Project Management Plan
Cumberland West Mental Health Services Relocation Project – Early Works (CWMHSR)

28 July 2023

Document Details

Title	Project Management Plan
Client	NSW Health Infrastructure
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PROJECT MANAGER

28.7.2023

Date

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1 DOCUMENT CONTROL

All changes made to the Project Management Plan are recorded in the amendment table below. The version number and date of revision for the current document revision are shown in the page 01-footer of the document.

1.1 Revision History

Revision	Date	Description of changes	Prepared by	Approved by
1	1.8.23	Initial Plan	WS	DV

1.2 Management reviews

Review date	Details	Reviewed by

1.3 Controlled copies

Name	Position	Date	Revision

2 INTRODUCTION

2.1 General Requirements

This document is created prior to the commencement of the project. At all times, an updated copy of the plan will be kept onsite and made available and accessible to all interested parties, employees and contractors involved in the project. All employees and subcontractors working on Roberts Co projects will work in accordance with this document.

The preparation of the Project Management Plan (PMP) is not only to satisfy Head Contract requirements but more importantly to ensure that the project team considers and discusses how they will deliver the project and by its documentation conveys this to operations management.

This plan should then be used as a key induction tool for new staff to the project.

Specific subsidiary plans shall be developed for design, procurement, commercial, construction, health and safety, environmental, quality and other plans as required by the contract. These plans are referred to in this Project Management Plan. The latest templates of subsidiary plans should be sought from the Roberts Co (RCo) Integrated Management System (IMS).

2.2 Leadership and Commitment

Senior Management is committed to the effective implementation and continual improvement of the IMS. This commitment is reflected in the policies and objectives that are regularly reviewed as part of the management review process.

Management also ensures communication channels are open with all employees (including subcontractors) which facilitate effective implementation and continual improvement, whilst ensuring customer needs are communicated and attended to.

To ensure the management system remains applicable to the business, scheduled internal audits and system reviews are in place to identify improvement opportunities and assess performance. Management also ensures resources are available to support the PMP, maintain customer satisfaction and achieve our defined objectives and targets.

2.3 Objectives and Targets

The primary Roberts Co (RCo) objectives of this project are to provide appropriate resources, management systems and support to ensure that the project is delivered in accordance with project requirements and to meet Roberts Co's project programmes, health and safety, quality and environmental risk management requirements and budgets.

The objective of this PMP is to demonstrate to the Client and RCo Senior Management how the Client specifications and Roberts Co objectives will be achieved plus to be a training and reference document for project staff on how the project will be delivered.

The PMP objectives are set out in ***Appendix 02 - Objective and Targets*** and/or within specific project management plans to assist with providing guidance to personnel at all levels. These objectives are communicated to staff onboarding and through ongoing methods of communication. These are reviewed during management reviews to monitor performance and ensure they remain suitable to the business and the project. The ***Project Monthly Reports*** will also be taken into consideration in these reviews.

2.4 Project Management Strategy

The overall strategies adopted by Roberts Co for this project are to:

- Ensure that the contract is understood and there is a clear allocation of scope to staff on meeting the requirements of the D&C contract.
- Develop and maintain a project management system consisting of a series of management plans and procedures under this Project Management Plan.
- Provide a Roberts Co site management team, which is appropriately skilled and competent, together with the training and resources necessary for the team to successfully deliver the project.
- Implement and maintain Roberts Co's health and safety, quality and environmental risk management requirements to ensure a safe worksite and minimise adverse environmental effects.
- Engender a high degree of cooperation between Roberts Co, Client and community representatives to ensure that community matters are pro-actively addressed.
- Provide a high level of design management on the consultant support for project.
- Adopt a Management System for the Project developed through review and assessment of existing Roberts Co system procedures in line with the requirements of AS/NZS ISO 9001:2008, AS/NZSISO 45001:2018 and AS/NZS ISO 14001:2004 and other relevant standards and legislation. Other Subcontractors' Management Plans will be assessed for compliance with the D&C Contract and the Roberts Co's requirements and incorporated where appropriate;
- Ensure the various dates for completion of the Project are met through target programs and developing time contingencies.
- Manage the contract efficiently, meeting specifications by doing work right the first time every time and pursuing rightful entitlements, thus ensuring budgets are achieved.
- Working closely with our Client to ensure issues are promptly resolved.

2.5 Contract Summary

CONTRACT TITLE	GC21 (Edition 2)
Parties	Health Infrastructure
Contract Type	Design Finalisation and Construct (D&C) Contract. Roberts Co is responsible for the design, construction, and commissioning of the Works, as detailed in the D&C Contract
Contract Documents	GC21 General Conditions GC21 Preliminaries GC21 Special Conditions
Terms of Payment	Clause 55-63 of the D&C Contract
Contract Value	A$ 15,022,755.00
Contractual Dates	Letter of Award – 19 July 2023 Date of Commencement – 19 July 2023 Date of Site Mobilisation – 14 August 2023 Date of Completion – 29 August 2023
Liquidated Damage	$ 7,500 per day to a maximum of $15,022,755.
Defects Period	12 months after Completion Date

2.6 Resources and Organisational Structure

Senior Management is responsible for determining the resource needs for the organisation. This is typically an informal process that may be a result of meetings, inspections, forecast tender opportunities and management reviews. Sufficient resources shall be provided in order to meet project requirements and implement and maintain the IMS. These resources include human, infrastructure, operational environment, monitoring and measuring and organisational knowledge. A project organisation chart is included in Appendix 01 of this PMP.

3 ROLES AND RESPONSIBILITIES

3.1 Roles, Responsibilities and Authorities

Roberts Co management is also committed to identifying and providing appropriate resources required to implementing, maintaining, and continually improving the IMS and company operations. Need for resources may be identified through various means, including employees or customer request, internal and external audits, and management review. These resources may include human resources, skills equipment, technology, and financial resources.

The Project Manager must allocate and delegate responsibilities to the project team. Each position on the organisation structure must have an appropriate position description prepared and/or reviewed by the position's immediate manager.

The reporting structure at Roberts Co is outlined in the above organisation chart. Decisions relating to work activities follow this reporting structure. Specific and general roles and responsibilities are outlined in individual job descriptions, and it is noted that the general aspects of the PMP are included as a responsibility of all employees.

