

CONTRACT PLAN

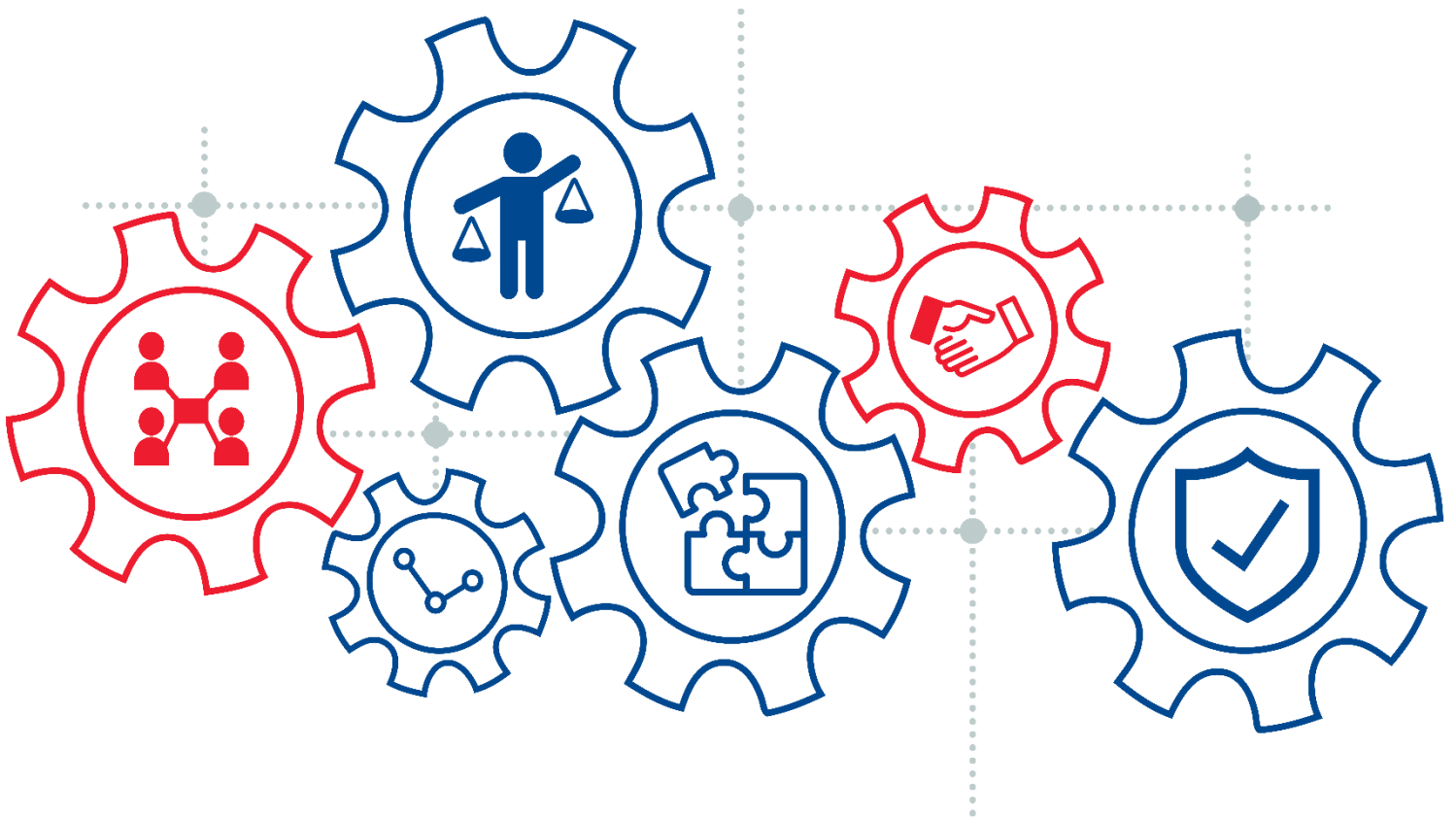
FOR

Pacific Motorway (M1) Varsity Lakes to Tugun Upgrade

Package C: Palm Beach to Tugun

Contract No: CN-12418

Department of Transport and Main Roads



DOCUMENT CONTROL

APPROVALS

NAME	TITLE	SIGNATURE
Bryan Broadfoot	Project Manager	

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REVISION	REV DATE	REVISION DETAILS
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1 INTRODUCTION

1.1 Foreword

This Contract Plan (CP)

- outlines the core project control requirements;
- defines the relationships of the supporting management plans detailed in **Attachment 1 - Management Plans Organisation Chart**;
- has been designed to manage the contractual obligations, stakeholder requirements and project objectives, as well as providing a structured management system with clear direction for the life of the project;
- includes the common system elements which apply to all of the supporting sub management plans for the project detailed in **Attachment 1 - Management Plans Organisation Chart**.

The implementation of these initiatives will provide for an effective project management system, ensuring that the work satisfies the requirements of the Contract documents, statutory requirements and applicable standards and codes.

Project delivery will be based on the principles of effective teamwork, effective communication; continual improvement; and integration of mobile technologies.

