Fulton Hogan

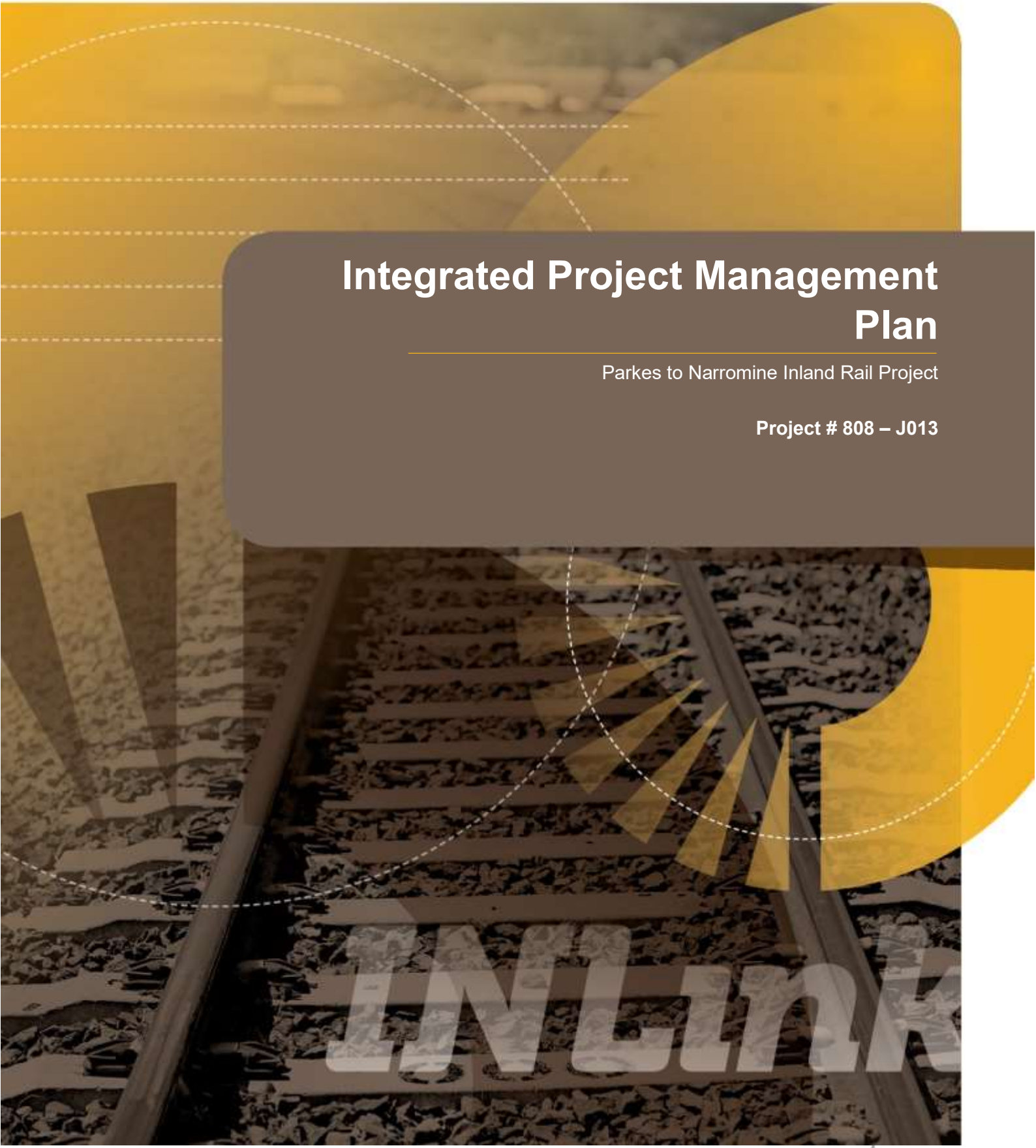
BMD constructions

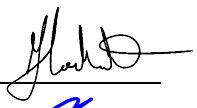
INLink
IN your region. IN it for you.