Onsite, the Site Management Team is responsible for the implementation, maintenance, and improvement of the PMP as well as reporting to senior management on performance.

Project management responsibilities are defined in the table below.

POSITION / ROLE	RESPONSIBILITIES ON THIS PROJECT
Project Manager	The Project Manager responsibilities include the following: – Overall management of the project. – Ensuring project requirements, targets and programs are met. – Ensuring the Client's key expectations are identified and understood early in the project. – Reviewing and authorising all project procedures and plans. – Assigning responsibilities to all project staff. – Developing effective and professional relationships within the project team. – Developing effective and professional relationships within the project team of the client. – Monitoring project program and review construction techniques. – Compiling monthly claims and variations and agree with client. – Reporting on job progress to senior management via timely monthly reports including analysis of projects cost/revenue, costs to complete and risk and opportunity analyses.

POSITION / ROLE	RESPONSIBILITIES ON THIS PROJECT
	– Ensuring client feedback on performance is obtained on a regular basis and duly acted upon, throughout the life of the project.
Senior Site Manager	The Senior Site Manager has overall responsibility for planning and execution of all precinct activities. His/her responsibilities include the following: – Supervision and coordination of all construction activities between PSB and Early Works projects. – Ensuring construction targets and milestones are met – Ensuring construction processes are carried out in a manner that satisfies statutory and project safety, environmental and quality plan requirements. – Reviewing and co-authorising all construction procedures and project plans ensuring coordination between the two projects within he rpecinct. – Assigning responsibilities to project engineers/co-ordinators, supervisors and construction staff across the precinct. – Monitor project program and review construction techniques. – Procuring plant and equipment – Ensure Roberts Co staff and subcontractors are compliant with the Roberts Co HSEQ Quality requirements. – Participate in meetings (i.e. toolbox talks) – Monitor work against specifications to ensure the continuing quality and accuracy of work performed – Ensure correct set-out for all building works Notify the Project Manager of any defects, mistakes, errors, contamination or variations identified.
Site Manager	The Site Manager has overall responsibility for planning and execution of all construction activities. His/her responsibilities include the following: – Supervision and coordination of all construction activities. – Ensuring construction targets and milestones are met – Ensuring construction processes are carried out in a manner that satisfies statutory and project safety, environmental and quality plan requirements. – Reviewing and co-authorising all construction procedures and project plans. – Assigning responsibilities to project engineers/co-ordinators, supervisors and construction staff. – Monitor project program and review construction techniques. – Procuring plant and equipment – Ensure Roberts Co staff and subcontractors are compliant with the Roberts Co HSEQ Quality requirements. – Participate in meetings (i.e. toolbox talks) – Monitor work against specifications to ensure the continuing quality and accuracy of work performed – Ensure correct set-out for all building works

POSITION / ROLE	RESPONSIBILITIES ON THIS PROJECT
	– Notify the Project Manager of any defects, mistakes, errors, contamination or variations identified.
Design Manager / Services Manager	The Design Manager is responsible for managing the design process to ensure that all design documents are produced to the desired standards, on program, and that the relevant designs satisfy Roberts Co's safety, quality and environmental risk management requirements and is cost effective. His/her responsibilities include the following: – Liaising with the PM to develop a detailed programme of design deliverables – Awareness of the detailed scope of work relating to design activities. – Identification of engineering solutions which enable program and /or cost benefits to be achieved and for Roberts Co's health and safety, quality and environmental risk management requirements to be satisfied. – Reviewing, verification and acceptance of the design outputs (calculations, drawings, specifications etc) prior to issue for construction. – Submission of design documents and design certificates to the Client for review – Establishment of Design Packages – Assure Authorities obligations and requirements are being delivered in the design documents – Assist in the formulation of ESD initiatives required to achieve project targets and obligations – Monitor ESD deliverables for incorporation in design outputs and construction obligations
Contracts Manager	The Contracts Manager has overall responsibility for the cost control, cost planning, procurement, site administration, payroll, insurance, office support and Contract Administration. His/her responsibilities duties include: – Ensuring an appropriate cost control system is established and effectively implemented throughout the project. – In conjunction with the design manager, ensuring that appropriate cost planning is performed during the design process to ensure cost effective design solutions are evolved for all project elements within the set Target Price. – Contribute to the development of scopes for trade packages – Ensure Supply/Subcontract agreements, claims and payments are carried out according to Roberts Co procedures, are accurate and are assessed in a timely manner. – Ensuring the project accounting and reporting system is maintained. – Prepare and /or assist in the accurate and timely submission of progress, variation and contractual claims. – Ensure that project forecasts and cashflow are constantly reviewed and maintained.

POSITION / ROLE	RESPONSIBILITIES ON THIS PROJECT
	– Assisting the Project Manager with the forecasting of cost/expenditure for the development of financial reports. – Maintaining and controlling the financial database – Attend to general head contract and subcontract correspondence – Establishing and developing relationships with subcontractors on a commercial level.
Project Engineer/ Co-ordinator	The Project Engineer/Co-ordinator is responsible for technical support including coordinating the construction of the project works and reports to the Site Manager and Project Manager. His/her other duties include: – Monitor control and coordinate progress within delegated areas of responsibility. – Provide assistance to project staff in construction planning, programming and administration. – Procure and expedite materials necessary to perform the works (within expenditure limits). – Understand the relevant project specifications and drawings – Monitor work against specifications to ensure the continuing quality and accuracy of work performed – Manage plant and labour, in conjunction with site manager and site supervisors. – Undertake health and Safety, quality and environmental management responsibilities – Co-ordinate subcontractor / trade contractor works – Ensure correct set-out for all building works – Notify the Project Manager of any defects, mistakes, errors, contamination or variations identified.
Project HSE Manager / Advisor	The Project HSE Manager / Advisor is responsible for assisting the Project Manager to implement the Project WHS and Environmental Plans. He/she reports to the Project Manager and Site Manager and his duties include: – Monitoring project activities for compliance with WHS legislative requirements. – Ensuring control measures outlined in the Project Risk Assessment, Safe Work Method Statements (high-risk) are implemented throughout the life of the project. – Monitoring and auditing subcontract processes for compliance. – Preparing HSE and inspection reports and communicating HSE performance to the Project Manager. – Establishing and reviewing incident and emergency procedures. – Inducting all personnel, subcontractors and visitors in regard to their safety obligations whilst on site. – Ensuring that relevant licences, inductions, hazard assessments, and safety equipment as specified in the Project Risk Assessment, Safe Work Method Statements (high-risk is in place prior to any work activity being carried out on site.