1.2 Project Background and Scope of Works

Upgrade Pacific Motorway from 4 lanes to 6 lanes from Nineteenth Avenue to Stewart Road interchange including:

Upgraded entry and exit ramps for:

- Palm Beach/Elanora (Palm Beach Avenue) Exit 92 northbound and southbound entry and exit ramps
- Elanora/Palm Beach (KP McGrath Drive) Exit 93 northbound exit ramp
- Tugun (Stewart Road) Exit 95 southbound exit ramp and northbound entry ramp.
- Closure of the Currumbin/Elanora (Sarawak Avenue/Guineas Creek Road) Exit 93 southbound exit ramp and development of a one-way eastern service road between Palm Beach Avenue and Sarawak Avenue
- New western service road between the interface with the Burleigh to Palm Beach (B2PB) package and KP McGrath Drive
- Upgrade of Nineteenth Avenue including an intersection with the western service road.
- Upgrade of existing 4 lanes to 6 lanes utilising a combination of reconstructed existing concrete pavement and new full depth asphalt pavement.
- Construction of 7 new bridges including demolition of the existing interchange bridges, and widening of 3 existing bridges
- Construction of retaining walls, signals, noise fences, road lighting and smart motorway infrastructure

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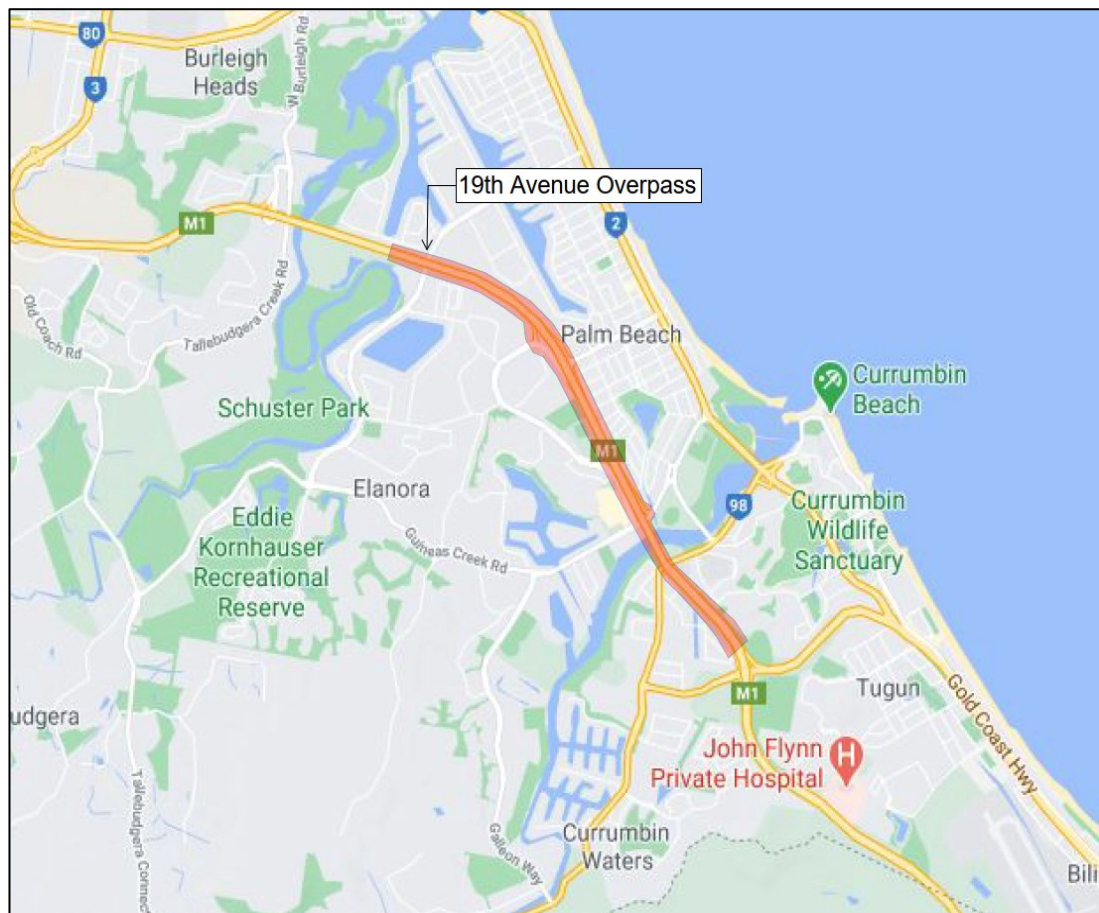


Figure 1 - Palm Beach to Tugun Project Location

1.3 **Purpose**

This CP has been established to:

- assist the site management team in understanding their operational and project responsibilities;
- identify and address key project issues, including legislative and Client requirements; and
- wherever practical, identify, eliminate and reduce hazards and associated risks inherent in specific work activities, which if untreated will lead to a diminished product or create the potential for an accident, dangerous occurrence or environmental incident.

1.4 **Objectives**

The objectives of this CP are to describe the management, organisations, systems and procedures that will:

- deliver projects that satisfy Client needs and meet Client expectations;
- deliver projects that meet financial goals and objectives;
- improve project delivery as demonstrated by quality, cost performance, time performance and Client satisfaction through innovation, collaboration, learning cycles and increased efficiencies;
- identify and successfully manage risk on the project;
- effectively and efficiently manage change on the project; and
- communicate effectively with Clients, collaborators and other stakeholders.

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1.5 **Abbreviations and Definitions**

Client

- DTMR

DTMR

- Dept of Transport and Main Roads

CP

- Contract Plan

SWC

- Seymour Whyte Constructions Pty Ltd

AURECON

- Administrator

1.6 **Project Management Plan Document Control**

1.6.1 **Initial Construction Version**

The initial CP shall be managed as per the following:

- Reviewed** – by the National Quality Manager.
- Approval** – by the Project Manager. Verified by signature on first page
- Control** – in accordance with Procedure SWC-IC-020: Control of Documents.
- Distribution** – as per the Schedule of Registered Holders in the Document Control section.

