

SYDNEY FOOTBALL STADIUM REDEVELOPMENT B12 – CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN (CEMP) PROJECT EHS MANAGEMENT PLAN

24/06/2019 | Project Issue No:4.0



Plan Revision Status

Date	Revision (in numbers)	Purpose and Summary of Amendments	Reviewed by	Approved by
27/10/17	3.1	Updated Environment legislation for VIC Appendix 2 and updated Objectives & Targets to FY18 Appendix 3	Ross Trethewy	Ross Trethewy
16/07/18	4.0	New Plan issued for use	Naomi Maughan	Ross Trethewy
24/06/19	4.1	Updates to parts 4.2, 5.2.5, 4.3.3, 4.3.4, 4.5.1, 4.5.4, 4.6, 5.1, 5.2 and Appendices 1, 2, 3, 4, 5 and 8 including new FY20 Objectives & Targets.	Graeme Mauger	Ross Trethewy

Project Revision Status

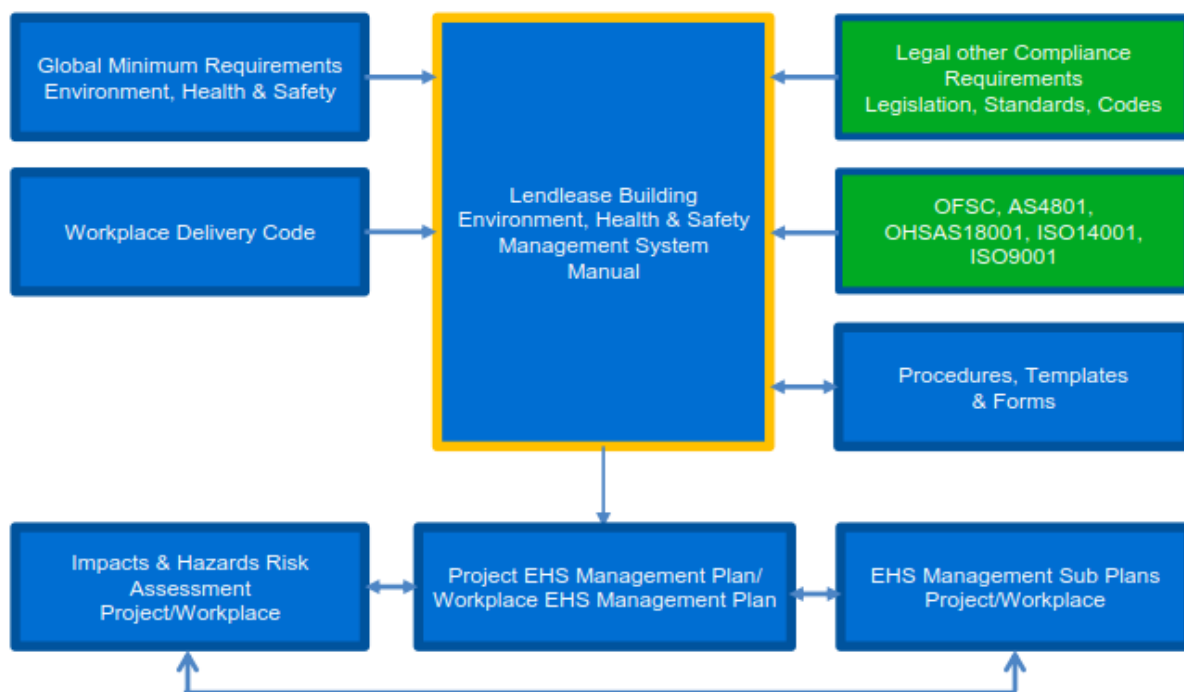
Date	Project revision (in numbers)	Purpose and Summary of Amendments	Reviewed by	Approved by
02/07/19	4.0	3.5 revised initiatives and review dates. Appendix 9 related to Appendix 3 Appendix 10 updated with site hours.	Toby Pritchard	Dane Morrison
09/08/19	5.0	Updated to reflect Stage 1 MOD 2 SSD 9249	Angus Morten	Dane Morrison

*Note that all printed paper/hard copies of this document remain uncontrolled. The controlled copy of this document is found either in Project Web, within the Project Management Plan section, or other project specific database/server approved by the Regional EHS Manager / EHS Manager Integrated Project.

WELCOME

Welcome to the project/workplace Environment, Health & Safety Management Plan for Lendlease Building Australia.

This plan forms an integral part of the Lendlease Building Environment, Health and Safety Management System shown below.



Environment, Health and Safety (EHS) is our number one priority. Importantly, this Plan has been tailored for your project, addressing its specific requirements. It follows a simple and intuitive navigation trail, outlined below to help guide you through the document.



This project EHS Management Plan has been created as a Word Template. In order to customise this template, please follow these instructions:

- Save the template as a Word Document.
- Customise the front cover with the project name, date and revision number. This will automatically update the whole document.
- Do not delete or remove the section breaks as this will affect the document formatting.

If you have any questions about how to use this plan, please contact your Regional EHS Manager / Head of EHS Integrated Project.

Contents

1.0 INTRODUCTION.....	6
1.1 Project Environment, Health & Safety Management Plan	6
1.2 Revisions and amendments.....	7
1.3 Definitions.....	7
1.4 Project description.....	7
2.0 VISION & POLICY	9
3.0 PLAN.....	10
3.1 Risk management, identifying impacts & hazards/ application of EHS Management sub plans	10
3.1.1 Enterprise Risk/Opportunities	10
3.1.2 Early/Minor Works	10
3.1.3 Bid/Opportunity Review.....	10
3.1.4 Design	11
3.1.4.2 Design Change.....	11
3.1.5 Project/Workplace Impacts and Hazards Identification	11
3.2 Legal And Other Compliance Requirements	12
3.3 Site/workplace EHS Rules	12
3.4 Objectives and targets	13
3.4.1 Achievement of objectives and targets	13
3.4.2 Project objectives and targets monitoring	13
3.5 Project specific environment health and safety initiatives.....	14
3.6 Procurement of Goods and services.....	15
3.6.1 Goods.....	15
3.6.2 Services.....	15
(a) Prequalification.....	15
(b) Invitation to Tender	15
(c) Subcontractor Interview Checklist.....	15
(d) Tender Evaluation Template	15
3.6.3 Management of Subcontractor EHS	15
4.0 IMPLEMENT	17
4.1 Structure, responsibility and accountability.....	17
4.2 Training	17
4.2.1 Environment, health and safety training matrix.....	17
4.2.2 Workplace specific training planner	18
4.2.3 Subcontractors & Other Workers	18
4.2.4 Records of Training	19
4.2.5 Worker induction	19
4.2.6 Visitor induction	19
4.3 Consultation, communication and reporting.....	20
4.3.1 Union Right Of Entry	21
4.3.2 Display of environment, health and safety information	21
4.3.3 Toolbox talks, pre-start talks, Builder's Brief or other consultative arrangements.....	22

4.3.4 EHS Reporting	22
4.4 Document and data control	25
4.5 Impacts/hazards identification, risk assessment and risk control	25
4.5.1 Management of Subcontractor EHS	25
4.5.2 Safe Work Method Statements	26
4.5.3 Review of Safe Work Method Statements and Change Management	27
4.5.4 Verification of Competence	27
4.5.5 Impacts/hazards identification, control and monitoring	28
4.6 Emergency response and evacuation	28
5.0 IMPROVE	31
5.1 Monitoring of the workplace	31
5.2 Monitoring of plant, Goods, equipment and processes	33
5.3 Non-conformities and corrective/preventative action	34
5.4 Monitoring & actions arising	34
5.4.1 Incidents at the workplace	35
5.4.2 Injury management and return to work	35
5.4.3 Unacceptable behaviour	35
5.4.4 Counselling and employee assistance	36
APPENDIX 1 EHS MANAGEMENT SUB PLANS	37
APPENDIX 2 KEY ENVIRONMENT AND WHS/OHS/OSH LEGISLATION	38
APPENDIX 3 OBJECTIVES AND TARGETS (Project)	41
APPENDIX 4 ORGANISATIONAL CHART	43
APPENDIX 5 EHS RESPONSIBILITY/ACCOUNTABILITY MATRIX	44
APPENDIX 6 ROLES AND RESPONSIBILITY STATEMENTS	46
APPENDIX 7 CONSULTATION ARRANGEMENTS	47
APPENDIX 8 PLANT, EQUIPMENT AND PROCESSES INSPECTION & TESTING SCHEDULE	49
APPENDIX 9 OBJECTIVES AND TARGETS	54
APPENDIX 10 SPECIAL CONDITIONS AND REQUIREMENTS	55
APPENDIX 11 PLAN SIGNATURES	57

SUB-PLANS

CONSTRUCTION NOISE AND VIBRATION MANAGEMENT SUB-PLAN (B14)
 CONSTRUCTION WASTE MANAGEMENT SUB-PLAN (B15)
 CONSTRUCTION SOIL AND WATER MANAGEMENT SUB-PLAN (B16)
 CONSTRUCTION AIR QUALITY SUB-PLAN (B17)
 CONSTRUCTION BIODIVERSITY MANAGEMENT SUB-PLAN (B18)
 UNEXPECTED HERITAGE FINDS PROTOCOL (C35 & C36)
 UNEXPECTED CONTAMINATION FINDS PROTOCOL

1.0 INTRODUCTION

1.1 PROJECT ENVIRONMENT, HEALTH & SAFETY MANAGEMENT PLAN

Lendlease Building (LLB) Australia, (incorporating Lendlease Building Pty Limited and Lendlease Building Contractors Pty Limited) operates an integrated management system where the functions and requirements of environment management and work health and safety (WHS) /occupational health and safety (OHS) /occupational safety and health (OSH) management are integrated. The LLB Environment, Health & Safety Management System (EHS MS) Manual and related procedures, forms and templates is contained within the Lendlease Building Management System, [Source](#).

The LLB EHS MS Manual provides the overall framework for EHS management at LLB workplaces including construction projects. All projects must develop a Project Environment Health & Safety (EHS) Management Plan (MP), which outlines the management practices for the key risks affecting EHS for a project. Management of EHS at this workplace consists of the LLB EHS MS Manual together with this Project EHS Management Plan and its relevant EHS Sub Plans, procedures, codes and other supporting documents. These all form part of the LLB EHS MS and together hold certification to Australian and international standards for both health and safety and the environment and accreditation with Federal and State authorities. The structure of the EHS MS framework is outlined on Page 3.

The Project Environment Health & Safety (EHS) Management Plan and related management sub plans shall be independently issued, but must be approved by the Construction Manager, or nominated representative and the Regional EHS Manager / Head of EHS Integrated Project for commencement of construction. This will either be documented on the plan or through Aconex.

1.2 REVISIONS AND AMENDMENTS

The revision history of the project EHS MP for LLB construction operations is documented by the LLB Document Control Register within [Source](#). This project EHS MP template is the document used to prepare a project specific EHS management plan for each LLB construction related workplace.

The table in this section provides the history of any project specific changes to the project EHS MP. The Construction Manager, or nominated representative, reviews the project EHS MP and related sub plans at maximum three (3) month intervals. The project EHS MP is also reviewed as part of internal independent quarterly audits of the management system and related compliance with legislation and Lendlease Global Minimum Requirements for EHS. Audits are completed to the requirements of the LLB [Auditing EHS Procedure](#).

Project related minor revisions to this EHS MP and related sub plans may be independently issued, but must be approved by the Construction Manager, or nominated representative and the Regional EHS Manager / Head of EHS Integrated Project prior to release. On receipt of a revision:

- The required amendment is incorporated in the revised project EHS MP and sub plans where applicable.
- The date of the revision and new revision issue are listed in the table on page 2 including the purpose and a brief summary of the amendments throughout the Project EHS MP.
- The new/revised project EHS MP or **management** sub plan is issued to the project team including relevant subcontractors and other stakeholders and [Appendix 11](#) Plan Signature resigned.

Note: Major revisions of the plan template, e.g. revision 4.1 to revision 4.0 require the new revised project plan template approved by the Head of EHS LLB to be implemented with a maximum of three months across all active construction projects.

1.3 DEFINITIONS

Terms used in this document and related LLB EHS Management System documents are defined in the LLB [Definitions in the Management of EHS Procedure](#).

1.4 PROJECT DESCRIPTION

The project involves the redevelopment of the existing Sydney Football Stadium. The Stage 1 works as defined in the Stage 1 MOD 2 (SSD9249) consent conditions comprise:

- demolition of the existing stadium including the existing Sheridan, Roosters, Waratahs, Cricket NSW Administration Building and Indoor Wickets to ground level (existing slab level) including demolition of on-ground slab paving and footings;
- removal of 26 trees;
- use of the existing MP1 as the demolition compound;
- removal of top of the piles of the existing stadium including the removal of asscoated spoil; and
- diversion of an existing stormwater infrastructure with associated trenching.



Included are the following key milestones or specific deliverables for this project:

- Site Access Date: 2-January-2019
- Site Possession Date: 8-January-2019
 - Partial Site Possession due to Principal Electrical Works
- Site Possession Date: 25-January-2019
 - Full Site Possession following completion of Principal Electrical Works

Practical Completion: TBC

Special conditions and requirements relevant to the project are detailed in [Appendix 10](#).

2.0 VISION & POLICY

Lendlease is committed to our vision 'to create the best places' through incident and injury free workplaces wherever we have a presence. Our vision is supported by an uncompromising culture which holds the health and safety of people and the protection of the environment as first in all our business reviews and decision making.

The LLB EHS Policy outlines key objectives to deliver an incident and injury free workplace. The EHS Policy and other related policies are located in Source > Our Policies > [Building Policies](#). All LLB policies must be clearly displayed in a prominent location(s) at LLB workplaces, including the project site/workplace office and project/workplace notice board(s) so they are accessible to all employees, subcontractors and other workers, including visitors to the project.

The policies and their objectives must be clearly communicated through the project or workplace induction to all persons working at the site. The policies are also publicly available on request to interested parties.

3.0 PLAN

3.1 RISK MANAGEMENT, IDENTIFYING IMPACTS & HAZARDS/ APPLICATION of EHS MANAGEMENT SUB PLANS

3.1.1 Enterprise Risk/Opportunities

The Head of Environment, Health & Safety Lendlease Building (LLB) Australia maintains a register of EHS risks and opportunities across LLB at an enterprise level. These are outlined in Enablon, the Lendlease EHS Intranet Reporting System and are reviewed and updated at maximum quarterly intervals. The enterprise risks are cascaded to Regional Business Units for consideration and inclusion in local or project related risk management processes where applicable.

3.1.2 Early/Minor Works

The requirements of the [Preliminary, Early or Minor Works Contractor Management Procedure](#) are implemented where:

- LLB has management or control of a workplace, or temporary access and control is granted by a Client to a specific area to enable preliminary investigation and related works to be carried out for an LLB business undertaking related to a construction project yet to be commenced; or
- Other minor works that do not meet the definition of a construction project as defined by legislation or involve high risk construction works.