POSITION / ROLE	RESPONSIBILITIES ON THIS PROJECT
	– Communicating with HSEQ Manager on matters relating to health and safety. – Carrying out safety inspections, enforcing safe work practices, monitoring activities and recording observations so that HSEQ objectives and effectiveness can be assessed and modified as required.
Site Supervisors	The Supervisors are responsible for coordinating and supervising work performed by personnel under their control, as well as organising and planning the successful execution of given jobs by obtaining the necessary information, equipment, tools and manpower. They report to the Site Manager and their other duties include: – Participating in process planning meetings before commencement of the works to discuss the execution of the work. – Preparation of Safe Work Method Statements prior to any high-risk work activity being carried out on site. – Undertake health and safety, quality and environmental management responsibilities. – Communicate and co-operate with Site Manager, Project Co-ordinator's and Project HSE Manager / Advisor. – Obtain maximum productivity and optimum quality through teamwork and close supervision – Assist site management to conduct SWMS / risk assessments for all high-risk activities where required – Participate in meetings (i.e. toolbox talks, etc) – Monitor work against specifications to ensure the continuing quality and accuracy of work performed – Coordinate subcontractor / trade contractor works – Ensure the appropriate level of control, oversight and direction is exercised on the site by Roberts Co / subcontractor works; the number, timing and quality of inspections – Observe and enforce compliance with statutory safety guidelines, rules and regulations – Ensure correct set out for all building works.

4 COMMUNICATION AND INTERFACE

4.1 Induction of New Staff

Project staff must be properly inducted into the project and their positions including:

– Explanation of project conditions.
– Explanation of project responsibilities.
– Provision of levels of authority.
– Familiarisation with the physical project environment.

– Be advised of health and safety, quality, environmental, and community compliance requirements.
– Be advised of the relevant Roberts Co policies, standards and procedures.
– Agreeing their ongoing training and development.
– Being directed to read this Project Management Plan.

An introduction to the PMP and other management plans and procedures will be provided by nominated personnel at staff project inductions.

4.2 Principal Client

Roberts Co has a direct contractual relationship with the Principal's Authorised Person (TSA). All contact with Health Infrastructure will be through the Principal's Representative.

During the project launch phase of the project, Roberts Co Senior Management shall meet with the Principal's Representative to determine key expectations of Roberts Co's performance of the project and shall also obtain feedback from the Principals Representative at agreed times during the project, on how well Roberts Co was meeting these expectations.

A Monthly Report will be submitted by Roberts Co to Principal's Representative and it will be proposed by Roberts Co that a monthly meeting be held with Principal's Representative to discuss the report.

Minutes of the meeting in Action Plan format will be taken by Roberts Co and distributed within 5 working days of the meeting.

4.3 Environmental Protection Agencies

Roberts Co will maintain regular communications with the relevant Environmental Protection Agencies (EPA), in their roles as the key environmental regulatory authorities for the project. Communications with EPA will be undertaken by the HSEQ Manager, or otherwise by a delegated member of Roberts Co.

Roberts Co will hold regular meetings with relevant EPA (monthly or otherwise as required) to discuss specific project issues and compliance with the Act.

Further details of Roberts Co's process for communication and approval with EPA are provided in the ***RCo-ENV-PLN-001- Environmental Management Plan***.

4.4 Services Authorities/ Local Councils

The Roberts Co site management team is committed to ensuring that the construction works proceed as programmed by full integration of the management of modifications of services. The strategy for ensuring the appropriate and timely relocation of services is to:

– Identify all services on the project alignment prior to works commencing;
– Establish a program of service relocations;
– Set dates for submissions to Authorities, including Project Approvals;
– Where necessary, procure service relocation designs and submit; and
– Obtain final sign-offs

The project team includes a staff member nominated as Services Project Engineer/Co-ordinator to manage services and service authorities as well as a member of the construction team. Both will be the points of contact and communication for all service authorities. They will coordinate their activities to avoid gaps and overlaps.

During the design phase of the project, services that are high risk or require high capital outlay will be identified and considered early in design. The project has identified all major services in the development of the tender concept design. This investigation has included close communication with the service authorities in planning the tender concept design for the project.

The nominated Services Project Engineer/Co-ordinator will obtain up-to-date drawings from each service authority. The service authorities normally identify these drawings with a use-by-date at which time they will be superseded by new drawings from the authority. After services have been altered, the project will obtain a final sign-off as appropriate from the authority permitting Roberts Co to commence work.

4.5 Internal

The senior management team will meet on a weekly basis to review progress on the project and during that meeting discuss any matter, which is an impediment to progress or a change to the project plans.

Regular meetings to review and coordinate the management and progress of the project will be established and scheduled.

Minutes of formal meetings are taken and distributed to record issues raised and actions required, with action status established at subsequent meetings. All meetings will be minuted using ***Form RCo-FRM-HSE-002_Meeting Minutes.***

4.6 Design Consultants

The principal design consultants are Jacobs, Arup, Stantec and Phillip Chun. The management of their activities will be by the Design Manager as set out in the Design Management Plan. The Design Consultants will provide Design Plans that reflect the requirements of the DMP and their own management systems.

4.7 Subcontractors

There will be many subcontractors involved in the project and the interfaces with them occur in two phases, procurement and execution. During procurement, the contact will be between the Commercial Manager and their team and the subcontractor. Input on subcontractor scope and conditions will be obtained from design, construction and others as appropriate, as well as their attendance at tender interviews. Sequence of subcontractor's activities will be detailed in the procurement program.

Upon award of the subcontract, primary contact will be with the manager responsible for the scope of work of the subcontract, but all commercial matters will still be directed to the Commercial Manager.

