



Integrated Project Management Plan

AUSTRALIA AVE - ROAD 11 STAGE 1 CIVIL WORKS

Springfield City Group Pty Ltd

008-4865

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Integrated Project Management Plan (IPMP)

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1. Introduction

1.1. Purpose

The Integrated Project Management Plan (IPMP) brings together all project requirements in one place and acts as a communication tool to facilitate the consistent use of [BMD Policies](#), [BMD Standards](#) and [Core Operating Procedures \(COP\)](#). The purpose of the IPMP is to ensure all BMD Group (BMD) projects are delivered in alignment with client requirements and achieve all other agreed and nominated outcomes for the project.

1.2. Scope

BMD's Integrated Management System covers health and safety, environment, quality, commercial, people and subcontractor management.

Throughout the delivering of the project, the project manager will regularly review the IPMP to ensure it reflects any changes made to the contract, BMD management systems, legislation and relevant standards. As a minimum, a review of the IPMP should be conducted at the following key stages:

- Prior to issue and implementation on the project. This review should be conducted by a BMD representative external to the project such as the Regional / Business Unit Systems Representative or Construction Manager or their nominee (e.g. a project manager independent of the project).
- A change in the Business Management System (BMS) that requires an amendment or directs a change to the IPMP template. Where a project is not going to be completed within four weeks of the required date for implementation of the change, the Group BMS team will nominate if the IPMP needs to be changed for that project. This process will capture the impact of key changes to legislation and relevant internal and external standards along with internal process changes.
- When Items are generated from project corrective actions, improvement actions and observations via internal and external audits or suggestions. These updated tasks should be noted in the IPMP.
- If outcomes from incidents and investigations require a material change to core operating procedures and standards to prevent reoccurrence.
- When there is a change in project personnel.
- When there is a change to any project objectives, processes or requirements to meet project and client needs.

1.3. BMD Policies

BMD policies will be made available (electronically or in hard copy format) to all project personnel (including subcontractor's workers) as part of induction or training and upon request. Key policies will be displayed in the nominated location(s) as per the [Site Setup and Establishment Guideline](#).

1.4. Management System

BMD has a documented management system meeting the requirements of:

- ISO9001 "Quality Management Systems"
- ISO14001 "Environmental Management Systems"
- ISO45001 'Occupational Health and Safety Management Systems'.

BMD holds third party certification to the above standards and various accreditations with state and territory authorities. BMD Urban Pty Ltd also hold accreditation with the Office of the Federal Safety Commissioner (OFSC). Details of BMD's accreditations are provided on the [BMD Certifications](#) register.

BMD Urban Pty Ltd ABN No. 65 158 035 539 will be acting as Principal Contractor on this project.

1.5. Aboriginal and Torres Strait Islander Procurement Requirements

With respect to the local Traditional Custodian groups where we operate, BMD acknowledges that the land on which we build our projects is the traditional land of the Jagera, Yuggera and Ugarapul people, and we acknowledge their elders past, present and emerging.

The BMD Group is a proactive participant in the acknowledgement, reconciliation and engagement of the Indigenous People of Australia. This project will be implementing the nominated practices of BMD's Business Management Systems, supporting our corporate objectives underpinned by our:

- Aboriginal and Torres Strait Islander Engagement Policy;
- BMD Indigenous Procurement Policy;
- BMD Reconciliation Action Plan (RAP); and
- Supply Nation corporate membership.

1.6. Modern Slavery

The BMD Group has a zero-tolerance approach to Modern Slavery within BMD and its supply chain. The Modern Slavery Policy outlines BMD's commitment to prevent, detect and report on risk of slavery or human trafficking within its operations or those of our supply chain.

BMD seeks to do business with suppliers that have similar values, ethics and sustainable business practices, including in relation to human rights. BMD understands that the risks relating to suppliers will vary depending on industry, geographic location and company size. All staff have a responsibility to prevent, identify and report on concerns they may have in relation to modern slavery within BMD's operations and supply chains.

BMD seeks compliance with Modern Slavery legislation from suppliers through acceptance of the terms and conditions included within Supplier / Contractor / Consultancy Agreements and via the raising of Purchase Orders

1.7. Social Procurement Requirements

BMD works closely with our clients and partners to create opportunities that deliver genuine benefits for communities and individuals through measured and responsive procurement practices.

As a national business, we recognise that the procurement decisions we make can help build a local organisation's capabilities, provide employment for disadvantaged individuals, and upskill workers that are both new and established within the industry. We recognise that while the delivery of infrastructure is our core business, it is our ability to create opportunities for local, social, and Aboriginal and Torres Strait Islander businesses that will unlock the greatest social and economic benefits for the communities where we work.

Procurement decisions start early, and active communication with partner networks and intermediaries assists in supply chain identification, as well as direct engagement through relationships we've built..

1.8. Project Overview

This document has been prepared for contract number 5104/03-001.

Project Start Date: 10/08/2021

Project Completion Date: 5/08/2022

1.9. Project Location

Eden Station Dr
Brookwater Qld 4300

1.10. Principal and Consultants Details

The project is being constructed on the behalf of:

Key Principal Contact: BRETT WILSON / PLANNING MANAGER / 0414186180 /
b.wilson@springfieldcitygroup.com

Principal name and correspondence details:
Springfield City Group Pty Ltd ABN 35 055 714 531
Level 10 Springfield Tower
145 Sinathamby Boulevard
Springfield Central 4300

With the following consultant administrating the works as the principal's representative under the contract:

Key Nominated Consultants contact: Samuel Duncan / SENIOR CIVIL ENG. / 0400227719 /
Samuel.Duncan@cardno.com.au

Principal name and correspondence details:

Cardno (Qld) Pty Ltd ABN 051074992
Level 6, 145 Sinnathamby Blvd
Springfield Central QLD 4300

1.11. Description of Works

The project is situated between Eden Station Drive and Trackstar Drive in Brookwater, QLD, 4300. The works involve the construction of a new road that connects these two roads and bulk earthworks to further level the site for future works. The work involves but is not limited to the management of these works that is inclusive of liaising with key stakeholders such as Springfield City Group (Client), Superintendent (Cardno), Queensland Rail and the public that utilise the existing infrastructure. The works consist of the following key scopes;

- Clearing and Grubbing
- Bulk Earthworks
- Roadworks
- Stormwater Drainage
- Sewer Main Installation
- Watermain Installation
- Landscaping Works
- Traffic Signals and Lighting
- Gas Connections



1.12. Project Review

A management review of performance will be conducted by the senior manager (Peter Kavanagh, Construction Manager), project manager and relevant project stakeholders on a monthly basis. Statistics recording Health, Safety, Environmental (HSE) and Quality management performance will be entered and reported as per Section 4 of this IPMP.

For this project, it has been agreed with the nominated construction manager that on completion of the project a formal review will be carried out by the project manager to evaluate the effectiveness of the HSE and Quality measures on-site. The review shall also address construction techniques, subcontractors, materials, costs and staff performance with minutes kept to provide a record.

1.13. Site Set-up and Establishment

Project sites are to be set-up and managed in accordance with the [Site Setup and Establishment Guideline](#) and associated documents contained within that Guideline.

The establishment and compound approval for site shall be granted by the Principal.

1.14. Construction Program

A construction program will be developed and maintained. It is the responsibility of the project manager to manage this program throughout the life of the project and make amendments when required. Revised programs will be forwarded to the principal as they are prepared or as required under the contract.

2. Project Organisation

2.1. Project Organisation Structure and Key Contacts

The team structure for this project is detailed on the [Project Organisational Chart](#). Emergency personnel will be detailed in the [Emergency Response Plan](#) and displayed in locations throughout the project site.

Below is the contact information of key project personnel.

