



Integrated Project Management Plan

Deception Bay Road Interchange Upgrade

Department Of Transport And Main Roads

141-4239

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Job No: 4239

Principal: Department Of Transport And Main Roads

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Integrated Project Management Plan (IPMP)

Deception Bay Road Interchange Upgrade

Table of Contents

1.	Introduction	7
1.1.	Purpose	7
1.2.	Scope	7
1.3.	BMD Policies	7
1.4.	Management System	7
1.5.	Building Code 2016	8
1.6.	Aboriginal and Torres Strait Islander & Social Procurement Requirements	8
1.7.	Modern Slavery	8
1.8.	Project Overview	9
1.9.	Project Location	9
1.10.	Principal and Consultants Details	10
1.11.	Description of Works	11
1.12.	Project Review	11
1.13.	Site Set-up and Establishment	11
1.14.	Construction Program	11
2.	Project Organisation	11
2.1.	Project Organisation Structure and Key Contacts	11
2.2.	Staff Responsibilities	12
2.3.	External Contacts	12
3.	Objectives and Targets	12
3.1.	Collaborative Approach	12
3.2.	Health and Safety, Environment, Quality (HSEQ), People and Commercial	12
4.	Design	14
5.1.	Design Controls	14
5.	Risk Management	15
6.1.	Risk Assessment / Risk Register	15

6.	Project Document and Records	15
7.1.	Documents Structure	15
7.2.	Business Management Systems Framework.....	17
7.3.	Integrated Project Management Plan	17
7.4.	Safety Management Plan.....	17
7.5.	Environmental Management Plan.....	17
7.6.	Quality Management Plan.....	18
7.7.	Employee and Industrial Relations Management Plan	18
7.8.	Traffic Management Plan	18
7.9.	Severe Weather Management Plan.....	19
7.10.	BIM Management Plan.....	19
7.	Communication.....	19
8.1.	Site Communication	19
8.2.	Health and Safety Representatives	20
8.3.	Health, Safety, Environmental and Quality Committee (HSEQ)	20
8.4.	Project Reporting Documentation	20
8.5.	Stakeholder and Community Relations.....	20
8.	Training and Competency Management	21
9.1.	Inductions	21
9.2.	Operator Competency.....	22
9.3.	Training	22
9.4.	BMD Online Training.....	22
9.	Project Inspections and Observations.....	23
10.1.	Site Inspections	23
10.2.	Activity Based Conversations	23
10.	HSEQ Subcontractor Management.....	23
11.1.	Subcontractor and Supplier Pre-Award Evaluations.....	23
11.2.	Subcontractor On-boarding.....	23
11.3.	Quality Control	24
11.4.	Safety and Environmental Controls	24
11.5.	Subcontractor Non-Conformance	24
11.6.	Subcontractor Close-out Evaluations.....	24

11. Industrial Relations	24
12. Commercial Management	25
13.1. Subcontractor Commercial Procedure	25
13.2. Project Administration	25
13.3. Project Costing	25
13.4. Procurement.....	25
13.5. Insurance	25
13.6. Purchasing Products and Materials	25
13. Project Completion	26
14.1. Administration	26
14.2. Post Construction Conference	27
14.3. On-Maintenance.....	27
14.4. Defects Liability Period.....	27
14.5. Off-Maintenance.....	28
14.6. Financially Complete a Project	28

1. Introduction

1.1. Purpose

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

1.2. Scope

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

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

1.3. BMD Policies

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

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”
- ISO 45001 “Occupational Health and Safety Management Systems – Specification with guidance for use”

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.

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

1.5. Building Code 2016

BMD Constructions Pty Ltd 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.

This project has been identified by the principal as falling under the application of The Code (hence using 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 order to meet full Code compliance.

As the project has been identified as Code Compliant, a [Workplace Relations Management Plan](#) has been created for this Project. Additional criteria around communication of set requirements to subcontractors during procurement and on-boarding stages have also been included.

