by completing a Checklist – Work Around Live Services and issuing an Authority to Work Permit.
- / Persons undertaking the works competent in LOTO procedures and processes. This includes the use of personal isolation locks, restricted access if equipment cannot be isolated to zero energy and tags alone not used for effective isolation.
- / Isolations confirmed as effective by carrying out a Test for Dead.

## ***Refer to Procedure – Work around live services***

Ladders

- / Only platform ladders may be used. Any requirement for use of any other form of ladder is subject to risk assessment and review and approval by the Site Manager.
- / Metal ladders and wire-reinforced ladders not to be used for any electrical work or where contact with electrical conductors is foreseeable.
- / Ladders must comply with relevant Australian Standard and Industrially Rated.
- / Ladders must be regularly inspected by a competent person.



- / The use of ladders as a working platform is restricted, must be incorporated into a SWMS / risk assessment prior to commencing any task that requires the use of ladders as working a platform.
- / Personnel working from ladders must maintain three (3) points of contact at all times and/or be physically restrained from the risk of a fall (i.e., fall restraint PPE);
- / Ladders to be placed on a firm, stable footing to prevent the ladder feet from moving unexpectedly.

## ***Refer to Procedure – Work at Height***

### **Lighting / Night works**

Lighting in work areas must be of a level to enable work to be carried out safely.

ADCO will arrange suitable arrangements to ensure works can be carried out safely and without risk to those working. Area and task lighting will be provided for all work areas and activities and must be compliant to the relevant standards. Illumination levels will be checked upon installation, regularly and any following any changes to the illumination setup.

All lights including a flashing amber beacon on plant and vehicles are always to be operational when working, moving, or transporting around site.

Designated walking routes and work areas will be adequately lit. Emergency lighting is to be installed in accordance with AS/NZS 3012:2010.

## ***Refer to Procedure – Site Management***

### **Permits to Work**

ADCO's Permit Management Procedure requires that high risk work be controlled through the completion of High-Risk Activity Checklist and the issue of an Authority to Work (ATW) Permit prior to the work activity commencing.

High Risk activity checklist capture non-negotiable planning and activity management controls that must be met prior to the Permit being issued and works commencing. High risk work activities that require a permit include:

- |  |   |
|--|---|
| / Excavation   | / Mobile plant on engineered surfaces         |
| / Work around live services including Lock Out Tag Out procedures. | / Traffic Management                          |
| / Static Plant erection / dismantling                              | / Core drilling and concrete cutting          |
| / Scaffold erection / dismantling                                  | / Confined Spaces / Restricted areas          |
| / Suspended formwork erection / dismantling                        | / Aerial refuelling                           |
| / Demolition   | / Working at Height – Fall Prevention Devices |
| / Panel Erection   | / Protective Screens / Hoardings              |
| / Asbestos Removal (friable / non-friable)                         | / Industrial Rope Access                      |
| / Substances > 250 litres (use / storage)                          | / Suspended Work Box                          |
| / Hot Works  | / Structural Steel Erection                   |
|  | / Electrical Work                             |
|  | / Piling                                      |

## **Issue**

Prior to the issue of an ATW Permit by the Site Manager, the Site Manager together with the subcontractor supervisor must undertake 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.

Permits may only be issued for the maximum duration as detailed in the *Permit Management Procedure*.

## 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 HSE Advisor.

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) are to be recorded in the Weekly Site Inspection – Part A.

## Non-conformance

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

## Refer to Procedure – Permit Management

Personal  
Protective  
Equipment

Site signage will advise of the mandatory and task specific PPE to be worn while completing construction activities. PPE must be in good condition and working order. Persons who are completing construction activities must wear the following protective equipment when on site:

- / Hard Hat
- / Safety glasses
- / Gloves
- / Long pants / long sleeve shirts
- / Hi-Viz fluorescent clothing
- / Safety footwear – steel capped boots.

Additional PPE may also be required to be worn based on risk.

PPE identified in SWMS/Procedures must be worn and suitable for the work activities.

Subcontractors are responsible to supply all employees with the required PPE which meets the Australian Standards including any training and instructions. PPE is not supplied by ADCO.

Compliance to PPE requirements will be monitored through daily and weekly inspections

## Refer to Procedure – Site Management

Portable Leads

- / Lead lengths not to exceed 30 meters.
- / All connection plugs will be of a shrouded bonded type or made of transparent material.
- / Leads to be suitably restrained, supported above ground level using either cable stands or standard lead restraining clip.

- / Leads not to be routed along access ways, walkways or handrails unless supported by lead restraining clip/s;
- / Portable RCD units will be used to distribute power directly to power tools only and not as an adapter to extend the length of power leads or for multiple distribution of power leads.
- / Double adapters (piggyback adapters) prohibited.

***Refer to Procedure – Site Management***

Portable Tools	<p>A portable tool is: Any hand tool or power tool (electric, pneumatic, hydraulic or fuel driven) that can be manually transported by one person.</p> <ul style="list-style-type: none"> <li>/ Portable tools will be subject to inspection by ADCO during on site work. Non-compliant tools will be removed from the job site.</li> <li>/ Subcontractors to ensure all portable tools comply with appropriate Australian Standards and are used in accordance with the manufacturer's instructions.</li> <li>/ Tools to be in good state of repair and safe for the user and other people in the same area.</li> <li>/ Tools only to be used only for the task for which they were designed.</li> <li>/ Guarding to be used and maintained in accordance with manufacturer instructions.</li> <li>/ Portable electrical equipment/tools to be inspected and tagged by a licenced electrician in accordance with AS 3012. Inspection and tagging Register to be maintained and produced to ADCO on demand.</li> </ul>
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***Refer to Procedure – Site Management***

Public Safety	<p>All work activities are to be planned and carried out in a safe / approved manner and without risk of injury or illness to members of the public at or near the workplace.</p> <p>An Authority to Work Permit to be issued by ADCO for any work activities outside of the site boundary.</p>
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***Refer to Procedure – Site Management***

Remote or Isolated Work	<p>If workers are exposed to remote or isolated work, a remote / isolated procedure specific to the subcontractor and associated workers activities will be developed. This procedure will be separate to SWMS documentation provided for the activity and will capture:</p> <ul style="list-style-type: none"> <li>/ Nature and duration of the tasks to be carried out</li> <li>/ Number of personnel involved</li> <li>/ Availability, ease of use and reliability of means of communication</li> <li>/ Availability of assistance and the estimated response time</li> <li>/ Adequate information, instruction, training and supervision for people who work in isolation</li> <li>/ Contact details</li> <li>/ Tracking process and ongoing checks.</li> <li>/ Emergency equipment and response</li> </ul>
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Safe Work Method Statements Instructions and/ or Procedures	<p><b>General</b></p> <ul style="list-style-type: none"> <li>/ Prior to starting ALL work activities including High Risk Works (as defined in the WHS legislative requirements) subcontractors must submit a detailed Safe Work Method Statement (SWMS) to ADCO for review and acceptance.</li> <li>/ SWMS classified as 'High Risk' under legislative requirements will be reviewed by utilising the Safe Work Method Statement Review Record - High Risk form.</li> <li>/ Work activities that are not "High Risk" as defined by legislation will be reviewed utilising the Safe Work Method Statement Review Record - Low Risk.</li> </ul>
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Documents such as Procedures or Instructions are acceptable for Low-Risk work activities.

- / SWMS are to identify work activities and define the safe work method, skills, competencies, and resources required for the work activity.
- / Subcontractors to ensure that workers have been consulted in the development of the SWMS/Risk Assessment.
- / Subcontractor supervisor to ensure that the SWMS/Risk Assessments have been signed by all workers.
- / Workers have received instruction in training in the work activity being performed.
- / SWMS compliance to be subject to ongoing review by ADCO for relevance and effectiveness.
- / Generic SWMS will not be accepted and must be updated to account for context.

## **Change Management**

SWMS are to be reviewed throughout project delivery. Following review, a copy is to be provided to the ADCO Site Manager or HSE Advisor. The change management process should ensure the following:

- / Changes are identified and recognise
- / Careful consideration is given to managing the risks associated with any change
- / Due diligence can be shown to have taken place
- / A reduction in the number of unsatisfactory or unnecessary changes
- / Involvement of the right people in the change process
- / All statutory requirements are met.

## ***Refer to Procedure – Subcontractor Management***

### **Signage**

Construction Site Signage is required for all work activities that pose a hazard to workers or public. This includes but is not limited to:

- / Excavation
- / Workers Above
- / Asbestos works
- / Mobile plant in operation
- / Traffic Management

Signage must be clearly visible and maintained throughout project delivery.

## ***Refer to Procedure – Site Management***

### **Site Establishment**

The following applies to the establishment of the site:

- / Site layout to be planned to include for amenities, facilities, access, storage etc.
- / Services (e.g., water and power) to be connected by accredited trade persons.
- / As required, certification to be provided in compliance to legislation for temporary service connections.
- / As required, certification to be provided by hoarding installer / or temp fencing installers for compliance.
- / Warning and information signage to be installed to advise of amenities, facilities, access, storage, etc.