3.1.3 Bid/Opportunity Review

The process of risk management commences in the conversion of a project bid or opportunity. The Lendlease Building Project Conversion Plan (PCP), available on Source <http://pcp.lendlease.com/default.aspx> is used for all project bids or opportunities. Inclusive of the PCP process is the completion of a LLB EHS Investment Risk Review to determine if the requirements of the Lendlease [Global Minimum Requirements](#) (GMRs) for EHS and legislative compliance can be achieved. This requirement is further outlined in the [Winning Work](#) section on Source. Open risks identified in the LLB EHS Investment Risk Review must be transferred to the Project Risk & Opportunity Assessment (PROA) register.

3.1.4 Design

Where LLB has management or control of a design function related to a building or structure, the LLB [Risk & Opportunity Management Procedure](#) is followed to review design and results are detailed within the LLB [Project Risk and Opportunity Assessment Template](#) (PROA). The purpose of the PROA review and related process is to, where reasonably practicable, eliminate risks including potential WHS or equivalent OHS/OSH hazards and risks and potential significant environmental impacts through design change. Where elimination is not reasonably practicable the identified hazards and risks and impacts must be minimised so far as reasonably practicable.

3.1.4.1 Specific Design Reviews

Concept and Detailed Design

A concept and detailed design review of EHS risks is undertaken by Lendlease Applied Insight with key stakeholders in the proposed (preliminary design) concept and detailed design of the building or structure and documented on PROA for the project.

EHS in Design Review

EHS in design risks identified by external design consultants in a Safety Report, or other equivalent report, issued to respond to Work Health & Safety or equivalent legislation requirements for safe design of buildings or structures are included in the PROA for the Project.

Pre-Construction Review

The Project Manager and relevant stakeholders undertake further review(s) of the design through the implementation of the LLB PROA process and review of the existing PROA for the project.

Risk close out/ transfer

Where risks in design have not been eliminated through the PROA process those unresolved risks that relate to workplace activities over which LLB has management or control are transferred to construction, end user or maintenance programs for resolution. Where an unresolved EHS risks with a moderate or greater risk ranking exists, the Project Manager in consultation with the Construction Manager and Regional EHS Manager / Head of EHS Integrated Project must ensure that the risks are transferred to the project specific [Impacts & Hazards Risk Assessment](#), end user or maintenance manuals for the project.

3.1.4.2 Design Change

Design change throughout the design and construction is managed in accordance with the LLB [Change Management Procedure](#) and further evaluated during project review meetings. Where the proposed design change (including design of temporary works) has the potential to significantly (moderate or above risk ranking) effect environment, health or safety the design is reviewed to determine a more effective design solution to eliminate the risks so far as reasonably practicable. Where this cannot be achieved the risks are included in the project Impacts & Hazards Risk Assessment or other related document, e.g. end user or maintenance manual to ensure effective management.

3.1.5 Project/Workplace Impacts and Hazards Identification

The Construction Manager (or nominated representative) in consultation with the Site Manager and members of the project team completes a project [Impacts & Hazards Risk Assessment](#) (IHRA), prior to commencement of the construction stages of the project. The risk assessment includes any open

(unresolved) risks that require management in the construction stages of a project that were identified in design or other PROA reviews.

The completion of the IHRA is conducted in accordance with the methodology outlined in the LLB EHS [Risk Management Procedure](#), which requires all key risks rated as moderate or greater specific to the project to be included in the IHRA. Control measures related to GMR 4 risk events and other high-risk construction works must implement at least one engineering control or better and one mitigating control, consistent with the Hierarchy of Control.

Note: Impacts and hazards and related risks assessed with a risk ranking of less than moderate are not listed in the IHRA, but are controlled using routine standards and procedures as outlined in the LLB EHS MS and standards outlined or referenced in the LLB [Workplace Delivery Code](#).

The project's IHRA is also used to identify:

- the need for additional specific management sub plans; e.g. noise
- High Risk Construction Work or work which requires a high risk work licence for which a Safe Work Method Statement (SWMS) must be provided that identifies impacts and hazards and outlines control measures consistent with the Hierarchy of Control and copies are retained by LLB.

3.2 LEGAL AND OTHER COMPLIANCE REQUIREMENTS

LLB identifies and maintains access to all WHS/OHS/OSH law and environmental law updates and other compliance requirements (e.g. standards, codes, conditions, approvals and others) which are available at LLB workplaces and on the intranet (see Appendix 2 for further information). WHS/OHS/OSH law, environment protection legislation and other compliance requirements; e.g. codes of practice, Client conditions, development approval and standards that apply to this workplace, are listed in the project [Impacts & Hazards Risk Assessment](#).

Access to current legal and other compliance requirements (either electronic or paper based) is available at all LLB workplaces and key intranet sites for access to further information are listed in [Appendix 2](#).

LLB is required to collect concise data on energy use, carbon emissions, water consumption, waste disposal and waste recovery at a project level. The data is used to monitor a project's environmental performance and to meet Lendlease Corporation obligations under the National Greenhouse and Energy Reporting Act 2007.

Data is recorded in Footprint and verified by each Regional Business Unit, Strategic Business Unit, nominated employee, with oversight by the Lendlease Building National Sustainability Function and external assurance auditors.

3.3 Site/workplace EHS Rules

The Project Team develops specific [Site or Workplace EHS Rules](#) that are displayed on entry to the workplace and in other prominent locations that are consistent with the Lendlease vision 'to create the best places' through an incident and injury free workplace. The objective of the site/workplace EHS rules are to:

- inform all worker, visitors and other stakeholders of the minimum requirements that must be adhered to at the workplace to meet specific client, legislative, regulatory and GMR requirements.
- define project specific expectations

- address the project's management of WHS/OHS/OSH hazards and risks and environmental aspects and impacts;
- address any specific client, legislative and regulatory requirements;
- meet the standards outlined by the [Lendlease Global Minimum Requirements for EHS](#) (GMR) and LLB Workplace Delivery Code
- ensure visitors to the project are made aware of any Site/Workplace EHS Rules relevant to the site and any areas they will visit, e.g. mandatory PPE;
- inform workers and visitors of perimeter exclusion zone (PEZ) requirements on multi-storey projects where access or work activities are required within 3m of a multi-storey live edge;
- inform workers of the requirements of the LLB Drug and Alcohol Policy and the LLB Fitness for Work – Drug and Alcohol Testing Procedure that apply to all Lendlease Building workplaces.

3.4 OBJECTIVES AND TARGETS

The LLB annual EHS Business Plan outlines objectives and targets for the financial year and these are included in the LLB EHS MS Manual and cascaded to LLB Regional Business Units for implementation.

Objectives and targets specific to the project are outlined in [Appendix 3](#).

3.4.1 Achievement of objectives and targets

Progress against the objectives and targets for EHS are monitored by project team members (as nominated in the table at [Appendix 9](#)) in consultation with the Construction Manager, Operations Manager, Regional EHS Manager / Head of EHS Integrated Projects and General Manager for the Regional Business Unit/Strategic Business Unit. The Construction Manager reports on the progress on a six weekly basis in Project Reviews.

Monthly reports on progress against annual EHS objectives and targets are collated by the EHS Head Office Service Function and Regional EHS Managers / Head of EHS Integrated Projects and distributed across LLB.

EHS weekly email performance updates, distributed by the Head of EHS LLB Australia, also outline progress against some specific objective and targets related to incidents.

LLB project personnel nominated to monitor objectives and targets at the project are listed in the table outlined in [Appendix 9](#).

3.4.2 Project objectives and targets monitoring

The Project objectives and targets as listed in Appendix 3 are monitored by:

- Internal independent EHS audits of a sample of projects at maximum 100 day intervals;
- Annual internal and external audits of selective projects;
- Evaluation of employee, subcontractor and worker EHS performance by reviewing and monitoring: workplace activities, Safe Work Method Statements, or equivalent, implementation through regular observations and inspections by LLB personnel, subcontractors and the workplace EHS Committee/ EHS Consultation Group;
- Review of mandatory training completion rates;

- Incident reporting, investigation and effective communication and evaluation of implemented corrective actions and preventative actions;
- Effective injury management, return to work; and
- environment protection.

Lendlease personnel tasked with implementing selective objectives and targets are detailed in [Appendix 9](#)

3.5 PROJECT SPECIFIC ENVIRONMENT HEALTH AND SAFETY INITIATIVES

In addition to the objectives and targets previously outlined, at least two or more project EHS leading industry practice initiatives should be nominated at the discretion of the Construction Manager, or a nominated representative, in consultation with the Project EHS Coordinator (where appointed) or the EHS Committee / EHS Consultation Group and other relevant key stakeholders.

Outline leading practice initiatives below:

Brief Description of EHS Initiative	Expected Launch Date	Evaluation method for the initiative	Expected Evaluation Date	Related Document (e.g. plan or other)
Site Workforce Rewards and Recognition Programme to be implemented reinforcing safe workplace behaviours	Oct-19	<ul style="list-style-type: none"> • % of workforce achieving nominated milestones • The allocated Stella points awarded in a year. 	Oct-20	Records of participation. Evidence of achievement using applied system tools (Obs, TBT)
Using the existing stormwater drains as storage collection points for rainwater by capping and pumping.	Sept 19	<ul style="list-style-type: none"> • Implementation on site. • Review with a wet weather event 	Dec-19	Stormwater and Erosion management plan.
Collaboration with MEWP suppliers on engineered Safety initiatives. Eg: Access control, Harness connections, meshed panels.	2020	<ul style="list-style-type: none"> • Endorsement and certification by a supplier. • Adopted specifications into major contracts 	2020	Major Contract PRA documentation
Develop video SWMS to align to Documented SWMS	2020	<ul style="list-style-type: none"> • Feedback from workers at SWMS inductions. • Ability for workers to scan and check live in the field. 	2020	Videos. QR codes.
Consult with future stadium stakeholders eg: Roosters, Wallabies etc and engage in health & wellbeing arrangements.	Sep-19	<ul style="list-style-type: none"> • Have commitment from at least 1 reconisable sporting organisation to provide a campaign for the site. 	Jun-20	Health & wellbeing plan
Scope forklifts with post 2016 A/S safety requirements.	Jan-20	<ul style="list-style-type: none"> • Adopted specifications into major contracts 	Jun-20	Major Contract
Investigate feasibility and operational options on Tensa – Roborigger	Jan-20	<ul style="list-style-type: none"> • Enquiry and demonstration 	Jul-20	Specifications & data sheets

3.6 PROCUREMENT OF GOODS AND SERVICES

Tendering for the provision of goods and services is undertaken in line with the requirements of the Business Rules outlined in the Procurement section of [Procurement section of Source](#) and is the responsibility of the Construction Manager, or nominated representative. The management of EHS in relation to procurement includes the following requirements:

3.6.1 Goods

Procured goods conforms with the requirements of applicable Australian standards and be able to meet the requirements of approved codes of practice, compliance codes, product specifications, design standards and guidance notes published by the relevant government regulators or industry organisations when those goods are used, installed or commissioned for use.

3.6.2 Services

Procured services include the following documented activities prior to Tender Award:

(a) Prequalification

All prospective tenderers must either have been:

1. capability assessed; or
2. where this system has not yet been implemented for a particular region, the LLB Tender Management System Assessment Form is completed before being invited to tender; to ensure that prospective tenderers have an EHS Management System or equivalent procedures that meet the requirements established by this Plan.

(b) Invitation to Tender

A standard suite of EHS information as outlined in Appendix A of the LLB Invitation to Tender is provided to each prospective tenderer at the time of tender to allow the tenderer to properly prepare their EHS documentation.

(c) Subcontractor Interview Checklist

This Subcontractor Interview Checklist is completed during tender interviews for all works more than \$200,000 value to ensure that the tenderer has properly prepared their tender submission to meet LLB EHS requirements and that they understand their obligations for the management of EHS if their submission is to be successful.

(d) Tender Evaluation Template

The vetting and analysis of each tender is undertaken by completing the Tender Evaluation Template to ensure that each tender submission meets the requirements of the LLB EHS MS.

3.6.3 Management of Subcontractor EHS

Subcontractors and other workers must be able to plan and adequately identify impacts and hazards related to the scope of works they are undertaking at the workplace. The Construction Manager or nominated representative provides the following to all subcontractor companies at Tender:

- relevant parts of the project specific EHS MP,
- the project specific [Impacts & Hazards Risk Assessment](#) and related prescribed control measures,

- Global Minimum Requirements for EHS,
- the LLB Workplace Delivery Code;
- the LLB [Subcontractor Guide to EHS](#); and
- other information applicable to the scope of works to be undertaken.

The list of EHS information required to be provided by each Tenderer is included by the Construction Manager or nominated representative in pre-tender or pre-contract interviews, including records of discussion of project EHS related information and verification of subcontractor compliance to LLB requirements by completion of the LLB [Subcontractor Works To Proceed EHS Checklist](#).

An itemised list of inclusions in tender/contractor packages and evidence of communication (document transmittal) of the project EHS information is maintained, such as (but not limited to) email, Aconex or other approved communication database.

4.0 IMPLEMENT

4.1 STRUCTURE, RESPONSIBILITY AND ACCOUNTABILITY

The Construction Manager, or nominated representative prepares a project specific organisational chart to define lines of reporting and key names and positions or roles with EHS responsibilities specific to a workplace or project. The chart is outlined in [Appendix 4](#).

Individual roles and responsibilities statements for each workplace may differ; therefore, templates are available on Source > Our Teams & Our People > Roles and Responsibilities. [Appendix 5](#) outlines the EHS Responsibility/Accountability Matrix relevant to this project EHS MP and key responsibilities and accountabilities for EHS.

For all roles detailed in the project specific organisation chart, the responsibilities statement is agreed between the person employed in that role and the Construction/Line Manager. On commencement of a job role outlined in the project organisational chart each person employed in a role meet with the Construction Manager or their appointed line manager to review, discuss and where required agree to their roles and responsibilities statement and any amendments to that statement. The statement is signed and dated by both parties to the discussion as a record of consultation and agreement of the statement and its specific content. The current and signed statements are filed and their location referenced in [Appendix 6](#) of this Plan and in addition all versions are recorded in the project collaboration tool.

Lendlease Building Pty Limited is the Principal Contractor with management or control of the project and its EHS. In addition, all subcontractors, consultants, suppliers and other contractors or workers are also required to comply with their employer's EHS Management System or equivalent and related Safe Work Method Statement(s) the LLB project EHS Site/Workplace Rules, the GMRs, Workplace Delivery Code and applicable legislative requirements.

4.2 TRAINING

The Construction Manager/Workplace Manager has overall accountability for project specific training.

4.2.1 Environment, health and safety training matrix

The LLB EHS [Training Matrix](#) identifies key Lendlease Building EHS management tasks as outlined in the LLB EHS MS and GMRs for the position holders or roles who undertake these tasks; and the competencies required for each position to implement these tasks effectively.

Apart from the requirements outlined by the [EHS Training Matrix](#) additional EHS training needs may be identified as required in each employee's performance review held with the employee's direct manager.

4.2.2 Workplace specific training planner

Workplace specific EHS training needs and competencies at a construction project or workplace level (e.g. confined space entry, environmental awareness, spill management and plant operator) are outlined in the project/workplace EHS Training Planner (i.e. training needs analysis) compiled by the Construction/ Workplace Manager, or nominated representative. Once identified, the training is categorised as internal or external and tracked to completion with the completion date and validity date in the LLB [EHS Training Planner](#). The planner is reviewed quarterly.