# Integrated Project Management Plan

Parkes to Narromine Inland Rail Project

**Project # 808 – J013**



| | | | |
|---|---|---|---|
| Job No.: | 808 - J013 | | |
| Principal: | Australian Rail Track Corporation, (ARTC) | | |
| Authorised by: | Mark Goulevitch  | Date: | 14/10/2018 |
| Reviewed by: | Tejas Shah  | Date: | 14/10/2018 |

**Document Version Control**

| Version No. | Effective Date | Details of Document History / Change Trigger | Approved By |
|---|---|---|---|
| 0 | 30/10/2018 | Approved Base Document | Mark Goulevitch |
| 1 | 12/11/2018 | Updated with Client Comments | Mark Goulevitch |
| 2 | 13/09/19 | Periodic review following internal audit observation | Mark Goulevitch |
| | | | |

# Integrated Project Management Plan (IPMP)

## Parks to Narromine Inland Rail
## Project # 808 – J013

**Table of Contents**

## Attachments

**Attachment A Project Organisational Chart**

## Glossary of Terms

| Term | Definition |
|---|---|
| ARTC | Australian Rail Track Corporation (Principal) |
| ATMS | Advanced Train Management System |
| BMD | BMD Constructions |
| CAR | Corrective Action Request |
| CEMP | Construction Environmental Management Plan |
| EIRMP | Employee & Industrial Relations Management Plan |
| GBSM | The Group Business Systems Manager |
| INlink | Contractor Joint Venture (Fulton Hogan \| BMD Constructions) |
| IPMP | Integrated Project Management Plan |
| ITP | Inspection and Test Plan |
| MSDS | Material Safety Data Sheet |
| MSPM | Management System Procedures Manual |
| NCR | Non-Conformance Report |
| OFSC | Office of the Federal Safety Commissioner |
| P2N | Parkes to Narromine |
| PQR | Project Quality Representatives |
| PTOS | Phoenix Train Order System |
| QMP | Quality Management Plan |
| RFI | Request for Information |
| RMP | Records Management Plan |
| RMS | Roads and Maritime Services |
| SEMP | Site Establishment Management Plan |
| SMP | Safety Management Plan |
| TWMP | Temporary Works Management Plan |

# 1 Introduction

## 1.1 Purpose

With BMD Constructions (BMD) undertaking the role of Principal Contractor for the Project on behalf of INLink, this plan is primarily based on the BMD Group Management Systems.

The Integrated Project Management Plan (IPMP) utilises the BMD Group System and amalgamates project specific conditions, principal requirements, processes and documentation (as applicable) to ensure effective and efficient management of the project.

In essence, this document brings all project requirements together and acts as a communication tool to facilitate the use of BMD Policies, Standards and Core Operating Procedures (COP), to achieve alignment with Principal requirements and to achieve all other agreed and nominated outcomes for the project.

Our system is designed to produce high quality work in an environmentally aware manner with the consideration of the health and safety of all workers and the public as paramount.

## 1.2 Scope

Our integrated management system encompasses health and safety, environment, quality, commercial, people and subcontractor management.

The Project Manager shall ensure a regular review of this document is undertaken to ensure it reflects changes to the contract, BMD Management Systems, legislation and relevant standards. As a minimum, review of the IPMP is to occur at the following key points:

- Prior to issue and implementation on the project. This review shall be conducted by a INLink representative external to the project such as the Regional / Business Unit Systems Representative / 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 will not be completed within four (4) 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 mechanism will capture the impact of key changes to legislation and relevant internal and external standards along with internal process changes.
- Items generated from project corrective actions, improvement actions and observations via internal and external audits or suggestions.
- Outcomes from incidents and investigations that require a material change to Core Operating Procedures and Standards to prevent reoccurrence.
- Changes in project personnel.

Agreed direction and input from the Principal to ensure the process implemented meets their requirements and objectives.