## ***Refer to Procedure – Site Management***

### **Site Security**

Throughout project delivery ADCO will carry out works in such a manner that maximum security of the premises is always maintained. ADCO will monitor and control wherever practical the access of all persons on the site. No persons unrelated to the project works must enter the site without prior approval from ADCO.

As directed, workers to ensure that gates are closed after entering / leaving site. Workers to ensure that Plant, tools and substances are securely locked away at the end of each day. Fencing to be checked daily by ADCO for integrity and security.

Smoking	<p>Smoking is prohibited in all ADCO offices, vehicles, and buildings. Smoking can only occur in designated and signposted away from areas where combustible materials, explosives or highly flammable liquids/gasses, dangerous goods, chemicals, or gasses are used or stored or where there is a risk of fire to the environment.</p> <p>Where smoking is permissible, a designated area will be established away from non-smokers. Quit Smoking Programs and information can be sourced by the HSE Advisor.</p>
Storage	<p>Prior to any delivery of materials, mobile plant or tools, subcontractors to consult with ADCO Site Management on the following:</p> <ul style="list-style-type: none"> <li>/ Permissible items permitted on site including DG/Hazardous Substances.</li> <li>/ Storage areas for trades / materials / substances / Plant.</li> <li>/ Permits or pre-entry inspections including documentation (e.g., Safety Data Sheets, Validation Certificates etc.) required for Plant, tools or substances.</li> <li>/ Hazardous substances and flammable goods to be stored in an approved lockable storage cage. Subcontractors to provide their own lockable cages.</li> <li>/ Pre-delivery inspections to be conducted by ADCO to ensure that materials are in accordance with HSE requirements.</li> <li>/ Items found not to be conforming are to be secured and removed from site.</li> </ul>
Substance Management	<p><b>Refer to Environmental Management Plan</b></p> <ul style="list-style-type: none"> <li>/ Safety Data Sheets (SDS) to be supplied to ADCO prior to the storage and use of Hazardous Substances and Dangerous Goods on site.</li> <li>/ Register for substances to be maintained on site by user company and supplied to ADCO on request.</li> <li>/ Substances and containers to be compliant and correctly labelled.</li> <li>/ Substances only to be stored in approved locations on site. No storage within shipping containers permitted.</li> <li>/ Persons using the substance to have knowledge of, and training in the use of the substance.</li> <li>/ "DANGER" signage to be placed in visible positions to warn of dangers (flammable substances).</li> <li>/ Fire suppression equipment to be located with the substances.</li> <li>/ Spill management requirements to be implemented.</li> <li>/ Authority to Work Permit to be issued by ADCO for the storage and use of any substances above the 250-litre limit.</li> </ul> <p><b>Refer to Procedure – Substance Management</b></p>
Working around Water	<p>Adequate controls must be implemented to ensure that the risk of drowning is controlled to workers and members of the public. Such work will be required authorisation by ADCO prior to commencement.</p>
Welfare Facilities	<p>All site offices and amenities are to be in place to meet legislative requirements and maintained in a hygienic manner to meet ADCO requirements.</p> <p>The following applies to the Project works:</p> <ul style="list-style-type: none"> <li>/ All workers onsite will have access to adequate toilet and washing facilities, a place for preparing and consuming refreshments, with a supply of drinking water,</li> </ul>

and somewhere for storing and, where required, drying clothing and personal protective equipment.

- / Site sheds will be maintained in excellent condition
- / Site sheds will be established at locations and positions that minimise the impact of adjoining properties and residents.
- / Toilet facilities will be near work areas
- / Daily inspections will be carried out on all temporary site facilities including site sheds.
- / All temporary site facilities, including site sheds must be maintained free of graffiti and advertising material

At the completion of the works ADCO will clear away and remove from the construction site all part, surplus material, rubbish, temporary works made by ADCO on the construction site.

***Refer to Procedure – Site Management***

**COVID-19**

COVID-19 will be managed in accordance with the following:

**Worker force Screening:**

- All workers and visitors are screened on entry via questionnaire on Hammer Tech sign-in app.
- Clear signage is posted to site entry in relation to symptoms etc.
- COVID is covered through the Site Induction.

**Hygiene Practices:**

- Sanitiser stations are provided across the project.
- Regular cleaning of amenities is mainlined by ADCO.
- Contractors are informed to ensure shed tools are wiped clean before shearing.

**Social Distancing:**

- Workers to follow current NSW Guidelines.
- Workers who cannot maintain distance must wear approved masks.
- Strict numbers in amenities e.g., meeting rooms, lunch sheds etc. Max numbers posted on front door.

**Response to Positive Case:**

- ADCO COVID Protocol activated.
- PM/SM to inform CM or State Manager ASAP.
- Inform site workers as instructed by head office.

**NSW Health Orders:**

- Compliance to Health Orders.
- Compliance to restrictions.
- Compliance to masks wearing as determined by NSW Health.
- Compliance to COVID testing (as required)
- Reporting and COVID cases to SafeWork.
- Informing workers on regular updates.

***Refer to the Project COVID - 19 Management Plan***

## 11.4 OCCUPATIONAL EXPOSURE / HEALTH AND WELLBEING

Health Exposure identification, monitoring and surveillance will occur in accordance with Procedure - *Health Management*.

**Mental Health** ADCO recognises and values the importance of good mental wellbeing for all workers on the project and the wider construction industry. To promote mental health awareness and address the systemic physical, psychological, and social risks, ADCO will:

- / Provide training opportunities in mental health awareness and suicide prevention. Examples include Mates in Construction, Beyond Blue etc.
- / Mental Health Campaigns with information posted on site,
- / Encourage workers to use their Employee Assistance Program (EAP) where required.

Communicate and promote mental health awareness and suicide prevention services through project consultative forums.

**Fatigue** To manage fatigue risk, controls to be implemented include but are not limited to:

- / Ensuring workers have and take adequate and regular breaks to rest, eat, and rehydrate
- / Scheduling high risk activities outside low body clock periods e.g., 2pm – 4pm where practicable.
- / Review project work hours to identify if there are any potential fatigue exposures.
- / Ensure stakeholders are aware that the management of fatigue is a shared responsibility between managers, supervisors, and employees on a day-to-day basis.

To identify workplace factors that contribute to fatigue ADCO will:

- / Review and monitor workplace rosters
- / Consult with workers through site consultative forums
- / Include fatigue management in project auditing criteria
- / Monitoring where practicable worker fatigue

Analyse injury and incidents specifically root causes with particular attention to incidents that have occurred in periods of high fatigue e.g., 2pm – 4pm and night shift work.

**Fitness for Work** Subcontractors must ensure that their workers do not take or work under the influence of any Alcohol and Drugs other than for evidenced medical purposes.

- / The use of prescribed drugs which may affect performance on the site must be reported on the Worker Registration form.
- / Workers on prescribed drugs should inform the first aid officer including their supervisor should assistance be required on site.
- / Persons found in the possession of, or under the influence of alcohol or non-prescription drugs at the work site, may have their permission to enter the site withdrawn.
- / Workers will be provided with Impairment Training prior to testing implemented.

Random testing may be carried out on the back of an incident or near miss etc.

## Dehydration and Heat Stress

Throughout project delivery ADCO will ensure that workers are aware and have the required controls to mitigate the risk associated with long periods of heat and direct sunlight impacting on workers. Controls include but are not limited to:

- / Enforcing frequent breaks including weekly toolbox talks.
- / Use of SPF 50 sunblock and reapplication at frequent periods.
- / Site PPE Standards.
- / Increase fluid intake & additional water bubblers located throughout site.
- / Scheduling most strenuous works to occur at cooler times of the day.
- / Substituting physical activities to machine where applicable to reduce physical demands.
- / Measure daily temperature and humidity and display on site notice boards.
- / Health Monitoring should be adjusted to the conditions and work areas on hot humid days.

## Manual Handling

Manual task risk management controls are to be included in HSE documentation to be supplied to and accepted by ADCO.

Good manual handling practices includes but is not limited to:

- / Determine if mechanical aids can be used.
- / Ask for assistance.
- / Assess the load.
- / Stand directly in front of the item you wish to lift.
- / Plan the route to be taken.
- / Position feet evenly (shoulder width apart)
- / Keep back straight.
- / Squat to the floor by bending your knees- DO NOT move your upper body.
- / Take hold of the object firmly with both hands.
- / Keep object close to the body.
- / Stand up slowly with knees. Do not move quickly or jerk when doing this.
- / When placing the item down, bend legs.
- / Remember to keep your back straight as you bend down again.
- / Monitoring of correct manual handling will be a fundamental task of supervisors.