Position	Names	Contact Number
Construction Manager	Peter Kavanagh	+61 419 726 342
Project Manager	James Kriukelis	+61 467 732 443
Project Engineer	Steven Bennett	+61 408 534 172
Area Manager	Andrew Brown	+61 419 745 989
Foreman	Glenn Smith	+61 417 698 554
Safety Representative / Advisor	Mark McLeod	+61 407 150 604
Environmental Representative	Daniel Evans	+61 428 285 512
Quality Representative	Steven Bennett	+61 408 534 172
Service Advisor	Glenn Smith	+61 417 698 554
Indigenous Engagement Officer	Dart Johnson	+61 409 068 838
Community Stakeholder Officer	Anna Conde	+61 419 750 138

2.2. Staff Responsibilities

The responsibilities of all health, safety, environment and quality personnel are defined in management system documentation and the respective position descriptions.

All project staff have a position description for their role, and it is the responsibility of the project manager to ensure all staff understand their responsibilities. This is particularly the case when staff are assigned to multiple roles.

2.3. External Contacts

The project manager will ensure that project contacts, including Subcontractors and Client details, are entered and maintained within the [Central User Database](#).

3. Objectives and Targets

Health and Safety, Environment, Quality (HSEQ), People and Commercial objectives and targets are detailed in our [Management Systems Objectives and Targets](#) document. These objectives and targets are reported on each month in the project HSE, Quality and Commercial Overview reports.

Project specific objectives and targets are outlined as per the following table:

Activity	Objective	Measures	Target
Project specific objectives and targets			
Safety	Instill a positive culture to achieve zero harm within workplace	Constant monitoring of ABC's Frequent toolbox talks Minimum PPE requirements as standard Weekly JHA cards Frequent review of Risk Registers	Lead Indicator Compliance • ABC's (4/month) • Communication • Inspections No Recordable Injuries and Lost Time Incidents
People	Provide a workplace that is stimulating and rewarding that strives to meet the technical and/or professional aspiration of both employees' and BMDs' needs	Promote and encourage open line of communication for all personnel on site	100% Staff Retention
Environment	Ensure works are carried out as per the Environmental Management Plan and noise and vibration requirements as per the Code of Practice	Continual monitoring of noise, vibration and water discharge Ensure all relevant permits are up to date	No complaints and/or environmental incidents
Quality	Ensure works are completed to surpass the expectation in the construction process and a high quality final product	Witness Points and Hold Points raised with required notice Test Results meet specifications	No NCR's

Commercial	Ensure works are completed within budget with minimal variations to the client	No. of Variations	Minimal
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Our commitment to safety, environmental and quality performance is documented in the [HSEQ Leadership Commitment](#) standard and Project Managers are required to ensure lead Indicators are understood. Performance is to be tracked at a project level as per the [HSEQ Leadership Commitment – Schedule](#).

4. Design

It has been identified that there is no design component to be managed for this project other than temporary works as outlined below.

4.1. Design Controls

4.1.1. Design Works

Design Works that are subject to control include:

- Traffic control, temporary roadways and detours, temporary structures and the checking of permanent structures for construction loadings;
- Concrete mixes for structures and pavements, and asphalt mixes for permanent Works;
- Lifting devices for manufactured items requiring transport;
- Any alternative permanent structure or structural component proposed for the Works (including drainage);
- Temporary lighting plan for traffic;
- Permanent works where the design control is nominated in the specifications (e.g. boulder walls, reinforce soil structures, small hard landscaping or buildings); and,
- Temporary platforms for cranes and piling works

4.1.2. Design Plans

Design plans will include the activities of all consultants or subcontractors engaged for the design work. Where a consultant or design subcontractor does not have a quality system conforming to the contract requirements, the method of control and verification of the consultant/design subcontractor's activities will be included in this document.

The following Design Plans will be included as appropriate.

- Traffic Management Plans
- Formwork &/or Scaffold Design Plans;
- Concrete Mix Design;
- Lifting Plan; and,
- Temporary Draining Plan/ Erosion and Sediment Control Plans.

4.1.3. Safety / Environment in Design

Prior to Construction

Prior to the commencement of construction activities, the project manager will request any information from the principal's representative that might be relevant to risk management. This might include a copy of the design consultant's most recent risk register and/or safety in design information, in accordance with the [Risk Management](#) standard. The outcomes or risks identified by the design consultant through this process will be reviewed and

included in the production of the project specific [Risk Register](#). In particular high-risk safety and environmental items nominated by the principal and/or designer that require mitigation or control by the project during the construction phase need to be captured, communicated and controlled. Equally items not that are not in the project's capability to control should remain with the principal and/or design consultant.

During Construction

During construction, if design drawings and/or documentation are revised at any point, the project manager and/or project team shall review the information to assess if any new hazards have been introduced. If new hazards have been introduced, then the site Risk Register will be revised accordingly.

5. Risk Management

The risk management process determines how to analyse and manage risk contained within a construction program. Risk management will be managed in accordance with the [Risk Management](#) Standard and any associated documents.

5.1. Risk Assessment / Risk Register

Safety and environmental risk assessments will be ongoing throughout the life of the project and developed in accordance with the Risk Management standard. A project specific [Risk Register](#) will be maintained for the life of the project and updated as works progress.

The Risk Register is designed to assist the project team to determine which project activities involve levels of risk requiring formal documented controls and early intervention as part of an overall risk management methodology.

Also covers temporary or permanent changes, new knowledge and technologies and must be developed and reviewed with all stakeholders (interested parties).

5.2. Chain of Responsibility

The Chain of Responsibility (CoR) is a concept used in Australian transport legislation that places legal obligations on all parties in the transport supply chain. These obligations are regulated to guard against breaches of laws in the following key areas:

- fatigue
- speed
- vehicle mass
- vehicle dimensions
- load restraints.

All States and Territories, except Western Australia implement CoR obligations through the Heavy Vehicle National Law 2012 (HVNL).

The HVNL, applies to any vehicle exceeding 4.5 tonnes in Gross Vehicle Mass (GVM), and asserts that any or all of the following supply chain parties may be liable for the actions or inactions of another if they contravene CoR provisions including:

- consignor
- packer
- loader
- driver
- carrier and/or
- consignee.

5.3. Construction Method Statement

For this project a Construction Method Statement (CMS) is not required due to the simple nature of the project.

5.4. Work Method Statement

During the risk assessment process, management and mitigation measures will be identified to reduce the impact of construction activities. These will be included in the site specific [Work Method Statement](#) (WMS) for each activity on-site and communicated to the workforce undertaking these activities. Where work is being conducted by subcontractors for activities where a WMS has been developed, the subcontractor will work under the project WMS. Where a project WMS's does not exist, e.g. for electrical work, the subcontractor will provide their own WMS. Documents will be reviewed by the project team in accordance with the [WMS Checklist](#). The [Work Method Statement Guideline](#) provides guidance for the development of the WMS.

A series of WMSs will be developed for each project activity and communicated to the team.

Note: BMD's Work Method Statement (WMS) is equivalent to any reference made to Safe Work Method Statement (SWMS) under any legislation. As the WMS encompasses all safety and environmental hazards, aspects and control measures for the activity, the reference to 'Safe' in the beginning has been removed for simplification and to avoid confusion.

5.5. Job Hazard Analysis Card

The Job Hazard Analysis ([JHA](#)) card is a field-based document that is completed by the workforce as a final check of the hazards in a particular work area. It complements the activity-based WMS. Several JHA cards can be written for tasks within the one WMS. As per the [Risk Management](#) standard, JHA cards need to be reviewed daily and re-written on a weekly basis, or when conditions for the task change.

5.6. Mandatory Work Instructions

If BMD identifies an urgent need to enforce a change or implement a procedure to mitigate risks around health, safety or the environment, a [Mandatory Instruction](#) will be issued to all employees and to project staff. These items should be communicated to staff and workers during toolbox talks or through the induction process.