1.6. Aboriginal and Torres Strait Islander & Social Procurement Requirements

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 the Aboriginal and Torres Strait Islander (ATSI) Policy and the BMD Reconciliation Action Plan (RAP). BMD strives to engage with our staff, clients, suppliers and subcontractors in being a Workplace of Choice; a workplace free of discrimination, of equal opportunity and participation. In providing such a space, BMD openly provides business, employment and education advantages to our stakeholders via our Social Procurement practices embedded within our Policies, Standards, Processes and Procedures. BMD monitors such objectives at corporate and project level, reporting adherence to such outcomes at board and/or project level monthly as deemed by the project requirements.

1.7. Modern Slavery

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

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

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

1.8. Project Overview

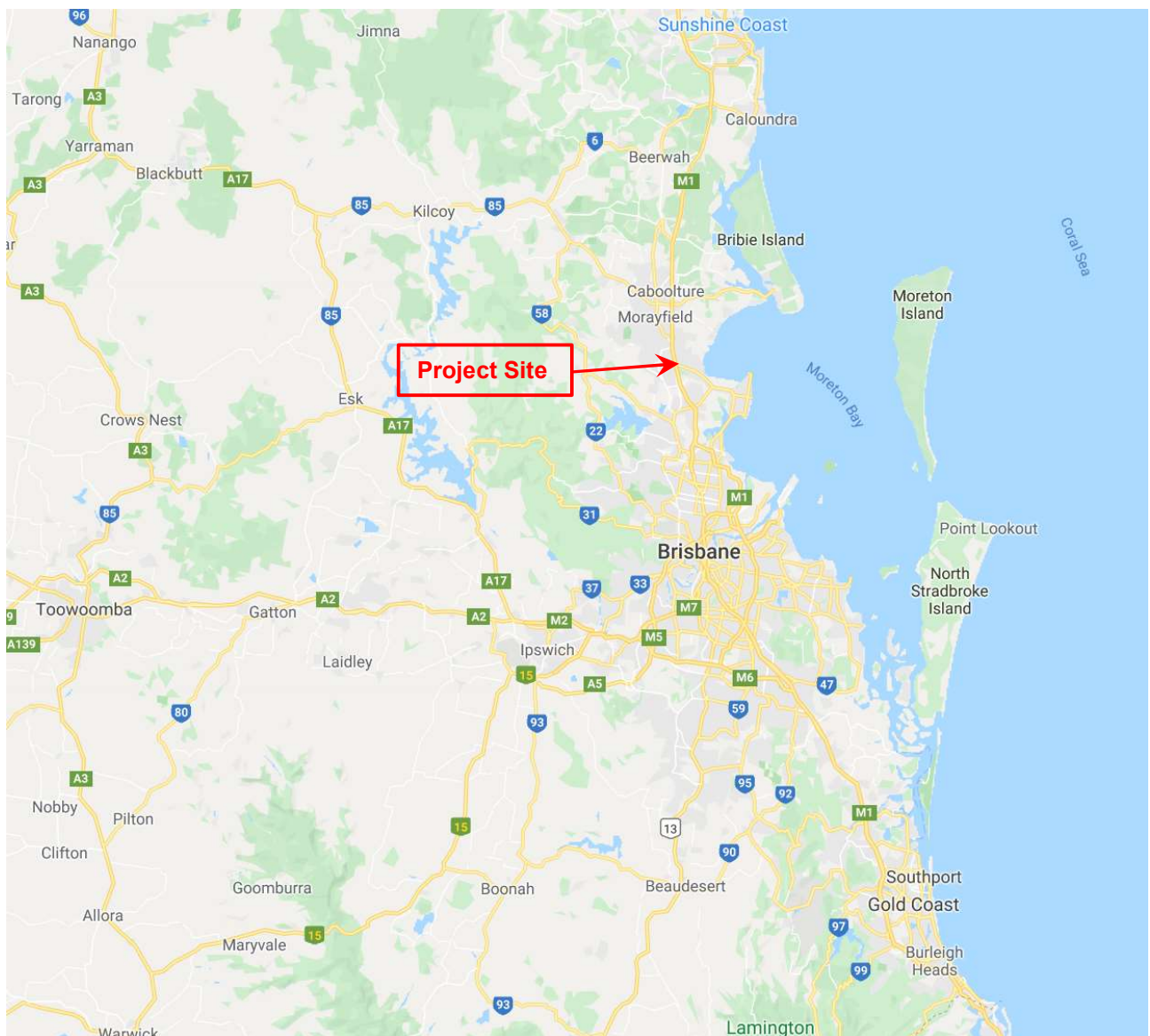
This document has been prepared for contract number CN-12858.