## Respirable Crystalline Silica (RCS)

Potential health risks from exposure to RCS include, but are not limited to; Silicosis (chronic, accelerated, or acute – can be fatal), chronic obstructive pulmonary disease – COPD (chronic bronchitis, emphysema), scleroderma and renal disease.

Where RCS dust has the potential to be generated controls include but are not limited to:

- / Wetting or dampening down surface areas
- / Using water sprays during earth works and demolition etc.
- / Using mobile plant with enclosed cabs
- / Using wet sweepers / vacuums (with 'H' or 'M' class filters) to clean up (where practicable)
- / Collection and containment of dust and smaller off cuts in suitable containers/bags prior to disposal
- / Using respiratory protection equipment (RPE). RPE is required to be worn, maintained, and disposed of in accordance with manufacturers specifications. The use of respiratory protection equipment (RPE) should be used in conjunction with other controls (where elimination is not practically achievable) and should not be considered as a stand-alone control.



On-tool dust extraction/collection/suppression systems should be used and maintained / serviced where the work involves cutting, drilling, or grinding materials containing crystalline silica, these include but are not limited to:

- / Wet cutting / water suppression systems
- / Localised extraction (fixed or on-tool)
- / Dust hoods attached to vacuum cleaner
- / Shadow vacuuming.

In the situations where respirable crystalline silica exposure presents a significant risk to health an exposure control plan is required to be developed.

The crystalline silica exposure control plan must include, but not limited to:

- / Prohibited e.g., uncontrolled dry cutting or grinding, handheld dust suppressions, dry housekeeping methods.
- / Ventilation.
- / Mobile plant control requirements such as enclosed cabins and windows to be closed.
- / Respiratory protection requirements including:
  - Implementation of a Respiratory Protection Program
  - Respirator fit testing
  - Ensuring respiratory protection meeting the requirements of AS1716 or NIOSH-42CFR84
- / Mandatory PPE Signage indicating the mandatory use of respiratory protection in hazardous crystalline silica areas.
- / Environment and Personal exposure monitoring.
- / Health Monitoring in line with legislation.
- / Silica Dust awareness training.

## Asbestos

Working with asbestos has the potential for the following diseases if controls and precautions aren't established as detailed below.

The licenced subcontractor must arrange and pay for health checks by a medical practitioner for all workers or workers who may be exposed to asbestos during the removal process.

All health reports for asbestos must be kept for 40 years. worker must receive a copy of their health report.

Contact: [www.safeworkaustralia.gov.au](http://www.safeworkaustralia.gov.au) or the relevant State Regulatory Authority for health surveillance requirements.

**Asbestosis:** Asbestosis is a chronic chest disease caused by inhalation of high concentrations of asbestos fibres. The condition can develop 10 to 20 years after initial exposure.

**Lung Cancer:** Lung cancer of the bronchial tubes, lungs and alveoli can develop after exposure to asbestos.

Those who have been exposed to asbestos and who have smoked run a much greater risk of getting lung cancer.

**Mesothelioma:** Mesothelioma is a cancer of the lung lining. It can result from low-level exposure to asbestos and can take 30 to 45 years to develop after initial exposure.

**Pleural Disease:** Inflammation and irritation of outer lining of the lung, the pleura. The pleura stiffens and thickens and can fill with fluid. This thickening can restrict breathing.



Noise	<p>Work activities performed near or on Plant, equipment and machinery may result in workers being exposed to excessive noise. ADCO and subcontractors are responsible for reviewing operational conditions and implementing risk controls to manage the risk of exposure.</p> <p>To minimise the impact of noise on worker health the following will be implemented:</p> <ul style="list-style-type: none"> <li>/ Safe Work Method Statements are to identify work activities where there is potential for noise generating works and adequately identify hazards and controls associated with the noisy activity.</li> <li>/ Hearing protection is required to be worn when noise levels exceed 85 Db(A).</li> <li>/ Users of hearing protection must have received instruction and training on the suitability of hearing protection and the use of hearing protection devices.</li> <li>/ Work activities (e.g., concrete deliveries, concrete cutting, etc.) to be scheduled to minimise noise impacts on nearby sensitive premises and persons.</li> <li>/ Plant to be fitted with noise suppression devices (generally exhaust mufflers).</li> <li>/ Implement monitoring as required by legislation or Client etc if persons are exposed to high levels of noise</li> </ul>
Vibration	<p>Areas and activities involving harmful levels of vibration should be identified and appropriate measures implemented reduce the risk in accordance with the hierarchy of control. Subcontractors are required to manage the risk of exposure to vibration hazards in accordance with legislative requirements and as identified wear PPE in accordance with legislation and manufacturers recommendations.</p> <p><b><i>Refer to Environmental Management Plan and Risk Register for additional information</i></b></p>

## 12. INCIDENT MANAGEMENT

The management of incidents will occur in accordance with *Procedure – Incident Management*.

Reporting	<p>The reporting of all incidents from work activities within and outside the work boundary is mandatory on ADCO project sites. Incidents to be reported includes:</p> <ul style="list-style-type: none"> <li>/ Injuries regardless of severity</li> <li>/ Near Miss Events</li> <li>/ Environmental</li> <li>/ General incidents e.g., property, equipment, and service damage.</li> </ul> <p>Workers are advised at the site induction that all incidents irrespective of type or severity must be reported to the Site Manager or HSE Advisor immediately upon occurrence.</p> <p>In accordance with contract requirements, ADCO will notify nominated representatives of incidents within agreed time frames.</p>
Investigation	<p>Incidents to be investigated include – Medical Treatment Injuries, Lost Time Injuries, Death, or permanent disabilities, Near Miss Events and General incidents i.e., contact with services / property damage.</p> <p>Incidents must be investigated by the Site Manager and HSE Advisor. The investigation is intended to:</p> <ul style="list-style-type: none"> <li>/ Collate information / documentation associated with the incident.</li> <li>/ Identify Contributing Factors and Root Causes</li> <li>/ Identify job system and behavioural factors leading to the incident.</li> <li>/ Identify non-conformances leading to the incident.</li> </ul>

- / Identify corrective and preventative action to mitigate recurrence of the incident.

The extent to which additional positions (e.g., Project Manager, HSE Manager, Construction Manager or Head of Risk and Compliance) are involved in the investigation of an incident is dependent on the severity and complexity of the incident.

Corrective actions and preventative actions are noted in Incident Investigation reports and implemented according to the ADCO risk management time frame. Incident reports are completed within 7 days of occurrence. Incident reports are closed out within 28 days of occurrence.

**Monitoring** The Project Manager, Site Manager and HSE Advisor are responsible for ensuring that actions (corrective / preventative) arising out of an incident investigation are implemented and monitored for compliance.

**Notification to Regulator** Where an incident is notifiable, notification to the regulator will be made by any of the following positions: HSE Manager, Construction Manager, State Manager or Head of Risk and Compliance.

A 'notifiable incident' under WHS legislation relates to:

- / The death of a person
- / A serious injury or illness of a person
- / A potentially dangerous incident

Under State Electrical Safety Laws, there may be a requirement to notify the regulator in the event of:

- / A serious electrical Incident
- / A dangerous Electrical Event
- / An electric shock regardless off severity

Refer to State legislative requirements for the types of WHS and Electrical incidents that are to be reported to the Regulator or other bodies as applicable.

**Injury Management**

## **First Aid**

First Aid only injuries will be recorded in the *Register – First Aid Treatment*. First Aiders who provide treatment will have certification through Accredited Training Provider. Refer to Site Emergency Information Poster displayed on Site Notice Boards for appointed First Aid Officers on the project.

## **External Medical Treatment**

A worker who has undergone external medical treatment after any work-related injury, will only be considered for return to an ADCO project site if they have provided a Workers Compensation Medical Certificate of Capacity.

The certificate must be presented to the Site Manager or HSE Advisor for recording and filing in the online HSE Management System. The certificate and any work conditions must be assessed by the HSE Manager and third-party providers if required 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. Subcontractors are responsible to manager their own employee Return to Work Programmes.

## **Rehabilitation**

### **ADCO Employees**

An authorised 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, HSE 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. 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.