4.8 Media

No comments concerning the project are to be made to the media and all inquiries in this regard must be referred to the Project Manager. Project personnel will comply with the requirements of the D&C Contract and Roberts Co procedures on contact with the media.

5 DOCUMENTATION AND RECORDS MANAGEMENT

All project documentation is required to be controlled in a manner that ensures updates to documents are approved and communicated to the relevant parties; with previous versions archived and removed from use. Project documents will be identifiable through the use of dates and version numbers and controlled as per the ***RCo-PROC-007_Documents and Records Management Procedure***.

5.1 Policies

Policies are established by senior management to define the objectives, context and strategic direction of the organisation; as well as demonstrating a commitment to satisfy requirements towards the continual improvement of the Integrated Management System (IMS). For company policies refer to the company integrated management system (IMS).

- **RCo-POL-001_Health and Safety Policy**
- **RCo-POL-002_Environmental Policy**
- **RCo-POL-003_Quality Policy**
- **RCo-POL-004_Drug and Alcohol Policy**
- **RCo-POL-005_Return to Work**

5.2 Management Plan and System Structure

This Project Management Plan, together with its subordinate plans forms the basis of the projects management system. Each subordinate plan is linked to the Project Management Plan and collectively, the plans provide a complete and coherent system of requirements and processes to ensure that the project requirements are met.

Beneath the project plans, there is a suite of more detailed and specific documents such as system procedures, system instructions, technical procedures, inspection and test plans, work method statements and standard forms and checklists.

The relationship between these various documents is shown in the System Documentation Matrix in Appendix 03. Collectively the documents indicated form the Project's Management System.

The following Project Plans will be submitted as part of the D&C Contract requirements:

DOCUMENT REFERENCE	DOCUMENT TITLE	DOCUMENT SPONSOR
RCo-PMP-PLN-001	Project Management Plan	Project Manager
RCo-DMP-PLN-001	Design Management Plan	Design Manager
RCo-WHS-PLN-001	WHS Management Plan	Project HSE Manager
RCo-QA-PLN-001	Quality Management Plan	Project Manager
RCo-ENV-PLN-001	Environmental Management Plan	Project HSE Manager
RCo-CMP-PLN-001	Construction Management Plan	Site Manager
RCo-SMP-PLN-001	Stakeholders Management Plan	Project Manager
RCo-WPR-PLN-001	Workplace Relations Management Plan	Project Manager

Project Plans will be controlled documents, each with an "owner" or "sponsor" within the site project team. Interfaces between primary plans and subordinate plans will be managed by the sponsors of the primary plan.

5.3 Project Documentation and Administration

The Project requires the creation or receipt of thousands of documents of various types, all of which must be appropriately managed. These documents include:

- Project requirements documents;
- Project management documentation;
- Technical standards;
- Technical documents such as drawings and specifications;
- Presentation style documentation prepared for project communication purposes, including web-based information;
- General correspondence;
- Contractual documentation;
- Inspection and testing records; and
- System outputs such as non-conformance records and audit outcomes.

Document management includes the creation, receipt, storage, distribution and archiving of these documents. The structure of the project filing system and the filing system numbering will be defined in the system procedure.

The requirements for document management depend on whether the documentation is subject to revision. Documents subject to revision include Project Management System elements and Design Documentation. Proper control of such documentation requires that the latest document versions are identified, stored and issued to recipients of earlier versions. Superseded version of these documents must be stored.

General documentation such as correspondence and records need to be identified, stored and retrievable.

At the end of the project, the Project Manager/Project Administrator shall arrange for the archiving of all hard copy documents and correspondence.

5.4 Information and Communications Technology (ICT) Systems

The procurement and use of software and hardware including licensing and maintenance and its interfacing with the Roberts Co network and computer support will be managed by the First Focus. Software and hardware necessary for design and construction of the work shall be procured or hired through First Focus or externally.

The project administration control systems to be used on the project are listed below. Access to each system will be subject to hierarchical security, dependent on the nature of the particular system to be used.

- Aconex – Correspondence, drawings, documentation management and administration Package
- Bid contender / Cost Ex – Tendering and Cost Planning
- Primavera – Planning and Programming
- Roberts Co Integrated Management System (IMS) – Document Control Procedures & Forms
- JobPac – Finance
- SAP Success Factors – Human Resources
- Progressclaim.com – claims administration and management
- Roberts Co App and HSE System/ Roberts Co Intranet (RConnect)
- Zutec – Quality Assurance
- Hammertech (VIC) – HSEQ Documentation
- Chemwatch – Hazardous substance database
- Online access to Australian standards and all project generated standards, policies and procedures.
- Project Server - A server-based document management and control system using Procore to manage all drawings, correspondence and documentation.

6 DESIGN MANAGEMENT

RCo-PROC-004-Design Management Procedure is used to undertake a detailed review of all likely hazards that could be reduced or where practical, eliminate the hazards during the design process. The process will involve:

- Consulting with the client and designer(s) regarding any WHS risks arising from the design during the project; as well as discussing any information relating to the hazards and risks at or in the vicinity of the workplace
- Obtaining safe design information from the client or designer through ongoing communication via phones, emails and/or face-to-face meetings
- Review of the safe design information from a hazard identification and risk assessment approach
- Applying the hierarchy of controls to design out or otherwise manage hazards
- Consulting with contractors and service providers of the hazards, risks and controls; as per the agreed upon consultation and communication arrangements
- Consulting in achieving reasonable and safe construction; safety with use; longevity of product; reduced, simplified and safe maintenance; and safe disposal
- Incorporating the above information into this PMP

Roberts Co has developed a Design Management Plan (DMP) RC0-DMP-PLN-001-IMHC - Design Management Plan that reflects the requirements of the D&C Contract and details the methods and personnel to be utilised to control the safety, quality, environmental cost, timing and integrity of the design. It also documents the design acceptance process, design change procedure, design validation / verification / certification requirements, design deliverable dates, document formats, design reviews, request for information process etc.

The DMP will establish the design packages, design verification, design inputs, design review and design validation.

Changes to design originated by the Client will be reviewed by the Design Manager in regard to variation to project costs and variation to construction program duration (which also incurs costs). Time and cost implications shall be reviewed by the Project Manager and submitted to the Client where appropriate under the contract.