## 1.3 BMD Policies

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

## 1.4 Management System

BMD has a documented management system meeting the requirements of:

- AS/NZS ISO 9001:2015 (Quality Management Systems);
- AS/NZS ISO 14001:2015 (Environmental Management Systems); and,
- AS/NZS 4801:2001 (Occupational Health and Safety Management Systems).

BMD holds third party certification to the above Standards and various accreditations with State and Territory authorities. BMD also holds accreditation with the Office of the Federal Safety Commissioner (OFSC). Details of BMD's accreditations are documented on the BMD Certifications Register.

## 1.5 Building Code 2016

INlink is certified to The Building Code 2016 and Guidelines which are designed to further enhance industry behaviour and to ensure compliance with all legal obligations and ethical tendering requirements. Compliance requirements are detailed in the Code Compliance Standard.

The project has been identified by ARTC as falling under the application of The Code (hence utilising Commonwealth funding) and therefore the project is obligated to ensure Code compliance of its subcontractors and any contractors engaged, either directly or indirectly, by these parties in meeting full Code compliance.

As the project has been identified as Code Compliant, a Workplace Relations Management Plan (WRMP) has been created for the Inland Rail – Parkes to Narromine (P2N) Project and has been approved by the ABCC. The additional criteria around communication of set requirements to subcontractors during procurement and on-boarding have been included.

# 2 Project Overview

## 2.1 Project Overview

This document has been prepared for the Inland Rail – Parkes to Narromine (P2N) Project.

Project Number: 808-J013

Project Start: **Nov – 2018 (Actual Start Feb 2019)**

Project Completion: **June - 2020**


**Figure 1 – Location Map of Parkes to Narromine (P2N)**

### 2.1.1 Extent of Works

- 449.142km to 547.550km (brownfield upgrade) plus tie in works either side; and
- The North-West Connection (greenfield section).

## 2.2 Project Information Overview

Inland Rail will complete the backbone of Australia's national freight network, linking Australia's five largest capital cities, top four agricultural regions and seven major ports to help make the agricultural and resource industries more competitive. This proposed standard gauge inland railway comprises a ~1,730km alignment to provide an efficient freight link to meet future demand for inter-capital domestic containerised freight between Melbourne and Brisbane.

The Parkes to Narromine (P2N) Project is a brownfield section of rail upgrade within the Inland Rail Programme. The Project is approximately 107km long. The project involves upgrading the existing track and the design of approximately 5.3km of the new Parkes North-West Connection in a greenfield corridor.

## 2.3 Description of Works

The work required to be carried-out by INLink under the contract includes, however, is not limited to the following elements:

- Upgrading approximately 107km of the existing track and earthworks, including installing new and concrete sleepers and reconstructing sections of the existing track structure and formation;
- Constructing 3 new crossing loops at Timjelly, Peak Hill and Nanardine including ARTC engineering sidings;
- Renewal / upgrade of existing turnouts on the main line. This includes 16 turnouts providing access to existing grain sidings etc.;
- Replacing approximately 156 culverts to meet the future proofed structural load requirement;
- Upgrading, relocating or consolidating 71 level crossings on the existing brownfield alignment, including changing property access and local road networks in some locations as a result of the rationalisation of level crossings;
- Constructing the approximately 5.3km new Parkes North-West Connection greenfield corridor. This includes track and civil works, approximately 21.3 hectares of property acquisition and a new level crossing at Brolgan Road;
- Potential relocation/protection of 45 electricity crossings (Essential Energy), 256 communication crossings (Telstra / Nextgen), 6 gas crossings (APA);
- Local signalling works including revised naming conventions for push button operated motorised points on the new loops with the addition of train detection to facilitate this functionality. A review of currently operating Phoenix Train Order System (PTOS) and Phoenix displays will be required, noting that this system will ultimately be upgraded to an Advanced Train Management System (ATMS), as part of the broader Inland Rail Programme; and
- Ancillary works also include flood immunity works, improving stormwater and drainage, and establishing or upgrading existing fencing of the rail corridor.

## 2.4 Principal and Consultants Details

The project is being constructed on the behalf of Australian Rail Track Corporation (ARTC). INLink is the Joint Venture Contractor (Fulton Hogan | BMD Constructions) for ARTC.