Retaining Records	All injury records and investigation findings will be retained within the online HSE management system.
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## **13. EMERGENCY MANAGEMENT**

### **13.1 EMERGENCY PREPAREDNESS AND RESPONSE**

Identification	<p>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:</p> <ul style="list-style-type: none"> <li>/ Project planning</li> <li>/ Project construction</li> </ul>
Management	<p>On identification of potential emergency situations (e.g., risk assessment, actual incident information, etc.), the Project Manager together with the Site Manager and HSE Advisor must ensure:</p> <ul style="list-style-type: none"> <li>/ That appropriate resources are provided to the site (e.g., first aid kits, fire extinguishers).</li> <li>/ ADCO site personnel are in possession of the required qualification to manage an emergency (e.g., first aid, fire warden).</li> <li>/ Emergency management information is located on site plans (e.g., traffic movement plan, emergency plan).</li> <li>/ That emergency management information is provided to workers through the consultative forums (e.g., site induction, pre-start meetings).</li> </ul>
Inspection	<p>On a three-monthly basis emergency management suitability and provisions will be inspected and recorded on <a href="#">Checklist – Emergency Management</a>. Emergency Management items to be inspected includes but is not limited to:</p> <ul style="list-style-type: none"> <li>/ General provisions</li> <li>/ Alarm / communication systems management</li> <li>/ Injury management</li> <li>/ Fire management</li> <li>/ Spills management.</li> </ul>
Practices	<p>Emergency practice exercises will be conducted throughout the project life span to test the efficiency of the emergency response system. The type and frequency of the exercises will depend on the stage of construction, the number of personnel on site, and identified risks.</p> <p>Emergency practices will be required to be completed at least once every 6 months. Practices may relate to a particular risk / hazard e.g., work at height) or incorporate a full site evacuation. If required, external emergency groups may be requested to participate</p>

in these emergency exercises to ensure communications and joint actions are assessed and addressed where lacking. (e.g., Tower Crane extraction).

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

Evacuation Routes	<ul style="list-style-type: none"> <li>/ Evacuation routes will be developed for each area as the project progresses.</li> <li>/ All personnel are required to follow the safest route to the nominated assembly area.</li> <li>/ Any changes to evacuation routes / assembly areas must be noted on the site plan and communicated to the workforce via site inductions, pre-start meetings/ toolbox talks.</li> </ul>
Evacuation Assembly Areas	<ul style="list-style-type: none"> <li>/ The position of assembly areas will be nominated as the project develops - such areas will normally be located outside of construction and office areas. Should any assembly area be inappropriate or unsafe, then alternative location(s) will be designated by the Site Manager</li> <li>/ Signage will be installed to provide direction to personnel.</li> <li>/ Assembly areas and evacuation routes must be regularly communicated (notices, toolbox talks, etc.) to project personnel.</li> </ul>
Emergency Equipment	<ul style="list-style-type: none"> <li>/ The type of emergency equipment available on site must be reviewed periodically and form part of a 3-monthly review to reflect changing site conditions.</li> <li>/ Emergency equipment must be maintained through preventive maintenance procedures (inspection and testing) to ensure that equipment is in ready condition for use. The Checklist – Emergency Management form must be completed to verify inspection.</li> <li>/ Subcontractors providing their own emergency equipment should maintain equivalent inventories and inspection protocols and safe work method statements must identify emergency equipment required for that task.</li> </ul>
Site Induction	Project emergency management plan / requirements / practices etc., will be provided to project personnel at site induction, pre-start meetings and through other consultative forums (e.g., notice boards).
Authority to Work Permits	<p>Authority to Work Permits will be automatically suspended in the event of an emergency and may be re-issued once the work site / area is deemed safe.</p> <p>Personnel who have been working under an ATW Permit, e.g., hot work, confined space, excavation permit, etc., may not return to work until the Permit has been revalidated by the Site Manager or the HSE Advisor.</p>
Subcontractor Compliance	Subcontractors are required to provide information on emergency management – relative to the work activities.
Legal Privilege	Where applicable, legal privilege may be imposed by Counsel. Where this is required this will be advised to the site team by the State Manager or the Head of Risk and Compliance.
Confidentiality	When communicating via radios, personnel should be cognisant of not providing personal details of injured / missing persons. Personal information or discussion of injuries is not to be broadcast over the radio and must be conveyed via mobile phones or face-to- face.

Media Communication In the event of interest from the media, only the State Manager or persons specifically authorised by the MD/CEO may comment.

## 13.2 DEFINITIONS

Emergency	A sudden, unexpected, abnormal, or extreme event requiring precise and timely operational action to control, retain and restore to a safe condition.
Emergency Management	The process of preparing for, mitigating, responding to and recovering from an emergency.
Emergency Management Team	The collective name given to personnel who perform roles with the team.
Emergency Response	The deployment of human and material resources, and the application of procedures and techniques to mitigate or limit the consequences of an emergency.
Incident	An event that has affected or may affect any aspect of business operations.
Critical Incident	A traumatic event, or the threat of such which has the potential to harm life or well-being and causes extreme stress, fear or injury to the person experiencing or witnessing the event. i.e., Site based death, suicide, serious work injury, armed hold up, allergic reaction, snake bite (venomous).

## 13.3 EMERGENCY MANAGEMENT PLAN

*INSERT EMERGENCY MGMT PLAN – NLPS PENDING SITE ESTABLISHMENT AND IDENTIFICATION OF EVACUATION ASSEMBLY POINT – NOTE – PLANS WILL BE POSTED ON THE SITE NOTICE BOARD.*

## 13.4 EMERGENCY EQUIPMENT

The following emergency equipment will be provided by ADCO on this project:

Emergency Equipment	Type	Location
First Aid Kit	Wall Mounted and Portable	Site Office/First Aid Shed
Fire Extinguishers	Dry Chemical	Site Compound
Spill Kit	Large 240 L / Portable	Site Compound / Refuelling areas
Defibrillator (AED)	Portable Defibrillator (AED)	Site Office/First Aid Shed
First Aid Cages	Supplied by Crane Supplier	TBA

## 13.5 EMERGENCY NOTIFICATION METHODS

Type	Location
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Nurse Call	Site Office and adjacent main work areas (TBA)
2-Way Radio	Site office and on hand with key ADCO personnel
Site Evacuation Alarm	Site Office
Verbal Notification	Any ADCO personnel

## 13.6 EMERGENCY CONTACT INFORMATION

Medical Centre	<b>Macquarie Mall Medical Centre</b> 150 Macquarie St, Liverpool NSW 2170 (02) 9602 7770
Hospital	<b>Liverpool Hospital</b> Burnside Dr, Liverpool NSW 2170 (02) 8738 3000
Liverpool Police Station	<b>148 George St, Liverpool NSW 2170</b> (02) 9765 9499
Liverpool Fire Station	<b>Anzac Rd &amp;, Delfin Dr, Moorebank NSW 2170</b> (02) 9493 1008
Electricity	<b>Ausgrid</b> 13 13 65
Water	<b>Sydney Water</b> 13 20 92
Gas	<b>Jemena</b> 131 909
Communications	<b>Telstra</b> 132 000
Poison Help Line	13 11 26

## 13.7 EMERGENCY MANAGEMENT STRUCTURE

Emergency Coordinator  Site Manager	Refer to Site Emergency Information Poster displayed on Site Notice Board for nominated emergency personnel.
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First Aid <b>HSE Advisor</b>	Refer to Site Emergency Information Poster displayed on Site Notice Board for nominated emergency personnel.
Emergency Warden <b>Forman</b>	Refer to Site Emergency Information Poster displayed on Site Notice Board for nominated emergency personnel.

## 13.8 EMERGENCY EQUIPMENT INSPECTION SCHEDULE

Equipment Type	Frequency
First Aid Kits	Inspection on commencement and at each 3-month interval <b>First aid / suppliers</b>
First Aid Shed Contents etc	Inspection on commencement and weekly <b>First aid</b>
Defibrillator (AED)	2-5 Years battery change / 3 monthly check <b>First aid / supplier</b>
Fire Extinguishers	Testing / inspection at each 6-month interval <b>ADCO Project Management</b>
Spill Kits	Inspection at each 3-month interval <b>ADCO Project Management</b>
Nurse Calls	Inspection at each 3-month interval <b>ADCO Project Management</b>
First Aid Cage	Inspection at each 3-month interval <b>ADCO Project Management/Crane Crew</b>

Dates of Inspections are to be noted on the online HSE Management System.

## 13.9 POSITION RESPONSIBILITIES

Site Emergency Co-Ordinator (SEC)	<ul style="list-style-type: none"> <li>/ Contact / communicate with emergency services.</li> <li>/ Coordinate emergency response.</li> <li>/ Communicate with First Aid Officer and Wardens.</li> <li>/ Coordinate the activities of all personnel in the emergency team and initiate further directions as required by the situation.</li> <li>/ Give all clear when including when authorised to do so by the emergency services.</li> </ul>
First Aid	<ul style="list-style-type: none"> <li>/ Provide initial response to injured personnel.</li> <li>/ Assist emergency personnel, as required.</li> <li>/ Maintain a working knowledge of the emergency management system, plan and processes.</li> </ul>

	<ul style="list-style-type: none"> <li>/ Ensure that first aid supplies are stocked and suited to project conditions</li> <li>/ Participate in the scheduled review of this Plan.</li> </ul>
Emergency Warden	<ul style="list-style-type: none"> <li>/ Conduct a search sweep of the designated area, ensuring all persons have cleared the area.</li> <li>/ After completion of the search sweep, assemble at the designated emergency assembly area.</li> <li>/ Await roll call and / or further directions as given by the Emergency Coordinator.</li> </ul>
Site Manager	<ul style="list-style-type: none"> <li>/ Act as the initial Site Emergency Co-ordinator during emergencies until relieved by emergency services or control is handed over to another member of the team (i.e. First Aider, SHE Manager).</li> <li>/ Maintain a working knowledge of the emergency management system, plan and processes.</li> <li>/ Participate in the scheduled review of the Plan.</li> <li>/ Ensure that drills and exercises are conducted throughout the project period to test the Plan.</li> </ul>
HSE Advisor	<ul style="list-style-type: none"> <li>/ Assist the Site Emergency Co-ordinator.</li> <li>/ Ensure that adequate emergency response information and instructions are provided at inductions etc.</li> <li>/ Conduct inspections to ensure emergency response equipment and facilities are suited to project conditions.</li> <li>/ Maintain a working knowledge of the emergency management system, plan, and processes.</li> <li>/ Participate in the scheduled review of the Plan.</li> <li>/ Ensure that drills and exercises are conducted throughout the project period to test the Plan.</li> </ul>
All Other Project Personnel	<ul style="list-style-type: none"> <li>/ Provide emergency equipment (e.g., First Aid kits, FFE, Spill Kits) at their work locations.</li> <li>/ Follow instructions given emergency personnel.</li> <li>/ If directed, help at the scene</li> <li>/ Reporting to the Warden at the muster point for roll call and remaining at the muster point until instructed to return to work.</li> </ul>

## 13.10 POSITION QUALIFICATIONS

Site Emergency Co-ordinator (SEC)	Certification through a Registered Training Organisation (RTO)
First Aid	Certification through a Registered Training Organisation (RTO) Recommended refresher training every 3 years. Resuscitation refresher recommended yearly.
Emergency Warden	Certification through a Registered Training Organisation (RTO)



## 13.11 PERSONNEL

Spotter / Notifier	<ul style="list-style-type: none"><li>/ Notify the Site Manager, HSE Advisor or First Aid Officer.</li><li>/ Describe the scene (e.g., person trapped in an EWP, person has fallen over the side, person is suspended).</li><li>/ Where practicable, stay at the location of the event.</li></ul>
Site Emergency Co-Ordinator (SEC)	<ul style="list-style-type: none"><li>/ Sound the emergency alarm.</li><li>/ Evaluate the situation and identify any further hazards that could arise.</li><li>/ Determine whether rescue can be co-ordinated on-site using site equipment. If No – contact emergency services.</li><li>/ If radios are used on site – enable radio silence and move to an emergency channel.</li></ul>
First Aid	<ul style="list-style-type: none"><li>/ Where practicable, administer First Aid, at the location of the event.</li><li>/ If the area is safe, assist any person/s in immediate danger.</li><li>/ Do not move injured person/s – UNLESS they are in imminent danger of further injury.</li><li>/ If the injury is from a fall – DO NOT move the person/s.</li><li>/ Assist emergency services.</li></ul>
Emergency Warden	<ul style="list-style-type: none"><li>/ Where required, isolate incident zone.</li><li>/ Ensure that workers in the immediate vicinity of the incident have stopped working.</li><li>/ Move all non-affected workers out of incident zone.</li><li>/ Instruct a designated worker to the site gate to meet the response team (police, medical, fire, etc.) and ensure that they have a safe access path to the accident scene.</li></ul>
Plant Operators	<ul style="list-style-type: none"><li>/ All Plant and machinery in the incident areas to be parked safely, switched off - keys left in ignition - and vacated.</li><li>/ Make safe any suspended loads.</li><li>/ Ensure that emergency access is not blocked.</li><li>/ If Plant is used for a rescue, Operators to remain with Plant and await instruction.</li><li>/ If necessary, to save life or prevent further injury, SEC / Warden to instruct that plant or machinery be moved to safer location on site.</li></ul>
All Other Project Personnel	<ul style="list-style-type: none"><li>/ Follow instructions / aid emergency team and/or emergency services.</li></ul>

## 14. MONITORING AND CONTINUAL IMPROVEMENT

Progress against project targets is monitored by the project team (Project Manager, Site Manager, HSE Advisor) through:

- / Regular daily visual inspections of work activities.
- / Completion of the Weekly Site Inspection.
- / Close out of identified actions for non-conformances and issues.
- / Internal / External Audits and Inspections.

Confirmation of achievement of project targets is reviewed through:

- / Project Control Reports
- / Project audits.

- / Other internal or external audits (e.g., client, Federal Safety Commission).
- / Hammer Tech reporting.
- / A reduction in incident and non-conformances across the project, State and nationally.

If project targets are not being achieved by the project team, the Construction Manager and State HSE Manager will implement change to ensure project targets are met.

## 14.1 AUDITS

Project audits completed by the **HSE Manager** or nominated qualified person (internal auditor qualification) are a formal review of project compliance against select criteria of the HSE Management System. Projects are required to be audited against both national (internal procedures) and project criteria (site specific).

The level of compliance to the requirements of the HSE System is determined by the audit score achieved. Any corrective action (e.g., non-conformances) identified in the audit, must be addressed by the site team within a maximum of seven working days of receipt of the audit report. Corrective actions and supporting evidence must be attached to the Audit Report within the online HSE Management System.

Audits are to occur in accordance with the project **Audit Schedule** which will detail the applicable audits to be carried out on the project.

### 14.1.1 Audit Schedule

Audit / Inspection Type	Frequency / Time Frame	Participants
Internal HSE Audit	Twice throughout project delivery	Project team – Site Manager, Project Manager, HSE Advisor
Third party system audit	TBA	Project team – Site Manager, Project Manager, HSE Advisor
External Audit / Inspections	50% mark of program	Project team – Site Manager, Project Manager, HSE Advisor
Client Audits	As determined by Client/Contract conditions.	Project team – Site Manager, Project Manager, HSE Advisor

## 14.2 COMPLIANCE ACTIVITIES

### 14.2.1 Inspections

Performance monitoring will occur in accordance with **Procedure – Performance Management** which details ADCO's approach to monitoring work conditions and behaviour. ADCO will carry out 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, HSE Advisor and Health and Safety Representative (if applicable). Formal inspections will be completed by the Project Manager, Site Manager, HSE Advisor using the *Weekly Site Inspection* form.

The inspection is required to reflect the level of compliance to:

- / High Risk Work Activities
- / Subcontractor Compliance
- / General site conditions.

Inspections completed will be prioritised based on the level of risk and all records of inspections will be retained on Hammer Tech. "Issues" will be recorded for compliant and non-compliant observations within Hammer Tech. "Issues" identify the observation description, actions required to rectify, subcontractor responsible and time frame for implementation.

## 14.2.2 Safety Pulse Inspections

To elevate the focus on safety across the business, a Safety Pulse Inspection on every project will be conducted monthly across the business. The purpose of the Safety Pulse Inspection is to elevate the focus of Safety with participation from senior management, subcontractors, and client representation where possible.

Invitations will be sent by the project team to subcontractors and client representatives.

## 14.3 SAFETY PERFORMANCE MEASUREMENT

The Management System objectives are to assist ADCO in:

- / Achieving and maintaining compliance with the requirements ISO 9001, AS 4801 and ISO 14001 in each State in which ADCO operates.
- / Maintaining a practical, proactive, and efficient management system to support quality, safety and environmental management strategies on each project.
- / Planning design and construction activities to minimise or eliminate quality, environmental and safety related risks.
- / Promoting a proactive attitude towards work practices required to support the strategic vision.
- / Supporting all persons involved with our business towards alignment with ADCO's strategies and to meet their accountabilities and responsibilities.
- / Ensuring that all works undertaken, and products, materials and equipment provided are fit for purpose and safe for use.
- / Ensuring that non-conformances, defects and other issues and impacts are reported, corrected, analysed and corrective action implemented; and
- / Providing a framework for continual improvement in its business activities.

These objectives are targeted and measured through the following performance indicators:

- / Proactive reporting, investigation and closure of incidents and non-conformances.
- / Quality processes implemented and managed on all projects, supported by staff training.
- / Nil regulatory notices (i.e., improvements, infringements, prohibitions).
- / Auditing achieving a Gold/Silver rating compliance on > 85% of projects.
- / Lost Time Injury Frequency Rate (LTIFR) 12 Month Rolling Average <5 (nationally). Based on number of LTI incidents per 1,000,000 hours worked over a 12-month period.
- / Medical Treatment Injury Frequency Rate (MTIFR) 12 Month Rolling Average < 18 (nationally). Based on number of MTI incidents per 1,000,000 hours worked over a 12-month period.
- / Nil incidents that adversely impact on the environment.
- / Each project nationally completes a monthly Safety Pulse inspection; and
- / Other targets set in annual and 3-year business plans and strategies for Horizon 1, 2 and 3.

## 14.4 PROJECT HEALTH AND SAFETY OBJECTIVES AND TARGETS

The below Health and Safety Objectives and Targets will be set and implemented for the project and reviewed periodically in line with the management plan review. Objectives will be achieved through:

- / Compliance with the requirements of this Health and Safety Management Plan
- / Implementation of controls identified within the Project Risk Register
- / All controls are implemented before commencing work to ensure all known risks are eliminated or controlled

## 14.4.1 Lead Indicators

Leading Indicator	Measurement	Persons Responsible	Validation	Target
Leadership Commitment	Safety Management Plan - Safety responsibilities described within Organisational Roles and Responsibilities	PM	Approved Safety Management Plan. Management Plan signed by ADCO project team.	Safety Management Plan approved by all necessary parties within agreed timeframe  Safety Management Plan periodically reviewed, amended, and re-issued as per agreed review frequency.  100% of Project team signed onto Management Plan.
	ATW Permit Review	SM/HSE	Minimum one per week on active permits	90% of planned
	SWMS Review	SM/HSE	Minimum one per week	90% of planned
	Weekly Site Inspection	PM/SM/HSE	Minimum one per week.	90% of planned
	Safety Pulse	SLT/PM/SM/HSE	Minimum one per month	100%
Compliance with all standards, plans and audit schedules	Development of Audit Schedule Audits conducted as per schedule	HSEM	Audit schedule Audit Reports Audit actions Non-conformance register	100% audits executed as per Audit Schedule  100% of audit Reports completed within agreed timeframes  100% of actions associated with non-conformances closed out within agreed time
Planned OHS Activities	SWMS submitted for high-risk work activities.	Contractors	Per high-risk activity	100%

Leading Indicator	Measurement	Persons Responsible	Validation	Target
	SWMS reviewed and accepted	SM/HSE	Weekly	100%
	Permit issued for High-Risk Work activities	PM/SM/FM	Frequency as detailed in <i>Procedure – Permit Management</i>	100%
Communication and Consultation	Daily Prestart meetings Toolbox Meetings HSE Committee Meetings	SM/FM  As Required Chairperson	Attendance registers Meeting minutes Training support material	Daily Prestart meeting Toolbox Meetings at nominated frequency

## 14.4.2 Lag Indicators

Lag Indicator	Measurement	Validation	Target
Lost Time Injury Frequency Rate	Total number of lost time injuries x hours worked based upon 1,000,000 hours	Injury and hourly data reported in Monthly Management Reports	< 5
Medical Treated Injury Frequency Rate	Total number of lost time injuries x hours worked based upon 1,000,000 hours	Injury and hourly data reported in Monthly Management Reports	< 15
Notifiable Incidents to SafeWork	Notifiable Incidents	Injury and hourly data reported in Monthly Management Reports	Zero
Environmental Incident to EPA	Notifiable Incidents	Injury and hourly data reported in Monthly Management Reports	Zero

## 14.5 CORRECTION AND CORRECTIVE ACTION

Activities on the project that may result in actions includes but is not limited to:

- / Audits (Internal, External).
- / Daily Inspections.
- / Weekly Site Inspections.
- / High Risk Work Activity Inspections.
- / Subcontractor compliance monitoring inspections / task observations.
- / General site observations.
- / Hazard identifications / Issue Notification Form
- / Incident investigations.
- / Risk Assessments.
- / Alerts / Notices

Actions identified from observations are to be entered into Hammer Tech and tracked until they are closed out within the timeframe noted. Upon identification or notification, the HSE Advisor or Site Manager must review and assess the risk and develop appropriate controls according to the principles of the hierarchy of controls.

Actions that arise from an incident or dangerous occurrence must be reviewed by the Project Manager, Construction Manager and State HSE Manager and reviewed for effectiveness through site monitoring activities. Actions, including amendments and updates, to the Management System and Management System Documentation must be authorised by the Head of Risk and Compliance, the HSE Leadership Group or the Quality Leadership Group.

Actions that arise from an external audit by will be entered into Hammer Tech for tracking and close out.

The assessment of results obtained through monitoring activities, non-conformances, correcting poor performance, investigating the reasons for poor performance and addressing the potential likelihood of future poor performance will be conducted in accordance with **Procedure – Performance Management**.

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-compliant 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 HSE Manager.

## 14.6 REVIEW CORRECTIVE ACTION FOR EFFECTIVENESS

Where corrective actions are tangible and able to be measured for effectiveness, these will be reviewed by the project team and recoded. The Weekly Site Inspection form will be used to record the findings.

Where corrective actions are not suitable or in line with the original objective, these will be re-evaluated with the relevant parties.

Considering corrective actions being effective over time, these may be raised nationally (if applicable in other states) so these amendments to the ADCO Management System can be formalised.

### 14.6.1 Inspection and Testing

The following is a schedule of inspection / testing that will be undertaken on this project.

All records of inspections, testing and servicing will be collated and filed via Hammertech or onsite for auditing and inspection.

Inspection Type	Specific Type	Person Responsible	Competency	Inspection Type	Frequency	Accordance
Electrical Equipment	Power Boards	Electrician	Electrical Trade Cert	Calibration Testing	Prior to use	AS/NZS 3760
Electrical Equipment	Power Boards	Electrician	Electrical Trade Cert	Calibration Testing	Three Monthly	AS/NZS 3760
Electrical Equipment	Power Boards	Electrician	Electrical Trade Cert	RCD Push Test	Monthly	AS/NZS 3760
Electrical Equipment	Power Tools	Electrician	Electrical Trade Cert	Inspection/Test	Three Monthly	AS/NZS 3760

Inspection Type	Specific Type	Person Responsible	Competency	Inspection Type	Frequency	Accordance
Plant and Equipment	All Mobile Plant	ADCO / Contractor	N/A	Pre-Entry Compliance Inspection	Pre-Entry to Site	Manufactures Recommendation
Plant and Equipment	All Mobile Plant	Operator	High Risk Work Licence or VOC	Pre-Start Inspection	Prior to use	Manufactures Recommendation
Plant and Equipment	All Mobile Plant	ADCO / Contractor	Licensed Mechanic	Service / Maintenance	Manufactures Recommendation	Manufactures Recommendation
Plant and Equipment	Cranes	Contractor	High Risk Work Licence	Pre-Start Inspection	Prior to use	Manufactures Recommendation
Plant and Equipment	Cranes	Contractor	Licensed Mechanic	Service / Maintenance	Manufactures Recommendation	AS2550.1
Measuring Equipment	Laser Levels (etc)	ADCO / Contractor	NATA Accredited Provider	Calibration Testing	Yearly	AS/NZS 4173: 2018
Workplace Inspections	Pulse Inspection	ADCO	Internal Training	Physical	Monthly	ADCO Procedures
Workplace Inspections	ADCO Weekly Insp	ADCO	Internal Training	Physical	Weekly	ADCO Procedures
Workplace Inspections	High Risk Works	ADCO	Internal Training	Physical	Weekly (Part A)	ADCO Procedures
Workplace Inspections	Works Under Permits	ADCO	Internal Training	Physical	Weekly (Part B)	ADCO Procedures
Workplace Inspections	Internal Audits	ADCO	Internal Auditor Training	Physical	Per ADCO Schedule	ADCO Procedures
Workplace Inspections	External Audits	ADCO	Qualified External Auditor	Physical	50% of project program	ADCO Procedures
Incoming Products and Materials	Specific to Specifications	ADCO / Contractor	N/A	Visual	On arrival / prior to use	Relevant standards based on material
Emergency Equipment	First Aid Kits	ADCO	First Aider	Visual	3 Monthly	Code of Practice for First Aid
Emergency Equipment	Defibrillator (AED)	ADCO	First Aider	Visual	3 Monthly	N/A
Emergency Equipment	Fire Extinguishers	ADCO	External Provider	Visual	6 Monthly	AS 1851
Emergency Equipment	Spill Kits	ADCO	N/A	Visual	3 Monthly	Section 357(3) of the WHS regulation
Emergency Equipment	Nurse Call	ADCO	N/A	Visual	3 Monthly	AS 3811
Emergency Equipment	Man Box	ADCO	N/A	Visual	3 Monthly	ADCO Procedures

## 14.7 MEASURING, RECORDING, MONITORING AND REPORTING

ADCO utilises a range of tools, systems, and forums to measure, monitor, implement, report, and respond on its performance, objectives, targets, and impacts. These include, without limitation:

### Tools / Systems

- / Hammer Tech, Aconex, Dropbox, Power BI and CRM

### Meetings, Forums and Reports

- / State Management Meetings
- / Leadership Forum
- / HSE Leadership Group
- / Quality Leadership Group
- / Project Control Reports (project specific)
- / PCG Reports (project specific)

A monthly State Report will be populated for senior management to review progress, program, financials, HSE statistics, incidents, objectives, and targets across all projects. This report is presented by the State Manager to senior management and the CEO for review and feedback.

All projects are required to complete a Project Control Report monthly to senior management for review. This report generated information for the State Report.  
Response & Incidents Plan for further details.

## 15. DOCUMENTATION AND RECORDS

### 15.1 Site Management

ADCO generated records are produced online, and cloud based. ADCO uses drop box, Hammer Tech, ACONEX to secure its documents and for transmittal purposes.

Records such as:

- Safety documents – inductions, registers, Safe Work Method Statements, Incident Reports etc
- Environmental documents – non-conformances, inspections, complaints etc
- Design documents – Risk in Design, design meetings etc.
- Client documents – Contracts, correspondence, reports etc.

The Project Manager is responsible for archiving and security of all documentation.

## 16. SITE RULES

The following site rules will be communicated to all workers through the site induction and provided to all trade partners.

Induction	At first entry to the project, workers must report to the site office and undergo a site-specific induction prior to commencement of any works. Site Induction will only be
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	provided to workers in possession of a recognised State Construction Safety Induction Card. All persons inducted must display their identification sticker on their hard hat for easy recognition.
Safe Work Method Statements	<p>Subcontractors must provide Safe Work Method Statements (SWMS) for the work that they perform, and the documentation must be approved by ADCO before works may start. No approved documentation – no start.</p> <p>Subcontractor supervisors must ensure that their team members read, sign and follow the information contained in their company's approved work method statements.</p> <p>Changes to methods of work must be completed in writing and accepted by the Site Manager and/or HSE Advisor.</p>
Competency	Workers must verify that they are competent to operate machinery, equipment and Plant associated with their work activities. This can be done through the production of a National High-Risk Work Licence (e.g., SB, DG, WP), Certificate of Competency (e.g. Work at Height, Scissor Lift) or VOC (recertification of competency) as deemed acceptable by ADCO.
Consultation	Workers are required to attend and participate in project consultation forums such as daily prestart meetings, health and safety committee meetings, subcontractor meetings and toolbox talks.
PPE – Workers	<p>Persons who are completing construction activities must wear the following protective equipment when on site: Hard Hat, safety glasses, safety footwear and hi-visibility (fluorescent) clothing. As directed by ADCO, additional mandatory PPE such as hand protection, long pants and long-sleeved shirts may also be required to be worn.</p> <p>Site signage will advise of the mandatory and task specific PPE to be worn while completing construction activities. PPE must be in good condition and working order.</p> <p>Subcontractors are responsible to supply all employees with the required PPE which meets the Australian Standards including any training and instructions. PPE is not supplied by ADCO.</p>
PPE - Double Eye Protection	<p>Double eye protection is required for the following activities.</p> <ul style="list-style-type: none"> <li>/ Use of grinders</li> <li>/ Use of power drill above head</li> <li>/ Use of Oxy / Acetylene</li> <li>/ High pressure water blasting</li> </ul>
COVID – 19	Face masks are mandatory under NSW Health Orders. This will be revoked as the orders are reviewed by NSW Government.
Hazards Reporting	Subcontractors are encouraged to report any hazards or concerns they may have in relation to safety or environmental management. Hazards should be reported to the ADCO Site Manager or HSE Advisor.
First Aid	<p>First Aid kits are in the Site Office and at various other signed locations on site.</p> <p>Only ADCO personnel may access these kits and an entry must be completed in the First Aid Register each time that first aid is administered.</p>

Incident and Injury Reporting	<p>If you are involved in or if you witness an incident on the site or immediately external to the site, it must be immediately reported to the ADCO Site Manager, HSE Advisor or First Aid Officer. The injured person must not leave the site without advising ADCO of the incident.</p> <p>If an injury occurs that injury that does not require an ambulance but does require off site medical treatment, such as attending a medical centre or hospital, the subcontractor supervisor is responsible for transporting the injured person to the centre or hospital.</p> <p>If an injury occurs that impacts a person ability to return to work a worker's compensation medical certificate confirming capacity to work will need to be provided. ADCO will review certificate and determine whether the injured person can return to work on the project.</p>
Behaviour	<p>Inappropriate behaviours (fighting, harassment, theft, sexual harassment etc.) will lead to removal from site and legal action may be taken. Clothing such as shirts, trousers, etc. must be in a neat and tidy condition at all times. Sleeved shirts must be worn at all times. T shirts and Singlets or bare upper bodies are not permitted.</p> <p>Site amenities are to be used by all site personnel. Misuse or inappropriate behaviour will lead to removal from site.</p>
Compliance	<p>All persons entering the site MUST comply with all site instructions (verbal and written). Any person, who fails to comply, may be temporarily or permanently denied access to site.</p> <p>Instructions and/or Improvement Notices will be issued to subcontract companies and workers who do not comply with legislative or ADCO requirements. Up to 3 warnings MAY (depending on the type of non-compliance) is issued before a person is denied access to site. Notwithstanding, ADCO reserves the right to remove a person from site if their non-compliance could or has resulted in an Extreme or Significant event.</p>
Visitors	<p>Must report to the site office at entry to site and must sign the Visitors Register at entry and exit from the site.</p> <p>Visitors must be accompanied by an inducted person at all times and are required to wear the following at all times when on site: Hard Hat, closed resilient soled footwear or safety footwear, a hi-visibility (fluorescent) vest and any other as directed by the project team.</p> <p>Visitors whose clothing is not appropriate to a construction site appropriate (i.e. skirts, sleeveless shirts/blouses) will not be permitted to access any working areas of the project.</p>
Young Workers / Apprentices	<p>Workers must be at least 16 years of age. Workers who are under 18 years of age must produce a form of "proof of age" and must have their Supervisor co-sign their induction.</p> <p>Workers who are under 18 years of age and 1<sup>st</sup> and 2<sup>nd</sup> year apprentices must always work in the same work area as their Supervisor and remain within line of sight of their Supervisor.</p>
Project Emergencies	<p>Information on emergency management is included within the Site Induction and posted on site-shed walls. Workers are required to familiarise themselves with the emergency procedures for the site.</p>

	All personnel on site must follow direction from the nominated emergency warden or ADCO project team.	
Public	All enquiries from members of the public are to be directed to ADCO Site Manager or HSE Advisor. Harassment of any persons will not be tolerated under any circumstances.	
Services on Site	Workers must identify and be familiar with the location of underground, above ground and hidden services on the site. Refer to the Services Plan / Instructions located on the site notice boards.	
Permit to Work	A Permit to Work is required for the following High-Risk Work Activities. Permits must be requested and acquired through the HammerTech prior to commencing works. Subcontractors found working without a permit or not following permit controls will result in works stopping and non-compliances issued.	
	<ul style="list-style-type: none"> <li>/ Excavation</li> <li>/ Work around live services</li> <li>/ Static Plant erection / dismantling</li> <li>/ Scaffold erection / dismantling</li> <li>/ Suspended formwork erection / dismantling</li> <li>/ Demolition</li> <li>/ Panel Erection</li> <li>/ Asbestos Removal (friable / non-friable)</li> <li>/ Substances &gt; 250 litres (use / storage)</li> <li>/ Hot Works</li> </ul>	<ul style="list-style-type: none"> <li>/ Mobile plant on engineered surfaces</li> <li>/ Traffic Management</li> <li>/ Core drilling and concrete cutting</li> <li>/ Confined Spaces / Restricted areas</li> <li>/ Aerial refuelling</li> <li>/ Working at Height – Fall Prevention Devices</li> <li>/ Protective Screens / Hoardings</li> <li>/ Industrial Rope Access</li> <li>/ Suspended Work Box</li> </ul>
Hazardous Substances and Dangerous Goods	Safety Data Sheets or SDS must be available for all substances brought to site. Materials that are hazardous must be risk assessed and users of all substances must be trained in their safe use and handling in accordance with the SDS. Substance quantities in excess of 250 litres must be notified to ADCO and an ATW Permit obtained.	
Environmental Management	<ul style="list-style-type: none"> <li>/ Subcontractors are required to dispose of any non-recyclable materials e.g. plastics, packing materials etc.</li> <li>/ Dust generated works must be controlled via water suppression, extraction, ventilation etc.</li> <li>/ Noise generated works must be controlled via noise dampeners, regular breaks etc</li> <li>/ Vibration generated works must be controlled via alternative methods of work, monitoring etc</li> <li>/ Control measures for dust, noise and vibration must be agreed and approved by ADCO Management.</li> <li>/ Washout of tools etc, must be undertaken in the approved location provided by ADCO management.</li> <li>/ No washing out in toilets, basins, near drains etc.</li> <li>/ All vehicles leaving site must ensure no spoil is taken onto public roadways etc.</li> </ul>	
Environmental Contamination	Dust, waste, water, noise, or any other environmental impacts must be managed at all times in accordance with legal and ADCO requirements.	

Traffic Management and Movement	Workers must be familiar with the approved traffic management and movement routes for the site. Refer to the Traffic Management and Movement Plan / Instructions located on site notice boards.
Deliveries	<p>All deliveries must be pre-arranged with ADCO Management.</p> <p>Subcontractors must inform couriers, haulage/transport drivers to report to the ADCO Site Office prior to offloading materials.</p> <p>Deliveries and materials must not be left in public areas e.g. footpaths, roadways etc.</p> <p>Deliveries will be turned away if no representative from the subcontractor is on site to receive delivery.</p>
Plant and Equipment	<p>All equipment used on site must be in good working order, with applicable certification, tagging and documentation available for inspection.</p> <p>A flashing light and reversing beeper must be in use on all mobile equipment/Plant when operating on site.</p> <p>Plant and equipment may only be operated by authorised and competent persons.</p> <p>Mobile phones are not permitted to be used while operating or directing Plant, machinery, or equipment.</p>
Safety Equipment	Safety equipment includes but is not limited to edge protection, fire extinguishers, first aid kits, emergency signage etc. Persons found misusing, damaging, altering or tampering with safety equipment, will be denied access.
Common Plant and Equipment - Supplied by ADCO	Common plant and equipment include but is not limited to: Scaffold, Temporary Power Boards, Certain Mobile Plant, Tools, Amenities etc. Persons found misusing, damaging, altering, or tampering with common plant and equipment, will be denied access.
Alteration to Equipment or Documentation	Alterations to any equipment, protective systems or work systems (methods) (i.e. handrails, scaffolding) may only be carried out by the subcontractor responsible for the equipment or system after approval by the Site Manager / HSE Advisor.
Plant and Equipment – Service and Repairs	<p>May only be completed by competent persons (i.e. authorised mechanics, tyre fitters etc.) engaged by the owner of the Plant or Equipment. May not be completed on site unless agreed to by the Site Manager / HSE Advisor.</p> <p>Servicing and repairs must be conducted at the direction of ADCO Management within a designated area. Works must not impede or disrupt other trades.</p>
Plant and Equipment - Refuelling	The activity may only occur with approval from ADCO, in a designated location and after supply of a SWMS, Fire Fighting Equipment (FFE) and environmental control measures. Mini Tankers is the preferred method of refuelling. Fuel Cells on the rear of utes must meet relevant Australian Standards. No smoking is permitted within 10 metres from any refuelling activities.
Prohibited Items	<ul style="list-style-type: none"> <li>/ 9 Inch grinders</li> <li>/ Domestic ladders, trestles, electrical equipment etc</li> <li>/ Glass containers, bottles etc on site</li> <li>/ No domestic items (ladders, power cords etc.) may be used on site.</li> <li>/ Radios</li> </ul>

Lifting Gear	<p>All lifting gear must be inspected and tested in accordance with manufactures recommendations.</p> <ul style="list-style-type: none"> <li>/ Inspection tagging and registers must be maintained for all lifting gear.</li> <li>/ All lifting gear must be checked prior to use for wear and tear etc.</li> <li>/ Only persons holding a National High-Risk Work Licence for Dogging/Rigging are permitted to sling, wrap, hook and or direct suspended loads.</li> <li>/ Synthetic Slings used for the purpose of deliveries e.g. steel and reo, are not to be reused after initial delivery.</li> <li>/ Sandbags must be lifted as per manufacturers requirements e.g. one lift. Pallets or cages are required if the manufacturers lifting frequency has been exceeded.</li> <li>/ All loads must be secured prior to lifting via, plastic wrapping, hoop iron strapping, in lifting cages and boxes etc</li> </ul>
Ladders	<p>Only ladders with work platforms are permitted. Any requirement to use any other type of ladder e.g. step ladder, extension ladder etc. must be captured in SWMS documentation and agreed by the Site Manager and/or HSE Advisor.</p>
Housekeeping	<p>Work areas must be kept clean and tidy to prevent slips, trips and falls. Rubbish and waste must be removed from work areas on a regular basis and/or deposited in suitable bins</p>
Alcohol and Drugs	<p>Possession, consumption or sale of alcohol or illicit substances during working hours is strictly prohibited. This includes lunch breaks etc.</p> <p>Persons under the influence of alcohol or illicit substances – whether consumed on site or off site - will be denied access to site.</p>
Smoking Policy	<p>Smoking is only permitted in designated smoking areas.</p>
Radios	<p>Only licensed, 2-way radios used for communication between construction personnel are permitted on site.</p>
Industrial Relations	<p>Freedom of Association, Right of Entry and Grievance Management - ADCO adheres to the provisions of the Fair Work Act and requires that all persons who enter and work on our project sites comply with the same.</p>

## 17. ANNEXURE 1- DRIVER'S CODE OF CONDUCT

ADCO upholds a Code of Conduct for all driver-partners so that all drivers would have a clear understanding of the legal compliance, safety, security and service standards expected of them. Because ADCO maintains a zero-tolerance policy, infringements can result in suspension or termination of user access to ADCO projects. Every ADCO driver shall agree to comply fully with this Code of Conduct:

### **Compliance with all laws, regulations policies and guidelines**

- a) You shall comply with all traffic laws, regulations, rules, policies and guidelines as well as this code and any further guidelines that may be issued by ADCO from time to time.
- b) It is your sole responsibility to ensure that your Driver license is valid and current. You understand that driving a vehicle without these is an offence. In some states you may be required to carry additional documentation as requested by your transport authority. It is your responsibility to be aware of these requirements and ensure you abide by these.
- c) You shall forthwith inform your employer of any revocation or suspension of your Driver licence.
- d) You are required to have your Driver licence and any additional state based documentation with you AT ALL TIMES and shall produce it for inspection upon request.
- e) It is your sole responsibility to ensure that the vehicle you are driving is fully registered, compliant and regularly maintained. If not it is your responsibility to ensure that you find a suitable replacement vehicle.
- f) Your vehicle must be covered by a valid insurance policy for third party property damage with cover of at least \$5 million. It is your responsibility to ensure that any vehicle you drive has the appropriate coverage.
- g) ADCO does not condone any act of violence between both loads and driver. Drivers must not exhibit aggressive behaviour, including getting into verbal disputes with loads, using vulgarity or insinuation or making threats or physical blows with the load. If you find yourself in this position do not take matters into your own hands and escalate the tension. Always inform ADCO and if necessary contact emergency services if you feel your safety is at risk.
- h) You are strictly forbidden from committing any form of sexual offence, including making lewd comments/ texts, sexual harassment, unwanted physical contact, unlawful restraint, drugging, molestation and rape. These are criminal offences under the law and a serious violation of ADCO's safety policy. Offenders will be prosecuted against the law. For better understanding, training materials regarding sexual harassment is available to better understand what is not permissible.
- i) ADCO's may conduct random checks on drivers and loads. You must comply and assist with any checks performed by the ADCO team.
- j) You are to always ensure that your loads are covered and secured while on your vehicle.
- k) You are strictly prohibited against committing any acts with the intention to cheat or defraud ADCO which may cause ADCO to suffer losses.
- l) Use of a mobile phone while driving can be dangerous and is illegal in most cases. Your phone must be mounted to a fixed point such as the dashboard. While mounted you must not read or reply to messages or emails unless you are legally parked.
- m) The use of alcohol or illicit drugs is not permitted for anyone driving a vehicle. ADCO hold the right to refuse entry to the project should we suspect the driver is under the influence of drugs or alcohol.
- n) ADCO takes a serious view on reckless driving which endangers loads and/or other road users and this includes:
  - 1. Driving against the direction of traffic
  - 2. Failure to comply with the speed limit

3. Failure to conform with traffic light
4. Using your mobile phone without any hands free kit while driving
5. Failure to use the indicator signal prior to changing lanes or turning into a junction
6. Breaches of any other traffic laws

## Professional and quality service

- a) You shall provide safe and clean transportation to all loads. The safety of loads and drivers to ADCO's projects is of utmost priority.
- b) You shall not refuse to provide services based on a person's race, religion, nationality, disability, sexual orientation, sex, marital status, gender identity, age or any other characteristic protected under law. This type of behaviour can result in termination of access to ADCO's projects..
- c) You shall always be properly and decently attired and exhibit good mannerism as well as communicate politely. You are prohibited from driving without any valid license, vehicle authority, vehicle certification and vehicle insurance policies.
- d) You are to conduct yourself with decency when interacting with ADCO representatives. Like you, ADCO Staff are entitled to a safe working environment. Any offence committed against ADCO's Staff will not be tolerated and may be reported to the authorities. Any acts that are against the law will result in disciplinary action or legal prosecution.
  1. You shall not physically and/or verbally abuse ADCO's Staff
  2. You shall not threaten or harass any ADCO's staff.
- e) Harassment differs according to societal and person norms. commenting on appearance, asking overly personal questions and infringing into personal space are generally deemed inappropriate.

## Emergency procedure

- a) If you are involved in an accident you may not always need to contact emergency services. You only need to call if someone in your vehicle is injured or if there is a dispute.
- b) When you are faced with a situation that requires immediate emergency attention, please call 000. Once all parties are safe and the situation has been handled by the authorities, please then notify ADCO promptly so we may assist and take appropriate action as needed, including cooperating with law enforcement.