The DMP will also cover temporary works design and will set out verification processes for any in house and external temporary works design where it is required.

7 PROGRAMME

To monitor and achieve the duration requirements of the project, a Contract Programme will be generated to identify the key milestone dates, activities to achieve these milestone dates and associated tasks. The Contract Programme will be used to identify the critical path and thus associated time related risks.

Monthly or as required by the Contract requirements, the Contract Programme will be updated to reflect the status of the project. Status information will be generated from site teams associated with the relevant tasks, activities and milestones.

A target programme may be prepared if there is enough float contained in the Contract Programme to identify and enact on opportunities.

Subcontractors may prepare their own programs that reflect the Contract or Target Programme subject to the terms and conditions of their contract. These programmes will be used to guide and identify the risks and opportunities available to time.

As required by the Head Contract and Subcontract conditions, the Contract Programme will be used to identify and show evidence of time related claims.

8 PROCUREMENT

The use of contractors/subcontractors have a direct effect on the final product, and for this reason, several controls have been developed and documented in the ***RCo-PROC-003-Procurement Procedure***.

The purpose of this procedure is to detail the planning, control and responsibilities for:

– procuring of major and minor subcontractors
– procuring of major and minor consultant services
– procuring major items of construction and permanent material supply components of the works
– procuring minor purchases

The focus of the procurement procedure is to ensure that:

– a robust procurement process is developed
– a framework for good governance is created
– consistency in process for all goods and services procured
– minimum acceptable standards are established
– documentation is traceable and auditable.

Subcontractors will also be selected based on their ability to comply with health, safety and environmental requirements. When subcontractors have been selected, recommended and approved, they are to execute the form of contract or a purchase order depending on the value and risk of the works.

The subcontractor is then required to provide Roberts Co with Certificates of Currency for insurances and in some cases evidence of their licenses. Additional safety documentation is required such as SWMS (for any high-risk construction work), risk assessments, and safety data sheets (SDS) etc., as appropriate. Selected subcontractors'/service providers will additionally be notified of this PMP and made available for their perusal.

Similarly, purchased materials will be selected based on its associated hazard risks, environmental aspects, and compliance to WHS requirements (evidence to be provided by supplier). Upon arrival, the content will be checked to ensure all relevant WHS information is provided and handled (if required) by personnel that is licensed, certified and/or qualified to do so.

9 RISK MANAGEMENT

Prior to the commencement of a new project, the Site Management Team will follow the ***PROC-011_Risk Management Procedure*** to complete a project risk assessment. Hazards and environmental aspects are assessed for significance (using a nominated risk matrix) along with the development of controls to be actioned and/or implemented.

The outcome (identified site-specific hazards and aspects) of the risk assessment will be documented in the ***RCo-FRM-008-Project Risk Assessment*** and distributed to all necessary personnel onsite, subcontractors, and to senior management for review. Any hazards and aspects identified that are considered applicable to more than one specified site will also be added to the ***RCo-FRM-007-Corporate Risk and Opportunities Register***.

This step is also used to determine project-specific controls (and if required, the development of ***SWMS*** and/or an ***Environmental Control Plan***).

10 CONTRACTS ADMINISTRATION

The project team are bound by the Contract Conditions set out in the Head Contract and Subcontracts prepared by the team. The Project Manager will ensure that the ***Contract Administration Guidelines*** are followed for the administration of all Contracts associated with the Project.

11 WORK HEALTH AND SAFETY

A project specific Work, Health and Safety Management Plan is developed, associated document **RCo-WHS-PLN-001**, which addresses the requirement for a Work Health and Safety Management System under the D&C Contract and is generally in line with the Roberts Co integrated management system, which is third party certified to AS 4801 requirements. In addition, the Work Health and Safety Management Plan contains the Project Risk Assessment and Safe Work Method Statements on the project.

11.1 Induction

The general, site specific induction and orientation provides an opportunity to communicate site-specific requirements including:

- Hazards, environmental aspects, and their associated control measures
- Emergency procedures
- Site procedures
- Amenities
- Consultation arrangements
- Identification of training needs
- Responsibilities
- SWMS (inductee to sign off)

Visitors not carrying out work but require access must be accompanied by an inducted Roberts Co representative or designated site contact. All persons entering the site will sign in and out which will be recorded within the electronic access control system.

11.2 Site Safety Rules

Site rules must be followed at all times when on a Roberts Co worksite and monitored by the Site Management Team on an ongoing basis. This forms part of the site induction with a copy of the site rules to be displayed on the noticeboards and in key locations around the site (e.g. around vehicles and mobile plant).

Site Safety Rules include:

- To comply with reasonable direction from the Principal Contractor on site.
- To comply with the Robert Co's Project Management Plan.
- All workers and contractors must complete a site safety induction prior to starting work.
- Do not walk-through barricaded areas.
- Keep work areas clean and tidy at all times; place all rubbish in bins provided
- No smoking anywhere on site.
- No fighting, bullying or aggressive behaviour.
- Use personal protective equipment in accordance with manufacturer's instructions and where directed, by the principal contractor and in accordance with site signage.
- No illegal drugs or other substances are permitted on site or are to be consumed on site. If you are required to take strong prescription medication that warns against driving or using machinery, you must advise the principal contractor.
- Report any incidents, dangerous events, serious bodily injuries or work-caused illnesses to the Site Manager.
- Maintain all site amenities in a clean, tidy and hygienic state.
- Follow safe lifting procedures at all times.
- Review of adherence to Site Safety Rules will be conducted during regular HSE inspections.