KEY CONTACT – MARK STEVENS

AUSTRALIAN RAIL TRACK CORPORATION LTD (ABN 75 081 455 754)

11 SIR DONALD BRADMAN DRIVE

KESWICK TERMINAL, SA 5035

## 2.5 Project Review

A management review of performance will be conducted by the Senior Managers (INLink Management Group), Project Manager and relevant project stakeholders monthly. Statistics recording Health, Safety, Environmental and Quality (HSEQ) management performance will be entered and reported as per Section 4 Objectives and Targets.

Due to the nature of this project it has been agreed with the Management Group that on completion of the project a formal review will not be required as performance will be measured via regional reporting.

## 2.6 Site Setup 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 as well as the Site Establishment Management Plan (SEMP).

## 2.7 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 ARTC Project Manager as they are prepared or as required under the contract.

# 3 Project Organisation

## 3.1 Project Management Team

The project team involved with the delivery of the Inland Rail – Parkes to Narromine (P2N) Project includes but is not limited to the personnel listed in the below table. Emergency personnel will be detailed in the Emergency Response Plan (Refer to the Safety Management Plan) and displayed in locations throughout the project site. Refer to Attachment A for the Project Organisational Chart.

Latest Project Organisation Chart is kept on Share Point and will be the latest version all the time.

## 3.2 Staff Responsibilities

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

All roles are to be clearly defined to meet requirements with all staff required to sign their project specific position descriptions to demonstrate that they, and others, have been made aware of their responsibilities. Clarity and assignment of roles and responsibilities will be provided via the Project Manager as required.

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.

## 3.3 External Contacts

The Project Manager will ensure that project contacts, including Subcontractors and Client details, are entered and maintained within the Central User Database.

# 4 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 and Environmental 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 HSE Leadership Commitment – Schedule.

The Project Specific Targets defined during the initial project award phase are in the form of Social Performance Targets and are required to be achieved by the date of Project Completion. The Social Performance Targets are listed below however for further clarification refer to INLink's Social Impact Management Plan (SIMP).

1. At least 50% of the workforce were local residents employed in sustainable jobs (excluding professional staff and specialist subcontractors);
2. At least 10% of the workforce were Indigenous persons and local residents employed in sustainable jobs (excluding professional staff and specialist subcontractors);
3. At least 50% of the total value of construction activities have been acquired or sourced from local business (excluding professional staff/specialist subcontractors and externally sourced materials);
4. At least 6% of the total value of construction activities have been acquired or sourced from national Aboriginal or Indigenous businesses (excluding professional staff/specialist subcontractors and externally sourced materials).

# 5 Design

It has been identified that the only design component to be managed by INLink for the Inland Rail – Parkes to Narromine (P2N) Project are temporary works. This IPMP shall be read in conjunction with the Temporary Works Management Plan (TWMP).

## 5.1 Design Controls

### 5.1.1 Design Works

Design Works that are subject to control include:

- Traffic control, temporary roadways and detours, temporary structures
- Temporary lighting plan for traffic;
- Temporary platforms for cranes and piling works.

### 5.1.2 Design Plans

The following Design Plans will be included as appropriate:

- Traffic Management Plans;
- Formwork and/or Scaffold Design Plans;
- Concrete Mix Design;
- Lifting Plans;
- Temporary Draining Plans.

# 6 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.

## 6.1 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 to determine which project activities involve levels of risk requiring formal documented controls and early intervention as part of an overall risk management methodology.

# 7 Project Document and Records

## 7.1 Document 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 IPMP should be read in junction with the following keystone documents:

- Management System Procedures Manual (MSPM)
- Safety Management Plan (SMP)
- Fatigue Management Plan (FMP)
- Chain of Responsibility Management Plan
- Construction Environmental Management Plan (CEMP) and its Sub-Plans
    - Air Quality Management Plan (AQMP)
    - Erosion and Sediment Control Plan (ESCP)
    - Flood Emergency Management Plan (FEMP)
    - Flora and Fauna Management Plan (FFMP)
    - Hazardous and Contaminated Materials Management Plan (HCMMP)
    - Heritage Management Plan (HMP)
    - Landscape and Visual Amenity Management Plan (LVAP)
    - Noise and Vibration Management Plan (NVMP)
    - Out of Hours Work Protocol
    - Pest and Weed Management Plan (PWMP)
    - Pollution Incident Response Management Plan (PIRMP)
    - Soil and Water Management Plan (SWMP)
    - Traffic, Transport and Access Management Plan (TTAMP)
    - Waste Management Plan (WMP)
- Quality Management Plan (QMP)
- Temporary Works Management Plan (TWMP)
- Workplace Relations Management Plan (WRMP)
- Code of Behaviour
- Communications and Community Engagement Plan
- Social Impact Management Plan (SIMP) and its Sub-Plans
    - Health and Community Wellbeing Management Plan
    - Indigenous Participation Plan
    - Local Industry Participation Plan
    - Workforce Management Plan

- Sustainability Management Plan
- Utility Management Plan (UMP) and its Sub-Plans
    - Utility Identification and Protection Plan (UIP)
    - APA Gas Management Plan
- Site Establishment Management Plan (SEMP)
- Survey Management Plan (SVMP)
- Completion and Handover Management Plan (CHMP)

All documents will be managed as per the Document and Records Management Standard and stored in accordance with the Project Checklist for Forms & Templates.

Any formal project documents, internal or external, are to be issued via Aconex in accordance with the ARTC Aconex User Guide (Refer to ARTC Document No. 0-0000-900-PAD-00-GU-0001). All transmitted formal project documents will be named/numbered in accordance with the ARTC Document Numbering Standard (Refer to ARTC Document No. 0-0000-900-PAD-00-SD-0001).

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;
- Have to be changed as a result of an audit;
- Have to 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 appropriate 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 Checklist for Forms & Templates. The requirements for handover are outlined in the INLink Completion and Handover Management Plan (CHMP).

## 7.2 Management Systems Procedure Manual

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 Management System Procedures Manual (MSPM), which covers the operations BMD undertakes across all states within Australia.

## 7.3 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; and,
- communication channels between relevant parties involved in the project.

The following company policies are also applicable mainly to this document:

- Electronic Communication Policy;
- Equity Policy; and,
- Privacy Policy.

## 7.4 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, to meet any legislative obligations and safety objectives. The SMP is based upon the AS 4801: 2001 "Occupational Health and Safety Management Systems – Specification with guidance for use" framework. On this Project, INLink will work under the BMD Safety System.

## 7.5 Fatigue Management Plan

The Fatigue Management Plan (FMP) outlines INLink's approach to ensuring every employee's fitness for duty in relation to fatigue is managed within the workplace. This document places priority on the individual health and welfare of workers and visitors and targets reducing and/or preventing an incident in the workplace caused by fatigue related issues.

## 7.6 Chain of Responsibility Management Plan

The Chain of Responsibility (CoR) Management Plan has been developed by INLink to provide the framework for management of all CoR obligations and aspects associated with developing the Inland Rail – Parkes to Narromine (P2N) Project. The CoR Management Plan provides information as to which polices, standards and core operating procedures address INLink's CoR obligations.

## 7.7 Construction Environmental Management Plan

The Construction Environmental Management Plan (CEMP) and its Sub-Plans document 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;
- recommendations and conditions as determined by the applicable environmental and other operational works approvals;
- relevant environmental legislation; and,
- client requirements and documentation.

The intent of the CEMP 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 upon the AS/NZS ISO 14001: 2004 "Environmental Management Systems – Requirements with guidance for use" framework.

### 7.7.1 List of the Construction Environmental Management Sub-Plans

- Air Quality Management Plan (AQM);
- Flood Emergency Management Plan (FEMP);
- Flora and Fauna Management Plan (FFMP);
- Hazardous and Contaminated Materials Management Plan (HCMMP);
- Heritage Management Plan (HMP);
- Landscape and Visual Amenity Management Plan (LVAMP);
- Noise and Vibration Management Plan (NVMP);
- Out of Hours Work Protocol;
- Pest and Weed Management Plan (PWMP);
- Pollution Incident Response Management Plan (PIRMP);
- Primary Erosion and Sediment Control Plan (PESCP);
- Soil and Water Management Plan (SWMP);

- Traffic, Transport and Access Management Plan (TTAMP);
- Waste Management Plan (WMP).

## 7.8 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 on site 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 upon the AS/NZS ISO 9001: 2008 "Quality Management Systems - Requirements" framework as well as ARTC Document 'Construction Quality Requirements for Service Providers (Document No. 0-0000-900-PVP-00-SP-0001_0)'

## 7.9 Temporary Works Management Plan

The purpose of the Temporary Works Management Plan (TWMP) is to ensure that Temporary Works undertaken by INLink are carried out in a controlled manner to minimise the likelihood or potential of harm to any personnel, equipment or property.

## 7.10 Workplace Relations Management Plan

The purpose of this Workplace Relations Management Plan (WRMP) is to detail the policies, procedures, objectives, strategies, systems and processes that The INLink Joint Venture (JV parties comprising BMD Constructions and Fulton Hogan Construction), will utilise to effectively manage employee relations, (including industrial relations) to ensure compliance to the Code for the Tendering and Performance of Building Work 2016 (the Building Code 2016).

## 7.11 Code of Behaviour

The Code of Behaviour has been developed to foster a safe and respectful culture. It will be implemented to assist in the management of all project personnel's behaviour on the project and in the community.

## 7.12 Communications and Community Engagement Plan

The purpose of the Communications and Community Engagement Management Plan (CCEMP) is to outline INLink's approach to the communications for the P2N project.

## 7.13 Social Impact Management Plan

The purpose of the Social Impact Management Plan (SIMP) is to detail the methods for achieving, monitoring and measuring outcomes for social performance during the life of the Parkes to Narromine (P2N) Inland Rail Project. It provides details of the policies, procedures, objectives, plans, systems and processes that the INLink team will use to maximise the benefits for the local communities in the Parkes to Narromine region.

## 7.14 Sustainability Management Plan

The Sustainability Management Plan provides a framework for the implementation of the sustainable delivery of the project. The plan details the use of the Infrastructure Sustainability Council of Australia (ISCA) Design / As Built IS rating scheme to achieve outcomes across the different aspects of the project.

## 7.15 Utilities Management Plan

The Utility Management Plan (UMP) and its Sub-Plans outline INLink's procedures and processes on managing and protecting the utilities onsite during construction works. The UMP has been developed to ensure effective and efficient management of other authority's utility and service requirements.

## 7.16 Site Establishment Management Plan

The Site Establishment Management Plan (SEMP) outlines the environmental management practices and procedures that will be implemented for the establishment of the INLink Major Construction Ancillary Facilities.

## 7.17 Survey Management Plan

The Survey Management Plan (SVMP) outlines how INLink will deliver and manage the surveyor component of the Parkes to Narromine (P2N) Project. The SVMP covers details such as establishing survey controls onsite and protection of existing survey markers.

## 7.18 Completion and Handover Management Plan

The Completion and Handover Management Plan (CHMP) outlines how INLink will deliver the completion and handover component of the Parkes to Narromine (P2N) Project. The Practical Completion of the Works will be staged as per the CHMP. The CHMP will also specify the contents and delivery of the Handover Manual.

# 8 Communications

Communication, consultation, co-ordination and co-operation 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 & 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; and,
- the procedure for reporting hazards, incidents, near hits to management.

## 8.1 Site Communication

Health, Safety, Environment and Quality (HSEQ) communication, consultation and issue resolution will be managed on-site in accordance with the HSEQ Communication Management Standard. All HSEQ issues will be managed in accordance with the HSE Issue Resolution Management Standard.

### 8.1.1 Pre-Start Talks

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.

### 8.1.2 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 on the Project SharePoint in accordance with the Project Checklist for Forms and Templates.

## 8.2 Health and Safety Representatives (HSR's)

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.

## 8.3 Health, Safety, Environmental and Quality Committee (HSEQ)

The project team will establish a HSEQ Committee for this project or 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 required/requested.

## 8.4 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 Report; and,
- BMD Foreman's App.

## 8.5 Stakeholder and Community Relations

The INLink team will consist of dedicated, experienced Community and Stakeholder Engagement Professional Representative/s to manage the communications throughout the Inland Rail – Parkes to Narromine (P2N) Project.

### 8.5.1 Community Liaison

Refer to the Communications and Community Engagement Management Plan regarding the processes and procedures for Community Liaison.

### 8.5.2 Liaison with Government Agencies

Refer to the Communications and Community Engagement Management Plan regarding the processes and procedures for Liaison with Government Agencies.

### 8.5.3 Complaints

All Complaints will be entered in the Corrective or Improvement Actions database.

Refer to the Construction Environmental Management Plan and its relevant Sub-Plans for the processes and procedures to be taken for all Environmental Complaints.

Refer to the Communications and Community Engagement Management Plan for the processes and procedures to be taken for all Communications and Community Complaints.

# 9 Training and Competency Management

The INLink team will consist of dedicated, experienced Site Safety Representative/s to manage all Project and General Inductions throughout the Inland Rail – Parkes to Narromine (P2N) Project.

## 9.1 Inductions

Refer to the Safety Management Plan (SMP) for information regarding all Project and General Inductions.

### 9.1.1 General Construction Industry Inductions

Refer to the Safety Management Plan (SMP) for all General Construction Industry Inductions.

### 9.1.2 Project Specific Inductions

Refer to the Safety Management Plan (SMP) for all Project Specific Inductions (including Rail Inductions, Short-Term Inductions, Delivery Driver Inductions and Visitor Inductions).

## 9.2 Operator Competency

Refer to the Safety Management Plan (SMP) for all requirements regarding Operator Competency.

## 9.3 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 INLink workers, their qualifications are maintained through the Human Resources (HR) department with details being available via the Employee Training report.

## 9.4 BMD Online Training (BOLT)

BMD Online Training (BOLT) module shall be completed on an biannual basis to assist with communicating responsibilities whilst also providing a roadmap through the BMS system and giving the tools to strive towards our zero-harm goal.

Further information is provided through the BMD Online Training (BOLT) – Module Outline and BOLT Quick Guide documents; workers receive a password and login a week after employment with BMD. Hence as part of the on-boarding process it is important that an email is obtained from workers or where this cannot be made available the supervisors email is to be used. Tracking of BOLT training is available via the Project's Myjob home page.

# 10 Project Inspections and Observations

## 10.1 Site Inspections

Inspections are to be undertaken by project staff at regular intervals on site. 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.

## 10.2 Activity Based Conversations (ABCs)

All project management and supervisory staff are responsible for the continual observation and monitoring of the workplace to identify potential risks/hazards, safety and environmental 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.

# 11 HSEQ Subcontractor Management

## 11.1 Subcontractor Evaluation

Prior to commencing onsite, a subcontractor and supplier evaluation must be undertaken utilising the BMD Subcontractor 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 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.

## 11.2 Subcontractor On-boarding

The gathering of subcontractors' qualifications and the delivery of BMD's Online Training (BOLT) is obtained by utilising the Contractors Management System (CMS). Further information is provided through the following key documents:

- Welcome to the CMS Template Letter
- BMD Contractor Management System (CMS) – Outline
- BMD Contractor Management System (CMS) – Quick Guide – BMD Representative
- BMD Contractor Management System (CMS) – Quick Guide - Contractors
- BMD Contractor Management System (CMS) – Quick Guide – Contractors Representative

## 11.3 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.

## 11.4 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 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, 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 on site, the project will obtain the Subcontractors Work Method Statement(s) (WMS) and check against the requirements of the project WMS Checklist. A copy of the completed checklist shall be filed on site. A copy of the Subcontractors WMS(s) will also be retained in the site office for review at any time.

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

## 11.5 Subcontractor Non-Conformance

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

## 12 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.

This is to be carried-out in accordance with the Workplace Relations Management Plan (WRMP).

To ensure compliance to the Right of Entry requirements BMD's Right of Entry Supervisors Handbook - NSW is issued to all staff.

# 13 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.

## 13.1 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 INLink Subcontract.

## 13.2 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.

## 13.3 Project Costing

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

## 13.4 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.

## 13.5 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).

## 13.6 Purchasing Products and Materials

### 13.6.1 Product Selection

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

Selection of the suppliers of products will also be completed in accordance with the Local Industry Participation Management Plan (LIPMP).

### 13.6.2 Material Suppled by the Principal

Material supplied by ARTC shall be inspected and stored to prevent undue damage or deterioration. INLink will inform ARTC of any defects noticed at the time of inspection.

### 13.6.3 Material Storage and Handling

All precautions shall be taken to protect materials/products from abuse, misuse, damage, deterioration and unauthorised use. The Project Safety and/or Environmental Representative/s will ensure that materials and purchased products that are handled, stored and combined with other products, installed and used in accordance with the manufacturers' recommendations, the Hazardous and Contaminated Materials Management Plan (HCMMP) 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 Safety and/or Environmental Representative/s 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 and, 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.

# 14 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.

## 14.1 Administration

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

The Project Manager is responsible to ensure all project items have been closed out with 28 days from completion or prior due to Principal requirements. Closed-out must encompasses:

- the correct storage of all project records;
- the finalisation of any outstanding corrective actions, non-conformance records;
- CV details for each of the Project Team members is to be updated within the 'CV' tab of the Staff Database;
- Completion and updates to system details and statuses.

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

## 14.2 On-Maintenance

A formal handover meeting is to be held or correspondence received to record the 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.

Risk associated with disestablishment need to be consider 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.

## 14.3 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
- 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)

## 14.4 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/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:

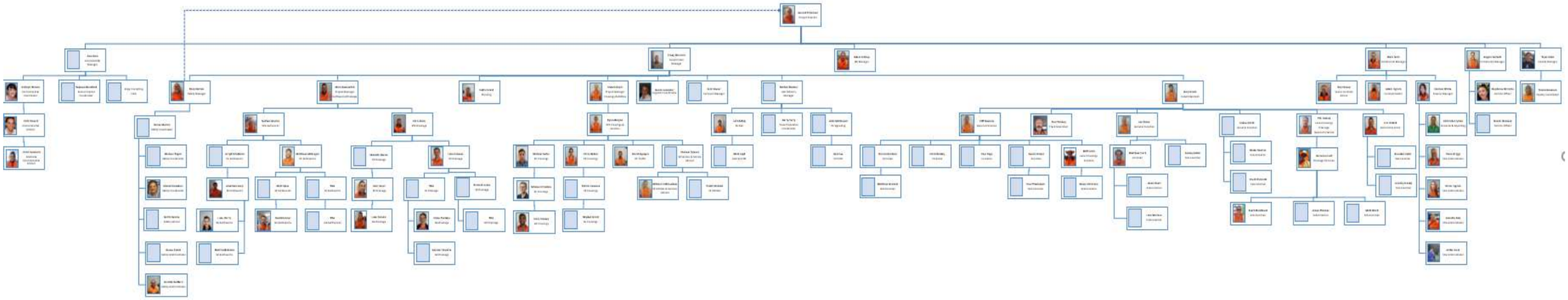
- Submit a final claim (even if the amount equals zero), refer to Section 7.1 Progress Claims of the Commercial Project Standard.
- Request return of defects insurance bonds/bank guarantees (2 of 2) using the letter templates, refer to Bank Guarantees Release Request or Insurance Bond Release Request.

## 14.5 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.

# Attachment A
# Project Organisational Chart

# Organisational Chart



INLink