1.6.2 **Revision**

Including but not limited to the existence of the following conditions, the CP shall be reviewed and revised if necessary, to ensure it adequately meets quality requirements:

- the CP is not adequately addressing contract requirements; or
- changes to sub management plan requirements; or
- changes to Attachment data.

When revised, significant changes made from the previous version will be shown in *blue italics*.

Revised CP's shall be reviewed, approved, controlled and distributed as per clause 1.6.1.

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2 IMPLEMENTATION AND OPERATION

2.1 Project Management Overview

Project management shall be undertaken in a coordinated and organised manner in accordance with sound project management practices; consistent with SWC corporate policies, processes and systems; and aligned with the SWC corporate goals and objectives.

Project management activities will encompass all the phases of project delivery, namely: initiation; planning; execution; controlling; completion and close-out.

Initiation and planning activities will include the establishment of project goals and objectives; the development of this CP, supporting management plans, procedures and processes for achieving project goals and objectives; and the establishment of the project Key Result Areas (KRAs) and Key Performance Indicators (KPIs) to provide objective measurement and evidence of performance.

Opportunities to develop a more thorough understanding of project scope and deliverables and for innovation and improvements will be encouraged by re-visiting the project objectives during the execution and controlling phases through management reviews, customer feed-back, audits and other means.

Completion and close-out activities will include the production of records, the preparation of completion and lessons learned reports.

2.2 Risk Management

2.2.1 Overview

SWC's approach to effective risk and opportunity management is to establish and implement a systematic and documented process for the identification, assessment and treatment of risks and opportunities in accordance with Australian Standard AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines.

The early identification and assessment of risks and opportunities is regarded as a significant component of the wider value management process in which structured and analytical processes are applied to achieve best value for money outcomes. The elimination or minimisation of risks, the maximisation of opportunities and the capture of innovations will contribute to improved value for money outcomes.

Effective management of risk (which includes opportunities) enables outcomes to be improved by identifying and analysing the wider range of issues and enabling informed decisions. Benefits of effective risk management include:

- fewer surprises;
- increase in the likelihood of achieving objectives;
- ability to exploit opportunities;
- improved planning, performance and effectiveness;
- improved economy and efficiency and financial performance;
- improved safety and environmental outcomes;
- improved stakeholder confidence and trust (relationships);
- enhanced reputation and image; and
- improved information for decision making.

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2.2.2 Risk and Opportunity Identification and Mitigation

Risk identification is the process whereby possible actions, events or occurrences which could prevent, degrade, delay or enhance the achievement of the project objectives are identified and recorded in

1. the Project Risk Register (Form: SWC-SOP-011.20) for safety and environmental risks; and
2. the Project Quality and Other Risk and Opportunity Register (Form: SWC-IC-040.130) for other than safety and environmental risks.

Separate registers are intentionally used for these discrete risk elements so that there is no “muddying of the waters” between these critical elements.

Identification includes details of where, when, why and how each of the actions, events or occurrences will affect the project objectives. As the project and the identification process proceeds, actions, events or occurrences may be added to or deleted from the register as appropriate.

Any member of the project team can identify a risk or opportunity and are encouraged to escalate it to the appropriate level within the project team for auctioning.

New risks may come from a variety of sources such as Non-Conformance Reports (NCRs), Requests for Information (RFIs), design meetings, various coordination and review meetings, Task Hazard Review Cards (THRCs) and Safe Work Method Statements, subcontractors’ meetings, client surveys and feedback, lessons learnt surveys, etc.

A number of generic risk libraries are also available and should be reviewed during the risk identification process. All of these sources should be used to ensure the Risk and Opportunity Register is as thorough and complete as possible.

The following risk categories will be explored in the development of the Risk Registers:

- Community/Stakeholder/Political
- Commercial/Financial
- Health and Safety
- Environment
- Design/Construction/Technical/Process
- Resources/Organisational
- Program/Approvals
- Early Works
- Procurement
- Safety in Design
- Traffic Management.

For each risk or opportunity identified, a corresponding control or action is required. All actions are to be assigned to an individual for completion. The Project Manager has overall responsibility for the maintenance and currency of the Risk Registers.

2.2.3 Continuous Risk Review

SWC commits to remaining vigilant with respect to risk levels which we recognise as constantly changing. To that end, regular review and updating of the Risk Registers will be undertaken at a maximum of three-monthly reviews.

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3 RESOURCE MANAGEMENT

3.1 Organisation

The line management structure for the project is detailed in **Attachment 2 - Project Organisation Chart**. The organisational chart shall be updated on a regular basis to ensure it accurately reflects the current line management structure. It shall be displayed in prominent locations on the project.

The organisation chart shall also be communicated to personnel when updated and will be included within starting inductions.

A list of all key personnel and stakeholders is provided at **Attachment 3 - Project Primary Contacts List**.

3.2 Qualifications and Experience

Qualifications and experience of key project staff are detailed in **Attachment 4 - Project Staff CV's**.

3.3 Authorities and Responsibilities

Position descriptions define the responsibilities for project participants and provide guidelines for them to function within their designated role. These position descriptions shall be developed and agreed upon in consultation with permanent personnel. Project specific position descriptions are provided in **(SWC Version Only)**.

Broad position responsibilities are detailed in the various supporting management plans and may vary depending on the subject of the management plan. Specific process related roles and responsibilities are detailed within construction method statements or process method statements as developed by the project.

General position responsibilities such as Performance Reviews shall be undertaken in accordance with the Human Resources Plan (HRP).

Specific authorities including but not limited to procurement, variation approvals and recruitment are provided in which shall be prepared in compliance with the Corporate Delegation Authority Policy.