11.3 Safe Work Method Statements (SWMS)

SWMS are used to set out the high-risk construction work activities to be carried out along with the hazards and control of risks. A SWMS is classed as an administrative control and used to support higher order controls to eliminate or minimise risks to health and safety (e.g. engineering controls). The SWMS will:

- Identify the work that is high-risk construction work (HRCW)
- Specify hazards relating to the high-risk construction work and the risks to health and safety
- Describe the measures to be implemented to control the risks, and
- Describe how the control measures are to be implemented, monitored and reviewed

SWMS will be revised:

- After an incident or near-miss
- If the task/activity changes
- When a new hazard/ risk is identified
- If the health and safety representative finds necessary
- If equipment or plant used in the SWMS changes
- If there are changes to legislation, standards or codes of practice

The ***RCo-FRM-HSE-102-SWMS Review Checklist*** will be used by the site management team to review subcontractor's SWMS prior to them commencing high risk construction work. The ***RCo-FRM-HSE-104-Task Observation*** will be completed to monitor subcontractor's compliance with safe working methods. Any poor performance evident by subcontractors/serviced providers will be recorded on the task observation form and provided to the service provider and/or subcontractor for corrective action/s. Depending on the outcome of the observation and corrective actions raised, the subcontractor's status as an ongoing supplier/subcontractor may be reviewed.

11.4 Handling and Storage of Materials

Where hazardous materials such as asbestos, hazardous chemicals, lead etc. are present, specialised contractors or qualified person(s) will be used. Personnel will be inducted into the site as per the planned arrangements and copies of tickets and licenses shall be maintained in the site office and/or electronically. Where required, individual management plans for hazardous materials shall be developed.

Consideration of general material handling including manual handling risks shall be identified and assessed in the applicable ***Project Risk Assessment*** and ***SWMS***. Where materials have been identified as presenting significant risk, controls shall be developed to manage these risks such as two man lifting, mechanical aids, PPE etc. Controls shall be developed using the hierarchy of control.

All hazardous substances and dangerous goods stored on site shall comply with legislative requirements. This includes correct signage, correct protection (cages), correct labelling, SDS and risk assessments. Access to SDSs is provided through ChemAlert. In the case that disposal is required after use or due to non-conforming substances, this will be done in accordance with the SDS.

11.5 Plant

The Site Manager will also carry out periodic checks of contractor and subcontractor maintenance records to ensure regular inspections and maintenance of plant (in accordance with manufacturer guidelines) on-site are taking place. The initial check (prior to the plant being used on-site) and follow-up periodic checks are recorded on the Plant and Equipment Register or document control system.

11.6 Permit to Work

In the case that a permit is required to conduct a work activity, the relevant permit will be completed and signed off by the Site Manager and/or Project Engineer/Co-ordinator. The form will detail the description of work, location, and equipment to be used along with any supporting documentation if required. Once approved, work may commence by a worker deemed to be competent.

11.7 Emergency procedures, evacuation and drills

The project Emergency Response Plan contains details of emergency procedures, evacuations and drills. The type and location of emergency equipment will be planned and assessed by a suitably competent person. The emergency planning will be subject to the regular review process as part of the overall WHS plan with rescue plans incorporated where required.

11.8 Personal Protective Equipment

Personal Protective Equipment (PPE) will be provided and used where relevant as a method of risk control. Workers will be given adequate information and/or training to use the equipment safely. All equipment will comply with the appropriate Australian Standards and be properly maintained or replaced as necessary for safe use. Mandatory notices will be displayed on-site at places where PPE must be used, as well as the relevant PPE identified within all SWMS.

11.9 Incident Notification and Reporting

All Incidents and events must be immediately reported to a Roberts Co site management representative, escalated to the Project Manager (and client representative as per contract requirements) and managed as per ***RCo-PROC-012-Incident Management and Reporting***.

Incidents are classified into three types and notification to Roberts Co senior management shall be conducted in accordance with the reporting requirements outlined in the following table;

Classification	Reporting Requirements	Notification Timeframe
A1/P1 Multiple Fatalities, Single Fatality, Multiple Illnesses Extreme risk to corporate reputation, public outrage and national media coverage, high profile litigation, class action Threat to business division viability, or expected financial impact/opportunity >$10 mil Permanent long term and extensive environmental harm	FM/SS/SM to PM	Immediately
	PM to HSEQ, if unavailable then CM/CD (CEO, CFO, MD, Legal)	Immediately
	PM to Client	Immediately
	CEO to Board	Immediately
	HSEQ Manager to WHS Regulator (Notifiable Incident)	Immediately
A2/P2 Multiple Lost Time Injuries (LTI's), serious irreversible injury/illness Substantial risk to corporate reputation, sustained adverse media coverage Major repairs or Construction Workplace outcomes affected Financial impact of $1-$10mil Permanent localised environmental harm	FM/SS/SM to PM	Immediately
	PM to HSEQ, if unavailable then CM/CD (CEO, CFO, MD, Legal)	Immediately
	PM to Client	Immediately
	CEO to Board	Monthly
	HSEQ Manager to WHS/ENV Regulator (Notifiable Incident)	Immediately
	HSEQ Manager to WHS Regulator (iCare/Allianz) for RCo Staff/Workers	Within 48 Hours
	HSEQ Manager to OFSC	48 Hrs – Notifiable Incident 3 Weeks – non- Notifiable Incident
A3/P3 Lost Time Injury (LTI), Restricted Work Injury (RWI), Serious Medical Treatment Injury Adverse media coverage, local media coverage Expected financial impact $100k-$1mil Serious medium term environmental harm	FM/SM to PM	Immediately
	PM to HSEQ, if unavailable then CM/CD	Within 24 hours
	PM to Client	As per contract arrangements
	CEO to Board	At CEO discretion
	HSEQ Manager to WHS/ENV Regulator (Notifiable Incident)	As soon as reasonably practicable
	HSEQ Manager to WHS Regulator (iCare) for RCo Staff/Workers	Within 48 hours
	HSEQ Manager to OFSC	48 Hrs – Notifiable Incident 3 Weeks – non- Notifiable Incident
	FM/SS/SM to PM	Immediately

Classification	Reporting Requirements	Notification Timeframe
A4/P4 Medical Treatment Injury (MTI) Attention from Key Stakeholders Expected financial impact $10k-$100k Minor short term environmental harm	PM to HSEQ, if unavailable then CM/CD	By the end of the shift
	PM to Client	As per contract arrangements
	CEO to Board	At CEO discretion
	HSEQ Manager to WHS Regulator (if notifiable)	As soon as reasonably practicable
	HSEQ Manager to OFSC	48 Hrs – Notifiable Incident
A5/P5 First Aid Injury (FAI) Little or no measurable impact Expected financial impact< $10k Minor environmental harm	FM/SS/SM to PM	By the end of the shift
	PM to HSEQ, if unavailable then: CM/CD	By the end of the shift
	PM to Client	As per contract arrangements
	CEO to Board	At CEO discretion

12 QUALITY

A project specific Quality Management Plan has been developed for the project, associated document **RCo-QA-PLN-001**.