BMD is committed to offering a safe working environment for all workers and safety will never be compromised. We are committed to reducing, and wherever possible removing, injury and illness from the workplace. One of our objectives is to strive to ensure that every person who comes into contact with our business remains safe and in

good health whilst in our care. Therefore, it is essential and non-negotiable that all workers (including staff, both permanent and temporary), contractors, consultants, suppliers and their workers comply with relevant procedures and requirements.

6. Safety

6.1. High Risk Construction Work

All project-related prescribed and high-risk activities will be performed by authorised personnel holding a current and relevant certification issued by the appropriate legislative authorities Workplace Health and Safety Queensland.

High Risk Construction Work (HRCW) and designated hazardous activities are identified by the project as work involving a significant health and safety risk or certain hazardous areas on-site. HRCW also includes all high-risk construction activities as defined in the Health and Safety Regulations that are relevant to the construction activity.

The [Health, Safety and Environmental \(HSE\) Communication](#) standard and relevant [Core Operating Procedures \(COP\)](#) specify the hazard control requirements for all HRCW and designated hazardous activities. A Work Method Statement (WMS) and [Job Hazard Analysis](#) (JHA) card will be produced for all tasks onsite.

6.2. Core Operating Procedures

[Core Operating Procedures \(COPs\)](#) provide guidance on how certain high-risk activities are to be performed.

These documents combine the relevant regulations and codes of practice. Information from COPs is to be used in the development of the WMS. The COP does not replace the requirement for a WMS as it is not a site-specific document.

6.3. Safe Operating Procedures

[Safe Operating Procedures \(SOPs\)](#) have been developed for plant that commonly operate on the project site. A WMS is not required for each piece of earthmoving or particular crane (EPC) equipment on the project.

The SOP applies to all project workers and wet hire subcontractors working under the BMD Health Safety, Environment and Quality (HSEQ) system. Subcontractors working under their own HSEQ system involving high risk plant (e.g. cranes, concrete pumps) do not need to sign onto a project SOP.

Subcontractors that are not working under the BMD HSEQ system must have the nominated HSEQ system evaluated and approved for use by BMD, prior to commencing onsite. Refer to [Section 17](#) of this document for further clarification.

6.4. Traffic Management

The project is responsible for the safe and orderly passage of vehicular and pedestrian traffic through and on the site at all times.

The TMP and TGS will be developed and implemented in accordance with the requirements of the (relevant state/territory manual, e.g. [Manual of Uniform Traffic Control Devices](#) (MUTCD)). The (relevant state/territory code of practice, e.g. [Traffic Management for Construction or Maintenance Work Code of Practice](#)) will be considered

when establishing site requirements. Where traffic controllers are used, they must hold all relevant accreditations and licences.

The [Daily Traffic Management Checklist](#) will assist to identify and record any additional traffic management devices used on any given day.

The potential hazards relating to traffic from construction plant and pedestrian traffic also needs to be considered and documented as an internal [Vehicle Movement Plan](#) using the [Traffic Management COP](#). Key areas such as access to and through the site, vehicle movement, access points, haul roads, isolation of work areas, delineation of footpath areas, holding points for delivery drivers, and communication to site prior to entry, etc. are to be considered and documented as appropriate.

6.5. Plant and Equipment

All plant and equipment used onsite will be managed in accordance with the [Plant and Equipment Management COP](#). Key BMD documents used for plant and equipment tasks (if subcontractor does not have their own) are:

- [Concrete Pump Set-Up Checklist \(Form A\)](#)
- [Concrete Pump Operator's Checklist \(Form B\)](#)
- [Concrete Pump Mechanical Inspection Checklist](#)
- [Lifting Equipment Register](#)
- [Pre-Site Acceptance Checklist](#)

6.6. Working Near Services

To manage the health and safety risks of site personnel when they are working near services, all works around services will be conducted in accordance with the [Working Near Services Management COP](#).

The services on this project are identified in the [Services Control Plan](#) and must be updated to include all services created as part of this project.

If work near services is to be conducted, the BMD Online Training (BOLT) module: Working Near Services must also be completed.

Working Near Service tasks will be assessed and controls documented in accordance with:

- [Permit to Work Near Services](#)
- [Permit to Work Near Services Layout Example Drawing](#)

6.7. Safety Inspections

6.7.1. Plant Inspections

Pre-site plant [inspections](#) will be conducted prior to any plant commencing onsite. The project representative will undertake regular checks to verify that these are occurring correctly. All owners and operators of plant used on the site are required to conduct a plant specific "Daily Plant Inspection".

The database and processes developed by [Plant Assessor](#) are being used on this project for plant onboarding requirements and daily plant inspections unless approved otherwise through the pre-award evaluation process.

Where the subcontractor has approval to use their own HSEQ system, it is also acceptable for their own documentation to be used. This is to be evaluated, agreed and communicated prior to commencement onsite.

Any issues identified in the plant inspections must be rectified as soon as possible. Any defects that impair the safe operation of the plant will result in the plant being removed from the site.

6.7.2. Electrical Equipment

All electrical equipment will be inspected by a licensed electrician and tagged in accordance with the [Electrical Equipment Management COP](#) and/or relevant statutory requirements. An [Electrical Equipment Register](#) should be used onsite and available for review.

Where the subcontractor has approval to use their own HSEQ system, it is acceptable for their own documentation to be used. This is to be evaluated, agreed and communicated prior to commencement onsite.

6.7.3. Lifting Equipment

Lifting equipment (including subcontractor's equipment) such as slings, chains and shackles will be inspected for any damage, wear or deterioration prior to every use. Lifting chains will be tested annually and tagged on successful completion of the test. The management and maintenance of lifting equipment will be undertaken in accordance with the [Lifting Equipment COP](#) and recorded in a [Lifting Equipment Register](#).

Where the subcontractor has approval to use their own HSEQ system, it is also acceptable for their own documentation to be used and made available upon request. This is to be evaluated, agreed and communicated prior to commencement onsite.

6.7.4. Other Equipment

Equipment will be inspected as required by any specific codes of practice or work procedures. Any equipment found to be defective as a result of an inspection will be removed from service by marking 'out of service' until the defect is rectified.

6.8. Fitness for Work

Under the guidance of the project manager, the project will implement a Fitness for Work Program in accordance with the [Fitness for Work Management](#) standard.

Monitoring of the working environment will include any requirement for survey of likely health hazards such as airborne particles, corrosive and caustic chemicals, noise and vibration, manual handling, stress and infectious disease.

6.9. Personal Protective Equipment

As per the BMD [Personal Protective Equipment Policy](#), BMD has determined general site requirements for Personal Protective Equipment (PPE).

Persons required to wear PPE will receive the appropriate training on the selection, use and maintenance of PPE.

Employees or subcontractors (or their workers) who fail to comply with PPE requirements will be subject to the BMD's disciplinary procedures as outlined in the [Disciplinary Guidelines](#).

6.10. Manual Handling

Manual handling is identified as a high risk activity and should be dealt with in accordance to the [Hazardous Manual Tasks Management COP](#). All manual handling activities must be risk assessed and incorporated into key processes such as activity-based WMS and JHA. Key documents used for manual handling tasks include:

- [Risk Register](#)
- [Work Method Statement](#) (WMS)
- [Job Hazard Analysis](#) (JHA).

6.11. Mental Health Awareness

Mental health is critical to the health and wellbeing of our workers. BMD provides ongoing support to staff with the Good Health and Wellbeing program as well as the Employee Assistance Program (EAP) (Ph.: 1300 360 364). Further details are provided via [The BMD Way](#).

