Integrated Project Management Plan

Mt Crosby Weir Bridge Duplication

Seqwater

141-4249

BMD constructions

BMD urban

Empower ENGINEERS & PROJECT MANAGERS

JMAC CONSTRUCTIONS

urbex

Job Name:	Mt Crosby Weir Bridge Duplication
Job No:	4249
Principal:	Seqwater

Document Version Control

Version No.	Effective Date	Details Document History / Change Trigger	Prepared By	Approved By
A	12/04/2022	First Issue – I-Deal Docs IPMP Generation	Nicholas Maher	Dean Fogarty
B	20/04/2022	Internal Review Approval - Issue to Client for acceptance.	Nicholas Maher	Dean Fogarty

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1. Introduction

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.

Scope

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 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.

BMD Policies

BMD policies will be made available (electronically or in hard copy format) to all project personnel (including subcontractors) 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.

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 Constructions Pty Ltd also holds accreditation with the Office of the Federal Safety Commissioner (OFSC). Details of BMD's accreditations are provided on the BMD Certifications register.

ABN No. 59 010 126 100 will be acting as Principal Contractor on this project.

Aboriginal and Torres Strait Islander 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 Jinibara and Yuggera 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)
- Supply Nation corporate membership.

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.

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.

Project Overview

This document has been prepared for contract number 04503.

The new bridge will be built almost three-metres higher than the existing bridge and is designed to better withstand flooding and recover from inundation. The new bridge is also dual-lane which provides for more efficient traffic flow and permits larger vehicles such as truck and buses to safely cross the Brisbane River.

Project Start Date: 6/04/2022

Project Completion Date: 27/04/2023

Project Location

Mount Crosby Weir Bridge

Allawah Road

Chuwar, Qld, 4306

Principal and Consultants Details

The project is being constructed on behalf of:

Key Principal Contact:

- Colin Thompson / Principles Representative / 0421500708 / Colin.thompson@seqwater.com.au

Principal name and correspondence details:

Seqwater ABN 75 450 239 876

Icon Building
117 Brisbane St
Ipswich Qld 4305

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

Key Nominated Consultants contact:

- Andre Retief/ Administrator/ 0421976766/ Andre.retief@seqwater.com.au
- David Vroom / Administrators Representative / 0435 500 546 / David.vroom@seqwater.com.au

Nominated Consultants name and correspondence details:

Seqwater 75450239876

117 Brisbane Street

Ipswich, QLD, 4305

Description of Works

The work required to be carried-out by BMD under the contract includes (but not limited to) the following elements:

- Construction of a new two-lane bridge immediately downstream of the existing bridge at a height nominally 2.0m higher than the existing bridge deck
- Augmentation of existing 450mm and 710mm water main and valve assemblies on the western bank
- Concrete encasement of the adjacent 1,670Ø trunk water main on the eastern abutment, and
- Development of appropriate staging plans and temporary works to facilitate construction of the new bridge
- Internal and external condition inspection and reporting of the existing 1,670Ø trunk water main

- Localised roadworks to provide approach to the new bridge structure
- Progressing of any outstanding approvals
- Protection and/or relocation of any existing services in conflict (temporary or permanent)

Project Review

A management review of performance will be conducted by the senior manager (Leigh Hahn - Project Director), 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 Objectives and Targets.

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.

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

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	Name	Contact Number
Construction Manager	Leigh Hahn	+61 404 804 246
Project Manager	Dean Fogarty	+61 438 108 862
Senior Project Engineer	Nicholas Maher	+61 408 729 415
Foreman	Christopher Jones	+61 439 325 714
Safety Representative / Advisor	Peter Douglas	+61 438 794 886
Environmental Representative	TBC	
Quality Representative	Nicholas Maher	+61 408 729 415
Service Advisor	Nicholas Maher	+61 408 729 415
Community Stakeholder Officer	TBC	

Staff Responsibilities

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

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.

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

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)
- temporary platforms for cranes and piling works.
- flashboards installed on existing weir.

4.1.2. Design Plans

Design plans 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 and/or design subcontractor's activities will be included in this document.

The following design plans will be included as appropriate. No design plan has been identified as required for this project.

- traffic management plans
- formwork and/or scaffold design plans
- concrete mix design

- lifting plans
- temporary draining plans
- wall and/or building design plans
- platform design plans
- retaining wall design plans
- temporary works
- other (project add or delete the list above as needed).

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.

Risk Assessment / Risk Register

Safety, environmental and quality 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 any 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).