4.2.3 Subcontractors & Other Workers

The minimum training requirements for subcontractors and other workers at this workplace include:

- General Industry WHS/OHS Induction/Safety Awareness Training for the Construction Industry;
- Work activity consultation training in high risk construction work tasks or work that requires a high risk work licence and specific safe work method statements or related documents;
- Subcontractors or service providers may choose to manage construction work, which is not classified as high risk construction work or work that requires a high risk work licence, with their own EHS or equivalent company procedures or processes. It is a LLB requirement that all employees, workers or agents engaged by the subcontractor company have undertaken consultation and training in the content of these company procedures or processes and that evidence of such training is provided to LLB.
- GMR training completion by selective Subcontractor Supervisors for major trade packages that will be undertaking work at the project/workplace for greater 90 days;
- Front Line Leaders (Engage & Influence) Training (1 day) completion by selective Subcontractor Supervisors for major trade packages that will be undertaking work at the project/workplace for greater 90 days;
- Subcontractor supervisors complete training Conduct Local Risk Control for major trade packages that will be undertaking work at the project/workplace for greater than 90 days;
- Subcontractor Supervisors that issue and manage works covered by a Permit To Work must undertake Permit To Work Training;
- Evidence of competence for operators of all mobile plant (and quick cut/concrete saw) operators and prior to the employee operating that mobile plant and equipment.

Note: a letter provided by the employer for mobile plant operation competence is not sufficient alone and each operator must also have a copy(s) of a licence/certificate issued by a State/Territory; OR a Statement of Attainment /Certificate issued by an Registered Training Organisation; OR evidence of a formal verification of competence assessment against defined competency standards.

- Lendlease Part A Induction completed every 3 years (online delivery link http://onlinelearning.lendlease.com/building_orientation_part_A);
- Workplace specific (Part B) induction and completion of the related induction knowledge assessment; and
- Relevant certificates of competency for work activity related training; e.g. confined space entry; high risk work for which a high risk work licence is required; and electrical work.

4.2.4 Records of Training

Records of Lendlease employee training are retained at the workplace level and copies are uploaded to the LLB [Learning and Development \(Intranet\) Site](#). The minimum records to be retained by the project/workplace and uploaded to the [Learning and Development \(Intranet Site\)](#) are:

- course outline or content;
- completed attendance records using the LLB [Training Attendance Record](#);
- completed LLB [Training Evaluation Form](#); and
- assessment results (except for RTO delivered training where these results may not be available) and associated certificates of completion.

Records of required qualifications, competencies and specific industry induction requirements for workers other than Lendlease employees (as required) are recorded at the time of induction and retained at the project/workplace.

4.2.5 Worker induction

All workers must complete the Lendlease Part A Induction prior to attending a workplace for the first time.

Workers that have undertaken the Lendlease Part A Induction within the past three years are required to undertake a brief workplace induction only based on the LLB Workplace Induction Part B located on Source. This will generally include consultation arrangements at the workplace; PPE requirements, designated smoking areas (if permitted); incident reporting, emergency response planning and key personnel at the workplace, workplace specific impacts and hazards and any Client specific requirements. A knowledge assessment must be completed at the conclusion of the induction.

A photocopy of the subcontracting company's employees General Industry WHS/OHS Induction/Safety Awareness Training for the Construction Industry card is taken [at the workplace specific induction and any high risk work licence card\(s\) held by each worker](#). Photo identification; e.g. drivers licence [or passport](#) (to confirm identity) must be [sighted only \(not photocopied due to Privacy considerations\)](#) following the induction to the project (or recorded by the Pegasus System) and the [licence number or passport number](#) recorded and listed on the LLB Workplace Induction [Attendance Record](#).

Persons (other than escorted visitors) unable to demonstrate completion of WHS/OHS General Industry Induction/Safety Awareness Training cannot be inducted nor enter the workplace to undertake construction works.

Students or other school/university candidates that seek temporary work experience at Lendlease Building construction projects are inducted to the requirements outlined above. In addition, the Lendlease Building [Work Experience and Student Placement Procedure](#) and the requirements outlined in the [Workplace Delivery Code under Work Experience, Young Workers and Student Placement](#) must be implemented to ensure that risks related to a lack of experience in construction workplaces are minimised and a positive work experience outcome is achieved.

4.2.6 Visitor induction

All 'one-off' visitors (unlikely to return) to the workplace must be accompanied at all times by a person that has undertaken the workplace induction. All visitors sign the LLB workplace [Visitor Register](#) upon arrival and departure (including time of entry and exit).

Regular visitors (i.e. requiring access twice a month or more) and persons who undertake construction related work activities; i.e. those specifically defined as 'building or construction work', must hold the General Industry WHS/OHS Induction/Safety Awareness Training for the Construction Industry.

All visitors must wear the mandatory personal protective equipment specific to the site and must be informed of emergency response arrangements at the workplace.

Where multi-storey construction exists at the workplace, visitors also complete the LLB Visitor's Agreement and must be informed of perimeter exclusion zone (PEZ) requirements where access to, or work activity is required within 3 metres of a multi-storey live edge (i.e. the PEZ where full containment at the edge has not been achieved and gaps exist). This includes information on the use of tethers/ lanyards/containers or other restraint equipment to prevent fall of loose materials for their safety helmet, mobile phone, tools or other equipment.

Visitors that do not have restraint equipment fitted to their safety helmet or any other loose items they intend to use or operate at the site, e.g. mobile phone, clip board, camera, are not permitted within 3m of any live multi-storey perimeter exclusion zone edge; and acknowledge this risk mitigation measure in the Visitor's Agreement.

Tours, previews or inspections of LLB apartments or other buildings or structures under construction by prospective buyers, lessees or other is managed in accordance with the Lendlease Building [Tours, Previews and Inspections Procedure](#) and precautions outlined above to prevent fall of materials on multi-storey construction projects also apply.

4.3 CONSULTATION, COMMUNICATION AND REPORTING

Consultation and issue resolution is managed in accordance with the LLB [Consultation Procedure](#). The [Consultation Procedure](#) and relevant WHS/OHS/OSH legislation requires project personnel to consult, share and supply relevant project information with all workers or their representatives and persons conducting a business or undertaking or other subcontractors or service providers with management or control or work to ensure EHS management issues are appropriately discussed and agreed.

This includes the opportunity for workers to respond and contribute to EHS issues that affect them through their workplace EHS Committee or EHS Consultation Group, Health and Safety Representative(s) (HSRs) or by other agreed arrangements between the employer and workers.

The meetings which communicate EHS matters at this workplace are listed in [Appendix 7](#), which specifically outlines those requirements for communicating and consulting on high risk construction works, changes or out of sequence work routines and upcoming high risk construction work by subcontractors or LLB employees.

EHS consultation arrangements agreed at this workplace are identified by the 'marked-up' LLB EHS [Consultation Statement](#). The marked-up statement is displayed in prominent locations at the workplace by the EHS Coordinator, together with the agreed LLB EHS Issue Resolution Flow Chart specific to the project.

The Construction Manager or nominated representative retains a record that demonstrates workers including employees and subcontractors were consulted on the method of EHS consultation agreed at the workplace e.g. LLB EHS [Committee Meeting Minutes](#); election of EHS Committee members and LLB [Toolbox Talk](#) or [Builder's Brief](#) records.

Subcontractors and other persons with management or control of a business or undertaking at LLB workplaces are required to consult e.g. a Toolbox Talk, with their employees on issues that may impact EHS

and a record of this consultation is maintained and copies forwarded to the Construction Manager or a nominated representative.

4.3.1 Union Right Of Entry

A holder of a Work Health and Safety (WHS) Entry Permit Holder AND an Entry Permit Holder under the Fair Work Act for the specific State/Territory in which the workplace is situated may enter a workplace to consult with relevant workers on WHS/OHS/OSH matters or for the purposes of inquiry into a suspected contravention of the WHS Act or related act in other states. Details of the requirements for entry by an Entry Permit Holder are outlined in the LLB [Union Right of Entry Guideline](#) under WHS Legislation and further detailed in the Safe Work Australia Right of Entry Legislative Fact Sheet.

Further details on EHS consultation, communication and reporting are outlined in the [LLB EHS Management System Manual](#).

4.3.2 Display of environment, health and safety information

To ensure all workers have the opportunity to view, discuss and take note of EHS information, the EHS Coordinator or nominated representative displays the following information (as a minimum) at a prominent location(s) at the workplace, including notice board(s):

Lendlease Building Environment, Health & Safety Policy	Lendlease Injury Management & Return To Work Policy
Lendlease Building Smoke Free Policy	Lendlease Building Noise Control Policy
Lendlease Corporation Harassment & Bullying Policy	Lendlease Building Fitness for Work, Drug and Alcohol Policy
LLB EHS Consultation Statement detailing the consultation arrangements agreed at the workplace	Agreed LLB EHS Issue Resolution Flow Chart specific to the project
Emergency evacuation diagrams including the Evacuation Assembly/Muster Point(s)	Any special environment rules; e.g. flora or fauna protection specific to the workplace.
Site or Workplace EHS Rules Including hours of work	List and photograph(s) of Health & Safety Representative(s), EHS Committee / EHS Consultation Group members
Designated Workgroup members	Crisis Management Escalation Protocol
Amenities plan including first aid shed location	Current EHS Committee / EHS Consultation Minutes
Location of the Spill Kit	Current EHS Alert(s) not more than 6 months old
Personal Protective Equipment requirements	Top 5 Hazards of the week
Designated smoking areas (if any)	Areas where PPE is not required, e.g. amenity areas
Lendlease Injury Management Workplace Injury poster	Incident Reporting Scheme Poster (State/Territory specific) available at Lendlease Injury Management
Incident reporting flow chart (Commonwealth Projects)	Regulatory notices issued within the past 2 months

Emergency evacuation details and contact telephone numbers including:	
Construction Manager or nominated representative	Nearest hospital or emergency centre
First aid officer(s) – photo and contact no.	Nearest medical centre
Emergency Evacuation Diagrams (refer AS3745) displayed at required exits all levels.	After hours emergency contact name and number able to be read from outside the site boundary.
Emergency Call Poster first aid room and other emergency first response team member locations	Contact details determined by the Project Emergency Response Plan
Emergency evacuation required exits each level	HAZCHEM or other signage related to the storage or hazardous substances or dangerous goods at the workplace
Emergency Evacuation Assembly Area	

4.3.3 Toolbox talks, pre-start talks, Builder's Brief or other consultative arrangements

Workers and their supervisors conduct toolbox talk meetings, pre-start talks, Builder's Briefs or other consultative arrangements with those employees or workers under their direct supervision and record the meetings on the LLB [Toolbox Meeting Template](#), [Daily Pre-Start Record Template](#), [Builder's Brief Template](#) or equivalent subcontractor document.

A pre-start meeting is conducted daily by each workplace/subcontractor supervisor to discuss EHS matters from the previous day(s), the current day's activities, interfacing trade activities, changes to emergency access and related control measures and other relevant matters. The pre-start meeting is recorded on the [Daily Pre-start Record Template](#), [Builder's Brief](#) or equivalent subcontractor document.

Other EHS related meetings are recorded formally where required by completing the LLB form [EHS Meeting Minutes](#); e.g. where discussing SWMS for high risk construction work or work that requires a high risk work licence, a specific work task or other relevant EHS matters. Toolbox talks are undertaken at intervals that keep employees and other workers informed of conditions and changes to the workplace that may affect environment, health and safety.

A copy of daily Pre-start records, Toolbox Talk meeting records, Builder's Briefs records or other consultation meetings are retained and filed in accordance with the LLB Document Filing and Retention Procedure. Items listed for action are reviewed and progress is reported at the next meeting and subsequently until they are corrected.

LLB will ensure that communication and consultation on EHS matters occurs with all workers, including those with limited English or English as a second language. Where required, LLB in consultation with subcontractor employers will develop appropriate communication to consult with workers with limited English or English as a second language.

4.3.4 EHS Reporting

The project team undertakes reporting and recording of EHS matters to the Regional Business Unit /Strategic Business Unit and the EHS Head Office Service Function as required. All reports and records are collated to provide EHS statistics used to assist the business unit and EHS Head Office Service Function to identify trends in EHS performance, track progress against annual objectives and targets outlined in

Appendix 3 and identify impacts/hazards and incidents across all projects and implement corrective action and preventative action.

The Construction Manager also ensures the following reporting activities occur and records and reports are undertaken and retained by relevant Lendlease personnel for audit purposes:

- Client reporting at Project Control Groups.
- Establish project reporting functionality within Enablon by submitting the Enablon “New Operation Request” form immediately once construction authorisation has been given.
- Special conditions and requirements (if any) documented in [Appendix 10](#).
- Daily, weekly and monthly inspections and monitoring of EHS matters and project compliance to legislation and Lendlease Global Minimum Requirements (i.e. LL Foreman/Supervisor Daily [High Risk Construction Work Checklist](#) in Enablon App; Enablon Observation App Project Engineers and [EHS Weekly Inspection](#) ; see [Part 5 of this Plan](#) for more specific detail).
- Complete Acute Risk Scenario Campaign reporting in Enablon, at maximum quarterly intervals.
- Report all EHS incident events and observations in Enablon.
- Immediately verbal report (and provide a follow up 5 point email within 2 hours) all EHS incident events that have: i) potential to trigger a critical incident event in Enablon; ii) potential to be Notifiable to a Regulator; iii) potential to trigger a crisis management event; iv) potential to involve attendance at the site by any emergency service or regulatory authority; v) potential to involve hospitalisation of any kind or a Workers’ Compensation Claim; or vi) involve potential or actual material harm to the environment.
- Report incidents within Enablon that have the potential to become a Lost Time Injury Incident or Workers’ Compensation Injury within 24 hours;
- Report incidents details within Enablon that have the potential to be classified as a Critical Incident; within 24 hours to enable a related incident notification to be published in Enablon not later than three working days after the incident.
- Complete incident investigation reports and related actions within the required time frames specified.
- Calculate and report project productivity hours for both LLB and subcontractor personnel using the LLB [Productivity Hours – Calculation Guideline](#) with the total hours entered into Enablon by the 2nd day after the reporting month.
- Report on and provide all regulatory authority notices or other correspondence provided by regulatory authorities, local government or other within 5 working days to the Regional EHS Manager and Head Office EHS Service Function.
- Report on consolidated monthly data and progress against LLB Objectives & Targets at project reviews to senior management.
- Report on impacts and hazards or other non-conformities as incidents or observations in accordance with the following reporting table:

Table 1 – Incident Reporting

Incident reporting and related management of events and corrective and preventative actions are carried out in accordance with the [LLB Incident Reporting and Management Procedure](#). A summary is provided below. Where any inconsistency between Table 1 and the requirements of the [LLB Incident Reporting and Management Procedure](#) exists, the requirements of the Procedure apply.

Occurrence/Incident/Report	Initiator	Action	Closing Responsibility
All incidents of injury, near miss, actual or potential significant material harm to the environment, plant or property damage	Project Team Members	Report immediately to the Construction Manager (CM) or nominated representative. Five point email notification to LLB RBU and national managers within 2 hours. Note: Notification to Regulators to be made only after consultation with the Regional EHS Manager / EHS Manager Integrated Project has occurred.	CM
EHS Incident Event Reports	CM/EHS Coordinator	All incident events are to be entered in Enablon. Incident Investigation Report Template, OFSC Incident Investigation Form where required	CM
EHS Observations	Site Engineers	Daily observations entered in Enablon App	CM/SEs
High Risk Construction Work Checklist	Foremen/ Supervisors	Daily observations entered in Enablon App	Foremen/ Supervisors
Identified incident events/ observations with potential consequence of large or very large outcome	All project personnel	Incident event or observation entered reporting in Enablon and close out tracked through Enablon. Observations with Large/Very Large potential nominated must have close out actions assigned and tracked to completion.	CM
Incidents related to Heavy Vehicle Transport to/from the Project greater than 4.5t gross vehicle mass	Project Team Members	Random observations of heavy vehicles for packing, loading and load restraint; mass and dimension; fatigue; vehicle standards and maintenance and any observed breach incident, e.g. load shifted during transport, must be entered in Enablon.	CM
First Aid Injury	First Aid	Register of Injuries completed by First Aid Officer and entered in Enablon.	FA
Medical Treatment Injury (an injury where treatment is provided by a medical practitioner and returns to work without losing a shift of work).	First Aid	Through the appointed First Aid Officer, entered into Enablon within 2 working days (Note: Office Federal Safety Commissioner scheme projects will be further required to complete the OFSC Incident Report for the Regional EHS Manager to review prior to submission to the EHS Head Office Service Function. Injured Employee treatments must be reported to Injury Management Function on 1800 825 055	FA

Occurrence/Incident/Report	Initiator	Action	Closing Responsibility
Lost Time Injury (an injury where a person loses a whole day due to a work related injury or illness)	First Aid	Through first aid officer/SM, reported within 24 hours in Enablon (or suspected LTI) and within 48 hours OFSC Incident Report.	FA
Workers Compensation/Rehabilitation	First Aid	Reported immediately to the Injury Management Function on 1800 825 055 Rehabilitation Monitoring Form (Return to Work) and Workers Compensation forms as required by the LLB Workers Compensation Return to Work Manager	FA
OFSC Incident Report (all LTIs and if OFSC Scheme all MTIs and Critical/Business reportable incidents)	SM/CM	Report to be completed in consultation with the project EHS Manager/EHS Coordinator and submitted to the Regional EHS Manager within 24 hours of incident being notifiable to the local authorities.	CM
Notices, Infringements or related show cause or similar correspondence served from a Government Authority	Regulatory Authority	CM or SM must provide copies to the Regional EHS Manager / EHS Manager Integrated Project and Head of EHS LLB Australia within 5 working days.	CM

4.4 DOCUMENT AND DATA CONTROL

EHS documents are identified and controlled in accordance with the Lendlease Building Management System document identification and control process located on Source. The current version of EHS documents only are used at the workplace and are available from Source whenever required. Procedures become 'uncontrolled' from the date of retrieval, downloading or printing from Source. The EHS Head Office Service Function circulates document additions, changes or deletions by regular e-mail revision updates. The process is further outlined in the LLB EHS Management System Manual.

All EHS records for this workplace are filed in accordance with the LLB [Document Filing and Retention Procedure](#). Further information is provided in the LLB EHS MS.

4.5 IMPACTS/HAZARDS IDENTIFICATION, RISK ASSESSMENT AND RISK CONTROL

All work activities undertaken by Lendlease employees, subcontractors or other workers at the project workplace are carried out in accordance with LLB policies, procedures, Global Minimum Requirements, Workplace Delivery Code, WHS/OHS/OSH legislation, environment protection legislation and relevant standards and codes. These requirements, as related to a specific high risk construction work activity or work that requires a high risk work licence, identified in the project [Impacts & Hazards Risk Assessment](#), are included in the respective Safe Work Method Statement specific to the works to be carried out. High risk construction work is defined in the LLB [High Risk Construction Work Poster](#).

4.5.1 Management of Subcontractor EHS

All Subcontractors must provide the following documents prior to commencement of works:

- A SWMS for all work classified as high risk construction work or high risk work that requires a high risk work licence;

- A Training & Skills Register outlining the training and qualifications of the subcontractor's employees or other workers or agents engaged by the subcontractor. The Training & Skills Register must outline evidence of training consistent with the minimum requirements for subcontractors outlined in [Part 4.2.3](#) of this Plan.
- A Plant & Equipment Register for all items of plant and equipment to be brought to the site outlining the inspection and maintenance of that plant and equipment to the manufacturer's requirements and relevant Australian standards. [Appendix 8](#) of this Plan Plant Equipment & Processes Inspection & Testing Schedule outlines key requirements;
- A Safety Data Sheet (or Material Safety Data Sheet) for all products, goods or substances or dangerous goods to be brought to the site for use;
- A Hazardous Substances Register for all products, goods or substances to be brought to site that are classified as hazardous by the Safety Data Sheet or Materials Safety Data Sheet;
- An inspection and test register for all portable electrical tools and electrical equipment to be brought to the site for use;
- A formal process for incident investigation;
- A Waste Management Plan including a minimum of two waste strategies on how the subcontractor will eliminate or reduce waste to landfill by promoting recycling or recovery.
- Additional environment or health and safety management plans where identified by Lendlease (e.g. sedimentation control, dust control, exposure monitoring and health surveillance and noise control), as identified in the project Impacts & Hazards Risk Assessment as a moderate or above risk ranking.
- Inspection and Test Plans which relate to the scope of works must be developed from the SWMS to review the control measures outlined for all plant, equipment and work processes.

Review of the above requirements is undertaken by completing the Lendlease Building [Subcontractor Works to Proceed EHS Checklist](#).

Specific high risk work activities as defined by the Lendlease Global Minimum Requirements and the LLB [Permit To Work Procedure](#) are controlled through the use of a Permit To Work (PTW) System. The PTW system is implemented to the requirements of the LLB [Permit To Work Procedure](#). Specific high risk work tasks that require a Permit To Work include:

- Confined Space Entry; Excavation/[Ground Penetration](#); Isolation of Energised Systems; Hot Works; Drill, Cut, Core; Work Within a Ceiling Void; Tower Crane Erection, Alteration, Dismantle; [Works Near Overhead Assets /Powerlines](#) and Safety Harness where used as the primary method of fall prevention.

Each permit to work must be completed by the Foreman/Supervisor (i.e. a designated PTW Officer) in control of the work area where the high risk work will be undertaken, prior to the commencement of the work and any related control measures monitored, including [any](#) inspections identified on the permit when issued.

4.5.2 Safe Work Method Statements

A SWMS must be developed (or provided by subcontractor) for all high risk construction work and work that requires a high risk work licence prior to commencement of the work. Where a SWMS is developed by LLB for its employees that carry out high risk construction work or work that requires a high risk work licence, it is prepared on the LLB [Safe Work Method Statement Template](#) by the Foreman/Supervisor in control of the works in consultation with relevant employees or other workers that will undertake the works.

Subcontractors may elect to use their own SWMS template.

The SWMS content must include any construction related health and safety hazards and risks and environment aspects and impacts specific to the works and their related control measures identified in the LLB project Impacts & Hazards Risk Assessment. Where the health and safety hazards and risks and

environment aspects and impacts identify a Lendlease Global Minimum Requirements GMR4 risk event at least one engineering control measure and one mitigating control measure as identified in GMR4 must be outlined EHS in the SWMS for the works to be carried out by the subcontractor or other LLB employees. All control measures must be consistent with the Hierarchy of Control.

Note that this means where any of the 20 x GMR4 risk events apply, activities must be managed by implementing the controls and performance standards prescribed against each GMR risk event or an alternative control measure, which achieves an equivalent or greater control. These control measures must be in place before works can commence.

4.5.2.1 Consultation in Safe Work Method Statements

Subcontractor company employees or their agents (other workers) must undertake consultation and training in the contents of the site specific SWMS(s) related to their high risk construction work activities or work that requires a high risk work licence as outlined by legislation and [Part 4.2.3](#) of this Plan. Subcontractor company employees or their agents (other workers) are required to sign their acknowledgement of this consultation and training as part of the SWMS implementation process.

Foremen/Supervisors must review and sign all SWMSs that apply to workers under their control. This requirement is to ensure that Foremen/Supervisors are aware of the safe work methods and related control measures for all high risk construction work activities and work which requires a high risk work licence, for which they have oversight and supervision.

4.5.3 Review of Safe Work Method Statements and Change Management

The SWMS for high risk construction work or work that requires a high risk work licence must be formally reviewed by the Construction Manager, or nominated representative(s), in conjunction with the LLB Foreman/Supervisor or Area Supervisor that will oversee the high risk construction work. The review is undertaken by completing the LLB [SWMS Review Checklist](#). The LLB [EHS Risk Management Procedure](#) provides further information on the definition of high risk construction work and SWMS requirements.

Consultation in high risk construction work activities is outlined in [Part 4.3](#) of this Plan and [Appendix 7](#).

All SWMS must be formally reviewed by the Foreman/Supervisor [of the subcontractor or Lendlease](#) works at maximum monthly intervals for the duration of the works.

Where a change in the scope of work is proposed and relates to high risk construction work or work that requires a high risk work licence the SWMS must be reviewed and amended where applicable to include this change before the works can proceed.

4.5.4 Verification of Competence

Subcontractor workers and Lendlease workers are required to provide evidence of competency for all high risk work that requires a High Risk Work Licence. This evidence can be verified by the provision of a current High Risk Work Licence relevant to the high risk work to be completed. Other supplementary evidence can include certificates or statements of attainment from a recognised learning institution or training organisation for other works not classified as high risk, e.g. manual handling and asbestos awareness.

For mobile plant and equipment operators, subcontractor workers and Lendlease workers are required to provide evidence of the competence prior to any worker operating mobile plant, further outlined in the LLB Workplace Delivery Code. In brief, a letter provided by the Employer is not sufficient to evidence competence to operate mobile plant and equipment. For competence to be evidenced one of the following must be provided:

- i) a high risk work licence/certificate issued by a State/Territory; OR
- ii) a Statement of Attainment /Certificate issued by an Registered Training Organisation; OR

- iii) evidence of a formal verification of competency assessment against defined competency standards for the specific mobile plant or equipment to be operated.

Note that operators of Tower Cranes; Forklift/Telehandler/Motorised (self-propelled) Pallet Trolleys must provide evidence of formal VOC assessment against defined competency standards at three yearly intervals specific to the item of plant being operated, in addition to any High Risk Work Licence already held by the operator.

The Operator of a Quick Cut /Concrete Saw must verify formal training in the safe operation of the saw.

The [Subcontractor Guide to EHS](#) outlines further mandatory EHS requirements required of subcontractors including (but not limited to) labour hours, waste reporting and waste reduction plans.

4.5.5 Impacts/hazards identification, control and monitoring

Impacts and hazards related to the workplace are recorded in the Project Impacts & Hazards Risk Assessment. To ensure the IHRA remains current it must be reviewed:

- during project coordination meetings when reviewing the next 4-6 weeks of activities and related GMR independent engineer reviews for acute risks; and
- at maximum six (6) week intervals during Project Review Meetings by the Construction Manager, or a nominated representative, to ensure currency and accuracy.

Workers are encouraged through the workplace specific induction, tool box/pre-start talks and other consultative forums to identify and control health and safety hazards and risks and environment aspects and impacts on a 'see and fix' basis where reasonably practicable to do so and to immediately report these impacts and hazards to their supervisor or Lendlease personnel.

Monitoring of the workplace is carried out in accordance with [Part 5 of this Plan](#).

Where high risk impacts or hazards present an imminent or immediate risk of serious harm to a worker is identified that specifically relate to a work area or work task under the control of Lendlease, a subcontractor or other worker due to ineffective or inadequate control measures, the work task shall be stopped.

Consultation must then be undertaken with key stakeholders including relevant workers involved in the task to achieve the required control measures as defined by [Part 4.3 of this Plan](#) and [Appendix 7](#).

All incident events and observations must be entered in Enablon and related non-conformities must be issued by the Foreman/Area Supervisor with corrective action instigated and agreed by the relevant subcontractor supervisor, which is then tracked in Enablon.

Where faulty or defective plant and equipment is identified, which has the potential to impact on health and safety or the environment it is isolated from use and physically locked out to prevent unauthorised or inadvertent use as detailed in Part 5 of this Plan.

Potential situations where health monitoring may be required are identified in the LLB [Impacts & Hazards Risk Assessment](#) developed for each workplace and further information is provided in the LLB EHS MS and the LLB [Exposure Monitoring and Health Surveillance Procedure](#).

4.6 EMERGENCY RESPONSE AND EVACUATION

The Construction Manager, or a nominated representative, in conjunction with other appointed LLB personnel develops an Emergency Response Management Sub Plan (ERMSP) for the workplace including an emergency contact list to be displayed on the workplace notice board and at other prominent locations. The emergency response contact list is included in the ERP.

Each workplace has a documented site specific Emergency Response Management Sub Plan (ERMSP) prepared in accordance with the LLB [Emergency Response Procedure](#) and regularly tested in accordance

with the table in this section. The LLB [Emergency Response Management Sub Plan Template](#) accessed from [Appendix 1](#) can be used as a basis to develop the required workplace specific ERMSP.

Where an Ambulance is called to attend a workplace injury, a Standby Person will be nominated and positioned at the main entry to the workplace to assist Ambulance Officers to locate and attend the injured person as required by the LLB Emergency Response Procedure. A completed Lendlease [Emergency Call Poster](#) is displayed at the workplace to provide a summary of information required when making an emergency call; e.g. street address and nearest cross street.

The Emergency Response [Management Sub Plan](#) (ERMSP) is reviewed and tested as follows:

Item	Action required & pass/fail requirement	Frequency						Record
		Weekly	Monthly	Quarterly	6 monthly	Yearly	5 yearly	
Emergency Response Management Sub Plan (ERMSP)	Check content and continued relevance to facility/workplace/site including assessment of Evacuation Assembly Area			<input checked="" type="checkbox"/>				Review maximum quarterly intervals with revision updates. Quarterly Independent Audit review
Emergency Control Organisation (ECO)	ECO personnel requirements comply with the ERMSP and AS3745			<input checked="" type="checkbox"/>				Emergency Control Organisation (ECO) appointed for the project
Fire equipment	Fire extinguishers, hose reel or other. Attached compliance tags. Inspection and maintenance by service provider				<input checked="" type="checkbox"/>			EHS inspections, Register of Fire Extinguishers maintained in the workplace where 10 or more extinguishers exist.
	Fire extinguishers located at each required exit, hose reels or other. Seals intact. Charged extinguishers in place at relevant locations.				<input checked="" type="checkbox"/>			EHS inspections, EHS Committee Minutes . Compliance tag verification and record of inspection and testing at 6 monthly intervals displayed on the tag.
	Fire risers, hose reels and booster valves for multistorey buildings under construction >12m high comply with BCA E1.9		<input checked="" type="checkbox"/>					EHS Site Assessment Checklist
	Pressure alarm to risers for multistorey buildings under construction >12m high		<input checked="" type="checkbox"/>					Logbook maintained by service provider. Monthly pressure check or test after any riser alteration

Item	Action required & pass/fail requirement	Frequency						Record
		Weekly	Monthly	Quarterly	6 monthly	Yearly	5 yearly	
								Recorded in EHS Site Assessment Checklist or EHS Observation Enablon.
Evacuation equipment	Emergency lighting		<input checked="" type="checkbox"/>					Logbook maintained by service provider.
Emergency Warning equipment	Emergency Warning and Intercommunication System (EWIS)		<input checked="" type="checkbox"/>					Logbook maintained by service provider. Monthly test or test after any relocation recorded in EHS Site Assessment Checklist
Emergency Warning equipment	Fire alarms (audible & visual) to welfare areas.		<input checked="" type="checkbox"/>					Logbook maintained by service provider. Monthly test or test after any relocation recorded in EHS Site Assessment Checklist
Evacuation Drill	Evacuation exercise compliance with the emergency response plan (ERMSP) and GMR				<input checked="" type="checkbox"/>			EHS Committee Minutes, Completed LLB form Emergency Event Evaluation Form or through the Enablon Inspection App
Emergency Event Drill	Emergency scenario response (taken from ERMSP Identified emergency scenarios)				<input checked="" type="checkbox"/>			Completed LLB form Emergency Event Evaluation Form or through the Enablon Inspection App
Emergency Evacuation Awareness Training	All workers on site have undertaken the site induction that includes emergency evacuation awareness							Induction Records
Emergency Control Organisation and Emergency Response Team Training	Project ECO & ERT members undertake formal emergency response training – wardens and others						<input checked="" type="checkbox"/>	Training records
Evacuation Assembly area(s)	Nominated areas checked as suitable and relevant to ERMSP	<input checked="" type="checkbox"/>						EHS Inspections

5.0 IMPROVE

5.1 MONITORING OF THE WORKPLACE

Monitoring of the workplace includes those actions required to verify that the management of Environment, Health & Safety (EHS) conforms to the LLB EHS MS, Lendlease Global Minimum Requirements for EHS, legislation and related codes or standards and other compliance requirements applicable to the workplace, such as Development Approvals and Development Conditions.

The project workplace is monitored and inspected as follows:

Workplace Monitoring Schedule				
Task	Type of Monitoring	Monitoring By	Frequency	Record
General work areas	Hazard / Impact Observations	Project Engineers	Daily	Enablon Safety App Observation
Impacts & Hazards Risk Assessment	Project Reviews	Construction Manager	Ongoing	Six weekly Project Review Meeting Minutes Updated IHRA
Acute Risk Scenarios	Quarterly Campaign Project Review Meetings	Construction Manager/ Project Engineers	Ongoing	Completed Enablon Quarterly Campaign Six weekly Project Review Meeting Minutes
High Risk Construction Work/ High Risk Work requiring a licence in a specific area/ or a Permit to Work	Enablon App HRCW Checklist	LLB Area Foreman/ Supervisor	Daily	Completed LLB Enablon App / HRCW Checklist.

Workplace Monitoring Schedule

Task	Type of Monitoring	Monitoring By	Frequency	Record
Subcontractor work activities	Work Activity EHS Inspection	Subcontractor Area Foreman/Supervisor	Daily	Completed Subcontractor's EHS Inspection Checklist
All general work areas including plant and equipment	Weekly EHS Inspection	EHS Coordinator, EHS Committee/ EHS Consultation Group	Weekly	Completed EHS Weekly Site Inspection Form EHS Committee/ EHS Consultation Group Minutes
All general work areas including plant and equipment	EHS Inspection	Construction Manager	Maximum Monthly intervals	Completed EHS Site Assessment Checklist .
Public interface areas	Hoardings/ gates or other outward facing elements.	Competent person	Daily or as determined by the IHRA.	Completed Fencing Hoarding Inspection Checklist
EHS Monitoring DA Conditions or other	EHS monitoring identified by the IHRA e.g. noise , water quality or other.	Competent person	As required	Completed LLB forms or equivalent: Noise Monitoring Register Water Quality Register Monitoring outlined in EHS sub-plans
Waste monitoring	Dockets verifying: 1) waste classification, 2) waste generator, 3) waste transporter, 4) Facility receiving the waste	Construction Manager	Monthly	Dockets verifying all waste removal, transport and disposal from site. Subcontractor waste reduction initiatives – see Part 4.5.1 of this Plan
Calibration of EHS Monitoring equipment	Manufacturer's calibration	Competent person	As required	Calibration Certificate
Heavy Vehicle Transport Laws (Chain of Responsibility)	Random observations of heavy vehicles for packing, loading and load restraint; mass and dimension; fatigue; vehicle standards and maintenance	Construction Manager	Daily sampling	Enablon Observation App
Subcontractor Works	EHS&Q Subcontractor Audit	Construction Manager/ Nominated Representative	High Risk Construction Work and High Risk Work trades	Completed Schedule of Subcontractor Audits based risk profile. Completed LLB EHS&Q Subcontractor Audit with close out actions verified.

5.2 MONITORING OF PLANT, GOODS, EQUIPMENT AND PROCESSES

The monitoring of plant, goods, equipment and processes to determine the effective management of EHS at this workplace is determined in accordance with the schedule outlined in [Appendix 8](#) – Plant, Equipment & Processes Inspection & Testing Schedule of this Plan.

5.2.1 Incoming Plant and Equipment

Plant and equipment provided must be fit for purpose and comply with the manufacturer's recommendations and relevant Australian standards and be supplied with the following required items not limited to:

- A register listing the plant and equipment and its current and ongoing inspection and maintenance regime;
- Records of current inspection and maintenance (see Part 5.2.4 of this Plan);
- A risk assessment specific to the plant or equipment, **including any attachments to the plant proposed for use**;
- Evidence of the competence of the Operator in the use of the plant and equipment as outlined by [Part 4.4.5](#) of this Plan.
- Evidence of the Plant Item Registration and the Plant Design Registration issued by the relevant WHS/OHS/OSH State/Territory for those plant items as outlined in Appendix 8.

Incoming plant and equipment is checked by using any, or a combination of the following checklists: the LLB [Plant and Equipment Inspection Checklist](#) appropriate for the item of plant and the LLB [Lifting Gear Inspection checklist](#) or equivalent subcontractor lifting gear checklist and register. Records of LLB plant and equipment procured by Lendlease are maintained in the LLB Project [Plant Register](#) or the LLB [Lifting Gear Register](#) and subcontractors maintain an equivalent register for their procured plant and equipment.

The requirements of the [Mobile Equipment Tag Procedure](#) apply to all incoming plant and equipment covered by that procedure to provide a visual indication that those items of plant and equipment have been reviewed and are ready for use.

5.2.2 Incoming Goods

Incoming purchased goods with the potential to impact environment, health and safety must conform with the [National Construction Code](#) and applicable Australian or international standards. Those non-conforming goods are removed from service, secured against further use, recorded in Aconex as part of the Lendlease Quality System, then returned to the supplier. If the goods remain on-site pending verification by the supplier or rectification, they are quarantined from use and marked or otherwise identified as quarantined and not for use.

5.2.3 Calibration

Calibration of EHS measuring and testing equipment is carried in accordance with the requirements of the LLB [Calibration of Equipment for EHS Monitoring Procedure](#). Calibration is carried out to ensure that the precision of Lendlease and subcontractor EHS measuring and testing equipment is accurate, is of the proper range and type and is able to verify conformance to company, client and legislative requirements.

5.2.4 Plant and Equipment Installation/Dismantling/Inspection/Maintenance

Proposed installation, inspection, maintenance and dismantling of plant on the project is risk assessed to determine if the works can be undertaken on the project. All works must be carried out to the requirements of GMR4.3.6.

In particular, precautions around the following are highlighted: dangerous energy (e.g. lock out/isolation against inadvertent start up), stored energy (e.g. charged, tensioned, pressurised, or sprung components

with potential for sudden release, including contact with electricity); instability of large **mass** components and overturning; and entanglement or entrapment (e.g. concrete boom pump heads, tower crane sections).

Inspection and maintenance of all plant and equipment is undertaken by a competent person (e.g. Plant Owner, Plant Mechanic and Plant Engineer) prior to use at an LLB workplace and as per the manufacturer's specification. In addition, it is important that competent personnel working on such equipment (e.g. Fitters/Mechanics) ensure that they position themselves and others out of, or away from, the line of fire of any potential stored (dangerous) energy release and that this energy is isolated and locked out in accordance with basic risk management principles.

In addition to routine inspection and maintenance, competent persons undertake and document monitoring and inspections of plant and equipment prior to use (pre-start check by the operator), daily or at intervals specified by the manufacturer. The pre-start check by the Operator is recorded in the pre-start check record booklet provided by the owner/manufacturer of the plant.

In some instances, plant and equipment may require further inspection and certification by qualified personnel where the configuration can be altered (e.g. cranes and hoists).

Subcontractors are required to maintain inspection and test records and a Plant Register(s) for their plant and equipment located on the site. LLB is required to maintain inspection and test records and a Plant Register(s) for its plant and equipment on the site.

Maintenance of hired plant and equipment is the responsibility of the supplier/hire company. If a supplier/hire company fails to maintain its plant and equipment and site inspection reveals the equipment requires maintenance/repair, or has the potential to create risks to environment, health and safety, the plant and equipment is quarantined, locked out to prevent unauthorised or inadvertent operation and as a secondary measure an Out of Service Tag attached. Personnel will inform their supervisor who in turn will ensure the supplier/hire company complies with its maintenance requirements.

Faulty or defective plant and equipment, which has the potential to impact on health and safety or the environment are removed from service by the worker or their supervisor who has identified the fault and locked out and tagged out in accordance with the LLB [Lock Out Tag Out Isolation Procedure](#) or equivalent contractor procedure.

5.3 NON-CONFORMITIES AND CORRECTIVE/PREVENTATIVE ACTION

All non-conformities from reviews, audits, workplace inspections/assessments, impact/hazard notification reports and incidents must be reported in Enablon with corrective and preventative action identified to resolve the non-conformity. Corrective and preventative actions are consistent with the Lendlease Global Minimum Requirements for EHS and the Hierarchy of Control. Action items are implemented in a timely manner to prevent recurrence of the non-conformity and where related to a critical incident where a worker was exposed to imminent or immediate risk of serious harm the corrective and preventative actions implemented are monitored to evaluate their effectiveness for a period of 30 to 60 days.

Further information is contained in LLB EHS MS Manual. Where non-conformities are not resolved (rectified) within 30 days they shall be elevated to the Head of EHS LLB Australia for resolution.

5.4 MONITORING & ACTIONS ARISING

Where the results of monitoring of the workplace and related plant, equipment, processes, goods, conditions or a critical incident occurrence identifies risks that are ranked as moderate or above the Construction/Workplace Manager, or a nominated representative, reviews the Project Impacts & Hazards Risk Assessment to determine:

- the adequacy of the content of the risk assessment; i.e. if the hazard and risk or aspect and impact related to the non-conformity or other monitoring is included in the risk assessment; and
- the effectiveness of control measures consistent with the Hierarchy OF Control and GMR 4; for short term and long term duration; and
- the effectiveness of monitoring activities related to each moderate or above impact or hazard listed in the IHRA.

The time frame for rectification of actions raised by any inspection, audit, non-conformity or other monitoring activity, or a critical incident occurrence is determined by the Regional EHS Manager / EHS Manager Integrated Project but shall not exceed 30 days.

5.4.1 Incidents at the workplace

Workplace environment, health and safety incidents are reported immediately on becoming aware of the incident and not later than 24 hours after the incident in accordance with the LLB [Incident Reporting and Management Procedure](#). Information regarding the incident event must be entered into the LLB Intranet reporting system [Enablon](#). The LLB [Register of Injuries](#) or the equivalent Enablon entry is completed where a worker has been injured and the workers employer **must be** notified.

Incidents involving injury, near miss, damage to plant and equipment, and actual or potential harm to the environment are managed in accordance with the LLB [Incident Reporting and Management Procedure](#).

Where an incident meets the criteria of notifiable to a Regulator, the incident scene must be protected (preserved) and not disturbed until the Regulator formally advises release of the area. This notification must occur in a timely manner as required by legislation and except in exceptional circumstances, would normally occur after discussion with the Regional EHS Manager / EHS Manager Integrated Project.

Critical incidents and notifiable incidents involving emergency services and the regulatory authority(s) require immediate notification to the Construction Manager, or nominated representative and the Regional EHS Manager / Head of EHS Integrated Project.

Where an incident at the workplace may be classified as a Crisis the Construction Manager notifies the incident in accordance with the reporting structure outlined in the [Crisis Incident Escalation Protocol](#); which is displayed at the project. The Regional EHS Manager / EHS Manager Integrated Project immediately notifies the Regional Business Unit (RBU) Operations Manager, RBU General Manager and the Head of EHS LLB Australia in accordance with this Protocol.

Notices, fines or show cause correspondence issued by any Regulatory Authority to any LLB workplace are reported and forwarded to Lendlease personnel as outlined in [Part 4.3.4 of this Plan](#). Copies of Regulatory Notices issued must be displayed prominently in the workplace as outlined in [Part 4.3.2 of this Plan](#).

5.4.2 Injury management and return to work

All employee injuries that occur at work, or in the course of work related travel and result in time off or an inability to complete normal duties are managed in accordance with the Lendlease [Injury Management & Return To Work Policy](#) and Lendlease [Return to Work Program](#). Injury grab packs, letter to the doctor, project start-up checklists and other injury management resources can be found on the Lendlease Injury Management [intranet site](#).

5.4.3 Unacceptable behaviour

Where unacceptable behaviour by a worker(s), including employees or subcontractors, is observed and presents an imminent risk of serious harm to the individual worker or others; or material harm to the environment, the work activity must be stopped. The incident is then elevated to the immediate supervisor of the works and other relevant stakeholders.

The incident must be managed by the Construction Manager, or nominated representative, in consultation with the RBU/SBU Operations Manager and Regional EHS Manager. Employees or subcontractors may be removed from the project following a single unacceptable 'at risk' behaviour (i.e. with a large or very large potential outcome). A determination of the consequence management related to an incident and its potential outcome is carried out in consultation with worker's employer, supervisor and Health & Safety Representative. Alternatively, the consequence management issued to a worker may be a first warning in relation to an incident and removal from site following any repeated incident of unacceptable 'at risk' behaviour, which presents an imminent risk of serious harm to the individual worker or others.

A non-conformity related to the observed 'at risk' behaviour must be recorded as an observation in the Enablon App and the potential outcome of the behaviour, e.g. potential serious injury, along with the management actions implemented.

5.4.4 Counselling and employee assistance

Lendlease operates a 24 hour per day 7 days a week counselling service for all Lendlease employees. More detailed information can be found at the Lendlease Employee Assistance Program web page.

The EAP can be contacted 7 days a week and 24 hours per day on:

Australia Phone: 1800 80 83 74

New Zealand Phone: 0800 20 02 77

Manager Support Program Phone: 1800 50 50 15

APPENDIX

APPENDIX 1 EHS MANAGEMENT SUB PLANS

Management sub plans are identified in the Impacts & Hazards Risk Assessment as outlined in Section 3.1. The Construction Manager or nominated person is responsible for implementing and maintaining the **management** sub-plan(s) and their requirements.

Sub-Plan Name	Required	Reason
Acid Sulphate Soil Management Sub Plan	<input type="checkbox"/>	No ASS identified.
Air Quality Management Sub Plan	<input checked="" type="checkbox"/>	Airborne particles during demolition and excavation
Asbestos & Hazardous Building Material Management Sub Plan	<input checked="" type="checkbox"/>	Required for Unexpected Finds
Chain of Responsibility Management Sub Plan (National Heavy Vehicle Transport Law)	<input checked="" type="checkbox"/>	Mandatory all EHS MP where heavy vehicles over 4.5t GVM visit site
Conservation & Habitat Management Sub Plan	<input checked="" type="checkbox"/>	Protected trees
Contamination Management Sub Plan	<input checked="" type="checkbox"/>	
Crane Management Sub Plan	<input type="checkbox"/>	Not required until Tower cranes established on site.
Emergency Response Management Sub Plan	<input checked="" type="checkbox"/>	Mandatory with all EHS MP
Fitness for Work Plan Fatigue Management Sub Plan	<input checked="" type="checkbox"/>	Mandatory where project is FIFO or scheduling will exceed 5 days on / 2 days off, or a 60-hour working week.
Fitness For Work Drugs & Alcohol Project Testing Management Sub Plan	<input checked="" type="checkbox"/>	Mandatory where D&A Testing is implemented
Hazardous Substances/Dangerous Goods Management Sub Plan	<input checked="" type="checkbox"/>	Use of HSDG on site.
Heritage & Archaeological Management Sub Plan	<input checked="" type="checkbox"/>	Busby's Bore and unexpected finds.
Noise & Vibration Management Sub Plan	<input checked="" type="checkbox"/>	
PFAS Management Sub Plan	<input type="checkbox"/>	Mandatory for ground works on Defence air bases and airports
Stakeholder Engagement Plan	<input checked="" type="checkbox"/>	
Stormwater Erosion & Sedimentation Management Sub Plan	<input checked="" type="checkbox"/>	
Tenancy Management Sub Plan	<input type="checkbox"/>	
Traffic & Parking Management Sub Plan	<input checked="" type="checkbox"/>	
Waste Management Sub Plan	<input checked="" type="checkbox"/>	Mandatory with all EHS MP.

Sub-Plan Name	Required	Reason
Water Resource Management Sub Plan	<input checked="" type="checkbox"/>	

APPENDIX 2 KEY ENVIRONMENT AND WHS/OHS/OSH LEGISLATION

The construction works are to be conducted in accordance with all relevant state legislation including, but not limited to, the legislation listed below, identified in the completed project [Impacts & Hazards Risk Assessment](#) and that nominated in specific environment/WHS/OHS (VIC) /OSH (WA) implementation sub-plans, SWMS and other EHS documentation as required.

State/Region	Principal Legislation	Authority	Internet Address
Commonwealth	Work Health and Safety Act 2011	Safe Work Australia	https://www.safeworkaustralia.gov.au/
	Work Health and Safety Regulations 2011	Federal Safety Commissioner	www.fsc.gov.au
	Environment Protection and Biodiversity Conservation Act 1999	Department of the Environment	https://www.environment.gov.au/epbc
	National Greenhouse and Energy Reporting Act 2007	Clean Energy Regulator National	http://www.cleanenergyregulator.gov.au/NGER
	Chain of Responsibility Heavy Vehicle Transport Laws 2014	Heavy Vehicle Regulator	Heavy Vehicle Regulator
Aust. Capital Territory	Work Health and Safety Act 2011	WorkSafe ACT	www.ors.act.gov.au
	Work Health and Safety Regulations 2011	Work Safety Commissioner	www.worksafety.act.gov.au
	Environment Protection Act 1997	Environment ACT	www.environment.act.gov.au
	Heavy Vehicle National Law (ACT) Act 2013	Heavy Vehicle Regulator	Heavy Vehicle Regulator
	Heavy Vehicle National Law (ACT) (Transitional Provisions) Regulation 2014		
New South Wales	Work Health and Safety Act 2011	SafeWork NSW	http://www.safework.nsw.gov.au/
	Work Health and Safety Regulation 2017		
	Protection of the Environment Operations Act 1997	Office of Environment & Heritage	http://www.environment.nsw.gov.au/
	Environmental Planning and Assessment Act 1979		
	Water Management Act 2000	NSW Office of Water	Heavy Vehicle Regulator
	Water Act 1912		
	Heavy Vehicle (Adoption of National Law) Act 2013	Heavy Vehicle Regulator	
	Heavy Vehicle (Adoption of National Law) Regulation 2013		

State/Region	Principal Legislation	Authority	Internet Address
Northern Territory	Work Health and Safety (National Uniform Legislation) Act 2011 Work Health and Safety (National Uniform Legislation) Regulation 2011 Environmental Assessment Act 1979 Environmental Offences and Penalties Act 1996	WorkSafe NT NT Environment Protection Authority	http://www.worksafe.nt.gov.au/Pages/default.aspx www.ntepa.nt.gov.au
Queensland	Work Health and Safety Act 2011 Work Health & Safety and Other Legislation Amendment Act 2015. Work Health & Safety and Other Legislation Amendment Act 2017 Work Health and Safety Regulation 2011 Environmental Protection Act 1994 Environmental Protection Regulation 2008 Heavy Vehicle National Law Act 2012 (Qld) Heavy Vehicle National Law Regulation 2014	Department of Justice and Attorney-General Department of Environment and Heritage Protection Heavy Vehicle Regulator	https://www.worksafe.qld.gov.au/ https://www.ehp.qld.gov.au/ Heavy Vehicle Regulator
South Australia	Work Health and Safety Act 2012 Work Health and Safety Regulations 2012 Environment Protection Act 1993 Heavy Vehicle National Law “ (South Australia) Act 2013 Heavy Vehicle National Law (South Australia) (Expiation Fees) Regulations 2013 Heavy Vehicle National Law (South Australia) (Fees) Regulation 2013	SafeWork SA Environment Protection Authority	www.safework.sa.gov.au/ http://www.epa.sa.gov.au/ Heavy Vehicle Regulator
Tasmania	Work Health and Safety Act 2012 Work Health and Safety Regulations 2012 Environmental Management and Pollution Control Act 1994 Heavy Vehicle National Law (Tasmania) Act Heavy Vehicle National Law (Tasmania) Regulations 2014	WorkSafe Tas Environment Protection Authority Heavy Vehicle Regulator	http://www.worksafe.tas.gov.au/ www.dpiw.tas.gov.au

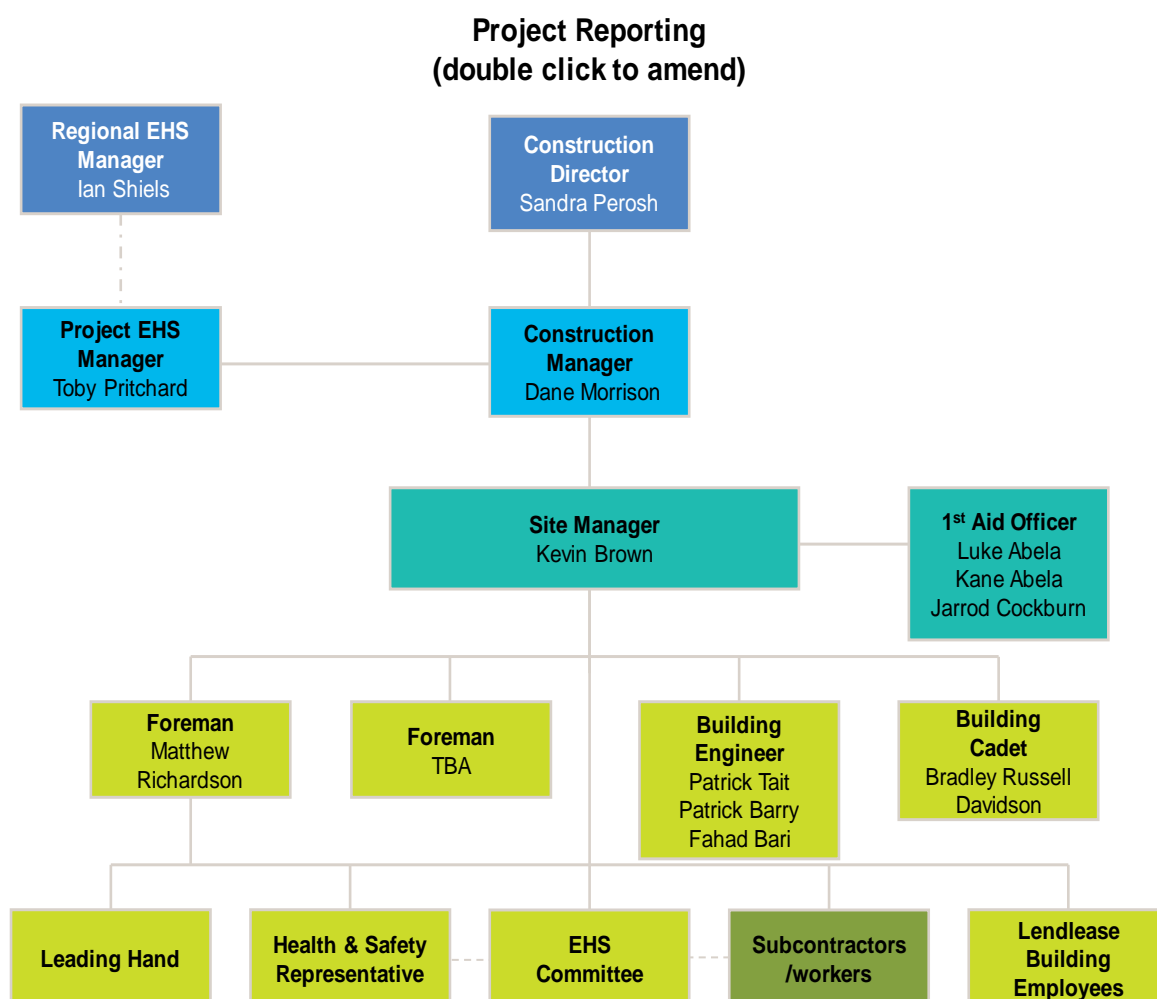
State/Region	Principal Legislation	Authority	Internet Address
Victoria	Occupational Health and Safety Act 2004 Occupational Health and Safety Regulations 2017 Environment Protection Act 1970 Environment Protection Bill 2017 Environment Protection Amendment Bill 2018 Heavy Vehicle National Law Application Act 2013 Heavy Vehicle National Law Application (Infringements) Regulations 2013	WorkSafe Environment Protection Authority Energy Safe Victoria Heavy Vehicle Regulator	www.worksafe.vic.gov.au www.epa.vic.gov.au/ www.esv.vic.gov.au/
Western Australia	Occupational Safety and Health Act 1984 Occupational Safety and Health Regulations 1996 Environmental Protection Act 1986 Road Traffic (Vehicles) Act 2012	WorkSafe WA Environment Protection Authority	http://www.commerce.wa.gov.au/worksafe/ www.epa.wa.gov.au www.mainroads.wa.gov.au

APPENDIX 3 OBJECTIVES AND TARGETS (PROJECT)

FY20 Lendlease Building Performance Objectives	Performance Targets	Responsibility
LEAD INDICATORS i.e. the measurement of processes, activities and conditions that define specific performance and predict future results.		
Acute Risks Acute Risk Scenario Campaign has been completed in the past ninety days.	Quarterly	Construction Manager
High Risk Construction Work/High Risk Work Each Lendlease Foremen/Supervisors undertakes at least one Enablon App High Risk Construction Work (HRCW)/High Risk Work (HRW) inspection related to their area of oversight and related works.	Daily Observation Frequency Rate	Foremen/Supervisors
EHS Observations Site based Project Engineers/Other LL project based site personnel undertake at least one daily Enablon App EHS Observation.	Daily Observation Frequency Rate	Project Engineers/ Lendlease personnel
Actions All actions assigned to EHS observations /audits /incidents /acute risks are completed and closed out within the required time frame assigned.	Actions not aging greater than 14 days	Construction Manager
Critical Incidents Are closed out within max. 30 days of the incident date.	Closed within 30 days	Construction Manager
An action plan is assigned following close out of a critical incident to monitor the effectiveness of preventative actions implemented and the plan is closed.	Closed within 60 days	Construction Manager
Learning & Development GMR training completed by all employees (wages and salary) within 90 days of commencing work at <i>Lendlease</i> .	Greater than 95% completion	Construction Manager
GMR training is completed by all UX contracted superintendents and project subcontractor supervisors contracted by Lendlease that will be undertaking work at the project/workplace for greater than 90 days.	Greater than 95% completion	Construction Manager
WHS legislation training is completed by all employees including UX contracted superintendents.	Greater than 95% completion	Construction Manager
Chain of Responsibility (Heavy Vehicle National Law) awareness training is completed by Lendlease site based goods and services procurement personnel, site management and workers receiving/dispatching heavy vehicle loads.	Greater than 95% completion	Construction Manager

FY20 Lendlease Building Performance Objectives	Performance Targets	Responsibility
LAG INDICATORS i.e. the measurement of processes linked to the outcomes of past events that provide data on past performance.		
Annual Critical incident frequency rate (CIFR) per million productivity hours.	≤1.0	Construction Manager
Eliminate critical incidents with very large potential (multiple fatalities/single fatality member of public)	0	Construction Manager
Eliminate ALL injuries to the public from construction operation activities or conditions.	0	Construction Manager
Environment Incident Frequency Rate (EIFR).	≤1.0	Construction Manager
Total Recordable Incident Frequency Rate (TRIFR).	≤9.00	Construction Manager

APPENDIX 4 ORGANISATIONAL CHART



APPENDIX 5 EHS RESPONSIBILITY/ACCOUNTABILITY MATRIX

	Head of EHS Australia	Human Resources	Regional EHS Manager	EHS Manager Integrated Project	Project EHS Coordinator	Project Manager	Construction Manager	Project Engineer	Site Manager	Foreman/Supervisor	Subcontractor Principal	EHS Committee/ EHS Consultation Group	Construction Worker	First Aid
EHS Management System	A	-	C	I	R	I	R	I	I	-	I	-	-	I
EHS Policy	R	-	C	I	I	I	I	I	I	I	I	I	I	I
Project EHS Management Plan	-	-	A	A	C	I	R	I	I	I	I	I	I	I
PROA review	-	-	C	C	C	A/R	C	C	C	I	I	-	-	-
EHS in Design	A	-	C	C	C	A	R	-	-	-	-	-	-	-
Chain of Responsibility (Heavy Vehicle National Law)	R	-	C	C	C	R	A	R	-	-	-	-	-	-
Impacts & Hazards Risk Assessment	-	-	C	C	C	A	A/R	R	R	C	I	I	I	I
EHS Management Sub Plans	-	-	C	C	C	A	A/R	C	C	I	I	I	I	I
Legislation and Regulatory Changes	C	-	A	C	C	C	R	C	C	I	I	I	I	I
EHS Site Rules	-	-	C	C	C	-	A/R	C	C	C	I	I	I	I
LLB EHS Objectives & Targets	A	-	C	I	I	-	I	I	I	I	I	I	-	-
Project EHS Objectives and Targets & Initiatives	-	-	A	A	C	-	A/R	C	C	I	I	I	-	-
Workplace EHS Audit	-	-	A/R	-	C	-	A	-	-	-	-	-	-	-
Organisational Chart	-	-	-	-	-	-	A/R	C	C	I	I	I	-	-
EHS Roles and Responsibilities	C	C	C	C	I	-	A/R	C	C	I	-	-	-	-
EHS Training Matrix	A	-	C	C	I	I	I	I	I	I	-	-	-	-
EHS Training Planner	-	-	A	A	C	-	R	I	C	I	-	-	-	-
LLB Safe Work Method Statements	-	-	-	C	C	-	I	R	C/A	C	-	-	-	-
Subcontractor Safe Work Method Statements	-	-	-	C	C	-	-	A	C	C	R	-	-	-
Worker Induction	-	-	-	C	R	-	A	-	-	-	-	-	-	-
Visitor Induction	-	-	-	C	R	R	A	R	R	R	R	-	-	-
EHS Consultation incl alerts, lessons learnt or other	-	-	-	C	C	-	A	I	I	I	I	R	I	-

	Head of EHS Australia	Human Resources	Regional EHS Manager	EHS Manager Integrated Project	Project EHS Coordinator	Project Manager	Construction Manager	Project Engineer	Site Manager	Foreman/Supervisor	Subcontractor Principal	EHS Committee/ EHS Consultation Group	Construction Worker	First Aid
EHS Reporting	I	-	-	C	R	-	A	-	I	-	-	-	-	-
Emergency Management	-	-	A	A	I	-	R	I	I	I	I	I	I	I
Hazardous Substances and Safety Data Sheets	-	-	-	R	R	-	A	I	I	I	I	I	I	I
Plant and Equipment	-	-	I	I	I	-	-C	-	A	R	A	-	-	-
Permits to Work	-	-	-	C	C	-	-	-	A	-	R	-	-	-
Daily High Risk Construction Work Checklist	-	-	-	I	I	-	I	I	R	R	-	-	-	-
Subcontractor EHS Reporting	-	-	-	-	-	-	A	R	R	R	R	-	-	-
EHS Weekly Inspection	-	-	-	I	I	-	I	-	R	-	-	-	-	-
Committee EHS Weekly Inspection	-	-	-	C	A	-	I	-	I	-	-	R	-	-
Subcontractor EHS&Q Audit & Schedule	-	-	C	I	I	-	A	R	R	R-	-	-	-	-
Non-conformities and defects	-	-	-	C	C	-	A	R	R	R	R	-	-	-
Incident notification, investigation & reporting	-	-	A	A	C	-	A	R	R	R	R	I	I	-
Site Diary	-	-	-	I	-	-	A	R	R	R	R	-	-	-
Toolbox meetings	-	-	-	I	C	-	A	R	R	R	R	-	-	-
Daily pre-start meetings	-	-	-	I	-	-	A	R	R	R	R	-	-	-
Display EHS Information	-	-	-	A	A	-	R	-	-	-	-	-	-	-
High Risk Construction Work/High Risk Work Licence Observations	-	-	-	-	-	-	A	-	A	R	-	-	-	-
EHS Monitoring / Calibration	-	-	A	R	R	-	A	R	R	-	-	-	-	-
Injury Management	-	-	-	I	C	-	A	R	R	R	A/R	-	-	I
EHS System Audits	A	-	A/R	A/R	R	-	C	-	C	-	-	-	-	-

R	Responsible The person who is assigned to do the work	A	Accountable The person who makes the final decision and has the ultimate ownership	C	Consulted The person who must be consulted before a decision or action is taken	I	Informed The person who must be informed that a decision or action has been taken
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APPENDIX 6 ROLES AND RESPONSIBILITY STATEMENTS

G:\The Bond - SYD01\BLL\BLL\Projects - Secure\SFSR\H2. Project Delivery - Management Team\H2.6
Roles and Responsibilities

APPENDIX 7 CONSULTATION ARRANGEMENTS

Event	Frequency/Requirement	Participants	Record/Evidence
Workplace induction	Prior to commencing work at the workplace	All workplace employees and other workers. Visitors frequenting the workplace more than twice a month.	Induction records on Workplace Induction Register
Builder's Brief	Daily intervals including high risk construction work activities and interfacing work activities for the day, changes to emergency egress/ work areas, weather and other.	Issued to LLB and subcontractor supervisors	Builder's Brief Daily Record
Stand Down	At intervals to be determined by LLB incident trends, lessons learnt or other	LLB employees, subcontractors and all workers.	Stand Down Record
Pre-start	Daily intervals including Builder's Brief content, high risk construction work activities, high risk work requiring a licence and interfacing work activities for the day, changes to emergency egress/ work areas, weather and other; and When there is a new or changes to, or out of sequence, work tasks that are classified as high risk construction work.	Subcontractors and other workers including subcontractor foremen/supervisors.	Pre-start Record
Toolbox Talks	Subcontractor meeting as required discussing e.g. high risk construction work activities, changes to or out of sequence work tasks that are high risk construction work, alerts Lessons Learnt, Hazard Notices and incident s plus changes to legislation and codes of practice.	Subcontractors and other workers including subcontractor foremen/supervisors.	Toolbox Talk Record
Project Review meetings	At maximum six weekly intervals or as required including upcoming high risk construction work activities, critical and business reportable incident outcomes and lessons learnt and management of design or other changes with the potential to significantly affect environment, health and safety.	Project Manager, Construction Manager/Workplace Manager/ Service Providers/ Subcontractors, Client Representative and others.	Minutes of meeting
EHS Committee Meeting /	Fortnightly meetings as per constitution or other agreed consultative arrangements	Management representatives / employees, workers, Health & Safety Representative(s) (HSRs).	Notice board(s) Meeting minutes displayed including

Event	Frequency/Requirement	Participants	Record/Evidence
EHS Committee / EHS Consultation Group / HSR / Workgroup	inclusive of standard agenda item for upcoming high risk construction work activities.		upcoming high risk construction works. HSRs & Workgroups displayed EHS Committee / EHS Consultation Group members displayed LLB EHS Consultation Statement updated and displayed.
Issue Resolution	As EHS issues arise and are raised formally	Management representatives / employees, workers, Health & Safety Representative(s) (HSRs)	EHS Committee Minutes Confirm agreed EHS resolution process Agreed EHS Resolution Flow Chart displayed in the prominent locations.
Training	Commencement of project; and Annually in line with existing P4P and Skills Card processes	Lendlease salaried and award staff	Training planner

APPENDIX 8 PLANT, EQUIPMENT AND PROCESSES INSPECTION & TESTING SCHEDULE

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
Atmospheric testing and monitoring equipment.	Competent Person	AS 2865	# Prior to each Confined Space entry, #Yearly. **Calibration of equipment required
Backhoe	Competent Person	Manufacturer Manual	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer. (M) Mobile Plant Operator
® Building Maintenance Unit	Competent Person	AS1418.13	#Operation and maintenance instruction manual; #pre-operation check; # routine inspection checklist; #maintenance inspection in accordance with manufacturer's logbook. #High Risk Work Licence #GMR Independent Engineer Design Review
Concrete Line Pump ® Concrete Boom Pump	Competent Person	AS 1418.15 AS 2550.15	#(D) Daily Pre-start, #Monthly, #Yearly, #6 Yearly. #High Risk Work Licence
Concrete / Quick Cut Saw	*Competent Person	-	#Formal Operator Training, guarding # Maintenance as per the manufacturer
Confined Space	Competent Person	AS 2865	#Entry permit retained for 1 month, #risk assessment retained for 10 years, #training records for the term of employment. Permit To Work #High Risk Work Licence
Crane–mobile<10t ® Crane–mobile>10t ® Crane – Self Erecting ® Crane – Gantry >10t	Competent Person	AS 2550 AS 1418	#(D) Daily Pre-start, #monthly, #yearly, #10 yearly. (M) Mobile Plant Operator #High Risk Work Licence
® Crane–tower	#Competent Person	AS 2550 AS 1418	#(D) Daily Pre-start, #monthly, #yearly, #10 yearly. #High Risk Work Licence #Operators must provide evidence of formal VOC assessment against defined competency standards at three yearly intervals as well as the ticket/licence. #GMR Independent Engineer Design Review
Electrical – temporary switchboards and portable electrical equipment	Licensed Electrician	AS 3000 AS 3012 AS 3760	# LLB Electrical Equipment Inspection and Testing Procedure and Register or equivalent
Elevating work platforms ® Boom type EWP	Competent Person	AS 2550.10	#(D) Daily Pre-start, #3 Monthly, #yearly, #10 Yearly #High Risk Work Licence # (M) Mobile plant Operator

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
Excavator	Competent Person	Manufacturer Manual	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer. #(M)Mobile Plant Operator
Explosive Power Tool	Competent Person	AS 1873	#(D) Daily Pre-start to the manufacturer's recommendations dismantled and examined for defects weekly, #yearly by manufacturer.
Fire Fighting Equipment	Competent Person	AS 1851	Regular inspection, #6 monthly test; #Where more than 10 extinguishers are installed, details must be kept on a register.
Fixed platforms and stairs	Competent Person	AS 1657	Routine inspection.
Forklift Truck/ Telehandler/ Manitou/ motorised (self-propelled) Pallet Trolleys/ Lift Trucks	*Competent Person	AS 2359.2	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer. #High Risk Work Licence (M)Mobile Plant Operator #Operators must provide evidence of formal VOC assessment against defined competency standards at three yearly intervals as well any ticket/licence/ competency attained.
Formwork	Competent Person	AS 3610	#Regular inspection (Stage 1 – before concrete placement); #Pre-pour checklist; #GMR Independent Engineer Design Review #Independent Engineer's Certificate prior to a pour; #Engineered Drawings for suspended formwork; #Independent Engineer certification back propping
Front End Loader	Competent Person	Manufacturer Manual	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer. (M)Mobile Plant Operator
Hazardous Substance Dangerous Goods	Safety Precautions	Nat Standard NOHSC: 1005	#Risk Assessment; #Safety Data Sheet; #Register, training.
® Hoist (personnel and materials)	Competent Person	AS 2550.7 AS 1418	#(D) Daily Pre-start, #3 monthly, #yearly, #10 yearly. #High Risk Work Licence
Laser Level	Competent Person	AS 2211.1 AS 2397	Warning Signage; **calibration record.
Ladder	Competent Person	AS 1892.5	When purchased, each time before use, regular intervals. clearly labelled, e.g. safe working load & industrial use.

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
® Lifts	Competent Person	AS1735.4	#Regular maintenance to manufacturer's specification #Yearly inspection and testing. #High Risk Work Licence (Hoist)
Lifting Gear Flat synthetic slings Fibre Rope slings Chains	Competent Person	AS1353.2 AS1380.2 AS3775	All gear: #Labelled, inspection prior to each use, test certificate to manufacturer's recommendations. #Lifting gear register record of monthly inspection. #Labelled, inspection prior to each use; #monthly, #12 monthly.
® Mast-climbing work platforms	Competent Person	AS1418.16 AS2550.16	#Pre-operation inspection before each use, #3 monthly maintenance inspection, #12 monthly full inspection/service; #major inspection 10 yearly & 5 yearly thereafter; #logbook each climbing drive unit; #logbook for checks, faults, repairs. #High Risk Work Licence #GMR Independent Engineer Design Review
Mobile Plant (All motorised self-propelled)	Competent Person		#(D) Daily Pre-start inspection and maintenance to manufacturer's requirements or Aust. Standards. #(M) Mobile Plant Operator
Oxy/Acetylene/Flashback arresters	Competent Person	AS 4332 AS4603 AS4289	Regular inspection and adequate separation and storage. # Flashback arrester 12 month test #Hoses, gauges and other reticulation items 6 monthly.
Personal Protective Equipment	Competent Person	Specific to type of PPE	# Register of Supply
Piling Rig	Competent Person	AS2550.1	#(D) Daily Pre-start, #monthly, #yearly, #10 yearly. #(M) Mobile Plant Operator #GMR Independent Engineer Design Review of foundation.
Rope Access	Competent Person	AS 4488	Visual Inspection before each use, # 6 monthly by Competent Person. Permit To Work #High Risk Work Licence
Roof safety mesh	Competent Person	AS 4389	#Record of inspection to ensure lapped and tied to Standard.
Safety Harness	Competent Person	AS 1891.4	Visual Inspection before each use, #6 monthly by competent person. #Permit To Work #High Risk Work Licence
Safety Lines/fall arrest devices, lanyards (installation)	Competent Person	AS 1891.4	Visual Inspection before each use, #3 monthly external checks, 6 monthly

Item	Inspection by	Australian standard/ Code	Inspection/Records/ Other Required
			inspections; #12 monthly full inspection/service. GMR Independent Engineer Design Review
Safe Work Method Statement High Risk Construction Work/High Risk Work requiring a licence	Competent Person	N/A	# Record of review by Competent Person # Training or Toolbox Talk Record. # Monitoring by principal contractor and subcontractor to ensure compliance. #Daily Observation by Lendlease Foreman/Supervisor
® Scaffolding	Competent Person	AS 1576 AS 4576	#Drawing/Elevations; #Handover Certificate, #monthly inspection, Scafftag #GMR Independent Engineer Design Review
Scissor Lift/Boom lift	Competent Person	AS 2550.10	#(D) Daily Pre-start, #3 Monthly, #yearly, #10 Yearly. # (M)Mobile Plant Operator
Skid steer Loader (Bobcat)	Competent Person	Manufacturer Manual	#(D) Daily Pre-start, #250 hrs, #2,000 hrs (2 yearly) or maintenance as per manufacturer. # (M)Mobile Plant Operator
Swinging Stage	Competent Person	AS1576 AS4576	#Handover Certificate, #daily pre-start; #monthly inspection. #High Risk Work Licence #GMR Independent Engineer Design Review
Traffic Control	Competent Person	AS 1742.3	#Traffic Management Plan (Approved) # High Risk Work Licence
® Work Box	Competent Person	AS1418.17	# Visual Inspection before each use Construction and welding inspection & load & stability test. #Yearly re-certification. See 'Lifting Gear'

Key:

® Means items of plant or equipment, which require registration of their design and/or the specific item of plant itself. Plant which requires 'item' registration, i.e. for the specific piece of plant which arrives at a construction project typically; includes: concrete pumps (boom type); mobile cranes > 10 tonnes SWL; tower cranes; air compressors, building maintenance units and boom type elevated work platforms.

Note: As at 1 July 2014 Victoria removed the legislative requirement for 'item' registration of specific high risk plant. Design registration of specific high risk plant is still required as denoted by ®

(#) Means records required.

(D) Means Daily prestart inspection required

** Means calibration of EHS measuring and testing equipment is required in accordance with the requirements of the LLB [Calibration of Equipment for EHS Monitoring Procedure](#).

(M) **Mobile Plant Operator** means the Operator is required to evidence either i) a licence/certificate issued by a State/Territory; **OR** a Statement of Attainment /Certificate issued by an Registered Training Organisation; **OR** evidence of a formal Verification of Competency assessment against defined competency standards.

Note: See Tower Cranes and Forklift/Mobile Lift Trucks. In addition to any Licence/Ticket held by the Operator, the Operator must undertake additional Verification of Competency requirements at maximum 3 yearly intervals from the date of issue of their current qualification.

APPENDIX 9 OBJECTIVES AND TARGETS

The table below must be populated to determine the number of project/workplace personnel that are tasked with implementing the requirements of the objectives and targets outlined in [Appendix 3](#).

[illegible]

APPENDIX 10 SPECIAL CONDITIONS AND REQUIREMENTS

Construction Hours

Construction works, including the delivery of materials to and from the site, may only be carried out between the following hours:

- a) Between 7am and 6pm, Mondays to Fridays inclusive;
- b) Between 8am and 1pm, Saturdays; and

No construction work may be carried out on Sundays or public holidays.

Construction works on the days when events occur at SCG land must be undertaken in accordance with the following requirements unless prior approval is granted by the Sydney Coordination Office and Transport Management Centre within TfNSW and Roads and Maritime Services:

- a) Construction or associated works must cease at least two hours prior to an event;
- b) No construction works are to be undertaken during an event; and
- c) No construction works are to be undertaken for at least two hours after the completion of an event.

APPENDIX 11 PLAN SIGNATURES

I acknowledge that I have read and understood this Project EHS Management Plan and my roles and responsibilities in implementing an incident and injury free workplace.

Name	Position	Signature	Date
Dane Morrison	Construction Manager		
Kevin Brown	Senior Site Manager		
Pat Tait	Senior Project Engineer		
Pat Barry	Senior Project Engineer		
Fahad Bari	Site Engineer		
Matt Richardson	Foreman		
Toby Pritchard	EHS Manager		
Taylor Moroney	EHS Graduate		
Bradley Russell Davidson	Undergraduate		

CONSTRUCTION NOISE AND VIBRATION MANAGEMENT SUB-PLAN (CONDITION SCHEDULE 3 B14);

CONSTRUCTION WASTE MANAGEMENT SUB-PLAN
(CONDITION SCHEDULE 3 B15);

CONSTRUCTION SOIL AND WATER MANAGEMENT SUB-PLAN
(CONDITION SCHEDULE 3 B16);

CONSTRUCTION AIR QUALITY SUB-PLAN
(CONDITION SCHEDULE 3 B17);

CONSTRUCTION BIODIVERSITY MANAGEMENT SUB-PLAN
(CONDITION SCHEDULE 3 B18);

UNEXPECTED HERITAGE FINDS PROTOCOL (C35 & C36)

This Unexpected Heritage Finds Protocol (the Protocol) outlines the work requirements in the event of unexpected heritage finds occurring during demolition at the Sydney Football Stadium.

The aim of this Protocol is to manage the risk of damage to Aboriginal or historic heritage during demolition. All PCBU's associated with the demolition works are to adopt the protocol into their own site specific SWMS based on individual tasks and associated risks.

Development Consent Requirements

This Protocol satisfies the requirement of Conditions B12(k), C35 and C36 in the Sydney Football Stadium development consent, which requires that:

C35 Unexpected Finds Protocol – Aboriginal Heritage

In the event that surface disturbance identifies a new Aboriginal object, all works must halt in the immediate area to prevent any further impacts to the object(s). A suitably qualified archaeologist and the registered Aboriginal representatives must be contacted to determine the significance of the objects. The site is to be registered in the Aboriginal Heritage Information Management System (AHIMS) which is managed by OEH and the management outcome for the site included in the information provided to AHIMS. The Applicant must consult with the Aboriginal community representatives, the archaeologists and OEH to develop and implement management strategies for all objects/sites. Works shall only recommence with the written approval of OEH.

C36 Unexpected Finds Protocol – Historic Heritage

If any unexpected archaeological relics are uncovered during the work, then all works must cease immediately in that area and the OEH Heritage Division contacted. Depending on the possible significance of the relics, an archaeological assessment and management strategy may be required before further works can continue in that area. Works may only recommence with the written approval of Heritage Division of the OEH.

Note that this procedure is separate to the requirements contained in Methodology Statement – Working Near Busby's Bore (Infrastructure NSW, September 2018). The Methodology Statement has been prepared for demolition activities which may be undertaken in the vicinity of Busby's Bore in order to ensure that damage to the structure does not occur.

Potential Unexpected Finds

Based on findings of previous works undertaken at the site and site history, unexpected heritage finds could reasonably occur within the site.

However, as demolition of the existing stadium and associated building is to ground level only, no below ground works will occur until later stages. Therefore, demolition works will have no potential to physically impact upon any archaeological resource, as per the Archaeological Assessment (Curio Projects, 5 June 2018).

Qualified heritage specialist

A qualified heritage specialist will be retained throughout demolition works, as required by the final mitigation measures in the Response to Submissions. The specialist will be available to inspect and test unexpected heritage items in the unlikely event that they are found.

Unexpected Heritage Finds Protocol



Unexpected Finds Process

The following process outlines the requirements in the event of unexpected finds occurring on site. Workers should be inducted into the unexpected finds procedure and encouraged to notify the Lendlease project manager or site Foreman in the event that unexpected finds are encountered.

In the event of an unexpected find, immediately cease work and contact site foreman.

Barricade the immediate area and install signs to prevent worker access to the unexpected find.

Site foreman to arrange inspection and/or testing by qualified heritage specialist to inspect and sample as per relevant guidelines.

Qualified heritage specialist to determine whether the finding is a historic or Aboriginal heritage relic.

If finding assessed as not a relic

Remove barricades and controls and continue work

If finding assessed as a historic heritage relic

Qualified heritage specialist to notify OEHS Heritage Division. Take appropriate action as required by OEHS Heritage Division.

Qualified heritage specialist to supervise salvage or monitoring, and undertake recording and photographing.

If finding assessed as an Aboriginal heritage relic

Qualified heritage specialist to notify OEHS NPWS and Aboriginal community representatives. Take appropriate action as agreed with OEHS NPWS and community representatives.

Qualified heritage specialist to supervise salvage or monitoring, and undertake recording and photographing.

Qualified heritage specialist to submit letter report to Lendlease for distribution to OEHS and client. Resume normal work activities after approval from OEHS received.

UNEXPECTED CONTAMINATION FINDS PROTOCOL

This Unexpected Contamination Finds Protocol (the Protocol) outlines the work requirements in the event of unexpected finds occurring during demolition at the Sydney Football Stadium, inclusive of .

The aim of this Protocol is to manage the risk of potential exposure to asbestos/hazardous materials and limit disturbance from unexpected finds. All PCBU's associated with the demolition works are to adopt the protocol into their own site specific SWMS based on individual tasks and associated risks.

This Protocol has been prepared to satisfy Condition B7 in the Sydney Football Stadium Stage 1 (Demolition) development consent (SSD 9294), which requires that:

Prior to the commencement of any works, the Applicant must prepare an unexpected contamination procedure to ensure that potentially contaminated material is appropriately managed. The procedure must form part of the Construction Environmental Management Plan (CEMP) in accordance with condition B15 and must ensure any material identified as contaminated must be disposed off-site, with the disposal location and results of testing submitted to the Planning Secretary, prior to its removal from the site.

This Protocol has been updated as Version 2 (June 2019) to further satisfy the SSD-9249-Mod-2 (Removal of ground slabs and existing piles) requirement for an Unexpected Finds procedure.

Potential Unexpected Finds

Based on findings of site history and site contamination investigation works undertaken at the site, unexpected finds which could reasonably occur within the site are summarised below.

Potential Unexpected Find	Observed Characteristic
Buried dry waste materials including asbestos	May include a variety of waste materials including wood, plastic, metal fragments, building rubble (e.g. concrete, brick, asphalt, forms of asbestos etc.).
Buried putrescible wastes	Putrescible waste materials typically comprise decomposed organic waste materials intermixed within the fill materials on site, with an associated characteristic rotten egg type odour. Such materials should not be confused with decomposed plant matter and/or marine sediments found within the natural sandy soils.
Structures or conduits containing deleterious materials	<ul style="list-style-type: none"> • A buried tank or former process pipelines; • Deeper sand fill sometimes with visual/olfactory indications of contamination • Presence of small concrete footings surrounding by odorous or visually impacted soils and/or groundwater.
Ash or slag deposits	<p>Ash materials typically light weight, black, grey and/or white and generally gravel sized (1mm to 10mm) particles.</p> <p>Slag materials can be varied in consistency and colour and may comprise pale grey to blue/green/grey/black, and be loose or cemented. Slag gravels can be very angular and appear to have a 'honeycomb' texture.</p>
Hydrocarbon Compounds	<p>May be identified by a hydrocarbon odour which may vary in strength from weak (just detectable) to very strong (easily detectable at a distance from the source).</p> <p>The odour may or may not be accompanied by specific areas of dark staining (black-grey) or larger scale discolouration of strata from a previously identified 'natural colour' e.g. staining of orange and brown clay to dark grey and green.</p> <p>May also be visible as a distinct coloured sheen on water within an excavation.</p>
Other unusual odours	<ul style="list-style-type: none"> • Solvent/acetone odour • Acidic (Acetic/Formic/Citric) odour • Alcohol odour • Ammonia odour • Caustic odour • Sulfur (rotten egg) odour

Phase 2 Environmental Site Assessment (Douglas Partners, 2019) and Auditor Review Letter (Senversa, 2019)

Douglas Partners (DP) conducted a Detailed Contamination Site Investigation (DSI) in 2019 on behalf of Lendlease. This DSI was prepared to support the Section 96 Modification for the existing demolition approval (SSD-9249-Mod-2).

The DP DSI concluded the following with regards to site suitability:

"On the basis of the results outlined in this report, the site is considered suitable for its proposed continued use as a sporting stadium without the requirement for remediation, proved that unexpected finds are managed appropriately during the construction phase of the project. The USTs present in the eastern portion of the site will continue to be used post-development and therefore it is recommend that they are managed in accordance with the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2014."

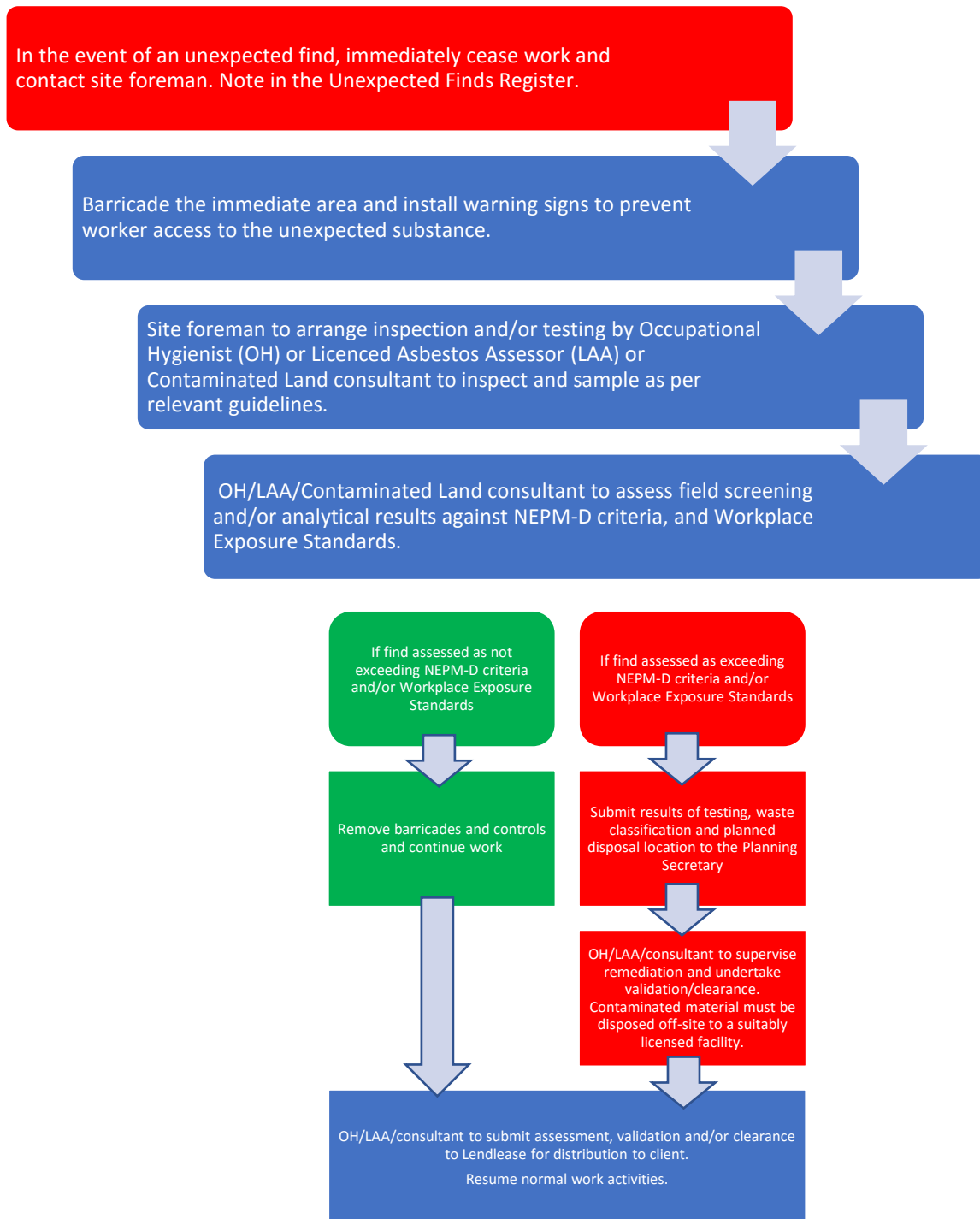
Jason Clay (Auditor) from Senversa was engaged by Lendlease to undertake a review of the DP DSI against the requirements specified in the *Guidelines for the NSW Site Auditor Scheme (3rd edition)* (NSW EPA, 2017) and the *Guidelines for Consultants Reporting on Contaminated Sites* (NSW Office of Environment and Heritage, 2011).

The Auditor review letter concluded the following with respect to unexpected finds:

"The Auditor recommends: A CEMP is developed for the construction phase of the development and must set out clear protocols for unexpected finds encountered."

Unexpected Finds Process

The following process outlines the requirements in the event of unexpected finds occurring on site. The aim of the procedure is to minimise the risk of potential exposure to hazardous substances and limit the disturbance of such substances. Workers should be inducted into the unexpected finds procedure and encouraged to notify the Lendlease project manager or site foreman in the event that unexpected finds are encountered.



Note the development consent requirement in Condition B7 that testing results and disposal location must be submitted to the Planning Secretary prior to removal off site.