Project Start Date: 25/08/2020

Project Completion Date: 01/06/2023

1.9. Project Location

The Deception Bay Road Interchange is located approximately 35-kilometres north of the Brisbane CBD and 12-kilometres south of Caboolture. The Deception Bay Road Interchange is located approximately 35-kilometres north of the Brisbane CBD and 12-kilometres south of Caboolture. The BHDBRIU project proposes new parallel bridges over the Bruce Highway; upgrading signalised intersections on Deception Bay Road; and, increasing the length and capacity, relative to existing, of entry and exit ramps.



The main project office is located at:

- 1 Arthur Drewett, Burpengary East, Qld,

The project postal address is:

- PO Box 197 Wynnum Qld 4178

1.10. Principal and Consultants Details

The project is being constructed on behalf of:

Department Of Transport And Main Roads ABN 39 407 690 291

PO Box 1600 Maroochydore, Qld, 4558

Key Principal Contacts:

Principals Representative: Paul Mengede
 Phone: 0467 721 100
 Email: paul.c.mengede@tmr.qld.gov.au

Principals Project Manager: Neil Randall
 Phone: 0477 303 260
 Email: CN12858_DBRIU@tmr.qld.gov.au

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

Key Administrator Contacts:

Administrator: Stuart Reeves
 Phone: 0412 370 463
 Email: DBRIU.CA@jacobs.com

Administrator's Representative: Tom Penrose
 Phone: 0409 779 902
 Email: DBRIU.CA@jacobs.com

1.11. Description of Works

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

- Increasing entry and exit ramp capacity
- Protection and relocation of Public Utility Plant (PUP) assets
- Provision of new shared user path including a bridge over the future southbound entry ramp; inclusion with the new overpass of the Bruce Highway; and, a culvert structure under the future northbound entry loop ramp
- Relocation of Heavy Vehicle Inspection Site (HVIS) facility to within the upgraded interchange
- Upgrade of the existing Deception Bay Road interchange including two new parallel bridges over the Bruce Highway and removal of the existing bridge
- Upgrade of two intersections on Deception Bay Road immediately west of the intersection with Old Gympie Road and immediately east of the intersection with Eastern Service Road.

1.12. Project Review

A management review of performance will be conducted by the 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.

1.13. Site Set-up and Establishment

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

In addition, the Principal site requirements are outlined in MRTS 28 and associated annexure.

1.14. Construction Program

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

2. Project Organisation

2.1. Project Organisation Structure and Key Contacts

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

Below is the contact information of key project personnel:

Position	Name	Contact Number
Construction Manager - CLT	Justin Devantier	+61 448 865 995
Project Director	Matthew Richardson	+61 402 898 623
Project Manager	Shawn Davis	+61 439 791 073
Superintendent	Gary Grant	+61 419 782 367
Safety Representative / Advisor	Kerenza McLeish	+61 447 191 962
Quality Representative	Richard Morrison	+61 414 521 627
Environmental Representative	Jenny Butler	+61 424 139 609
Community Liaison Officer	Beth Burgess	+61 438 784 582
Service Advisor	Anthony Atkinson	+61 437 186 656

2.2. Staff Responsibilities

The responsibilities of all health, safety, environment and quality personnel are defined in management systems documentation, including those included in other project-specific management plans and 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.

2.3. External Contacts

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

3. Objectives and Targets

3.1. Collaborative Approach

BMD are committed to fostering true collaboration between all parties with the intent of achieving and delivering a successful project. Through the commitment to delivering the project with a collaborative approach focus will be placed on continuous improvement, respect for others and creating value.