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4 INTEGRATED/COMMON MANAGEMENT PLAN ELEMENTS

The following system elements are common to all the supporting management plans as detailed in **Attachment 1: Management Plan Organisation Chart**. They are detailed in this CP to reduce duplicity and are not repeated in those plans but rather referenced back to this CP.

4.1 Customer Satisfaction

Reference Procedure:

SWC-IC-040: Improvements and Customer Satisfaction

Customer satisfaction and the provision of value for money are key goals of SWC. Customer satisfaction shall be measured by the use of:

- a) a SWC Progressive Performance Survey issued to the Client at monthly intervals during the course of the project or use of a Client based scoring system; and
- b) a Project Performance Survey issued at completion of the Project.

Customer satisfaction is also monitored and reported through any relationship scoring systems established on the project.

Survey results and scores shall be discussed between Quality Manager, Operations Manager and the Project Manager who shall determine and expedite any necessary actions. A summary of performance and significant performance issues shall be reported to the SWC Executive Leadership Team (ELT).

4.2 Management Review

Reference Procedure:

SWC-IC-010: Management Review

The effectiveness of the various systems is reviewed on an ongoing basis through monthly reports from both the Project Manager and the QAR for the system and, through the internal audit process. In addition to this, where necessary senior project staff shall review and evaluate the performance of the relevant system against the documented policies, objectives and targets for the purposes of measuring performance and identifying opportunities for improvement.

Other reasons for an evaluation of the continuing effectiveness of the systems include:

- a) the management of changes to specifications/requirements;
- b) the management of changing Client expectations;
- c) the management of changes in activities;
- d) the management of changes in the project organisational structure;
- e) the review of non-conformances and effectiveness of corrective actions; and
- f) the processing of employee feedback.

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4.3 Document and Data Control

Reference Procedure:

SWC-IC-020: Control of Documents

Effective and stringent control of updateable documents is an integral component of efficient project delivery. Registers (spreadsheets or databases) shall be maintained for controlling the status and distribution of such documents. Controlled documents require authorisation before distribution and use. Only those persons whose work requires use of controlled documents shall be issued with controlled documents. Controlled documents are documents subject to updating and registered within a Schedule of Registered Holders. Copies of controlled documents are uncontrolled documents and not subject to further updating.

All obsolete documents, including obsolete Contract construction drawings, shall be prevented from being used, either by being removed from use, or if kept for record purposes, clearly marked as “superseded”. Registers shall be maintained for controlling the status and distribution of such documents. The QAR shall be responsible for ensuring documents are authorised by the relevant staff member/s and distributed for use.

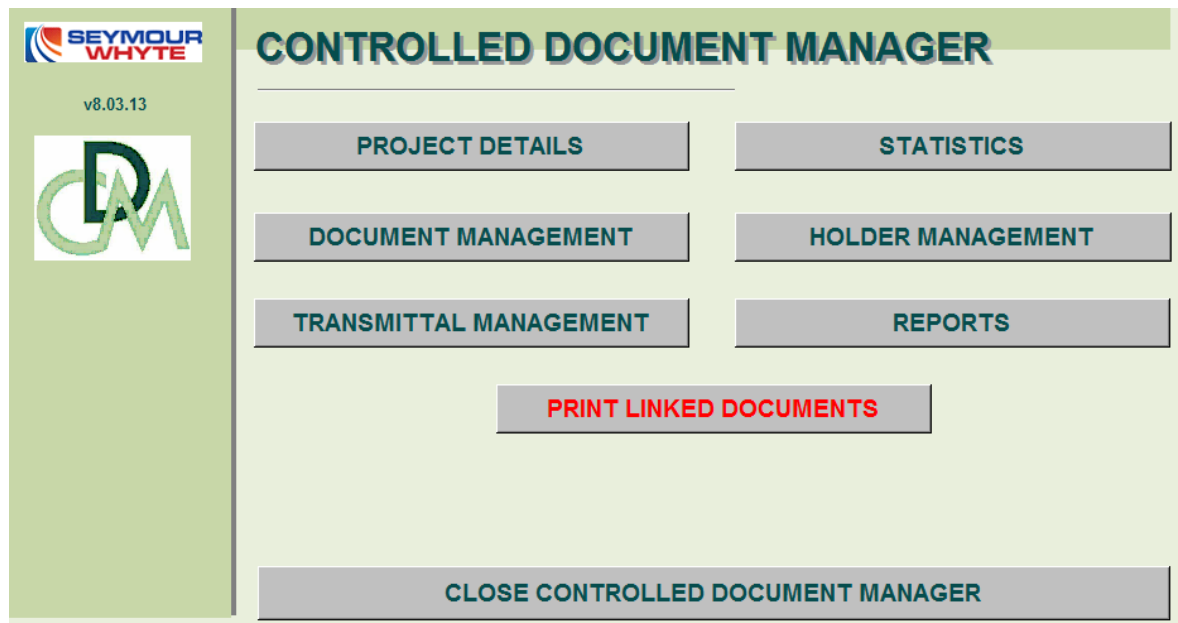
4.3.1 Controlled Document Manager

Project management of controlled documents (principally project drawings but any document subject to revision) is vital.

The Controlled Document Manager (CDM) database will be utilised to ensure that all controlled documents are strictly managed to prevent version error. Once document holders have been established the CDM automatically generates document transmittals for the documents and holders selected.

Various reports are available to provide information on all aspects of the system. A “Pending Transmittals” function highlights any holders of superseded documents.

The CDM main menu is shown in the screen shot below.