The EAP is a service provided by BMD which is free* for BMD employees and their immediate families. The program is completely voluntary and confidential, providing access to qualified counsellors. Employees and their families have the opportunity to discuss issues that may be affecting their quality of life and identify ways to resolve them.

Note: For 24-hour crisis support call Lifeline on 13 11 14 or Beyond Blue 1300 224 636.

In a proactive approach to the management of mental health condition BMD has engaged Mental Health Movement (MHM) to implement their Mental Health Workplace Blueprint which is a stage program which consists of:

Stage 1: Awareness

Stage 2: Education

Stage 3; Training

Stage 4: Resources

The EAP program can also be made available to subcontractor workers on an agreed basis with the approval of the construction manager.

BMD is also proud to align itself with external support through [Mates in Construction](#) and [Beyond Blue](#).

7. Environment

This IPMP provides a framework for management of all environmental aspects associated with the construction of the project. BMD standards and procedures are applicable to all project works, staff and subcontractors during construction of this project.

7.1. Legislation

Legislation relating to environmental management of the project is listed in the [BMD Environmental Legal Register](#).

7.2. Compliance Obligations

The project team will ensure all environmental compliance obligations are identified prior to the commencement of works onsite. These requirements will be included in project documentation such as project inductions and work method statements and communicated to the project team where applicable. These are listed in the table below:

Item Name	Legislation	Responsibility	Timing	Key Actions During Construction
Environmental Permits	QLD Legislation	BMD	Prior / During Construction	ESCP Management
Development Authority	Local Government Planning Scheme	BMD	Prior / During Construction	Erosion and Sediment Control Requirements
Client Specifications	Project Specifications	Superintendent and BMD	Prior / During Construction	Client Reporting, ITP's
Other Regulatory Requirements (Contaminated Soil /Regulated Waste, Fire Ants)	QLD Legislation	BMD	During Construction	Waste Tracking, Inspections, Fire Ant Register

7.3. Environmental Aspects and Impacts

Environmental risks associated with the project have been identified through the [Risk Management](#) standard and are documented in the project's [Risk Register](#).

Risks identified in the register are to be managed through the project's work method statements in line with the requirements of the BMD COPs.

7.4. Project Environmental Risks

7.4.1. Water Quality

To prevent and minimise water impacts from the project, the works will be managed as per the [Water Quality COP](#). The project shall install erosion and sediment control devices as per the site-specific Erosion and Sediment Control Plan. The works onsite will be staged to minimise the exposure of disturbed soil and rehabilitated as soon as possible. Water discharged from site will be tested for compliance and recorded using the [Water Discharge Permit](#). To prevent impacts from concreting activities, a lined concrete washout pit shall be established onsite. The spraying of bituminous materials during road construction shall be managed as per the BMD [Water Quality COP](#) and [Road Sealing Planning Checklist](#).

7.4.2. Chemical Substances

The use and storage of hazardous chemicals onsite will be conducted as per the [Hazardous Chemicals COP](#). All materials shall be stored in bunded areas onsite. Spill clean-up materials will be available for use in the event of a spill. The refuelling of plant and equipment shall occur as per the Hazardous Chemicals COP.

7.4.3. Flora and Fauna

All site clearing activities will be undertaken as per the [Vegetation Clearing COP](#). Where required, an appropriately trained fauna spotter will be onsite during clearing activities. Limits of disturbance shall be identified and marked out prior to clearing. Any vegetation to be retained will be identified and delineated to prevent damage.

7.4.4. Soil and Land Management

The movement of material from site will be managed as per the [Soil and Land Management COP](#). Soil movement shall be recorded in the project [Soil Movement Register](#). Where contaminated soil is encountered onsite a suitably qualified contaminated soil consultant will be engaged to assess and manage the material.

7.4.5. Weeds and Pests

Prior to the commencement of works onsite, significant weeds and pest species will be identified. Where required, weed material shall be separated from other green waste and disposed of appropriately. Plant and equipment arriving at site shall be checked using the [Pre-site Acceptance Checklist](#). Equipment used in clearing and earthworks activities will be checked to ensure they are clean prior to leaving site and recorded on the [Equipment Cleandown Register](#).

7.4.6. Fire Ants (Queensland Projects Only)

For projects located in Queensland (QLD), the project activities should comply with [the BMD Red Imported Fire Ant Core Operating Procedure](#). A project team member, who has attended the Biosecurity Queensland General Awareness Training Session, shall undertake monthly inspections and record these on the Fire Ant Site Monitoring Register. The movement of material from projects shall be recorded as per the Soil and Land Management COP. No Fire Ant Carrier material is to be moved out of a Fire Ant Biosecurity Zone without an inspector's approval. All high-risk plant and equipment should be inspected and cleaned down when moving into or out of a Fire Ant Biosecurity Zone. If fire ants are suspected to be onsite, Biosecurity Queensland will be contacted immediately.

7.5. Environmental Monitoring

The monitoring of the following environmental elements is required for the project:

- water
- vegetation
- soil and land

The following monitoring program has been developed as per project and Principal requirements and is detailed in the [Environmental Monitoring Program](#).

The following documents should be used for monitoring and recording as appropriate:

- [Water Quality Monitoring Register](#)

- [Water Discharge Permit](#)
- [Soil Movement Register](#)

The following information must be kept in respect of any samples required to be collected:

- the date(s) on which the sample was taken
- the time(s) at which the sample was collected
- the point at which the sample was taken
- the name of the person who collected the sample

These requirements relate to water quality monitoring.

The results of any monitoring must be recorded and retained on the project SharePoint site and as per the [Document and Records Management](#) Standard.

8. Quality

Workers, including contractors, are committed to the quality of our service and stated quality objectives; we aim to continually improve our overall performance and enhance client satisfaction.

8.1. Contract Requirements

Specifications and drawings are captured and managed as agreed to ensure principal and BMD requirements are met. The formal correspondence systems for the project will be used to record and transmit any changes to documentation and/or requirements, both incoming and outgoing, during the life of the project.

Project approvals, licenses and permits required for the project and supplied by the principal are as follows:

- Wayleave Application – Queensland Rail/TMR

The project is required to obtain the following approvals, licenses and permits as specified and agreed:

- Network Access Permits

Each approval, licence and permit shall be obtained prior to the commencement of any work which relates to that approval, licence or permit. This constitutes a **HOLD POINT**.

Any specific requirements of the legislation, approval or permit that is relevant to the contract or work activity will be discussed with workers and/or subcontractors prior to the work activity commencing.

8.2. Identification and Traceability

8.2.1. Lots

All items of work are to be subdivided into Lots or discrete work areas. A Lot consists of any part of the works which the project considers to be a continuous portion of homogenous and/or representative material or end product produced under essentially constant conditions. All work and/or activities must be readily identified with a particular Lot. The delegate, will determine the extent of each Lot, if not already stipulated by the principal, and communicate these boundaries to the relevant parties.

Lot details are to be generated in the Lots Management database which will be used to track the status, record details and records (such as all materials, samples and test results) specific to each Lot and allocate a unique Lot number. This number will be used as an identifier on all records.

The bounds of each Lot will be determined before sampling and will be set so that each Lot is represented by a single tested sample, except where statistical methods (which require several tested samples to represent a Lot) are used. Each acceptance criteria may have different Lot boundaries.

Discrete portions of a Lot which are visually non-homogenous and/or non-representative will be excluded from the Lot and will either be treated as separate Lots or re-worked to the satisfaction of the principal. The principal has the right to reject a Lot that is visually non-homogenous and/or non-representative.

Where the non-conforming Lot is reworked and subjected to a fresh compliance testing program or is subdivided into smaller Lots, a new Lot number, or numbers, will be allocated to the re-worked/subdivided Lot(s).