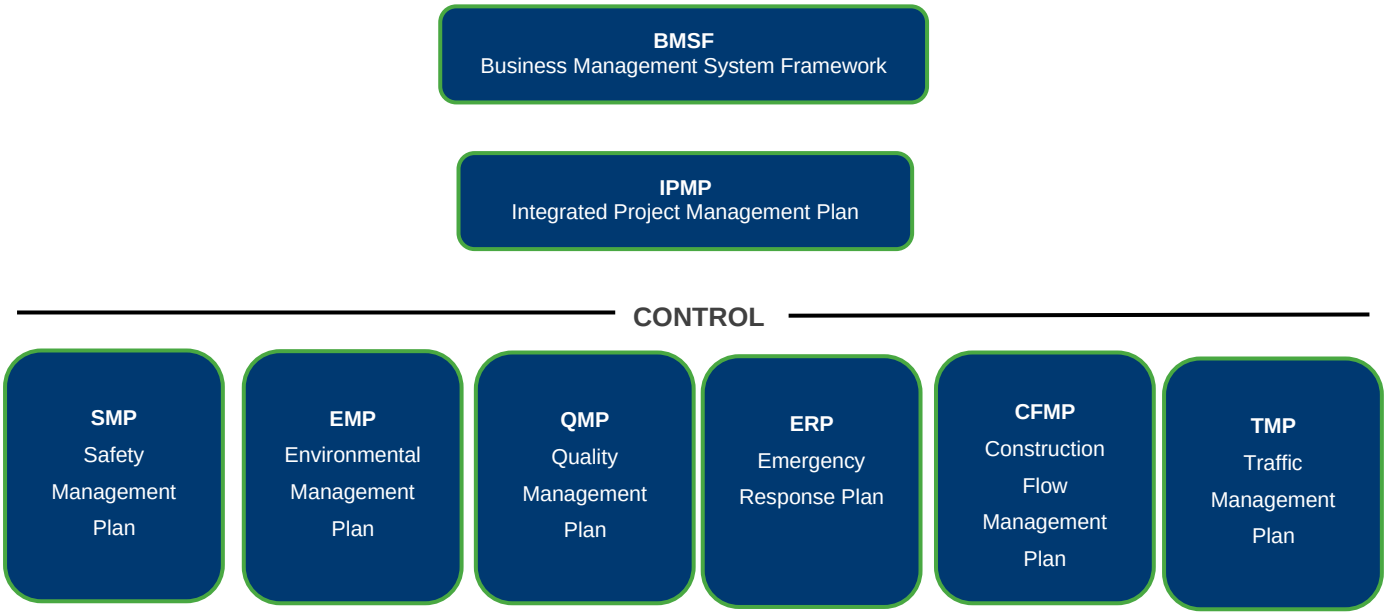
6. Project Document and Records

Documents Structure

This document is the project management document that links the various associated management system processes together (see diagram below). The document and its attachments meet the various state and territory legislation requirements for a construction operating system.

The diagram above indicates this document should be read in conjunction with the following keystone documents:

- Business Management Systems Framework (BMSF)
- Safety Management Plan (SMP)
- Environmental Management Plan (EMP)
- Quality Management Plan (QMP)
- Emergency Response Plan (ERP)
- Traffic Management Plan (TMP)
- Construction Flow Management Plan (CFMP)
- Cultural Heritage Management Plan (CHMP)



All documents will be managed as per the Document and Records Management standard and stored in accordance with the Project Filing Structure - Constructions.

Any formal project documents, internal or external, are to be issued via the Transmittal system 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 practical if this document and associated management system documents:

- do not adequately address the specification requirements
- are causing non-conformances
- 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.

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 - Constructions.

Business Management Systems Framework

BMD has a set of management documents which govern the working procedures for the Group as a whole. The main management document related to this project is the BMD Business Management Systems Framework, which covers the operations BMD undertakes across all states within Australia.

Integrated Project Management Plan

This document is the overarching plan to the suite of project management plans required under the contract. This document provides an introduction to the project in terms of the:

- scope of the works
- constraints of the project
- specific risk(s) related to the project
- delivery plan of the works
- resources to be utilised for the project
- communication channels between relevant parties involved in the project.

Safety Management Plan

The Safety Management Plan (SMP) is a very detailed and comprehensive plan developed to provide the highest level of health and safety performance. The development of safety processes, procedures and controls will ensure that all work carried out is conducted in a safe and controlled environment. This is to ensure the safety of all staff, including the public and interested stakeholders, and ensures legislative obligations and safety objectives are met. The SMP is based upon the ISO45001 “Occupational Health and Safety Management Systems” framework.

Environmental Management Plan

The Environmental Management Plan (EMP) documents the project policies and procedures for the environmental management of activities associated with the project. It has been written to meet the requirements of:

- the Environmental Policy
- ISO14001 standard
- BMD’s Business Management System (BMS)
- client and project specifications
- recommendations and conditions as determined by the applicable environmental and other operational works approvals
- relevant environmental legislation
- client requirements and documentation.

The intent of the EMP is to be effective and practical. It provides a commitment to conforming to applicable environmental legislation, regulations and other requirements along with continual improvement in environmental performance.

This document details how environmental safeguards outlined within the environmental approvals and specialist environmental reports will be addressed. The main purpose of the plan is to be a reference manual for BMD personnel, which contains the mitigation measures to be implemented to manage the potential environmental impacts of the construction works. The EMP is based on the ISO14001 “Environmental Management Systems” framework.