4.4 Control of Records

Reference Procedures:

SWC-IC-030: Control of Records

SWC-IC-072: Archiving

All records shall be clearly identified and traceability shall be maintained as required. Records shall be legible, retrievable and protected from deterioration.

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Records (including appropriate subcontractor records) shall be maintained, stored in a logical manner to enable ease of retrieval and be accessible to the Client.

A Conformance Checklist is used to ensure conformance records for each lot are obtained and collated to verify lot conformance. These shall be provided to the Client's Representative or the Superintendent as required under the Contract to support payment and other claims.

The Project Documents shall be made available for inspection and copying by the Client or any other person nominated by the Client in accordance with contractual obligations.

At completion of the project, SWC shall forward records to the Client's Representative or to the Superintendent in accordance with contractual obligations, namely:

- a) the lot register and non-conformance register, together with fully dispositioned and closed out non-conformance reports;
- b) test results, analysis reports, measurements and observations as detailed in Contract documents or specified by the Superintendent;
- c) records of measurements of lot quantities;
- d) daily rainfall register; and
- e) as-constructed drawings, warranties and other documents as required under the Contract.

All project records are to be held by SWC for a minimum of seven (7) years from the date of the Final Certificate for the Contract, except for project safety records which are to be held for 30 years.

4.4.1 Records Management Plan

Where required, a Records Management Plan shall be developed for the control of project records to address the following minimum requirements:

- provision of the required information to the client under the contract
- listing, submission and delivery of identified or contract specified records
- the disaster recovery plan for the project for business continuity purposes

The Records Management Plan must include relevant referencing to the Project Management Plan and Quality Management Plan.

4.5 Corrective and Preventative Action

Reference Procedure:

SWC-IC-040: Improvements and Customer Satisfaction

There are two stages of corrective action:

- a) the immediate corrective action required to dispose of the non-conformance; and
- b) the corrective action required to prevent recurrence of the non-conformance.

Preventive action is action taken to prevent a non-conformance in the first place. That is, by eliminating the potential causes of non-conformances altogether so that there is no chance of occurrence. Of corrective and preventive action, the latter is the preferred treatment option. Opportunities shall be provided at site discussions / meetings for preventative action to be identified.

Personnel, work process, and/or system deficiencies are detected, generally, as the result of a non-conformance or substandard condition. Depending on the system affected, various corrective and preventative action forms are available to facilitate completion of the required action.

Appropriate corrective and preventive actions shall be nominated by the most appropriate person who is authorised and available to do so.

Where appropriate, a follow-up date to determine the close-out and effectiveness of the nominated corrective and preventive action shall be nominated and documented.

System documentation shall be revised as necessary to prevent recurrence of the non-conformance or condition.

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4.6 **Internal Audit**

Reference Procedure:

SWC-IC-050: Internal Audits

Internal Audits will be carried out, as a minimum on the quality, procurement, safety and environmental systems:

- a) to monitor the implementation and effectiveness of the specific system management plan;
- b) to monitor and verify conformity with specified requirements;
- c) for surveillance of providers to the organisation; and
- d) to provide independent objective assessment, when required, to meet the needs of the Client or other interested parties.

Audits shall be scheduled to minimise disruption to construction, and will be performed by relevant system manager.

The proposed audit schedule for this project is provided in **Attachment 7: Project Audit Schedule**.

4.7 **Control of Monitoring and Measuring Devices**

Reference Procedure:

SWC-IC-060: Control of Monitoring and Measuring Devices

Monitoring and measuring equipment shall be maintained in accordance with the reference procedure and the manufactures' specifications.

All monitoring and measuring equipment used for compliance and conformance testing under quality, safety and environmental management systems and owned by SWC or its regular providers shall be regularly calibrated and / or checked at regular nominated intervals. A record of all calibration / checking shall be kept in a Monitoring and Measuring Equipment database. This is corporately controlled by the National Quality Manager.

QAR's shall ensure evidence of current calibration status is obtained and kept on site for all ad-hoc monitoring and measuring equipment.

All monitoring and measuring equipment shall be suitably stored and protected from damage and deterioration.

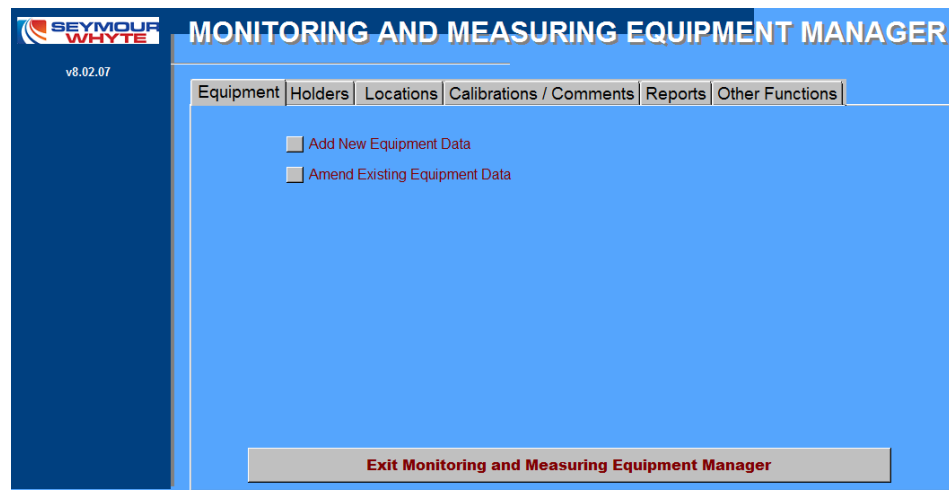
Should a monitoring and measuring equipment device be found to be damaged or out of tolerance without a known cause, the validity of all previous results from the equipment shall be verified to ensure compliance with tolerances.