Information relating to a conforming Lot will be submitted to the principal at the completion of Works via a [Lot Conformance Report](#). Where a Lot is subject to delayed testing, these Lots shall be submitted to the principal with preliminary results. The final test results will follow as they become available. Non-conforming results will be processed in accordance with [Section 9.5.1 – Non-Conformances](#).

It is the responsibility of the project manager to ensure that all Lots are conforming, closed and approved as stipulated by the principal.

8.3. Inspection and Testing

8.3.1. Inspection Test Plans (ITPs)

[Inspection and Test Plans](#) (ITPs) will be prepared for all manufacturing and construction activities. ITP's will include controls for receiving, in process and final inspections and testing. The sequence of all activities identified in an ITP will be concisely described in technical procedures or by a process flow diagram.

Unless otherwise specified, the foreman will be responsible for arranging all inspections and tests on Work in Progress; this may be co-ordinated through the project engineer for soil tests, etc. ITP's are to be progressively signed-off as works are completed, signed-off and closed-out.

8.3.2. Sampling and Testing

The project engineer is responsible for arranging tests of materials at source or in stockpile. Tests shall be arranged using the Test Requests system on the project site. Inspection and testing status for a particular Lot can be determined by reference to the checklist for the Lot.

Appropriate frequencies for inspection and testing will be detailed in the ITP. Frequencies will be in accordance with the specification or applicable Australian standard.

The project's engineer will review the appropriateness of the frequency of testing nominated in the ITPs. Such reviews will take into account the frequency of non-conformance detected in test requests, including non-conformances remedied by simple reworking.

8.3.3. Inspections and Tests

The inspection and test status of any Lot may be determined by reference to the Lots Management database, completed or partially completed checklists and associated measurements or test results. Items required to have inspection or test status labelling shall be nominated within the relevant ITP.

Records for each Lot will clearly show or reference the actual results obtained for any inspection and/or test and demonstrate conformity with the specified requirements. Records will include the frequency of testing (or number of tests) required and the actual frequency of testing (or number of tests) to confirm that the required frequency has been achieved.

Records will be made available for evaluation by the principal at the completion of a Lot.

8.3.4. Measuring and Testing Equipment

Measuring and test equipment will include measuring equipment for production purposes such as a concrete batching plant, quarried materials, etc.

The project representative will identify all inspection, measuring and test equipment (other than laboratory equipment) maintained and calibrated by subcontractors, which is used or proposed to be used for work on the contract. For all on-site activities where inspection, measuring and test equipment is maintained and calibrated by a subcontractor, the project representative will ensure that the subcontractor holds a valid calibration certificate, or a copy of the subcontractor's equipment register showing the calibration status of the equipment. This documentation will be held at the location where the subcontracted work is being carried-out.

Measurements for specific environmental compliance criteria such as noise levels, dust levels, vibration levels, water pH etc. will be taken as applicable. Equipment used for such measurement will be of suitable precision, in good working order and recorded in the [Calibration Register](#).

Where the subcontractor has approval to use their own HSEQ system, it is also acceptable for their own documentation to be used. This is to be evaluated, agreed and communicated prior to commencement onsite.

8.4. Hold Points

Work shall not proceed past a **HOLD POINT** until the principal/principal's representative/area manager has released that Hold Point.

The foreman and/or project engineer will ensure that the principal is given adequate advance notice of Hold Points. The required notice period shall be included in the ITPs.

Hold Points will be released by:

- written release on the relevant ITP
- released electronically in the Hold / Witness Point database
- written site instruction etc. approving the release.

All Hold Points are to be recorded in the Hold / Witness Point database.

Where a verbal release is given but there is no written record provided by the principal, the foreman will ensure that written confirmation of the Hold Point Release is sent or given to the principal at the earliest opportunity. Such confirmation will include details of the date, time, location, item and stage of work, what was approved, who approved it, and who was present from the project and/or the project's subcontractors.

8.5. Material Storage and Handling

All precautions shall be taken to protect materials/products from abuse, misuse, damage, deterioration and unauthorised use. The project representative will ensure that materials and purchased products that are handled, stored and combined with other products, are installed and used in accordance with the manufacturers' recommendations and the [Hazardous Chemical Management COP](#). They will ensure that the materials are compatible with the other products and the works. Materials subject to deterioration, or likely to be damaged if left unprotected, shall be stored in containers, sheds or in other secured storage areas in accordance with principal and supplier specifications and/or recommendations. In order to detect deterioration, the condition of material being stored shall be assessed by the project representative at regular intervals or as nominated in the contract.

Materials subject to segregation and/or contamination; for example, road base gravel shall be handled to prevent segregation or contamination, namely materials will be stockpiled on prepared slabs and suitably separated.

All chemicals and waste materials shall be handled and stored in a manner that ensures potential hazards or environmental damage is avoided, as defined in this document and relevant [Material Safety Data Sheet](#) (MSDS).

The project manager, foreman, site supervisor, project engineer or appropriate delegate shall have authority to receive goods into, or dispatch goods from, secure storage areas.

The project manager is responsible for ensuring that all lifting equipment is properly maintained and rated for the loads placed on them. This requirement also applies to equipment used by the project's subcontractors and hired machinery.

The project representative shall ensure that all employees are adequately trained for safe execution of activities assigned to them. The project representative shall provide any safety equipment or personal protective equipment to workers to safely carry out the task.

8.6. Control of Nonconformances

8.6.1. Nonconformance

Where conformance can be achieved by simple reworking or repair, without reference to the principal, the details of the nonconformance will be recorded as an internal nonconformance. Where conformance cannot be achieved by simply reworking with the original process, the project representative will notify the principal.

All nonconformances will be recorded in the project NCR database. Any nonconforming product reports issued by the principal shall be dealt with in the same manner as if the nonconformance had been identified by BMD.

Work involving nonconforming items will not be authorised to continue unless the corrective action has been approved by the principal and implemented by the project or the relevant subcontractor.

Any Corrective Action Request (CAR) raised by the principal will be actioned, completed and returned within seven days after the CAR is issued to the project.

8.6.2. Review of Nonconformances

Suitable analysis of the nonconformance and the implemented corrective action will be undertaken by site management to determine appropriate measures that could be implemented to prevent a repeat of the nonconformance.

Each nonconformance and the corrective action implemented to control the nonconformance will be reviewed at a suitable time, but no more than seven days after the nonconformance has occurred. Only after a suitable review of the nonconformance has been carried-out can the CAR be considered closed-out.

8.7. Survey Controls

Survey works will be conducted and managed in accordance with the External Survey Requirements and Internal Survey Requirements core operating procedures.

All survey equipment used on site must be calibrated and within test date. Copies of calibration certificates must be kept in the site office and details recorded on the HSEQ Monitoring Equipment Register.

9. Document Control

9.1. Control of Project Documents and Records

All documents will be managed as per the [Document and Records Management](#) standard and stored in accordance with the [Project Filing Structure - Urban](#).

Any formal project documents, internal or external, are to be issued via the Transmittal database within the project site. This system records: a unique identification number for each transmittal; the reason for the transmittal; the date issued; document title, description and revision of each file; the recipients of the documents; and who issued the transmittal. Any amendments to previously issued documents will be redistributed to the relevant recipients.

Changes to this document and/or the management system will be implemented as soon as practicable if this document and associated management system documents:

- do not adequately address the specification requirements
- are causing nonconformances
- must be changed as a result of an audit
- must be changed as a result of variations to the contract
- no longer represent the current and/or appropriate practice.

Drawings that are printed and circulated are to have the date received clearly marked on the drawing.

When whole documents are superseded, the project manager or delegate will ensure that all superseded documents are destroyed, recalled and/or clearly marked as 'SUPERSEDED'.

At the completion of the project, all site records will be managed in accordance with the Documents and Records Management standard and [Project Filing Structure - Urban](#).