3.2. Health and Safety, Environment, Quality (HSEQ), People and Commercial

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

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

Activity	Objective	Measures	Target
Safety	Instil a positive culture to achieve Zero Harm within the workplace. Driven via the: <i>"Zero Harm - Because we care."</i> campaign	Lead Indicators compliance: • ABC's • Communication	≥100%
		Lag Indicators 12mth Frequency rates: Lost Time Total Recordable Injury (TRIFR)	≤5
		Lost Time Incidents (LTIFR)	0
		Plant Property 12mth Freq. rates: Class 1 Plant Property	0
		Class 2 Plant Property	≤5
People	Provide a workplace that is stimulating, rewarding and strives to meet the technical and professional aspirations of both employees' and BMD's needs.	Resignations of staff	≤20%
Environment	Ensure zero harm through the protection and improvement of the environment.	Lead Indicators: • Communication • Inspections	≥100%
		Lag Indicators 12mth Freq. rate: Class 1 Environment	0
		Class 2 Environment	≤0.5
		No incidents of uncontrolled movement of soil or regulated waste from project sites	0
		>60% reuse/recycling of waste material generated at offices and projects. Note: excluding soil/gravel	≥60%
		No uncontrolled water release from sites outside of allowable limits causing environmental harm. (Class 1 or 2 incidents)	0
		Lead Indicators: Audits are programmed, resourced and completed as scheduled.	100%
Quality	Set a high standard to ensure we exceed expectations in providing services in a timely manner, and to the highest quality to assist achieve consistent sustainable financial growth. Summarised as: <i>"Do it once, do it properly."</i>	% lots closed to open and active. <i>Closed includes following status:</i> - Closed - Verified and Signed-off - Closed - Verified and Signed-off - On Hold - Open - Under Review with Client / Verifier - Open - Under Review with Client / Verifier - On Hold - Excludes lots at Draft status - Excludes Waiting on Results	≥80% (of those able to be closed)

Activity	Objective	Measures	Target
		Lag Indicators: Timely close-out of both improvement & corrective actions from audits &/or investigations.	On time
Commercial	Ensure company profitability to fund sustainable growth while rewarding employees and shareholders.	Margin: Achieving and exceeding set Business Plan Margin & Tender Margin	≥110%
		Cash Flow: Defined as month's payment against the target of "Cost of Work in Progress" + "Progressive Monthly Margin" measured during the full life cycle of each project.	> +10%
		Reliance: Unapproved variation never to be greater than Forecast Final Margin (FFM).	Nil
		Predictability: Defined as the Monthly FFM (as a % of Forecast Final Revenue (FFR) benchmarked against the FFM % predicted at 40% complete.	≤ ± 2%

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 project level as per the [HSEQ Leadership Commitment – Schedule](#).

4. Design

5.1. Design Controls

4.1.1 Design Works

Design works that are subject to control include:

- All items included in the Heavy Vehicle Interception Site as per SS002
- Staging and Temporary Works as outlined in SS04 clause 7.6
- VMS and CMS as outlined in MRTS 14.1
- Traffic control, temporary roadways and detours, temporary structures and the checking of permanent structures for construction loadings;
- Lifting devices for manufactured items requiring transport;
- Temporary lighting plan for traffic;
- Temporary platforms for cranes and piling works.

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.

- Traffic Management Plans;
- Formwork and/or Scaffold Design Plans;
- Lifting Plans;
- Building Design Plans;
- Platform Design Plans;
- Temporary Retaining Structures Design Plans;
- VMS Design Plans

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.

6.1. 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.

6. Project Document and Records

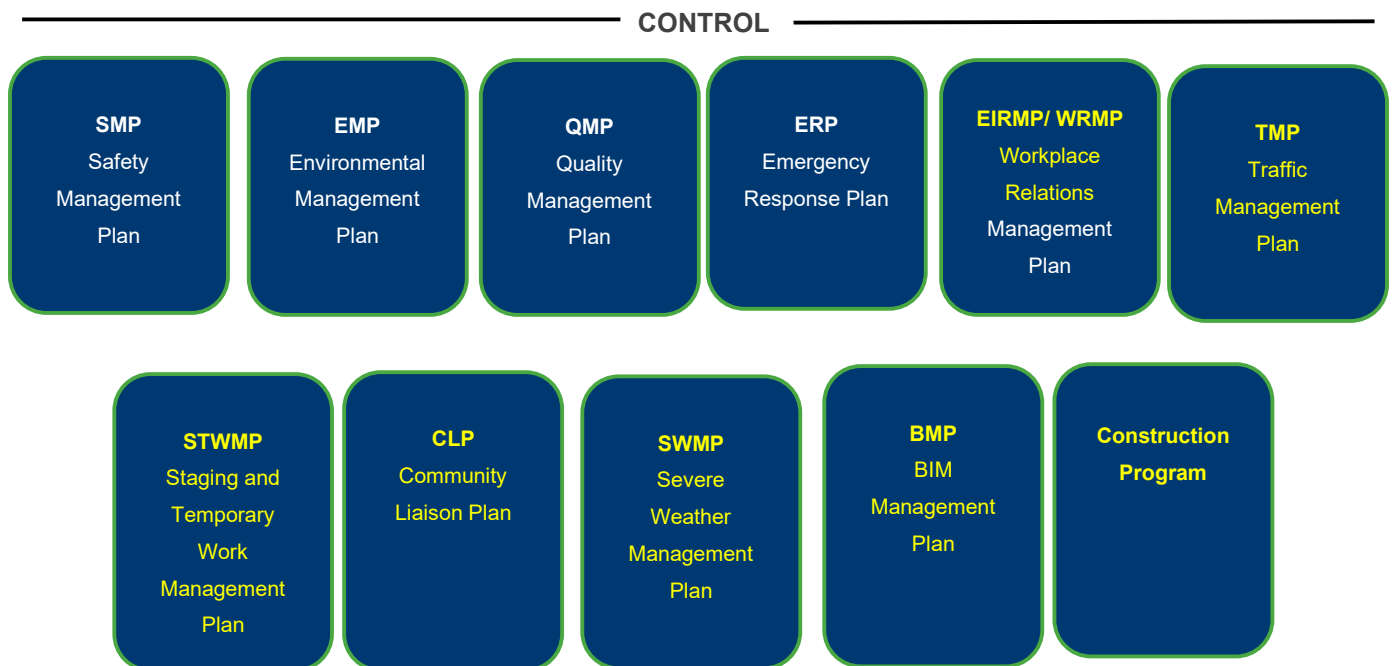
7.1. Documents Structure

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 \(ERP\)](#)
- [Workplace Relations Management Plan \(WRMP\)](#)
- [Traffic Management Plan \(TMP\)](#)
- [Staging and Temporary Works Management Plan](#)
- [Community Liaison Plan](#)
- [Severe Weather Management Plan](#)
- [BIM Management Plan](#)
- [Construction Program](#)



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.

7.2. 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.

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
- communication channels between relevant parties involved in the project.

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 ensures legislative obligations and safety objectives are met. The SMP is based upon the ISO 45001 "Occupational Health and Safety Management Systems – Specification with guidance for use" framework.

7.5. 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 AS/NZS ISO 14001 "Environmental Management Systems" framework.

7.6. 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 ISO 9001:2015 "Quality Management Systems" framework.

7.7. Employee and Industrial Relations Management Plan

The [Employee and Industrial Relations Plan](#) (EIRP) has been produced to establish the necessary systems and procedures to achieve the EIR goal of the project.

The EIR Plan for the project describes how BMD proposes to:

- Ensure consistent and fair treatment of all employees on the project.
- Recruit and retain suitable wages personnel to work on the project based on equal opportunity employment.
- Employ onsite either directly or indirectly through subcontractors, apprentices/trainees/cadets (other than those in electrical and mechanical trades) for a number of labour hours no less than 10% of the total hours of the remainder of the labour employed on-site.
- Establish proactive employee relations through effective communications with employees.
- Create a harmonious working environment, which allows issues to be resolved, thereby eliminating potential disputes.
- Assist individuals to develop their skills and knowledge.

7.8. 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.

7.9. Severe Weather Management Plan

The Severe Weather Management Plan aims to outline the process for minimising the susceptibility of the Project Site to weather damage and reduce the insurance claims.

7.10. BIM Management Plan

This BIM Management Plan aims to ensure a consistent standard and format for the capturing of as built information within the 3D model produced by the Principal's Design Consultant as per the guidelines set out in the TMR Building Information Modelling (BIM) for Transport and Main Roads – A guide to enabling BIM on Road Infrastructure projects, SS001 – Provide As-Built Data Rev 1 as clarified under NTT10.

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 & 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.

8.1. Site Communication

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

8.2. Health and Safety Representatives

Health and Safety Representatives (HSRs) 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
- Monthly CLT Report
- BMD Foreman's App.

8.5. Stakeholder and Community Relations

8.5.1. Community Liaison

In conjunction with the Principal, BMD is responsible for stakeholder and community liaison for the project. The Community Liaison Plan has been developed to address the requirements of the project and the Principal's communication and Engagement Requirements.

The Community Liaison Plan specifies the various responsibilities between the Principal, Administrator and BMD. BMD's Community Liaison Officer, Beth Burgess is authorised to consult directly with stakeholders on behalf the project in accordance with the Community Liaison Plan. It is noted that some stakeholders require the presence of a representative from the Principal for any meetings – these stakeholders are defined in the Community Liaison Plan

With the approval of the Principal, the project will notify 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.

Notifications will advise of:

- the nature of the Work;
- why it is necessary;
- the expected duration;
- any changes to arrangements for traffic or property access; and/or,

- the name and contact telephone number of the Project's Representative who can respond to residential concerns.

8.5.2. 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.

8.5.3. Complaints

The project will investigate a complaint about any issue arising from work under the contract. Where specifically requested by the principal, the project will supply a written report to the principal detailing the complaint and immediate action taken to alleviate the problem. A final report with proposed measures to prevent the re-occurrence of a similar incident will be submitted to the principal within five (5) working days.

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

8. Training and Competency Management

9.1. Inductions

Full details around inductions are provided in the [Safety Management Plan](#).

8.1.1 General Construction Industry Inductions

All workers on site 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 Cultural Heritage 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 (7) days or a scheduled full induction, the worker(s) must attend the full induction, and cannot be re-applied for within a three (3) 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.

9.2. 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 (5) years.

All operators of Earthing 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.

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 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.

9.4. BMD Online Training

BMD Online Training (BOLT) module shall be completed on an annual 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 and hence, as part of the on-boarding process, it is important that an email is obtained from workers. Where this cannot be made available, the supervisor's email is to be used. Tracking of BOLT training is available via the project's [myJob](#) home page.

9. Project Inspections and Observations

10.1. Site Inspections

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

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

10.2. Activity Based Conversations

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

11.1. Subcontractor and Supplier Pre-Award Evaluations

All subcontractors engaged for the Project with a value greater than \$50,000.00 are to be approved by the administrator prior to work commencing. 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.

11.2. Subcontractor On-boarding

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:

- [Welcome to the CMS template letter](#); this is used to notify subcontractors of the system requirement prior to arriving onsite.
- [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](#)
- [Plant Assessor Implementation Guide](#)

11.3. 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](#).

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 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) 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](#).

11.6. Subcontractor Close-out Evaluations

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

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

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.

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

To ensure compliance with Right of Entry requirements, BMD's [Right of Entry Supervisors Handbook - Qld](#), is available 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.

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 BMD 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

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.

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 [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.

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.

14.1. 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 encompass:

- the correct storage of all project records, as per the Constructions Project Filing Structure;
- the finalisation of any outstanding corrective actions or non-conformance records;
- Curriculum Vitae (CV) details for each of the project team members is to be updated within the 'CV' tab of the Staff Database;

- completion of the Project Details Report and uploaded to the Projects database;
- completion and updates to system details and statuses.

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

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

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

14.2. Post Construction Conference

A post construction conference is to be undertaken at the completion of the project in order to obtain learnings and identify collaborative approach outcomes. An invitation is to be extended to relevant parties in the project.

14.3. 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.

14.4. 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 \(Refer to the Traffic Management Standard\)](#)

14.5. 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.

14.6. 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.