4.7.1 **Monitoring and Measuring Equipment Manager**

To assist in the management of monitoring and measuring devices, the Monitoring and Measuring Equipment Manager database will be utilised. This database monitors calibration due dates and captures calibration records. A raft of reports can be obtained for individual holders and project specific equipment registers.

The Monitoring and Measuring Equipment Manager main menu is shown in the screen shot below.

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4.8 **Analysis of Data**

Reference Procedure:

SWC-IC-070: Statistical Analysis

Various data shall be analysed from time to time and as required by the Contract including but not limited to:

- a) process characteristics such as concrete strength results, field material density tests, etc;
- b) progressive and performance survey results;
- c) audit results;
- d) health and safety Indicators; and
- e) other measurable objectives and indicators under the various systems.

The above data shall be analysed by the relevant system manager or appropriate project staff and in the event of the detection of adverse trends an action plan shall be formulated and will provide appropriate corrective and preventive action.

4.9 **Communication**

Reference Procedure:

SWC-IC-080: Communication

The processes of the various management systems and their effectiveness shall be communicated to all relevant staff by means of:

- training, briefing and inductions;
- reports / audits / inspections;
- internal meetings;
- written communications; and
- formal documents such as the Quality Manual and quality plans.

The mode of communication will depend upon the type of information and the recipient. At the project level it will generally be the Project Manager who will initiate communications.

Communication with the wider team including the workforce is paramount to project success; the team shall communicate on a day-to-day basis by way of;

- Daily Pre-start meetings and Task Hazard Assessments,
- Toolbox talks,
- Workforce presentations and meetings,

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- Task Specific 'planning session' conversations,
- Notice of Wide Load Activities,

The construction management staff shall partake in regular formal meetings with set agendas. These meetings shall relate to specific disciplines/areas and/or cover interface issues with various disciplines/areas. Particular meetings will also need to include RMS representative and others associated with the Project.

The Project's Community Liaison and Traffic and Environmental Officers shall communicate, on a daily basis, with external parties including the traffic permits office, trucking companies, and RMS as well as internal communications with the construction teams for collecting and delivering information in liaison with the stakeholders.

The construction teams may also be required to attend particular stakeholder meetings to directly disseminate information for further discussion/action.

The construction team shall review the effectiveness of all construction procedures and outcomes during weekly meetings. The purpose of the meeting shall be to continually improve the construction processes with the key focus on the Project Objectives and to;

- Review internal & external safety, environmental and quality performance,
- Review impact on travelling public (assessment of travel time surveys),
- Review progress of works,
- Review budget,
- Review status of lot conformances,
- Review the effectiveness of work procedures,
- Review effectiveness of relevant Construction Sub-Plans during management reviews,
- Review performance of risk management,
- Review audit and inspection findings,
- Review changes to legal, statutory and industry codes of practice,
- Review training needs of field supervision and construction management staff, and
- Impact on stakeholders.

The Project Manager, or delegate, shall chair the meeting.

Where required, all construction plans and documents must be revised or amended to reflect the current methodologies, controls and administration regimes.

A raft of communication forums is used within SWC. These are detailed in the reference procedure and a project specific Communications Management Plan.

4.9.1 Correspondence Management

Project control of the important communication mediums of incoming and outgoing correspondence and Requests for Information (RFI's) is vital.

To assist in the management of correspondence and RFI's the Correspondence Manager database will be utilised to generate and register all project correspondence and RFI's. The database generates unique Document Reference Numbers to ensure individual records are identifiable.

4.10 Payment Record System

In accordance with the requirements setout in the GCOC CL 43, Seymour Whyte manage and control payment to its providers and subcontractors using Viewpoint VISTA™. This system records all details of transactions with the Subcontractor, details of Claims for payment, payments made, retention and securities held in cash or unconditional undertakings or any other item.

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5 MANAGEMENT PLANS

A number of management plans will be developed for this project to manage specific operational activities and functions. The plans and their interconnecting relationships are shown in **Attachment 1 - Management Plans Organisation Chart**.

Additional management plans and sub-management plans shall be prepared as necessary on a project specific basis. A brief description of the key management plans and an outline of their primary functions are provided as follows:

5.1 **Environmental Management Plan (EMP)**

A project specific EMP has been developed in accordance with AS/NZS ISO 14001 to provide a system for effective environmental management. The implementation of this plan will ensure the project establishes and maintains industry best practice controls to manage potential environmental impacts particularly during the construction phase of the project and, wherever practicable, realise opportunities for enhanced environmental outcomes.

The EMP addresses the project environmental activities and functions including but not limited to:

- a) identification of significant and minor environmental risks applicable to the project (i.e. water, dust, noise, vibration, etc.);
- b) identification of cultural and heritage issues applicable to the project;
- c) identification of applicable legislative and regulatory obligations;
- d) identification of applicable environmental permits, licences and approvals;
- e) provision of procedures for management and reporting of greenhouse gas emissions and energy consumption (which may include a sub-ordinate Carbon Emissions Management Plan);
- f) communication, induction and training of site personnel for environmental issues, procedures, measures and controls;
- g) provision of procedures for environmental protection and mitigations including impact monitoring, auditing, reporting, reviewing and improvements to environmental procedures, measures and controls; and
- h) provision of procedures for investigation and resolution of non-conformances and initiation of corrective and preventive actions associated with environmental procedures, measures and controls.

