

BSBWOR502 LEAD AND MANAGE TEAM EFFECTIVENESS

PRACTICAL ASSESSMENT INSTRUCTIONS

- The following practical assessment will require the participant to complete work related activities.
- Observations will be conducted of the participant's work to determine whether they display sufficient practical skills and knowledge.
- Please fill in the details below, providing your name, signature and date of assessment.
 - Your signature acknowledges that the assessor provided clear instructions and the participant understood what was required to complete this assessment.
- The assessor may substitute a Practical Task with another task of equal value.
 - Alternate tasks must be fully documented by the assessor.

Participant name Sarah Conley

Participant signature 

Assessor name _____

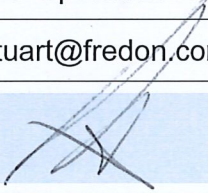
Assessor signature 

Date 14/02/2020

Number of tasks	Number of tasks completed	Satisfactory?	
		Yes	No
1		☐	☐

ASSESSOR COMMENTS

BSBWOR502 LEAD AND MANAGE TEAM EFFECTIVENESS

Practical Task 1	
Description of task: A suitable observer is to verify the participant's ability to lead teams in the workplace and to actively engage with the management of the organisation. These tasks may be simulated or real. The participant is to gather evidence of how they have completed each component of the Practical Task, which is to be submitted with this Practical Assessment sheet. The observer is to provide detailed comments on the tasks completed by the participant. The assessor is to verify the observer's comments in the Assessor Comments section, and provide the Practical Assessment outcome on the front cover of this document.	
Resources required: Project documentation, Office equipment and resources.	
Assessment of task	
Name of participant:	Sarah Conley
Name of observer:	Adam Stuart
Role of observer (Confirm suitability to sign)	CSG Operations Manager
Email address of observer	astuart@fredon.com.au
Signature of observer:	
Date:	14/02/2020
When completing the task, did the participant:	Tick if satisfactorily completed. Provide comments if left unticked.
1 Establish team performance plan	
1.1A. Consult team members to establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives.	☒
1.1B. Develop performance plans to establish expected outcomes, outputs, key performance indicators (KPIs) and goals for work team.	☒
1.1C. Support team members in meeting expected performance outcomes.	☒
2 Develop and facilitate team cohesion	
1.2A. Develop strategies to ensure team members have input into planning, decision making and operational aspects of work team.	☒
1.2B. Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities.	☒
1.2C. Provide feedback to team members to encourage, value and reward individual and team efforts and contributions.	☒
1.2D. Develop processes to ensure that issues, concerns and problems identified by team members are recognised and addressed.	☒

3 Facilitate teamwork	
1.3A. Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes.	☒
1.3B. Support the team in identifying and resolving work performance problems.	☒
1.3C. Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders.	☒
4 Liaise with stakeholders	
1.4A. Establish and maintain open communication processes with all stakeholders.	☒
1.4B. Communicate information from line manager/management to the team.	☒
1.4C. Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders.	☒
1.4D. Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders.	☒
The participant's performance was: ☒ Satisfactory ☐ Not Satisfactory	

OBSERVER COMMENTS

HSEQ TASK PLAN 2020

ACTION ITEM	ACTION/PROCESS	PRIORITY	RESPONSIBILITY	DATE DUE	DATE OF COMPLETION	NOTES	STATUS
Audit Schedule	Update Audit Schedule Monthly	MEDIUM	SC/SG	Each Month			ONGOING
Testing skills refresher training	Aim to train 20% of construction and 100% service Checklist in draft	MEDIUM	SC	This week		Term training First session 17th Feb - supervisors and service - send out enrolment forms	ONGOING
Apprentice engagement plan	Develop form for ranking exceptional apprentices – to be completed and signed off by Supervisor and PM	MEDIUM	SG			Poster with mentors details Top 3 - reviews • Mentors • Foreman • Peers Hold forums on sites	ONGOING
Subcontractor engagement	- Use Fredon/Civex PowerPoint MS to meet with estimators re list of main subcontractors Subcontractors register to be send to all PM's Red Rules	HIGH	SC/MS			Red rules complete	ONGOING
Exposure to silica	Information/ education?? Update SWMS	HIGH	SC			SC to draft alert – to be tabled at SM meeting first Awaiting code of practice	ONGOING
Lead indicators	Lucidity hazard ID PMs to complete 1 per week Review procedure		SC	This week		Emailed hazard posters out 13.02.20	ONGOING
Audit Register	Update	LOW	SC	Monthly		Updated 13.01.20	ONGOING
Audit folder	Update	LOW	SC	Monthly			ONGOING
Corrective Action Regsiter	Close out all items	HIGH	SG	Monthly			ONGOING
Risk Management	Review processes	MEDIUM	SC				
HSEQ Folders	Redo contents page and spine labels	LOW					
Small projects	HSEQ Management/support on smaller projects		SC				