10. Auditing

10.1. Conduct of Audits

As per the [Audit Management](#) standard, audits will be conducted by personnel independent of the process being reviewed, including surveillance activities of the process or product. Audit findings will be recorded and managed in the BMD [Audit database](#).

10.2. Audit Schedule

The regional [Audit Schedule](#) will be developed and maintained by Daniel Frame in conjunction with the regional/business unit systems representative as stipulated by the principal and/or stated in the Audit Management standard.

10.2.1. Adjustment to Audit Schedule

The audit schedule will be adjusted when one or more of the following conditions exist:

- when the results of previous audits indicate the need for a higher/lower audit frequency
- when significant changes are made to functional areas of the quality system, including reorganisations and revisions to procedure(s)
- when safety, performance or reliability of the product is in jeopardy, or suspected to be in jeopardy, due to nonconformance in the quality system
- when it is necessary to verify that the required corrective/preventive action has been taken
- when it is required due to changes in the project's construction programme.

10.3. Unplanned Audits

Specific components of the management system may be audited more frequently where the general manager, general manager-systems, project manager or management systems coordinator determines that:

- deterioration in performance of the system may occur rapidly if not audited more frequently
- any deterioration in functioning is found to have significant effect on work output
- significant system modification warrants particular attention to its performance.

The general manager-systems or management systems coordinators may also initiate unscheduled audits where nonconformances suggest that a special review of a segment of the Management System is warranted.

11. Incident Management

11.1. Incident Reporting and Investigation

All workers onsite must report all incidents, accidents and near misses to their supervisor immediately after they occur. All incidents, accidents and near misses must be recorded in the [BMD Incident and Accident database](#), investigated and reported in accordance with the [Incident and Accident Management](#) standard. A comprehensive incident investigation may need to be conducted dependent on the severity or the potential of the incident or injury. All incident, accident and near miss documentation will be stored in this database.

All incidents, accidents and near misses requiring notification to the relevant government authorities will be done so in accordance with the QLD regulatory requirements listed in the standard.

11.2. Corrective Actions

Following an incident, corrective actions shall be determined as part of the investigation. The assigning, implementation, closeout and review of these shall be undertaken as per the Incident and Accident Management standard. All actions shall be entered and managed through the [BMD Corrective Actions database](#).

11.3. Rehabilitation

BMD recognises there are substantial benefits to be gained from rehabilitation principles and practices and is committed to implementing them at this workplace. The management of workers who have sustained a work injury will be conducted in accordance with the [Injury Rehabilitation Management](#) standard.

12. Communication

Communication, consultation, coordination and cooperation are important to ensure that site personnel (employees, subcontractors and others) share information, are provided with information about, and have input into, decisions relating to:

- HSEQ communications (internal and external)
- hazards associated with their work
- health and safety hazards/risks they may be exposed to
- measures to eliminate or minimise the exposure to hazards and risks
- changes that are likely to impact or have an effect on their health, safety or welfare
- preparation of safety documentation
- The procedure for reporting hazards, incidents, near hits to management.

12.1. Site Communication

Health, Safety, Environment and Quality (HSEQ) communication, consultation and issue resolution will be managed onsite in accordance with the [HSEQ Communication Management](#) standard. All HSE issues will be managed in accordance with the [HSE Issue Resolution Management](#) standard.

12.1.1. Pre-Start Talk

Pre-start meetings will be held prior to each shift commencing and the [Pre Start Talk and Site Attendance Record](#) form will be used to record the persons present and topics discussed. The relevant foreman for each section will hold pre-start meetings with all personnel under his/her supervision, which will include employees, subcontractors and any others working on the site.

12.1.2. Toolbox Talks

[Toolbox Talks](#) will be held on a weekly basis to provide instruction to workers on health and safety, environment and quality issues. The toolbox talk will also provide a forum for workers to discuss any other issues or concerns relevant to the operation of the project.

12.2. Health and Safety Representatives

Health and Safety Representatives (HSR's) provide an effective way for the project to consult with workers on workplace health and safety matters. They also provide the opportunity for the project to benefit from workers experience and their contribution to the decision-making process when managing risks. A HSR representative may be elected for each work group by the employees who share similar workplace and safety conditions within that group.

12.3. Health, Safety, Environmental and Committee (HSEQ)

The HSEQ Committee is established for the region.

The establishment of the HSEQ Committee, meetings and responsibilities will be performed in accordance with the [HSEQ Communication Management](#) standard and the relevant Workplace Health & Safety Act.

Once the members of the HSEQ Committee have been finalised, the names and contact details of all members will be displayed on the project site notice board.

All members of the HSEQ Committee will be provided with appropriate training if requested.

12.4. Project Reporting Documentation

The following project specific documents are to be used for site communication during the life cycle of the project:

- HSE Overview Report
- Quality Overview Report
- Monthly Construction Leadership Team Report
- BMD's Foreman's App

12.5. Stakeholder and Community Relations

12.5.1. Community Liaison

The project will notify all interested parties, local residents and businesses about new or changed construction activities or times of work that will affect access to their properties or otherwise significantly disrupt residents. Such notifications will be made at least five working days before the commencement of work advising of:

- the nature of the work
- why it is necessary
- the expected duration
- any changes to arrangements for traffic or property access
- the name and contact telephone number of the project's representative who can respond to residential concerns.

Communication to all necessary stakeholders shall be undertaken via letter drops.

12.5.2. Liaison with Government Agencies

The project manager or relevant representative will liaise with the relevant government authorities as necessary for notifications, emergency planning and other relevant issues. This shall be done in conjunction with the principal or their nominated representative.

12.5.3. Complaints

The project will investigate a complaint about any issue arising from work under the contract. Where specifically requested by the principal, the project will supply a written report to the principal detailing the complaint and immediate action taken to alleviate the problem. A final report with proposed measures to prevent the re-occurrence of a similar incident will be submitted to the principal within five working days.

Complaints will be entered in the [Corrective or Improvement Actions database](#).

12.5.4. Establishing Aboriginal and Torres Strait Islander Relationships and Opportunities

With the interest in strengthening relationships with the Traditional Owners, this project has identified the following opportunities / will research further the following possible opportunities:

- Community or fundraising events (i.e.: National Reconciliation Week, NAIDOC Week, Men's Shed, Mental Health, Arts, Music, Culture, History)
- Education: Engage local high school students and provide an education on the civil construction industry, as well as the employment and training opportunities within the industry.
 - Engage local BMD corporate partner Clontarf Foundation academies, as stipulated within the BMD/Clontarf Foundation Partnering Agreement.

In consultation with our client, this project will engage the (insert name of Traditional Custodians) peoples to build meaningful relationships and mutually beneficial opportunities through the following:

- increasing cultural awareness by working with the (insert name of Traditional Custodians) peoples to develop cultural awareness training for the project.
- ongoing consultation such as employment opportunities, mentoring opportunities
- where possible, identify and recruit for local Aboriginal traineeships
- attendance at cultural events such as National Reconciliation Week, NAIDOC Week.

13. Training and Competency Management

13.1. Inductions

13.1.1. General Construction Industry Inductions

All workers on-site (excluding visitors) must have completed a General Construction induction for the relevant state or territory where the work is being undertaken, prior to arriving on site. Evidence of attending general construction inductions must be provided. Queensland, New South Wales, South Australia, Western Australia, Victoria, Northern Territory and Australian Capital Territory general construction inductions are now cross recognised by the respective states.

13.1.2. Project Inductions

All workers onsite must attend the relevant induction prior to the commencement of work on the project; these inductions include Safety, Environment and Quality requirements on the project. There is also a requirement to attend a specific Principal induction. Details of inductions are to be entered in the [Site Induction Register](#).

Option 1: (To be consider for large projects e.g. > \$10 Million or duration over six months)

The induction process will utilise the [Project-Regional Induction Template](#) and [Presenters Guide](#) to formulate the induction for the project.

Short-term Induction

The project does allow, with the approval of the project manager (or their nominated delegate), on a case-by-case basis a short-term induction. This is done with the consideration of not only the project risks but the introduced risk to others (taking into account safety, environment and quality), and what controls are to be maintained during the activity.

When the work extends past seven days or a scheduled full induction, the worker(s) must attend the full induction and cannot be reapplied for within a three month period.

Option 2: To be used when a regional induction is in place.

The induction process is incorporated via a regional induction using the [Project-Regional Induction Template](#) and [Presenters Guide](#) which is delivered at the BMD Brisbane office. In addition a site specific induction will be conduct onsite by the project team using the [Site Induction Guide](#).

Option 3: Site Induction

The project induction will consist of a site-specific induction using the [Site Induction Guide](#).

Delivery Driver Induction

Deliveries to the site compound where the driver is not involved in offloading or loading, will not require an induction as the risk will be controlled by BMD.

Deliveries to site will require the [Delivery Driver Induction](#) to be conducted with the driver.

For the project deliveries (including from contractors) will be controlled in the following manner:

- Deliveries via controlled gates with approval required before entry to site using UHF communication with the traffic control

Visitor Induction

It is a requirement that all visitors report to the site office and are provided a visitor induction covering:

- key works being conducted on the day
- applicable safety hazard and environmental aspects
- the requirement to stay with their escort and following all appropriate directions
- subject to our key policy such as Fitness for Work and hence applicable testing
- they are required to sign in and out of the [visitors register](#).

If visitors meet the required criteria (including correct personal protection equipment), they may visit the project site under escort of a BMD management representative that has been inducted

13.2. Operator Competency

The project will ensure that the personnel required to operate high risk plant/equipment (High Risk Work) are holders of a current “High Risk Licence issued by a Regulatory Body” and additional Verification of Competency (VoC) or Operator Skills Assessment (OSA) are not required for these activities. High Risk Licences must be renewed every five years.

All operators of Earth Moving or Particular Crane (EPC) need to hold a valid Registered Training Organisation (RTO) issued Certificate of Competency/Accreditation and undertake a further Operator Skills Assessment (OSA) as per the [HSEQ Training and Competency](#) standard prior to commencing work.

13.3. Training

Training will be managed in accordance with the [HSEQ Training and Competency Management](#) Standard, including the identification and review of competencies required for the life cycle of the project using the [Training Needs Analysis](#) form.

During the course of the project the foremen, engineers and project manager will review project and personnel training needs to improve the effective and efficient operation of the project. This training should include other activities such as emergency and associated equipment training.

For direct BMD workers, their qualifications are maintained through the Human Resources (HR) department with details being available via the [Employee Training](#) report.

13.4. BMD Online Training

BMD Online Training (BOLT) module shall be completed in accordance with the [BOLT Guideline](#) to assist with communicating responsibilities whilst also providing a roadmap through the BMS system and giving the tools to contribute to our high HSEQ standards.

BMD workers will receive a password and login after employment with BMD and hence, as part of the onboarding process, it is important that an email is obtained from workers. Tracking of BOLT training is available via the project's [myJob](#) site.

14. Project Inspections and Observations

14.1. Site Inspections

Inspections are to be undertaken by project staff at regular intervals onsite. Primary inspection and checklist forms include the [Weekly Safety and Environment Checklist](#).

Weekly inspections will be carried out in accordance with the [Workplace Inspection and Observation \(Monitoring\) Management](#) standard to review the state of health and safety, environmental and quality controls implemented on site.

14.2. Activity Based Conversations

All project management and supervisory staff are responsible for the continual observation and monitoring of the workplace to identify potential risks or hazards and safety requirements through the use of [Activity Based Conversation](#) (ABC) in accordance with the [Workplace Inspection and Observation \(Monitoring\) Management](#) standard. Record of the conversation must be recorded in the [ABC Register](#) database.

15. Emergency Management

BMD Emergency Response framework consists of a three-tiered response:

- An Emergency Response capability, for dealing with incidents and/or emergencies contained and resolved at the scene. The [Emergency Response](#) standard and [Site Emergency Plan](#) provide information to create a specific plan.
- A Business Unit Crisis Management capability to handle incidents and/or emergencies that have the potential to severely impact the operations and/or business continuity of the project or regional operations.
- A Corporate Crisis Management capability to deal with any major incidents that have the potential to severely impact BMD at a national level.

Crisis situations are defined and managed in accordance with the [Crisis Management Plan](#) and [Crisis Management](#) standard.

15.1. Emergency Plan

[Site Emergency Plan](#) and documentation specific to the site will be developed for the project in accordance with the [Emergency Response Management](#) standard. This site-specific plan will be developed once the project has been mobilised to site.

All project personnel (including subcontractors) will be made aware of the current requirements of the specific responses through a combination of:

- site Induction
- toolbox talks
- posters
- emergency drills

Evacuation diagrams showing exit paths and muster points shall be displayed at the nominated project location(s).

15.2. Emergency Drills

The effectiveness of the emergency response procedures will be tested periodically in accordance with the [Emergency Response Management](#) standard (as a minimum every six months) and amendments made as required.

A 'Potential Emergency Situation Exercise Schedule' should be developed for the project. Details of potential emergencies that could occur on the project should be documented, as well as the planned dates for testing such emergencies. All emergency drills should be documented on [Site Emergency Exercise](#) form.

15.3. First Aid Facilities

First Aid Officer(s) and facilities must be available on all sites. The project manager, or appropriate delegate, in accordance with the [Emergency Response Management](#) standard and the [Site Setup & Establishment](#) guideline, will determine the number of officers, the type, size and number of first aid facilities required for the site. The nominated First Aid Officer(s) will be responsible for maintaining the first aid kits and reassessing the locations specific to the site. The location of first aid kits and the nominated First Aid Officer(s) profiles will be highlighted to workers during the site-specific induction and posters of the emergency response personnel displayed at designated locations on the site.

16. HSEQ Subcontractor Management

16.1. Subcontractor Evaluation

Prior to commencing onsite, a subcontractor and supplier evaluation must be undertaken using the BMD [Subcontractor Pre-award Evaluation](#) and [Supplier Pre-Award Evaluation](#) forms and uploaded to the BMD [Company database](#), as stated in the [Subcontractor HSEQ Management](#) standard. This will be used to determine if the contractor is operating under the project's or their own HSEQ systems.

Where the subcontractor or supplier has approval to use their own HSEQ system, it is also acceptable for their own documentation to be used. Records must be retained and produced upon request.

16.2. Subcontractor On-boarding

For subcontractors not approved to use their own HSEQ system, the gathering of qualifications and the delivery of BMD's Online Training (BOLT) is obtained by using the Contractors Management System (CMS). Plant Assessor is to be utilised to manage the onboarding requirements of high-risk plant. Further information is provided through the following key documents:

- [CMS Introduction Letter](#); This is used to notify subcontractors of the system requirement prior to arriving onsite.
- [BMD CRM Administrator Guideline](#)
- [CMS Guide – Workers](#)
- [CMS Guide – Contractor Company Admin](#)
- [Plant Assessor Implementation Guide](#)

16.3. Quality Control

Subcontractors requiring the principal's approval will be as nominated in the contract. Applications for approval of subcontractors shall include that part(s) of the proposed subcontract document showing the applicable subcontract requirements, and, when requested, the project's evaluation of the subcontractor's ability to meet subcontract requirements. This is in accordance with the [Subcontractor HSEQ Management](#) standard.

16.4. Safety and Environmental Controls

Subcontractors are required to comply with the safety and environmental requirements of the project including principal requirements and the BMD Management System. Specific requirements that need to be implemented as part of the subcontractors' works will be discussed with that subcontractor at the pre-start meeting, site induction or during the discussion of the [Work Method Statement](#) (WMS).

Where the subcontractor operates under their own project approved Safety or Environmental Management Plan, they will be required to perform works in accordance with that plan. An audit will be conducted by the project manager (or delegate) to verify the subcontractor's compliance. Prior to the subcontractor commencing work onsite, the project will obtain the subcontractor's Work Method Statement(s) (WMS) and check against the requirements of the project [WMS Checklist](#). A copy of the completed checklist shall be filed onsite. A copy of the subcontractor's WMS(s) will also be uploaded into the system in accordance with the [Document and Records Management](#) standard for review at any time.

Subcontractors are to participate in site training and communications as per that of the overall project workforce.

16.5. Subcontractor Nonconformance

All subcontractor nonconformances are to be documented on the [Subcontractor Infringement Notice](#) form and actioned in accordance with the [Disciplinary Guidelines](#).

16.6. Subcontractor Close-out Evaluations

A subcontractor close-out evaluation is to be completed for all subcontractors and suppliers whose value was greater than \$150,000 or whose work was deemed high risk. It is also to be completed for any subcontractors and suppliers who have performed very well, very poorly or who have had incidents, corrective actions or other issues onsite. The evaluation should be completed together with the supplier and/or subcontractor, however if they are unable to be present, the evaluation is still to be completed. Once saved, the evaluation will be available in the [Company Database](#). This evaluation may include, but is not limited to:

- commercial performance
- timeliness
- work ethic;
- HSEQ performance
- general project compliance.

17. Industrial Relations

The industrial relations management of workers, including subcontractors, will be in accordance with BMD's vision, values, policies and procedures. These strategies will enable BMD to maintain a healthy employment relationship and foster a workplace capable and committed to successful delivery of the project.

To ensure compliance with the Right of Entry requirements BMD's [Right of Entry Supervisors Handbook - Qld](#), is issued to all staff.

18. Commercial Management

Commercial management will be conducted and maintained in accordance with the [Commercial Project Standard](#). The purpose of this standard is to provide all staff clarity and direction with respect to commercial aspects of the business, with the focus extending from project award to project completion.

18.1. Subcontractor Commercial Procedure

The commercial management of subcontractors will be conducted in accordance with the [Subcontractor Commercial Procedures Manual](#).

All subcontractors engaged by the project to complete work on the project will be engaged via a BMD subcontract.

18.2. Project Administration

Project administration will be conducted and maintained in accordance with the [Project Administration Procedures Manual](#). This manual assists the monthly cycle of certifications, invoicing and security management. Whilst this document provides internal time frames, the contract document will always supersede these.

18.3. Project Costing

Project costing will be conducted and maintained in accordance with the [Costing Procedure Manual](#).

18.4. Procurement

Procurement will be conducted and maintained in accordance with the [Purchasing and Supplier Commercial Procedures](#). The document covers purchase orders, the purchasing process and a worked example, dry hire plant, damage to plant, procuring an asset, purchase cards, office furniture and Information Technology (IT) items.

Where nominated in the contract, it is essential that the Commonwealth Procurement Rules are adhered to; refer to the [Purchasing and Supplier Commercial Procedure](#) for further details.

18.5. Insurance

The insurance procedure will be conducted and maintained in accordance with the [Insurance Procedures Manual](#). The manual covers the three important stages of a project in relation to insurance, tender, project award and project works (making a claim).

18.6. Purchasing Products and Materials

18.6.1. Product Selection

Products and services will be selected based on the quality of the product or service, past experience with BMD or associated companies, those materials required by the specification and the product or services' risk to health and safety, and/or the environment.

18.6.2. Material Supplied by the Principal

Material supplied by the principal shall be inspected and stored so as to prevent undue damage or deterioration. The principal will be informed of any defects noticed at the time of inspection.

19. Project Completion

It is the responsibility of the project manager to ensure that all processes are completed. If the project manager is reassigned to another project before this project is financially complete, responsibilities are to be delegated to nominated team members to ensure all items are successfully finalised.

19.1. Administration

The project manager is responsible to ensure all project items have been closed out within 28 days from completion or prior due to principal requirements. Close out must encompass:

- the correct storage of all project records, as per the Project Filing Structure
- the finalisation of any outstanding corrective actions or non-conformance records
- Curriculum Vitae (CV) details for each of the project team members is to be updated within the 'CV' tab of the [Staff Database](#)
- completion of the Project Details Report and uploaded to the Projects database
- completion and updates to system details and statuses.

Once these items have been completed, the IPMP is to be closed out following disestablishment.

The risk of working in isolation needs to be considered for off-maintenance work.

For this project, it has been agreed with the nominated construction manager that, on completion of the project, a formal review will be carried out by the project manager to evaluate the effectiveness of the HSE and Quality measures on site. The review shall also address construction techniques, subcontractors, materials, costs and staff performance with minutes kept to provide a record.

19.2. On-Maintenance

A formal handover meeting is to be held or correspondence received to record obtaining on-maintenance from the principal. A defect list is to be maintained and completed with the principal's sign-off as a record. Plans are to be developed regarding any remaining temporary controls such as the maintenance of sedimentation fencing, and basins or temporary safety barriers or controls as needed. Where required these items shall be formally handed over to other parties and recorded by meeting minutes or correspondence.

Risk associated with disestablishment need to be considered and planned, in particular the [Electrical Works Commissioning, Decommissioning and Modification](#) needs to be considered and such aspects as working near new installed services and interacting with traffic and the public.

19.3. Defects Liability Period

Any maintenance work that is conducted during the defect period is to comply with the process outline in the BMS.

Key risks or aspects to consider during this period are:

- [Asbestos Management](#)
- [Confined Spaces](#)

- [Electrical Equipment](#)
- [Hazardous Chemical](#)
- [Hazardous Manual Task](#)
- [Isolation and Tagging](#)
- [Lifting Equipment](#)
- [Plant and Equipment](#)
- [Trenching and Excavation](#)
- [Waste and Recycling](#)
- [Water Quality](#)
- [Working Near or Over Water](#)
- [Working Near Services](#)

19.4. Off-Maintenance

The IPMP is no longer enacted during this period, with key hazards controlled via specific risk processes per activity.

When the project achieves practical completion, the project manager is to:

- request return of the works insurance bonds or bank guarantees (1 of 2) using the letter templates; refer to [Bank Guarantees Release Request](#) or [Insurance Bond Release Request](#)
- ensure the relevant processes of the [Financially Complete a Job](#) work instruction have been completed. Majority of the Purchase Orders and Subcontract Agreements will be able to be completed in Jobpac at practical completion. The [Financially Complete a Job](#) work instruction details these processes. Further information is provided in the [Commercial Project Standard](#).

When the project defects liability period expires, the project manager is to:

- submit a final claim (even if the amount equals zero), refer to Section 7.1 Progress Claims of the Commercial Project Standard
- request return of defects insurance bonds or bank guarantees (2 of 2) using the letter templates; refer to Bank Guarantees Release Request or Insurance Bond Release Request.

19.5. Financially Complete a Project

A project is financially complete when there are no longer any valuation adjustments, incurred cost and outstanding payments and/or receipts. Before a project can be changed to financially complete, all the processes detailed in the [Financially Complete a Job](#) work instruction must be completed. Once all processes have been reviewed and completed, the construction manager is to advise the project maintenance team that the project is financially complete using the **Notes** tab on the project page. The project maintenance team will then confirm and check all processes have been completed and update the status of the project to financially complete.

19.6. Handover

BMD will provide the principal access to project records and will allow the principal to copy records if requested:

1. BMD will provide to the principle all documentation to satisfy practical completion by the durations stipulated in the contract.
2. BMD will provide to the principal copies of any quality records within 14 days of a request by the principal