5.2 **Traffic Management Plan (TMP)**

A project specific TMP shall be developed to provide the overriding traffic management controls to ensure the project's impact upon road users is minimised. The TMP will provide the mechanism and procedures to ensure the safe and orderly passing of vehicle and pedestrian traffic through and around the site.

Within each construction stage of the works, one or more specific Traffic Guidance Schemes (TGS's) may be required in accordance with statutory traffic control requirements and to address the specific site requirements and conditions at that time.

The TMP will address traffic management activities and functions including but not limited to;

- a) the traffic management staging;
- b) the significant construction activities impacting road users;
- c) the requirements for permits and approvals;
- d) the requirements for advertising, notifications and communications; and
- e) the traffic management procedures and arrangements for: signing and delineations; detours and side-tracks; site and adjacent property accesses; and other project specific traffic management requirements.

The TMP will also address as separate sub-plans the Speed Management Plan and the Incident Management Plan.

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5.3 **Community Liaison Plan (CLP)**

A project specific CLP has been developed. Our approach to community and stakeholder communication and engagement focuses on building relationships and targeting information to meet specific stakeholder requirements. Our methodology is based on accurate, timely and relevant information distribution that communicates key project activities, stages and milestones, while protecting and enhancing the reputation of the Client.

Essentially our approach incorporates:

- a) No surprises – communication and engagement with stakeholders and community is open, promotes trust and encourages mutually beneficial two-way communication
- b) Every interaction is viewed as a ‘moment of truth’ – an opportunity to engage and influence opinion
- c) Information is efficiently and effectively communicated in a clear, timely and accurate manner
- d) Enquiries and complaints are handled promptly and responded to according to set protocols
- e) Stakeholders and the community are encouraged to actively participate in community engagement activities and provide feedback
- f) Working in partnership with the Client.

Equally important will be continual review, adjustment and refinement of this strategy to ensure it remains relevant to stakeholder, community and project needs. This will be done on a daily and weekly basis as part of our partnership with the Client and more formally on a monthly basis as part of monthly progress reports.

The CLP details the project team’s proposed approach to managing and implementing community engagement from Contract Award to Practical Completion.

5.4 **Workplace Health and Safety Management Plan (WHSMP)**

Based on the objective of zero harm and the principle that “no one starts work until it is safe for them, their colleagues and the environment”, health and safety management is critical for the safe and efficient delivery of this project. This includes the safety requirements at each phase of the project from design, planning, preliminary works and construction operations in the field.

To facilitate this, a project specific PSP has been developed in accordance with AS/NZS 4801 and relevant legislation to provide a system for effective health and safety management on the project. The implementation of this plan will ensure the project establishes best practice health and safety management controls.

The PSP addresses the project health and safety functions to be managed including but not limited to:

- a) safety risk management;
- b) inductions and communications;
- c) training and competencies;
- d) workplace health and safety committees;
- e) incidents and accident reporting and investigation;
- f) a Project Improvement Plan to register and track through to completion all safety related corrective actions; and
- g) project specific issue management (e.g., height safety, trenching, safe work method statements, etc).

5.5 **Quality Management Plan (QMP)**

Compliance with Client requirements and prescribed project documentation is a key project quality objective. The project QMP will be developed in accordance with AS/NZS ISO 9001 and MRTS50 to provide the policies and procedures to ensure that the quality objectives are met. Objectives of the QMP shall include:

- a) clarification of the project quality management responsibilities;

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- b) identification and implementation of strategies to eliminate, mitigate or re-design hazards and risks which may lead to diminished product quality or incident;
- c) the provision of a mechanism to engage all quality personnel in delivery of the quality objectives;
- d) the management of the quality interface across the project team; and
- e) ensuring all compliance and reporting requirements are met.

The QMP will address the project quality system functions to be managed including but not limited to:

- a) project start-up;
- b) design management;
- c) project process controls;
- d) compliance inspection and testing;
- e) control of nonconforming product; and
- f) project completion and handover.

5.6 **Emergency Response Management Plan (ERMP)**

A project specific ERMP shall be developed and implemented for this project to ensure timely and efficient management of emergencies and incidents. The ERMP will address the key functions to be managed including but not limited to:

- a) Risk assessment to determine emergency situations which could feasibly occur on site;
- b) the manner in which such risks will be controlled and managed; and
- c) processes for notification of relevant parties.

5.7 **Workplace Relations Management Plan (WRMP)**

Sound and compliant human resource management principles are paramount to the success of the project. These principles will apply to all work areas and to all personnel employed on the project including sub-contractors, staff and wages personnel.

The WRMP will be developed to provide consistent and compliant systems and processes for the management of human resources and industrial relations on the project. The WRMP will address human resource activities and functions including but not limited to;

- a) policy and protocols to manage employment;
- b) development of Position Descriptions (PD's) and competency matrices;
- c) performance reviews;
- d) employee recruitment, induction, retention, development and training (which may include a subordinate project Training Plan);
- e) employee grievance and counselling processes;
- f) The principles of equal employment opportunity (EEO) and equal opportunity for women in the workplace;
- g) the Federal or State awards that are likely to cover SWPBJV and its subcontractors in the carrying out of the Contract Works;
- h) code compliance;
- i) union right of entry;
- j) dispute management; and
- k) Industrial agreements.

5.8 **Local Industry Participation Plan (LIPP)**

A LIPP will be developed to set out the processes SWC will implement to ensure that the project meets its objectives in relation to the procurement, involvement and development of local industry, in line with the requirements of the Queensland Government's Queensland Charter for Local Content.

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SWC is committed to providing full, fair and reasonable opportunity for Queensland and Australian industry to participate in the provision of goods, equipment, services and technology.

SWC will ensure that opportunities to maximise local industry participation, technology transfer, job creation, skills development and regional development are provided by this project including:

- Full, fair and reasonable opportunity is defined as: “the provision of equitable opportunity for competitive local suppliers to participate in the procurement activity with due consideration in the tender evaluation being given not only to price, quality and delivery but also to the benefits of whole of life costing and local sourcing”;
- Using Australian Standards and Codes in the formulation of specifications, tenders and the letting of contracts (except where it is unreasonable to do so);
- Providing timely information and facilitating project information briefings, when necessary, to Queensland industry so that local suppliers have adequate time to identify potential opportunities and to establish their competitive position;
- Ensuring that Queensland design, engineering, manufacturing, construction and project management capabilities are considered when preparing work scopes to enhance Queensland industry opportunities, without impacting on safety, reliability, quality, cost or schedule; and
- Evaluating tenders / quotes on a full life cycle cost basis whilst taking into account all environmental, quality, safety, reliability, delivery and ongoing operational support considerations.

5.9 **Severe Weather Management Plan (SWMP)**

A project specific SWMP has been developed. The purpose of this plan is to describe the arrangements and actions required in the event of a Severe Weather advice being issued in order to minimise the risk of injury, environmental impact and financial loss to the Project.

The specific types of severe weather that have the potential to impact the project include:

- severe storms;
- flash flooding;
- bushfires; and
- extreme temperatures.

The SWMP addresses the potential impacts of severe weather and the objectives. Detailed procedures within the plan explain how the various severe weather events will be managed specific to the project. A detailed list of emergency contacts also forms a key part of the plan.

5.10 **Public Utility Relocation Management Plan (PURMP)**

A project specific PUMP will be developed.

Meticulous and thorough planning is required to ensure safe, efficient and delay free utility infrastructure and plant relocation works. As the cornerstone of the PUMP, planning is to be the chief consideration with regards to this work. In addition this key requirement, the PUMP will:

- show the full extent of existing PUP and the proposed PUP Works;
- have full input from the relevant utility owner in prior to any project activities commencing in respect of PUP Works is commenced;

Where applicable plans are to include:

- concept layout drawings / plans which show the extent of proposed PUP to be relocated and/or protected to accommodate the Project Works;
- a table of services conflicts;
- evidence of consultation with the utility owner relating to the scope of work required to be undertaken to accommodate the Project Activities; and
- relocation methodology for identified PUP works

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To assist with the above requirements, designated project staff will have the specific responsibility for PUMP management.

5.11 **ISCA Management Plan (ISCAMP)**

The Infrastructure Sustainability Management Plan (Construction) describes the management processes by which SWC will comply with the sustainability requirements of the contract for the project.

SWC will:

- ensure that sustainability is addressed throughout the performance of the work
- ensure that sustainability is embedded into the construction of the works and temporary works
- develop, implement and maintain governance structures, processes and systems that ensure integration of all sustainability considerations, initiatives and reporting.

The project will be targeting ISCA Ene-1 and 2 credits by:

- Monitor and model energy use and GHG emissions and undertake actions to reduce them including Scope 1, Scope 2 and land clearing across the infrastructure lifecycle (Ene-1-2); and
- The Project will be targeting ISCA credit Mat-1 level one credits by monitoring of materials lifecycle impacts using the Materials Calculator across the infrastructure lifecycle.

Regarding water use the Project will be targeting level two ISCA credits for both Wat -1 and Wat-2. Wat-1 credits will be achieved by monitoring and modelling of water use and demonstrating a reduction in water use compared to base case footprint. Credit point requirements for Wat-2 will be met by monitoring and modelling that demonstrates that a portion of total water use is from non-potable sources.

5.12 **COVID Management Plan (COVIDMP)**

The World Health Organisation has announced that the Coronavirus (COVID-19) is a pandemic (an infectious disease outbreak that spreads on a global scale). The spread and effects of the Coronavirus (COVID-19) around the world is having a devastating impact to people, communities and businesses.

The Australian Government is managing the COVID-19 as a health emergency. SWC is relying on the information provided by the Australian Government Health Department for our decisions regarding the Coronavirus. Whilst we will update this plan regularly, we encourage all our employees to stay up to date with the latest advice which can be found here:

<https://www.health.gov.au/news/health-alerts/novel-coronavirus-2019-ncov-health-alert>

SWC will develop a COVID Management Plan to outline the companies strategies and initiatives in implementing risk management and deploying resources to limit the impact of COVID-19.

The purpose of the plan is to:

- to provide guidance to SWC project team on potential actions to minimise the risk of Coronavirus workplace infections;
- assist the site management team in understanding their operational and project responsibilities for managing the risks associated with COVID-19;
- outline the procedures in place to address the risks associated with COVID-19 and maintain a 'business as usual' approach as much as is practicable.
- minimise overall business disruption and uncertainty

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Attachment 1 Management Plans Organisation Chart



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Attachment 2 Project Organisation Chart

[Refer to the following attachment]

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Attachment 3 Project Primary Contacts List

[Refer to the following attachment]

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Attachment 4 Project Staff CV's

[Refer to the following attachments]

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Attachment 5 Project Audit Schedule

The proposed audit regime for the project is in accordance with the following schedule:

System / Component	Initial Audit (mmm/yy)	Interval (months)
Quality (Quality Management System, products and services, work process controls etc)	1-2 months after possession of site	6
Safety	1-2 months after possession of site	6
Environmental	1-2 months after possession of site	6
Procurement	0-1 month after possession of site	3