This plan outlines the system elements to be used for the implementation and execution of the Quality Management System (QMS) for the project and has been developed within the framework of AS/NZS ISO 9001. The Quality Management Plan is consistent with the management system in order to provide a uniform approach to quality across the project. The Quality Plan defines all necessary quality documentation to be provided by Roberts Co such as:

Project specific procedures, which include safety, quality and environmental risk management requirements as well as technical requirements; and control measures for monitoring the performance of subcontractors and suppliers.

The QMP together with the Project Risk Assessment and Inspection and Test Plans (ITP) including Manufacture/Construction Procedures as applicable, form the project specific QMS to ensure that all works, supplies and services are carried out in a planned, systematic and controlled manner and deliver completed works in accordance with the standards specified.

The Project Manager is responsible for the implementation of the Quality Management Plan. The Project Manager together with the Project Engineers/Coordinators will contribute to the preparation of the Project Risk Assessment and will develop ITPs for the project.

The Project Engineers/Co-ordinators and Foreman/Site Supervisors will ensure that all required certificates, checklists, records, evidence, inspection reports etc., are compiled and attached as supporting documentation for each ITP. The ITPs and supporting documentation will be filed in such a manner to ensure lot traceability and easy verification that all specification requirements have been satisfied.

Verification and sign-off of project activities will occur on three levels in accordance with quality management and specific project requirements, namely:

– Consultant, supplier and sub-contractor verification and sign-off;
– Roberts Co verification and sign-off; and
– Client's verification and sign-off.

Verification of Roberts Co and consultant/supplier/subcontractor activities by internal processes will be carried out in accordance with the provisions of the relevant management plans. This includes:

– Normal verification of design in accordance with AS/NZS ISO 9001:2008 and D&C Contract requirements as implemented in the project management system;
– Verification of construction activities through objective evidence produced from records of inspection and test plans and other inspection processes; and
– Audit outcomes of all project processes.

The Design Manager shall establish the quality requirements for all design documentation.

The Project Manager will make all necessary provisions to ensure that the required interaction with the Client occurs. The relevant Consultant's Design Plan provides processes for interaction with the Principal Client's Representative during the design phase, particularly in respect of review of design documentation.

The Project Manager shall also be responsible for establishing the quality requirements for offsite manufacture and fabrication and organising the inspection of incoming materials, items, plant and equipment, as well as controlling the quality outcomes of subcontractors under his/her control.

Calibration

Equipment that requires calibration (e.g. dumpy levels, lasers, theodolites etc.) is documented in the Calibration Register or document management system. The Site Manager or their nominated equivalent is responsible for maintaining the Calibration Register or document management system on each project. All measuring equipment that will be used on projects is recorded on the register. This includes the serial number of the instrument, date of calibration completed, and date calibration is due. All instruments are calibrated by a laboratory that is NATA accredited against appropriate and traceable measuring standards. Copies of calibration certificates will be kept at the site where the device is being used.

Any instrument where calibration has lapsed shall be tagged as being out-of-service and removed from use. If the measuring equipment is found to be damaged or out-of-calibration, the previous measurements that have been recorded from the instrument shall be rechecked and recorded to ensure accuracy.

13 ENVIRONMENT

A project specific Environmental Management Plan has been developed for the project, associated document ***RCo-ENV-PLN-001***. The EMP details the management procedures required to ensure that the construction of temporary and permanent works comply with applicable State legislative environmental regulation and project requirements including environmental risk management requirements.

The EMP provides a framework to manage project activities and to minimise impacts to the natural, built and social environment. It has been prepared as a requirement of the D&C Contract and in consideration of the environmental matters raised in the project risk assessment of the relevant environmental aspects and Impacts recorded in the project's combined Project Risk Assessment as well as Roberts Co's third-party environmental certification responsibilities.

The Project HSE Manager / Advisor is responsible for ensuring the EMP is correctly implemented. The Project HSE Manager / Advisor will induct personnel as to their environmental responsibilities whilst working on the project. The Project Manager and Project HSE Manager / Advisor shall also ensure that all environmental permits and licences as noted in the Project Risk Assessment, have been obtained (where applicable) prior to commencement of work and requirements stated in those permits are met during construction activities. Such requirements will be included in Site Environmental Plans and HSE Inspection Checklists.

Environmental monitoring activities will be performed throughout the construction operation to ensure compliance with documented project specific Site Environmental Plans (SEPs) and conformance to statutory requirements. Environmental inspections and tests will be defined in the EMP and recorded on HSE Inspection Checklists.

14 CONSTRUCTION MANAGEMENT

A project specific Construction Management Plan has been developed which includes the construction methodology. Refer to associated document ***RCo-CMP-PLN-001***. The Construction Management Plan describes how the management of the construction work will be implemented using documented procedures for planning, coordinating, verifying, controlling, undertaking, auditing and surveillance of the work activities. This will include work procedures and methods, Inspection and Test Plans and Site Environmental Plans, which will address the requirements of the Contract.

The Site Manager has overall responsibility for the organisation of plant, labour and material required to carry out the work described in each work method statement. The project will be divided into discrete portions and overseen by a Project Engineer/Co-ordinator and supervised by a Site Supervisor(s).

15 AUDIT AND REVIEW

Monitoring of Roberts Co's IMS Procedures are carried out through internal audits and conducted following the ***RCo-PROC-010_Audits, Inspection and Corrective Action***. The audits are carried out at regular intervals to ensure that procedures are being implemented, remain appropriate to the organisation, and comply with the requirements of ISO 9001:2015, ISO 14001:2015, ISO45001:2018 For sites, this will typically be every month or quarter depending on the scale of each site.