[illegible]

HEALTH, SAFETY, ENVIRONMENT & QUALITY STRATEGIC PLAN (2020)

	Area of Focus	Specific Issue	Objectives/Performance Outcomes	Actions	Key Performance Indicators	Dates (2020)											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1	Health Safety Environment Quality Management Systems	HSEQ Policy and Procedures Framework	Ensure availability of updated, simplified and standard HSEQ procedures (suitable for business expansion needs, client needs and legal requirements)	Update and integrate HSEQ procedures and requirements	% / Number of key procedures reviewed and updated % / Number of key procedures issued/ communicated	x	x	x	x	x	x	x					
				Develop and implement a harmonised training program to communicate the requirements	Number of training programs developed and rolled out % of workers trained	x	x	x	x	x	x	x					
2	Risk Management.	Focus on project specific high risk processes.	Ensure an effective and robust risk management program with proactive risk control for high risk processes (work at heights, Faling objects, electrical work trenching /excavation work and working with EWPs)	Rationalise operational control procedures for the top 5 high risk activities	% / Number of operational control procedures reviewed and updated % / Number of updated procedures issued/ communicated			x	x	x	x	x	x	x			
				Develop and implement a harmonised awareness program (tool box talks) for general and specific risk control for project sites	Number of tool box talks developed and administered , % of workers completed			x	x	x	x	x	x	x			
3	Health Safety Environment Quality Team Structure.	National HSEQ Team.	Ensure national HSEQ team has adequate capacity and is able to effectively support relevant business units	Improve HSEQ team coordination through direct support and defined reporting lines	Monthly meetings with national HSEQ team Annual HSEQ conference % actions closed (vs raised)									x	x	x	x
				Build project (manager and supervisor) HSEQ capability by increased and consistent engagement	Monthly meetings with major projects , % actions closed -meeting minutes ,									x	x	x	x
4	Project or Site HSEQMS Implementation.	Maintained compliance (site specific) with legal , client and internal HSEQ requirements.	Establishment of a consistent and effective HSEQ non conformity management program	Actively support (and encourage) increase HSEQ issues reporting (via Lucidity platform)	% / Number of issues raised and closed in Lucidity										x	x	x
				Improved incident management process through investigation review and analysis	% of incidents with identified root causes identified & closed out % of incidents going through a formal revision										x	x	x
				Coordinated tracking to closure of non conformities with review of effectiveness	Time taken for the closure of a task/issue raised . % or number of issues raised and closed										x	x	x

QLD HSEQ Action Plan

Commenced FEB 2020

Date Reviewed: 10/02/2020 rev1

KEY ITEMS	ACTION/PROCESS	RESPONSIBILITY	DUE DATE	PROGRESS/FEEDBACK	NEXT ACTION	REFERENCE
1. HSEQ Leadership	Encourage Directors and Senior Managers to Champion HSEQ in 2020.	SC	Mar-20	Continue QLD Commitment to safety	- Corrective actions - Incident reviews	
	Senior Management Review	SC	May-20	Every 2 months		
2. Subcontractor Engagement	Subcontractor Redbook Induction	MS/SC	Mar-20		CIS IFS	
	Senior Managers to engage with Major Subcontractor Partners on a Monthly basis regarding WHS. This is to be via Meeting or Site Inspection Walks.	MS/CS	Apr-20	Each PM to have one completed by April	SC to communicate with PM's	
3. Lucidity	Encourage use by Fredon Personnel.	SC/CS	Ongoing	Monthly review of InForm use being undertaken.	Tweed - February training Ann St to use Hammertec as required by Mirvac	

	Introduction of all Subcontractors to Lucidity. All Projects in 2020 to have Lucidity operational and Subcontractors registered.	SC	Jun-20	GTO's first		
4. HSEQ Initiatives and Communications	Implement the National HSEQ Group program to identify High risk hazards – Heights, electrical, trench and excavation, EWP's (powered mobile plant) – However other High risk categories may be accepted.	SC	Feb-20	Reward of those seen to go "Above and Beyond" in identifying and rectifying hazards.	Relaunch hazard identification program Ensure follow up on data is part of the close out Request confirmation of any rewards issued - for Sharepoint	
	Pre-Start/Toolbox Topic Library. Develop suite of Topics for delivery at pre-start/toolbox.	Sydney	Feb-20			
	Safety Messages - 12 Month Safety Calendar	SC	Ongoing	Current Spreadsheet	Ongoing dissemination of Toolbox Topics for 2020.	
	Monthly Safety Report to be developed and communicated to QLD Senior Managers	SC	Mar-20	Include Safety Performance and Trends Include incidents from other states	Senior Managers Meetings	

5. Review and Update HSEQ Project Risk Register Template	Review of HSF-095 Project Risk Register Template - Electrical. Review Work Group to be formed.		Jun-20	Senior Managers to review template	Workshop the completed register once received from Sydney	
6. Objectives and Targets 2019-2020	Discuss 2019-2020 HSEQ Targets and Objectives with Senior Managers and provide feedback to AC/SJ.		Jun-20	Request 2019-2020 T's and O's from AC/SJ.	JC to forward scrap receipts Info from Ann St re: lighting packaging Greenstar training	
7. Strategy	Review and Finalise Strategy. Discuss with MS	SC	Feb-20			
	How to implement strategy	SC/SG	Mar-20	Communication plan developed		
8. QA System	Review and Revision of Electrical ITP's/ITC's.	MS/CS	May-20	Review Fieldwire (SRACC)	AC to review	
	Revised ITP's/ITC's to be communicated.	MS/CS	May-20		Communicate at PM and Foreman meetings	

9. Training	WHS Risk Management for Supervisors and Managers. RTO to be engaged to deliver to personnel requiring the training.	SC/MS	Mar-20	SC to finalise Fredon personnel requiring training. Other Divisions to advise of personnel requiring training.	SC Review previous training	
	ICAM Incident Investigation Training for HSEQ Personnel to be completed.	SC	Apr-20	Delivery Methods and Costs investigated. Approval required prior to booking of course.		
	VOC Training - skills refresher	SC	March	Term Training	First session booked 17.02.20 Develop internal VOC checklist and observations SOP + procedures fault finding Review SOP ITP/ITC independent review	
10. Audits	Minimum of 2 internal audits per month	SC/SG	Jun-20	2020 Audit Schedule has been updated. QW has separate audit schedule		

1.0 PURPOSE AND SCOPE

Fredon recognises that from time to time employees may have issues or complaints relating to work or the work environment. The employee may seek to redress these issues or grievances without feeling threatened or at risk of any possible disciplinary action against them.

Fredon has implemented a Grievance Procedure to provide a consistent, fair and systematic approach to effectively handling employee grievances promptly and where possible, resolving them as close to the source as possible.

This Grievance procedure provides a means to prevent minor grievances or problems from becoming more serious grievances; however it is not intended to limit the right of any employee to seek the assistance of a trade union, employee representative or any other appropriate agency in the resolution of a grievance.

Fredon's policy is to encourage free communication between employees and their managers to ensure that questions and problems arising during the course of employment can be aired and, where possible, resolved promptly.

The Grievance procedure aims to achieve conciliation and the resolution of grievances promptly, with fairness, compassion and understanding. All parties involved in the process must maintain confidentiality as far as is reasonably practicable.

2.0 PROCEDURE

2.1 INFORMAL PROCESS - Advice and Conciliation

Where an employee has a grievance arising from their employment they should normally discuss the matter with their immediate supervisor as soon as possible who will, following investigation, endeavor to resolve the matter.

At this stage the supervisor will discuss the grievance with the complainant and assist with problem solving.

The supervisor will:

1. Listen to the aggrieved employee and be sympathetic to any apparent distress.
2. Treat the employee's concerns seriously, ensure that the employee is fully aware of this procedure and give reassurance that there will be no repercussions from following this procedure.
3. Be aware of their limitations and the employee's possible feelings of insecurity and discomfort.
4. Establish the nature and scope of the grievance and the type of remedy that is sought.
5. Establish / clarify the facts of the grievance
6. Assure the employee of confidentiality, and
7. Following any necessary investigation, propose appropriate action (which may involve internal or external conciliation) aimed at either satisfactorily addressing the concerns or moving the grievance to a formal stage of this procedure.

If the grievance is of a potentially serious nature or the desired resolution lies outside of the scope of influence of the supervisor, the grievance should be brought to the attention of the next most senior line manager for attention.

Should the employee's grievance involve his or her immediate supervisor the matter may be raised in the first instance with the next most senior person. If necessary, employees are to escalate their grievance to senior management should they have concerns regarding their immediate supervisor or manager.

It is expected that in most cases an informal approach will quickly resolve most difficulties. If following the informal approach the employee feels his / her grievance has not been resolved a more formal approach may be necessary.

2.2 FORMAL PROCESS - Conciliation and Documentation

Similar to the informal stage, if the employee's grievance involves his or her immediate supervisor the matter may be raised with the next most senior person.

This stage could involve investigation, individual meetings leading to resolution or conciliation between the parties facilitated by the supervisor or appropriate manager.

Step 1

- The employee should raise the grievance in writing to his or her immediate supervisor. This notification should include reference to Fredon's formal grievance procedure, provide details of the grievance and make reference to any attempts to resolve the matter informally;
- The supervisor will arrange to meet with the aggrieved employee normally within 48 hours to reconsider the matter;
- An initial written response will normally be given to the employee within 1 week of the meeting. A full written response will be provided within 10 working days of the meeting.

Stage 2

- Should the employee still remain dissatisfied once he or she has received the written response they may request a meeting with the General Manager who will give further consideration to the problem;
- The General Manager will arrange to meet face to face or discuss via telephone with the aggrieved employee normally within 1 week to reconsider the matter;
- A full written response will be provided within 10 working days of the meeting.

Employees, who wish to, may be accompanied by a workplace colleague or representative.

Note: Where a matter cannot be resolved in accordance with the above, nothing shall prevent either party from referring the matter to FWA for conciliation.

3.0 RECORDS

- It is the responsibility of the General Manager to keep detailed written notes of all communications regarding informal and Step 1 matters in a confidential personnel file in the branch;
- Appropriate written records relating to Step 2 employee grievances will be held in a confidential file by the General Manager.

4.0 GOVERNANCE**Responsibility**

Document Owner	Group Executive Director
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Revision Control and Change History

Revision No.	Date	Approved by	Amendment
1	18/08/2015	Group Executive Director	

All employees of FREDON are expected to observe the highest standard of ethics, integrity and behaviour during the course of their employment with FREDON.

The standards expected of employees include:

- Compliance with all company policies, procedures, rules, regulations and contracts;
- Compliance with all reasonable and legal instructions of managers;
- To be honest and fair in dealings with customers, clients, co-workers, company management and the general public;
- To be polite and courteous to customers, clients, governmental representatives, co-workers, company management and the general public;
- To maintain punctuality;
- To observe health and safety rules;
- To respect the company's ownership of all company funds, equipment, supplies, books, records and property;
- To dress in an appropriate manner and to ensure that appearance is presentable clean, neat and tidy. Where applicable wear company supplied uniforms including all necessary Personal Protective Equipment (PPE);
- To use appropriate language in the workplace;
- To not conduct any discriminatory, bullying or harassing acts in the workplace or out of the workplace to a colleague;
- To not be disruptive, violent, aggressive or antagonistic towards others whilst engaged in the undertakings of the organisation or representing the company;
- Not consume illicit drugs or alcohol whilst in attendance of work; in accordance with the company's drug and alcohol policy;
- To not be under the influence of alcohol or illicit drugs while at work;
- To not endanger the health and safety of others through the undertaking of unsafe acts, behaviours, or playful activities;
- To not unlawfully damage or destroy property or the environment;
- To not engage in conduct or be involved in inappropriate behaviour of an unlawful, sexual, discriminative, racial or abusive nature;
- To maintain during employment with the company and after the termination of employment, the confidentiality of any confidential information, records or other materials acquired during the course of employment with FREDON;
- Employees shall not make statements to parties in respect to representation of company policies, procedures, activities or actions, unless authorized to do so;
- While employed at FREDON to not accept any employment with another organisation that is a supplier or competitor of Fredon or any other employment that is in conflict with your position at FREDON; and
- To not operate a business that provides services that are in competition with the services that FREDON operate.

FREDON has a zero tolerance to serious misconduct and criminal behavior.

- Serious misconduct includes fraud, theft, assault, being drunk at work, sexual harassment and causing serious and imminent risk to the health and safety of another person, or to the reputation or profits of the business;
- Under the Crimes Act a serious indictable offence may be punishable by jail. Criminal behaviour, such as stealing, embezzlement, fraud or misappropriating money, which is considered a criminal offence, will be reported to the police;
- Fredon provides for anonymous disclosure of serious misconduct where that disclosure is made in good faith and on reasonable grounds through our whistleblower policy; and

Disciplinary action will be taken if Breaches to the Code of Conduct occur.

FREDON

Name of Manager

Signature of Manager

Date

Code of Conduct Acknowledgment

I have read and acknowledged the Code of Conduct issued to me by **FREDON**.

Name of Employee

Signature of Employee

Date



Ethical Business Code

FREDON employees, subcontractors and associated parties to which this code of conduct applies must make good, ethical decisions based on FREDON's fundamental values of honesty, integrity, fairness, respect, concern for others, and personal accountability. When FREDON's Ethical Business Code is silent on an issue, employees must nevertheless make decisions that are legal, ethical, and consistent with this code.

Purpose:

FREDON's Ethical Business Code cannot anticipate every situation that the company, employee or subcontractor may encounter. In addition, there may be instances where there is no applicable law or the law does not set a standard high enough for FREDON. This Principle helps ensure that in such situations, FREDON conducts business in an ethical, compliant manner.

Additional Guidance:

Ethical decision-making requires using common sense and good judgment, considering and evaluating a course of conduct in light of the following guiding Principles:

- Show uncompromising honesty and integrity in all of FREDON's activities and relationships.
- Avoid all conflicts of interest between work and personal life.
- Respect the dignity and worth of all individuals.
- Promote a culture where promise keeping, fairness, respect and personal accountability are valued, encouraged and recognized.
- Create and maintain a safe workplace.
- Protect the environment.

When faced with a decision about the right action to take, employees should be sure they can answer "yes" to the following questions:

- Is this action consistent with FREDON's corporate values of uncompromising honesty and integrity?
- Will this action protect FREDON's reputation as an ethical company?
- Can this action withstand public scrutiny if it were reported in the news media?

If employees cannot answer "yes" to all these questions, but still believe the proposed action is lawful and ethical, they should review the proposed action with their supervisor or FREDON senior management before proceeding. Moving forward without additional advice could expose FREDON to legal risk of legal violations or harm to its reputation.

Penalties:

Failure to make sound ethical decisions using the ethical decision-making guidelines in this Principle will result in discipline, up to and including termination from employment.



Alan Brown
Group Executive Director
30 July 2015

Sarah Conley

From: Sarah Conley
Sent: Monday, 3 February 2020 10:08 AM
To: Scott Gilbert
Subject: Powerlink Near Miss

Hey,

Can you please go in and review incident 3772 and approve it for me, I'll close out the actions and close it off.

Thanks,

Sarah Conley • HSEQ Manager • Fredon QLD

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Sarah Conley

From: Sarah Conley
Sent: Tuesday, 4 February 2020 2:55 PM
To: Scott Gilbert
Cc: Andrew Campbell
Subject: SRACC Audit Actions

Hey,

Did site get back to you to say that any these have been actioned?

I'll check sharepoint for the toolbox talks etc.

ID	First name	Last name	Action description
528	Samantha	Bell	Review HSEQ plan and ensure all site management have signed relevant sections
529	Mark	Melville	Review/update skills register and ensure all licences and competencies saved on file. In particular Strik employees (CPR/LVR)
530	Mark	Melville	Ensure HSE meeting minutes are issued to subcontractors onsite weekly and they are communicated with their employees.
531	Scott	Gilbert	Risk assessment needs to be reviewed and ensure AS3012 aspects are covered
532	Shane	Hajetian	Follow up and ensure that relevant insurances and pre qualification documents have been completed for all subcontractors onsite.
533	Lucas	Browning	Toolbox to be completed around PPE policy and use of fingerless gloves
534	Scott	Gilbert	Fit testing to be completed with employees and subcontractors onsite
535	Mark	Melville	Completed SWMS review onsite. Fredon and subcontractors.
536	Aaron	Clay	Remove domestic power boards from Fredon storage area.
538	Aaron	Clay	Review ladders onsite and ensure they are in good condition. Faulty/damaged ladders are to be tagged out and issues addressed.
539	Scott	Gilbert	Additional task lighting required onsite. Dust extraction required for tools used for preparing floor boxes.

Sarah Conley • HSEQ Manager • Fredon QLD

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Minutes of Meeting

Minutes of Meeting:

Held at: Fredon QLD

Date: 10.02.2020

Subject:	Weekly Safety Meeting		
Present:	Sarah Conley		Scott Gilbert
	Michael Steuart		
Apologies			
Distribution List:	All those above		

Item	Business	Responses & Action Items
1	TRAINING	
	CPR/LVR First expiry February, SRACC first site	Qualitative and disposable masks for fit testing
	Gary Florentine Confined Space 07.02.20	SC
	Michael Blake – Systimax Online. PO sent 06.02.20	SC
	HSR – Thomas Field Mitchell and Aaron Self this week	
	QW – AGAT and WIT as per EBA. Last sessions cancelled due to wet weather.	Wet weather should no longer be an issue
	Testing skills refresher – 17 th Feb	SC
2	PROCUREMENT / PPE	
	LV working gloves	SC to audit LV kits
	Arc flash equipment	Depot has some
	Respirators vs disposable masks	Ongoing
	Test equipment uniformity and training	
	Dustless tools - what do we have, what do we need	M Class – Ann St & QW
3	AUDITS & INSPECTIONS	
	Sleeman – 5th Feb and audit 18 th Feb	
	NWPH (Fire) 6 th Feb	Postponed
	QW – Friday (audit schedule updated)	Weekly site walks to be entered into Lucidity as inspection - SG
	DTB RU – postpone	March
	Tweed Site walk	SC 13 th Feb
4	ACTIONS	
	SRACC – 11 actions open	
	QW – 5 actions open	
	Powerlink – 2 actions open	SC to update SWMS
	Ann St – Hammertech actions open	
5	INCIDENTS	
	ESO – Close out improvement notices	SG
	VOC and Observations to be developed	SC
	Powerlink – as above	

Minutes of Meeting

	SRACC – enter into Lucidity	SC
Minutes Taken By:	Sarah Conley	Date: 10.02.2020
	Next Meeting to be held:	Monday 17.02.20

Sarah Conley

From: Sarah Conley
Sent: Monday, 3 February 2020 9:16 AM
To: Scott Gilbert
Subject: Weekly Meeting

Hey,

MS has asked for us to have a weekly meeting Safety with him. Do you want to have a look at your calendar and work out a time and day that suits you the most each week. It might be easier for us to work around your commitments. Is morning or afternoons better for you?

Let me know some times and days and I will discuss with MS.

Thanks,

Sarah Conley • HSEQ Manager • Fredon QLD

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Sarah Conley

From: Sarah Conley
Sent: Tuesday, 4 February 2020 9:57 AM
To: Scott Gilbert
Cc: Andrew Campbell
Subject: HSEQ Strategic Plan
Attachments: QLD HSEQ Action Plan_DRAFT.xlsx; HSEQ Strategic Plan.pdf

Morning Scott,

The HSEQ Strategic Plan is the national document that was sent out by Pearl last month, can you please review it and then look at the draft QLD action plan that is attached. This is for QLD Electrical only at the moment. A separate one will be done for AV. Let me know if you feel we should be including anything else. It's more of a management plan for improving the culture and the knowledge of our workers and subbies as opposed to the more every day things like fit testing, CPR/LVR etc at the moment.

Thanks,

Sarah Conley • HSEQ Manager • Fredon QLD

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