Quality Management Plan

The purpose of the Quality Management Plan (QMP) is to provide a complete management document to be used on a day-to-day basis by onsite project staff. The QMP is an integral part of this document. The QMP has been developed to provide a framework for the management of all quality aspects and impacts associated with the construction of the project. The QMP is based on the ISO9001 “Quality Management Systems” framework.

Traffic Management Plan

The Traffic Management Plan (TMP) aims to outline work processes and any associated traffic issues relating to the project. It includes the movements of trucks and plant within the limits of the project itself and the roads that are accessible.

Not Used

Note Used

7. 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.

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 HSEQ issues will be managed in accordance with the HSEQ Issue Resolution Management standard.

7.1.1 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.

7.1.2 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.

Records of the toolbox talk are to be stored in accordance with the Project Filing Structure - Constructions.

Health and Safety Representatives

Health and Safety Representatives (HSR) 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.

Health, Safety, Environmental and Quality Committee (HSEQ)

The project team may establish a HSEQ committee for this project.

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 required/requested.

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 Foreman's App.

Stakeholder and Community Relations

6.1.1. Community Liaison

The project will notify 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.

6.1.2. Liaison with Government Agencies

The project manager or relevant representative will liaise with the applicable 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.

6.1.3. 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.

6.1.4. Not Used

8. Training and Competency Management

Inductions

Full details around inductions are provided in the Safety Management Plan.

8.1.1 General Construction Industry Inductions

All workers onsite (visitors excluded) must have completed a general construction induction for the relevant state or territory where the work is being undertaken, prior to arriving onsite. 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.

8.1.2 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.

The induction process will use 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 re-applied for another short-term induction within a three month period.

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, however they must remain under escort and/or direction of an inducted 'BMD representative'.

Deliveries to site will require the Delivery Driver Induction to be conducted with the driver.

Visitor Induction

All visitors must report to the site office before entering the site to receive a visitor induction, and must remain under full escort of an inducted BMD representative while onsite.

Operator Competency

The project will ensure that the personnel required to operate high risk plant/equipment (high risk work) are holders of 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.

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.

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 strive 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 home page.

9. Project Inspections and Observations

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 onsite.

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 and environmental requirements through the use of Activity Based Conversation (ABC) in accordance with the Workplace Inspection and Observation (Monitoring) Management standard. A record of the conversation must be recorded in the ABC Register database.

10. HSEQ Subcontractor Management

Subcontractor and Supplier Pre-Award Evaluations

Prior to commencing onsite, a subcontractor and supplier evaluation must be undertaken using the BMD Subcontractor Pre-Award Evaluation form or Supplier Pre-Award Evaluation form 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.

Subcontractor Onboarding

For subcontractor 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 used 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.

Quality Control

Subcontractors requiring the principal's approval will be as nominated in the contract. Applications for approval of subcontractors shall include 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.

Safety and Environmental Controls

Subcontractors will be 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 subcontractor's 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, environmental or quality 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) and completed checklist will also be uploaded into the system in accordance with the Documents 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.

Subcontractor and Non-Conformance

All subcontractor non-conformances are to be documented on the Subcontractor Infringement Notice form and actioned in accordance with the Discipline Guidelines.

Subcontractor and Supplier Close-out Evaluations

A 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.
- Ethical behaviours

11. 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 Right of Entry requirements, BMD's Right of Entry Supervisors Handbook - Qld, is issued to all staff.

12. 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.

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.

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.

Project Costing

Project costing will be conducted and maintained in accordance with the Costing Procedure Manual.

Procurement

Procurement will be conducted and maintained in accordance with the Purchasing and Supplier Commercial Procedure. 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.

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).

Purchasing Products and Materials

12.6.1 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.

12.6.2 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.
At execution of the Fromal Agreement the Principal indicated that they are not supplying any permanent materials.

12.6.3 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 core operating procedure (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 Safety Data Sheet (SDS).

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.

13. 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.

Administration

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

- 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 onsite. The review shall also address construction techniques, subcontractors, materials, costs and staff performance with minutes kept to provide a record.

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 principals 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.

Risks 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.

Defects Liability Period

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

Key risks or aspects to consider during this period are:

- asbestos management
- confined spaces
- electrical equipment

- energy use
- hazardous chemical
- hazardous manual task
- isolation and tagging
- lifting equipment
- plant and equipment
- trenching and excavation
- waste and recycling
- water quality
- working at heights
- working near or over water
- working near services
- working near traffic (refer to the Traffic Management standard)

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. The 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.

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.

Handover

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

1. within 14 days after the issue of the Certificate of Completion, the project will provide to the principal any commissioning records and operation, and maintenance manuals relevant to the Works; and,
2. within 28 days after the issue of the Certificate of Completion, BMD will provide to the principal electronic copies of all quality records.

BMD also acknowledge at the conclusion of the Defect Liability Period, the Principal will be handing over new bridge to Brisbane City Council as the final asset owner.