Audits shall be carried out by personnel independent of those having direct responsibility for the activity being audited. The Internal Audit Report shall be used for internal audits to record audit findings. Where deficiencies are identified during the audit, Opportunities for Improvement (OFI) and Non-Conformances (NC) will be raised following the ***RCo-PROC-010_Audits, Inspection and Corrective Action*** procedure and entered into the ***RCo-REG-003-Action***. The results of the audits will be discussed in the Management Review Meetings.

15.1 Internal System Audits

Health, Safety, Environmental and Quality elements of the project will be audited in accordance with the ***RCo-PROC-010_Audits, Inspection and Corrective Action*** procedure These will be management system audits and will be conducted by the respective HSEQ Managers or their nominated representatives, in accordance with audit schedules detailed within the respective Work, Health and Safety, Environment and Quality Management plans.

15.2 Surveillance

Project Engineers and Project HSE Manager / Advisors will provide on-going surveillance and monitoring of implementation of subcontractor's controls for safety, quality and environmental aspects of their work.

Supervisors and Foremen will carry out inspections and surveillance of work processes on a regular basis as part of their daily duties, and will take appropriate action in the event that departures from the agreed risk controls noted in the Project Risk Assessment and Safe Work Method Statements, Inspection and Test

15.3 Management Review

Management Reviews are imperative to ongoing suitability and effectiveness of the IMS. Bi-annually the HSEQ Manager will convene a workshop with the Senior Management team, including the Chief Executive Officer (mandatory), and may invite external parties/specialists to provide input in the review of the IMS. Record of the review will be recorded on the ***RCo-FRM-HSE-001_Management Review Meeting Minutes Form*** and kept in accordance with the ***RCo-PROC-007_Documents and Records Management*** procedure.

APPENDIX 01 – PROJECT ORGANISATION CHART

APPENDIX 02 – OBJECTIVES AND TARGETS

	OBJECTIVE	TARGET
Safety	Communicating with the workforce to raise any safety issues they find on site and help rectify them to reduce harm to fellow workers.	Zero, LTI injuries on site
Environment	To plan, design and execute our works to prevent environmental impacts	Zero environmental impacts
Stakeholder	Ensure all works follow approved DNs and any require deviation is communicated and approved prior to commencing.	Zero stop works due to non-compliance with DN
Quality	Construct works in accordance with the project requirements.	Zero non-conformances at completion of the works
Program	Complete the project in accordance with the Contract program obligations	Status the program monthly to identify risks to enable mitigation strategies to be developed to maintain program completion dates.
Financial	No surprises Maintain the expectations of the client through clear communication of cash flow and contract adjustments	Realistic forecasting and claims for the cash flow purpose. Timely identification and notification of any contract adjustments.

APPENDIX 03 – SYSTEM DOCUMENTATION MATRIX

RP-WHS-PLN-001 Work, Health and Safety Management Plan

- **Induction, Training and Competency**
  - RP-FRM-105 Site Induction Record for Employees and Contractors
  - RP-FRM-107 Site Induction Register
  - RP-FRM-109 Visitor Register
- **Communication and Consultation**
  - RP-FRM-120 Pre-Start Meeting
  - RP-FRM-121 Tool Box Meeting
  - RP-FRM-122 HSC Constitution
  - RP-FRM-123 Consultation Statement
  - RP-FRM-129 Issue Resolution Flowchart
  - RP-FRM-156 Health and Safety Representation and Consultation
- **Subcontractor Management**
  - RP-FRM-124 Subcontractor Evaluation
  - RP-FRM-125 Subcontractor Pre-Commencement Meeting
- **WHS Reporting**
  - RP-FRM-100 Monthly HSE Report
- **Hazard ID, Risk Assessment and Control**
  - RP-REG-008 Project Risk Assessment
  - RP-FRM-102 SWMS Review
  - RP-FRM-103 Safe Work Method Statement
  - RP-FRM-104 Task Observation
- **Exposure Monitoring and Health Surveillance**
- **Hazardous Substances**
  - RP-FRM-151 Hazardous Substance Risk Assessment
  - RP-FRM-152 Hazardous Substances and SDS Register
- **Plant and Equipment**

► **RP-WHS-PLN-003 Fatigue Management Plan**

► **How We Work Standards**

- RP-FRM-131-Crane Lift Plan
- RP-FRM-132 Crane Lift Study
- RP-FRM-153 Demolition Management Plan Review
- RP-FRM-154 Lifting / Rigging Equipment Register
- RP-FRM-168 Asbestos Management Plan Review

RP-FRM-140 Plant and Equipment Register	
RP-FRM-141 Plant Hazard Assessment	
RP-FRM-142 Earthmoving Plant and Equipment – Pre-Use Acceptance Checklist	
RP-FRM-143 Elevated Work Platform – Pre-Use Acceptance Checklist	
RP-FRM-144 Mobile and Crawler Crane – Pre-Use Acceptance Checklist	
RP-FRM-145 Forklift and Telehandler – Pre-Use Acceptance Checklist	
RP-FRM-146 Concrete Pump – Pre- Use Acceptance Checklist	
RP-FRM-148 Static Plant and Equipment – Pre-Use Acceptance Checklist	
RP-FRM-149 General Mobile Plant – Pre-Use Acceptance Checklist	
RP-FRM-150 Earthmoving Equipment – Suspended Load and Lifting Approval	
Permits to Work	
RP-FRM-110 Permit to Excavate	
RP-FRM-111 Crane Work Box Permit	
RP-FRM-112 Permit to Work at Height	
RP-FRM-113 Permit to Isolate	
RP-FRM-114 Hot Works Permit	
RP-FRM-115 Permit to Enter Confined Space	
RP-FRM-116 Permit to Erect, Alter, Climb or Dismantle a Tower Crane	
RP-FRM-117 Concrete Cutting and Core Hole Permit	
Emergency Response	► **RP-WHS-PLN-002 Emergency Response Plan**
Monitoring and Measurement	RP-FRM-127 First Aid Risk Assessment
RP-FRM-101 HSE Inspection	RP-FRM-128 Emergency Response Drill Record
RP-FRM-126 Health, Safety and Environment (HSE) Non-Conformance Report	RP-FRM-130 Fire Equipment Register
RP-FRM-155 Senior Leadership Visit	
Incident Management	

Key: