HEALTH AND SAFETY MANAGEMENT PLAN

Across Government Facilities Management Arrangement

Department for Infrastructure and Transport

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Document approval

Rev.	Date	Prepared by	Reviewed by	Approved by	Remarks
4	3/3/23	Shane Brockenbrow	Shane Brockenbrow	Gavin Campbell	Update content following VEN-AUD-1731 findings
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Approval position	Name	Responsibility
Project Director	Gavin Campbell (Acting)	Document owner responsible for review and update of this plan
Contract SHEQ Manager	Andrew Ewbank	Annual Review and stakeholder engagement

Document distribution

Controlled copy no.	Name	Role	Company
Original	AGFMA PMS Site – Controlled Documents		
1			
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1   Introduction

Ventia is one of the largest infrastructure service providers in Australasia. We have a rich history and solid track record of delivering services that provide the best outcomes for our clients.

Our purpose is to make infrastructure work for our communities and our vision is to lead the way in infrastructure services by harnessing the power of technology and being sustainable in all that we do.

1.1 Purpose

This Health and Safety Management Plan (HSMP) describes how we will apply Ventia health and safety management on the AGFMA Project to produce a workplace free of incident and injury.

The HSMP satisfies the requirements of ISO 45001 and provides direction and guidance for team members and contractors regarding health and safety expectations and requirements throughout the project life cycle. It addresses leadership, management system requirements and relevant operational safety and health risk controls.

The requirements in this document are intended to manage the risks to all project people, contractors, members of the public and others who may potentially be impacted by the activities required to execute the project scope of work.

This HSMP interfaces with other project management plans that address additional detail regarding operational, quality, and environmental requirements.

Project Management Plan
Quality Management Plan
Health and Safety Management Plan
Environmental Management Plan and associated sub plans
Emergency Response Management Plan

1.2 Ventia policies

The Safety, Health, Environment and Quality (SHEQ) Policy reflects our responsibilities and goals. This policy is communicated to all team members during inductions, and to participating agencies and other interested parties. It indicates our commitment to keep people safe, protect the environment and ensure our processes and systems are effective.

The SHEQ policy can be found on the Ventia intranet (VenCentral). A copy of the policy is to be displayed on site noticeboards at offices and workplaces under the control of Ventia

1.3 Ventia business management system (VenCentral)

To deliver the best service to our clients and the communities that we support, Ventia policies, standards, processes, and systems are designed to standardise the way we work and focus on the continual improvement of our service delivery model.

Our integrated management system (VenCentral) hosts the SHEQ stream which is made up of 15 elements. Critical to the VenCentral system is Ventia's document management system—VenDocs. It works together with Ventia's process management system—the Information Portal. Together, these 2 systems provide ready access to all organisational content (documents and records) and knowledge (how Ventia does things), respectively.

The VenCentral system forms the basis of our third-party certification to the recognised management system standards including ISO 9001, ISO 14001, and ISO 45001.

Leadership & Commitment	SHEQ Planning & Improvement	Hazards & Risk Control	Communication & Consultation	Health & Wellbeing
Subcontractors & Suppliers	Quality Control	Incident & Emergency Management	Training & Competency	Environment & Sustainability
Business Continuity Management & Planning	Document & Records Management	Audits & Assurance	Manage Claims & Injuries	Review & Evaluation

Figure 1 Elements of the SHEQ stream

1.4 Plan control, distribution, and authorisation

This HSMP is issued consistent with Ventia's management plan development processes. All interested parties will receive a copy of this plan and associated controlled documents as agreed by the management team.

The plan will be further developed and revised during its use on the project to address:

- any changes in the project management process

- comments and feedback by the Department of Infrastructure and Transport (DIT)

- changes in technology and work methods to improve processes

- changes identified by continual improvement

- specific requirements within the AGFMA Contract

- changes in legislation that require amendments to this plan.

The Project Director will review this plan annually with the assistance of senior project personnel. Once reviewed and approved this plan is signed and authorised by the Project Director and Sector SHEQ Manager.

All people employed on the project will perform their duties consistent with the requirements of this plan and related processes and systems.

1.5   Document and records management

Health and safety documentation and data will be maintained and controlled as required by legislation, regulations Company policy, standards, and specific contractual requirements to ensure that:

- they can be readily accessed
- they can be reviewed periodically for adequacy and revised as necessary
- current versions are available to project personnel
- obsolete documents are removed from circulation
- they are retained for legal or knowledge preservation purposes.

The project ensures all records are legible, stored in facilities that provide a suitable environment to prevent damage or deterioration, therefore preventing loss, and retained in such a way that they are readily identifiable and retrievable.

Project records will be maintained consistent with all relevant statutory and contractual requirements. As a minimum, documents to be retained include:

- training certificates and records
- project inductions
- toolbox meetings
- WHS committee minutes
- SWMS
- incident investigations and reports
- site audits/inspection records
- calibration records
- registers
- pre-employment medical and worker's compensation records and reports
- project plans.

Records can be in the form of hardcopy or electronic media in line with Company processes and policies.

1.6   Definitions and acronyms

Definitions and acronyms used in this document are defined in Annexure A.

2 Project overview

2.1 Project details and scope of work

The South Australian Government applies the Across Government Facilities Management Arrangements (AGFMA) to manage the maintenance of government facilities across the State, ensuring they remain safe and fit-for-purpose for the delivery of essential community services. AGFMA includes schools, hospitals, prisons, police stations and most other government buildings.

The Department for Infrastructure and Transport (DIT) is Principal to the AGFMA Contract, Contract Administrator, and sets AGFMA Policy on behalf of the SA Government. In 2020 / 2021 DIT undertook a procurement process to appoint new Facilities Management Service Providers (FMSPs) to provide the services required under the Future AGFMA contract requirements.

2.2 Contract objectives

In response to a number of Government reviews, in 2019, DIT commenced a reform program focussed on implementing safety and improvement initiatives, commencing a holistic review of AGFMA, and developing and implementing a new operating model, referred to as the Future AGFMA. Ventia's approach to the delivery of Facilities Management (FM) Services considers the Department's stated vision for the Future AGFMA (ITS Part B – clause 1.5), and associated Design Principles (Agreement – clause 6) which underpin the new model. These Principles have informed the development of our Services solution during ITS phase and will be further integrated as part of our ongoing analysis and improvement processes through the life of the contract. We also acknowledge and commit to realising DIT's Objectives for the contract, as detailed in the Agreement, clause 5. Our solution has been specifically designed to effectively support these objectives, including:

- Providing Services in accordance with the Design Principles
- Subcontracting all Trade Based Services to qualified, accredited, and competent local Sub-Contractors
- Ensuring Assets meet agreed condition, utilisation, and presentation standards at all times
- Working collaboratively with DIT and Agencies to ensure Assets are maintained to optimise operational life, cost, and safety
- Planning and scheduling Services, subject to DIT's directions
- Carrying out repairs, replacement, and refurbishment of Assets to ensure availability and quality standards are met
- Collecting and provide quality information on all Assets to Agencies
- Providing systems to support and manage Service delivery, and enable DIT and Agencies access to timely and accurate reporting
- Providing a service desk or works triage process to manage calls and requests, and regular progress reporting
- Minimising disruptions to Agencies during Service performance
- Supporting and cooperating with Agencies to enable the completion of Strategic Asset Management Plans.

2.3 Contract scope

As FMSP, Ventia is responsible for the provision of the following Service categories:

- Facilities Management Services
- Sub-Contractor Management Services
- Training and Knowledge Transfer Services
- KPI Management Services
- Account Management Services.

Each Service category incorporates a series of sub-services, tasks, and activities, all of which are fully detailed in Schedule 03 to the Agreement.

2.4 Health and safety delivery strategy

Planning approach:

- is consistent with the requirements of the Ventia process Manage SHEQ Planning requirements
- Supports triple certification requirements
- Will be facilitated by Sector SHEQ GMs

We are pursuing the following outcomes:

- A healthy workforce accessing the support we have available
- Meaningful interactions that focus on caring for our people, our critical risks, and areas for improvement
- A reduction in our environmental footprint and progress towards zero emissions
- Certified and accredited systems that are fit-for-purpose
- A compliant contracted workforce
- Recognition from our AGFMAs and the industry for the value we provide
- Key learnings actioned swiftly and effectively
- Our people accessing the information they need from our systems

3 Leadership

3.1 Values

Our values are the guiding principles that define how we behave and what is most important to us as a company. Our values are **Collaboration, Integrity, Challenge** and **Ingenuity (CICI)**.

Collaboration: **Achieve More Together**	• **Build Relationships** Build stronger relationships with our AGFMAs and all stakeholders • **Bring the Best of Ventia** Identify cross selling opportunities to bring the best of Ventia to our AGFMAs and communities • **Enterprise First Approach** Leverage our enterprise operating system to drive standard, consistent and simplified ways of working • **Enterprise First Approach** Be transparent in our approach, progress and decision making with all stakeholders
Integrity: **Do What's Right**	• **Safety and Health above all else** Adhere to our number one priority of safety and health above all else • **Create a Lasting Legacy** Foster diversity and inclusion and make decisions that improve environmental outcomes • **Speak Up** Nurture a culture where people are encouraged to contribute and ask questions • **Lead the Way in Security** Lead the way in the security of physical and digital assets
Challenge: **Drive to Deliver**	• **Bring Your Best** Strive to improve everyday • **Employ the Best People** Retain and recruit the best and brightest talent • **Invest in Growth** Invest in opportunities that Redefine Service Excellence and differentiate our business • **Focus on Client Solutions** Utilise account and regional plans to deliver solutions with mutually beneficial outcomes
Ingenuity: **Create Better Ways**	• **Implement Smarter Ways** Seek everyday to identify and implement smarter ways of working (AGFMAs, shareholders, communities and employees) • **Measure Progress** Use data to measure progress, drive decisions and improve performance • **Be Efficient** Maintain our organisational structure and drive cost efficiencies • **Develop Talent** Be passionate about people and their personal and professional development

3.2 Leadership and commitment

Ventia leaders will provide a workplace that enables all work activities to be carried out safely. We take all reasonably practicable measures to eliminate or minimise risk to the health, safety and the wellbeing of our workers, contractors, visitors, and anyone else who may be affected by our operations.

Leaders will ensure we comply with relevant legislation, applicable Codes of Practice and Australian and New Zealand Standards.

Our leadership team will undertake monitoring activities to verify the effectiveness of the SHEQ management system. Leaders will seek to improve project processes and requirements and identify preventive actions for any issues of concern that may impact SHEQ objectives.

The Project Director will ensure regular contact with the AGFMA through documented feedback and effective action outcomes.

3.3 Roles and responsibilities

Our project team have a clearly defined organisational structure to support the SHEQ project objectives. The project organisational chart (which is approved by the Project Director) clearly defines the lines of reporting and include the key roles specific to the project.

Position descriptions are developed for all Ventia people. These detail responsibilities and authorities applicable to the position. Responsibilities and authorities are assigned to each project team member by their respective team leader/manager.

The Project Director will ensure that SHEQ roles and responsibilities are communicated to each person outlined in the project organisational chart.

SHEQ requirements as outlined in this plan must be clearly communicated to key project people to ensure they are aware of the contents and their obligations. Each person must acknowledge their commitment and understanding by completing the online SHEQ Induction

4 Planning

4.1 Objectives and targets

Group SHEQ, in consultation with Executive Leaders and the Sectors, establish annual objectives and targets that are cascaded to Sectors and each line of business (LoB) for implementation. Additional objectives and targets set by the Project Director are established based on DIT and participating agency requirements.

SHEQ key performance indicators (KPIs) and performance targets are captured electronically via the VenSafe system and reported monthly by the SHEQ Manager.

The project team members will collect the relevant monthly reporting data for Project, Sector and Group before entering it into the VenSafe system. This includes information on:

- Incidents (safety, environment)
- Hazards (safety, environment)
- Close calls
- audits and inspections of contractors
- SHEQ Critical Control Checks (CCCs)
- SHEQ Operational Control Checks (OCCs)
- Workplace Inspections
- hours worked by all project people including contractors.

Managers determine the actions required to meet targets with progress against targets monitored. Objectives and targets are discussed at project management meetings and captured in meeting minutes (or similar) with actions recorded in VenSafe and tracked to completion.

Objectives and targets from Group, Sectors and the Project are monitored with corrective actions implemented by undertaking:

- annual contractor reviews
- quarterly internal audits
- monthly CRP audits
- daily site inspections

The following table lists the SHEQ objectives and targets specific to the project.

Objective	Source	Key Performance Indicator	Target
Objective 1: Monitoring our performance – Project safety and health KPIs			
Monitor Critical Risk Protocol Compliance, safe work practices, site conditions and vehicle conditions	Project/Internal	• Critical Control Checks (CCC) • Operational Control Checks (OCC) • Workplace Inspections • CRP Audits • Meetings • Vehicle inspections • Quality Checks	820 per month
Objective 2: Monitoring our performance – Project safety and health KPIs lag			
Eliminate the potential for fatalities and permanent disabilities and systematically reduce all other injuries	Project/Internal	Potential Class 1 Incident Frequency Rate	Targets are managed through the Business Improvement Plan (BIP)
	Project/Internal	Total Recordable Injury Frequency Rate (TRIFR)	
Objective 3: Team member fitness for work			
Team members are fit for work and comply with Company requirements	Project/Internal	Team members and contractors subject to random drug & alcohol testing	Non-negative tests dealt with as per procedure
	Project/Internal	All team members completed pre- employment medical tests	100% team members fit to commence work
Objective 4: Training and competency			
Team members have completed relevant project inductions and training Contractor companies and their workers are trained, competent and authorised to perform the services engaged	Project/Internal	Training completed as per Training Needs Analysis	100% compliance in Learning Management System 100% Compliance in Subcontractor Compliance System
Objective 5: Incident reporting			
All incidents and injuries are reported	Project/Internal	Time delay in incident reporting	100% of incidents reported as per Event Classification Work Instruction

Monthly SHEQ performance reports are also developed by the Sector SHEQ Manager to show progress against objectives and targets. These are then cascaded to Group and Projects.

4.2   Project/site rules

The SHEQ Manager (in consultation with the Project Director and other participating agency's) will develop specific project site rules (that may include documented contractual site rules), which will be displayed at the workplace entry. Site safety rules define (at a high level) what is expected and accepted on site and hold people accountable when they are conducting their activities.

Site rules and expected behaviours are to be prominently displayed on workplace noticeboards and communicated to everyone at induction.

4.3 Change management

Potential variations to current processes, plant, equipment, products, activities, or entities from current state are to be identified, assessed, documented, and controlled accordingly. This includes:

- identifying and defining the change

- assessing the risks or opportunities associated with the change and developing implementation/mitigation strategies

- creating a change plan for implementing the change (where applicable)

- monitoring and evaluating the outcomes of change.

Personnel will promptly report any identified change that could affect workplace health and safety. This involves changes to design, plant (fixed and mobile), systems, legislation, people, chemicals, the working environment, and work methods.

Implications of a change will be considered by work crews, the responsible team leader/manager and the SHEQ representative to ensure controls are effective as far as reasonably practicable and will not introduce any new hazards. Changes to processes are documented and the new method(s) for completing the work is updated in the risk assessment tools and the project SHEQ risk register.

Records of change management will be retained and actions to implement the change will be recorded in VenSafe, which is to be monitored for resolution until close out.

Changes are communicated to team leaders / managers and work crews at Start Card/pre-start meetings, toolbox talks, WHS consultative meetings and/or project team meetings.

4.4 Legal and other requirements

A register of relevant legislative, standards, codes of practice and other SHEQ obligations will be maintained for the project.

The SHEQ legal information system (VenLaw) maintains a compliance matrix of relevant legislative requirements aligned with the scope of work activities. The SHEQ Manager will use the VenLaw system to keep informed of relevant legislative changes. The SHEQ Manager will regularly review monthly legislative updates, received from Group SHEQ, for relevance.

The project management plans, SHEQ risk register, SWMS, and documents applicable to the scope of works, will be updated to reflect the requirements of current applicable legislation, Standards, and other requirements relevant to health and safety.

Changes to legislation that apply to project works will be communicated at scheduled meetings or toolbox talks.

SHEQ activities including internal audits, inspections and document reviews will ensure legal and other requirements are being met.

5   Risk management

5.1   Risk framework

SHEQ risks will be identified at the commencement of the project. They will be assessed, and appropriate controls will be established and implemented to eliminate or minimise the risk, ensuring the potential occurrence of damage to our products, services or brand are identified and managed.

Project risks will be reviewed regularly to ensure the established risk controls are mitigating risk.

The framework below defines how SHEQ risks are to be managed.

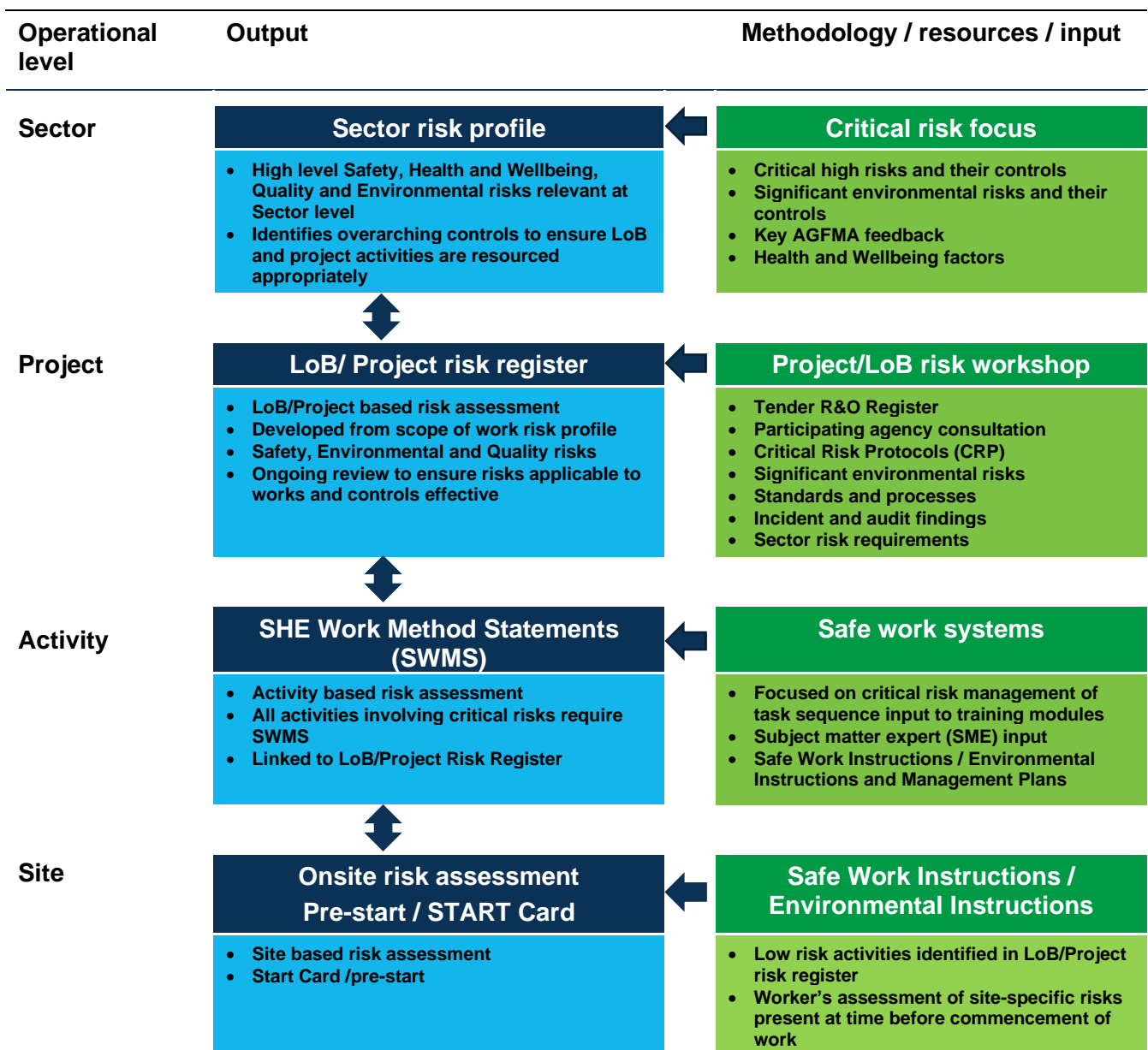| Operational level	Output	Methodology / resources / input
Sector	**Sector risk profile** • High level Safety, Health and Wellbeing, Quality and Environmental risks relevant at Sector level • Identifies overarching controls to ensure LoB and project activities are resourced appropriately	**Critical risk focus** • Critical high risks and their controls • Significant environmental risks and their controls • Key AGFMA feedback • Health and Wellbeing factors
Project	**LoB/ Project risk register** • LoB/Project based risk assessment • Developed from scope of work risk profile • Safety, Environmental and Quality risks • Ongoing review to ensure risks applicable to works and controls effective	**Project/LoB risk workshop** • Tender R&O Register • Participating agency consultation • Critical Risk Protocols (CRP) • Significant environmental risks • Standards and processes • Incident and audit findings • Sector risk requirements
Activity	**SHE Work Method Statements (SWMS)** • Activity based risk assessment • All activities involving critical risks require SWMS • Linked to LoB/Project Risk Register	**Safe work systems** • Focused on critical risk management of task sequence input to training modules • Subject matter expert (SME) input • Safe Work Instructions / Environmental Instructions and Management Plans
Site	**Onsite risk assessment Pre-start / START Card** • Site based risk assessment • Start Card /pre-start	**Safe Work Instructions / Environmental Instructions** • Low risk activities identified in LoB/Project risk register • Worker's assessment of site-specific risks present at time before commencement of work

Figure 2 SHEQ risk management framework

5.2 Hierarchy of controls

The hierarchy of controls must be used to manage risks with a focus on "working above the line". The first consideration must be to eliminate the risk. Where the risk or hazard cannot be eliminated, the hierarchy of controls should be applied with the highest possible control selected to reduce the risk so far as is reasonably practicable. More than one control method is likely to be used to control a hazard.
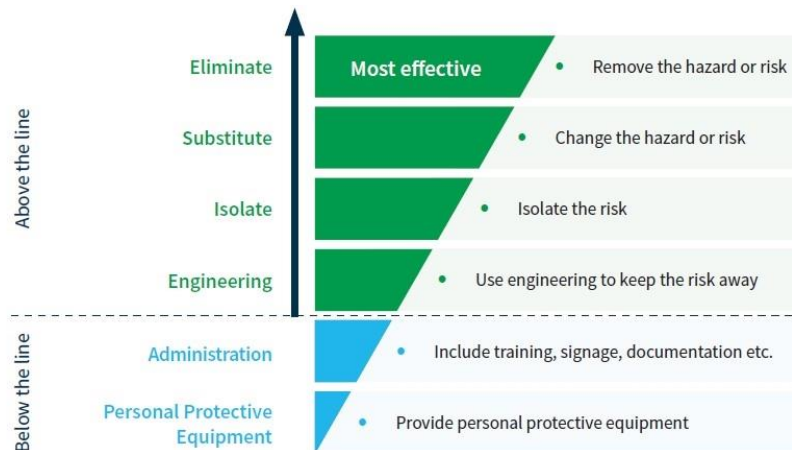

Figure 3 Hierarchy of controls for risk management

5.3 Risk register

A SHEQ risk workshop will be conducted at the commencement of the project to identify risks associated with the scope of works and services provided. Attendees may include the LoB representatives, the AGFMA and relevant participating agencies, members of the project management team. Identified risks are populated into an initial SHEQ risk register, which will identify potential hazards and risks relevant to the project scope of works. This register is to be stored in SharePoint or as an excel spreadsheet in the project-controlled document repository.

The Project Director must ensure that all critical risks covered by Ventia's Critical Risk Protocols (CRP) are recorded and have risk owners assigned to them.

Risk controls will be developed for all SHEQ risks to reduce the risk so far as is reasonably practicable using "above the line" controls (wherever possible) and in accordance with relevant risk protocols.

Risk controls will be consistent with legislation, codes of practice, Australian and New Zealand Standards, Company and AGFMA requirements (e.g., policies, business standards, processes, and work instructions).

The SHEQ risk register is considered a live document. It will be updated, reviewed, and communicated annually by the SHEQ Manager.

Further reviews will be undertaken depending on the work activity risk profile and as a result of incidents, lessons learned, workplace changes, inspections, audits, legislative or regulatory changes etc. These reviews can be conducted as part of the WHS committee or management meetings and in consultation with the relevant participating agency.

5.4 High risk activities

5.4.1 Critical risk protocols (CRPs)

Specific high-risk work activities are controlled using Ventia's Critical Risk Protocols (CRP). CRPs are the minimum, non-negotiable requirement that all team members and contractors working on projects must comply with. CRPs are referenced in Annexure D.

5.4.2 Safe Work Method Statement (SWMS)

A SWMS must be developed for specific high-risk work activities as determined by Ventia, the AGFMA and regulatory requirements. Ventia requires a SWMS to be completed when:

- Mandated by WHS regulations (i.e., a high-risk construction activity)

- Tasks involving CRPs.

A SWMS must be prepared by the Contractor in charge of the works in consultation with relevant workers who will undertake the works, other parties such as sub-contractors, key participating agency's (internal and external), SHEQ Advisors and/or subject matter experts (SMEs) may also be consulted at the development phase. Residual risk must be approved by an accountable level of management as per the risk ranking response obligations table within the SWMS.

The following SWMS must be developed and be available for work activities as listed below:

- risk of a person falling more than 2 metres
- demolition work
- removal or likely disturbance of asbestos
- structural alterations requiring temporary support to prevent collapse
- confined space work
- work in a trench or shaft if the excavated depth is more than 1.5 metres
- work on or near a pressurised gas main or consumer lead in
- work on or near energised electrical installations or services
- work on or near chemical, fuel, or refrigerant lines
- work in an area that may have a contaminated or flammable atmosphere
- work on or adjacent to roadways or railways used by road or rail traffic
- workplaces where there is any movement of powered mobile plant
- work in an area where there are artificial extremes of temperature
- work in, over or adjacent to water or other liquids where there is a risk of drowning
- and any other activity deemed to be high risk work.

Ongoing monitoring and reviewing frequency of SWMS will be based on current work activities and degree of risk or following an incident. SWMS reviews will be undertaken annually by the project team, work groups and subject matter experts (including contractors). SWMS reviews include:

- identifying any significant changes to the work activity

- identifying any new significant hazards that have not previously been documented

- identifying the effectiveness of controls to reduce risk to an acceptable level (as low as reasonably practicable) with reference to project safe work systems

- ensuring relevant WHS legislation, regulations and codes of practice are identified.

Work groups required to use and follow SWMS must be re-inducted into SWMS requirements before starting an activity and signing it to acknowledge understanding of the changes.

Where a SWMS is received from a contractor, each SWMS must be reviewed by the relevant project team member using the approved SWMS Review Checklist. If found to be satisfactory, the SWMS will be approved/accepted by the Project Director or authorised delegate.

Where a SWMS does not meet the required criteria, the completed SWMS Review Checklist will be returned to the contractor with relevant guidance on areas for improvement to support amendment and resubmission.

No work is to commence without an approved copy of the respective SWMS. Workers involved in the activity must:

- receive instruction as detailed in the SWMS

- understand the risks and controls

- be trained and deemed competent to undertake the work

- sign the accepted SWMS to acknowledge understanding and compliance to the controls required.

5.4.3 Start Card risk assessments

Start Card risk assessments will be completed on the day of the activity to manage location and task-specific safety hazards. They are to be completed in consultation with the workers or individuals doing the task to ensure hazards are identified and controlled in the field.

5.5 Other risk controls

When determining risk controls, personnel must ensure that controls identified in the SHEQ risk register and those referenced in the following documents, are implemented. This includes:

- critical risk protocols (CRPs)

- Ventia processes

- acts and regulations

- codes of practice

- AS/NZ standards.

Other risk control tools that will be employed to mitigate risks on the project include:

- safe systems of work to address specific, high risk activities
- safe work instructions (SWIs) for a routine set of tasks that have been assessed for risks
- plant risk assessments
- permits to work
- chemical risk assessments
- hazardous manual handling risk assessments.

5.5.1 Exceptions

When an activity within the project scope of works has been identified as not able to meet the requirements referenced in the critical risk protocols, the Manage SHEQ Exceptions process must be followed. Key requirements are:

- every effort must be made to comply with the critical risk protocols and associated controls

- where a requirement of the critical risk protocol cannot be met, a risk assessment must be conducted and documented, detailing the controls that will be implemented

- the Manage SHEQ Exception form must be completed and submitted to the general manager/ executive general manager for approval

- the approved exception must be maintained within the project documentation and entered (by the Sector SHEQ Team) in the SHEQ Exceptions Register.

The Project Director is responsible for raising an exception and obtaining approval in writing from the Sector Group Executive. Under no circumstances must works proceed without approval. Approved exceptions are valid for a maximum 12 months.

5.6 Hazard reporting

All team members and contractors are encouraged to participate in hazard identification and reporting. Hazards with the potential to cause harm may be reported using the Hazard report form or the VenSafe system.

Team members and contractors must implement an interim control measure where the hazard presents an immediate risk and report the matter to their supervisor. Reported hazards are logged in the VenSafe system and actions raised, are assigned to the responsible manager who must take prompt action to rectify the hazard or mitigate the risk.

Should an identified hazard present an ongoing risk, the details, including control measures, will be included in the project SHEQ risk register.

Identified hazards may be discussed at toolbox talks, pre-start meetings and/or WHS consultative meetings.

5.7 Workplace monitoring

5.7.1 Inspections

Workplace inspections are scheduled by the SHEQ Manager and include the type of inspection, location and frequency required. Participants include:

- Operational leaders (i.e., project director, supervisors etc)
- Service Delivery Leads
- SHEQ representatives
- contractors
- health and safety representatives (HSRs) and WHS committee members.

The SHEQ planning and inspection schedule will be maintained in the relevant system (i.e., VenSafe or the VenCentral-Document Portal), for visibility and sharing with AGFMA and participating agency personnel.

Workplace inspection checklists are generated in VenSafe or using paper-based forms. Corrective actions found from the inspections are to be closed out as soon as practicable and must be entered into VenSafe and tracked monthly for timely close out.

5.7.2 Critical control checks (CCCs)

CCCs are conducted to promote discussions between the Project Director, supervisors, contractors, and field workers to encourage safe behaviour, provide feedback for improvement and correct at-risk behaviour.

CCCs are used to monitor and measure compliance to Ventia's safe systems of work (i.e., SWMS, risk assessments, safe work instructions etc), by physical observation of the specific tasks to undertake the work activity. The SHEQ Manager will schedule CCCs for members of the project team monthly. CCCs (and corrective actions) will be recorded in VenSafe.

5.7.3 Leader learning conversation (LLC)

A leader learning conversation (LLC) is a planned observation that helps senior management identify and encourage safe behaviour, monitor compliance to Ventia's Critical Risk Protocols, provide feedback for improvement and correct at-risk behaviour.

An LLC is demonstrated by management at all levels including Group Executives and General Managers who primarily work outside of the project. Senior Managers nominated to participate in LLCs are required to complete a minimum of one per month at a nominated Project. LLCs are recorded in VenSafe.

The following table is indicative for LLCs, CCCs and site inspections for the project.

Role	Inspection Type	Frequency	Record
Executive GM Social Infrastructure	LLC	One per contract visit	LLC Form logged in Vensafe
Project Director	CCC	1 / month	CCC form
SHEQ Manager/Advisors	SHEQ Workplace Inspection CCC OCC	Refer to the schedule	SHEQ Workplace Inspection Checklist CCC Forms OCC Forms
Field Manager / Supervisor SHEQ Site Inspection	SHEQ Workplace Inspection CCC OCC	Refer to the schedule	SHEQ Workplace Inspection Checklist CCC Forms OCC Forms
NB – Number to equal commitment made in contract			

5.7.4 STOP work authority

If any dangerous act or situation is observed during a workplace inspection, LLC or CCC, work must cease immediately. The reasons will be explained to the workers responsible, and work must not proceed until appropriate corrective action has been taken.

6 Support and operations

6.1 Resource management

The Project Director will identify and make available appropriate resources to ensure the requirements of this HSMP are met including compliance with all relevant legislation and requirements.

The Project Director will develop the project organisational chart which will include the names and roles of key personnel specific to the project.

A regular review of resources will be undertaken to identify any new or unforeseen workforce requirements including additional training / upskilling of workers.

Procurement of suppliers and contractors to deliver works for the project will be undertaken consistent with Ventia's procurement to pay processes.

6.2 Purchasing of goods and services

The risk management (HIRAC) process for the purchasing of goods and services, plant, and equipment (e.g., supply, inspection, maintenance etc) and labour hire arrangements include:

- plant risk assessments
- chemical risk assessments
- procurement processes for contractors and labour hire
- safety data sheet (SDS) reviews before purchase of chemicals and corresponding risk assessment
- verification of conformance to specification on receipt and management of non-conforming materials and equipment.

The purchasing of goods and services, plant and equipment and labour hire will be undertaken consistent with Ventia's Procure to Pay processes.

Risk assessments will identify requirements at an early stage so that selections and purchases are made after reviewing standards, regulations, and codes of practice.

PPE selection will be discussed with local suppliers and in some cases, samples will be trialled with groups of workers to ensure selection is optimal.

6.3 Subcontractor management

Contractor SHEQ requirements, including communication, training, and competency, reporting and accountabilities, will be included in procurement packages.

Contractors will be provided with a copy of this HSMP and project SHEQ risk register prior to tendering.

6.3.1 Subcontractor selection

The scope and nature of work will be clearly defined for each project and will be risk-assessed and reviewed. Engaged contractors will be assessed for their safety, environment, quality, and commercial capabilities consistent with the Manage SHEQ Requirements for Subcontractors process. Assessment criteria may include the following:

- review of their training and competency records

- review of plant and equipment - maintenance program and availability of maintenance records
- review of public liability and workers' compensation insurance
- review of previous performance
- review of SHEQ documentation
- fit for work programs including heavy vehicle driver fatigue management
- scheduling and pick-up and delivery systems to ensure adherence to required lead times.

6.3.2 Subcontractor engagement

As part of contractor engagement, relevant documentation will be provided to all contractors with the expectation that they comply with documented requirements through a signed agreement. Contractors are required to submit compliance information in the Subcontractor Compliance System utilising the self-service portal. Once approved, contractors are issued with a copy of the Contractor Information Pack and any additional risk-related documentation relevant to their works. A structured induction program will be held for all contractors to communicate project requirements.

As part of the Contractor Information Pack registers are provided, which must be completed by the contractor before award of the contract. Registers include:

- emergency equipment
- lifting gear
- plant and equipment
- electrical equipment
- inspection, measuring and test equipment
- hazardous chemicals register and safety data sheets
- confined spaces
- asbestos.

The Contractor Information Pack also contains comprehensive safe work instructions which detail known hazards within the respective scope of works and risk control measures to be implemented in the field.

6.3.3 Subcontractor participation

Contractors will participate in the following SHEQ communication forums:

- scheduled management meetings, toolbox talks and WHS consultation meetings as required
- CCCs, inspections and audits
- incident investigations, as required
- development or review of SWIs and SWMS.

6.3.4 Subcontractor audits and reviews

Contractor SHEQ management systems will be assessed and approved before work commences and then reviewed at regular intervals, post start-up for contractors carrying out high-risk activities and annually (or at least once within the project period) for all other contractors.

Operational activities of contractors will be monitored via audits, CCCs and site inspections or observations. Reviews will be scheduled by the SHEQ Manager in consultation with the contractor management team and will be commensurate with the level of risk established during the pre-evaluation phase and/or the level of risk associated with the work activity (i.e., higher risk requires more frequent monitoring).

If the subcontractor is providing heavy vehicles or heavy vehicle drivers, then assessment is to be against the agreed performance criteria and in accordance with the Chain of Responsibility Process.

6.4   Training and competence

6.4.1 Training needs analysis / skills matrix

The supervisor will ensure no person is appointed to a task unless they are deemed competent to undertake the task. SHEQ training will be provided consistent with the project scope of works, risk profile and position or role requirements.

At the commencement of the project a training needs analysis (TNA) will be conducted by the SHEQ Manager to identify and plan training and competency requirements of all project personnel. This includes:

- mandatory training needs as required by legislation, standards, codes of practice, AGFMAs, or project requirements e.g., licences, qualifications
- undertaking a gap analysis of an individual's current skills and competencies against the job requirements e.g., position description
- the identification of training needs as requested by the team member or his/her supervisor during probation reviews or annual performance reviews
- specific training as specified by the supervisor.

A skills matrix will be developed to identify competency gaps, mandatory and desired competencies, and competency expiry dates. This will enable the project to determine the type and scope of training required, these training requirements needs will apply to all team members, workers, and contractors.

The contractor management system will be used to record and maintain training records including qualifications, licences, competencies, certificates of attendance and statements of attainment of team members including contractors.

Where immediate external training needs are identified during the project, the SHEQ Manager will initiate the training. Experienced project team members (e.g., team leaders, engineers, and senior technicians) will undertake mentoring and coaching for new or inexperienced team members.

Project team members in positions equivalent to "supervisor / team leader" or above must hold nationally recognised supervisory competencies such as a Certificate Level III issued by an RTO under the Australian Qualifications Training Framework (AQTF) or relevant NZQA Unit Standard.

6.4.2 Inductions

Before commencing work, all personnel (employees and, contractors) will receive an appropriate project induction (including SHEQ requirements), which is conducted either online or Face to Face.

The SHEQ content of induction programs is developed appropriate to the levels of induction identified

Every person, including contractors working on the project completes an induction before commencing work at the site. Inductions are valid for a maximum period of 2 years for project employees and one year for contractors. The project induction presentation must cover the following topics:

- project overview and scope of works
- Ventia SHEQ Policy
- legal responsibilities
- Critical Risk Protocols (CRPs)
- training and competency requirements
- emergency response
- incident reporting
- hazard identification and reporting
- HIRAC, SWMS and risk assessments
- permit to work
- fitness for work including fatigue
- communication and consultation
- SHEQ issue resolution
- site rules
- plant and equipment requirements
- occupational hygiene overview and health monitoring
- heat stress
- high risk work
- environmental awareness
- chain of responsibility key activities and system requirements.

Before the induction, the SHEQ Advisors may review, that all necessary licenses, certificates, and competencies have been provided in the contractor management system. This includes the required industry induction card. No person is permitted induction if the required evidence of licences and/or competencies are incomplete or invalid. In other words, no access will be allowed.

All evidence is to be submitted and loaded into the contractor management system.

6.4.3 Visitor induction

A visitor is any person required to enter the project site and not be required to perform work activities. A visitor needs to be accompanied by a member of the project team whilst on site. Examples of visitors include Ventia managers attending site, or persons undertaking inspections or assessments (including representatives from regulatory bodies or other authorities).

Visitors will be met by the project team member who granted entry before being permitted to proceed further onto the site.

A visitor induction, which provides a brief overview of the project, safety procedures, scope of work, emergency response and first aid requirements, site rules and current workplace hazards will be conducted. Copies of completed visitor induction forms will be filed by the SHEQ representative. Visitors are required to sign the Visitor Register located at the site office.

Visitors must be accompanied by a site-inducted person at all times. Entry to any area on the project site is at the discretion of the site-inducted person accompanying the visitor. AGFMA or project/site manager or supervisor approvals are to be obtained where required.

6.5 Facilities

The infrastructure required for the project is based on the project requirements (including AGFMA and key participating agency requirements) and provisions. The Project Director will take into consideration the resources required to undertake works such as plant, workspace, tools and equipment, support services, information, and communication technology (ICT) and transport.

Adequate facilities and suitable work environment will be provided to all project personnel to ensure they can perform work in a safe and productive manner.

Consideration will also be given to environmental issues associated with infrastructure, such as conservation, pollution, waste, and recycling (refer to the Project Environmental Management Plan for further details).

The type of equipment, hardware and software required on the project will be determined and made available based on job and activity requirements. This includes layout of the site, facilities, services, and installations needed for the effective functioning of the project such as:

- communication systems
- emergency response systems
- first aid provisions
- amenities
- water and power services
- administration and support resources (i.e., computer networks, software, printers, and photocopiers etc)
- plant, equipment, and vehicle parking areas including restrictions and security.

All facilities and work environment will be appropriately maintained and will be monitored and reviewed during various site / office workplace inspections.

7 Communication and consultation

7.1 Communication of risk

Risk assessment controls will be communicated to personnel via the following means:

- SOP, JSA consultation and training
- SWMS development and review
- onsite risk assessments
- daily pre-start meetings and completion of Start Cards
- toolbox talks
- WHS consultative meetings

- internal training sessions.

No work is permitted to commence unless a risk assessment or relevant work process for the task has been communicated. The team leader/supervisor will prepare risk control documentation before the commencement of works. All contractor personnel involved in the activity will be required to sign and acknowledge relevant controls implemented.

7.2 Internal

SHEQ issues will be included as an agenda item at project team meetings to ensure any concerns, issues or initiatives are discussed by the team. Outcomes and resulting actions will be assigned and implemented where necessary. A record of discussions and actions will be documented (meeting minutes) as part of ongoing project meetings.

7.2.1 Completion of Daily Start Cards

Prior to the start of any task or activity the contractor will be required to complete the Start Card, which will be issued digitally with the work order from the Work Order Management System. The Start Card demonstrates that the contractor and their workers have taken note of any site-specific hazards and risks and have identified controls to reduce the consequence and likelihood as far as reasonably practicable.

The Start Card must be signed by all workers before starting work to demonstrate an understanding of the tasks involved in the day's work activity and controls that must be in place.

7.2.2 Toolbox talks

A program of toolbox talk meetings will be implemented for the project by the SHEQ Manager. The meetings will be of adequate duration to cover all relevant information and structured to encourage full participation by personnel.

Toolbox talks should include appropriate training, items of general environmental importance to the site or areas of environmental interest to meeting participants. Toolbox talks will also be used as an educational forum to improve team members' knowledge and understanding of environmental systems, rules, and requirements.

Any actions arising from toolbox meeting will be recorded and progression monitored in the VenSafe system. Regular feedback will be provided to the work crews on the progress of the outstanding items.

Supervisors will conduct monthly toolbox talk meetings with their respective work crews. A schedule will be developed and posted on site notice boards. It is mandatory for all Ventia team members and contractors to attend the toolbox meetings.

Meeting minutes and corrective action lists will be recorded on the Toolbox Meeting Record Form and forwarded to the SHEQ representative for review and follow up. All attendees will be documented, and details of discussions will be recorded. A register of all toolbox talk discussions will be maintained by the SHEQ Manager with details of the presenter and topics discussed being recorded in VenSafe

7.3 External

The Project Director will support AGFMA to identify and proactively manage community and participating agency issues and risks. Potential issues may include:

- impact of works on public and community stakeholders, including residential and commercial properties
- access to works areas
- traffic delays
- coordination with civil contractors working on the project
- environmental impacts
- noise and dust issues
- potential property rectification works
- team member, contractor, and public safety
- cultural heritage
- loss of business
- disruption to the day-to-day lives of neighbouring communities and road users.

Throughout the project, key personnel will communicate and consult with the AGFMA and relevant participating agencies, and attend regular meetings as determined by the AGFMA.

Levels of participating agency engagement may also include:

- attending a joint risk workshop with the AGFMA and key participating agencies
- consulting, collaborating, and addressing SHEQ hazards and/or concerns with all relevant personnel
- engaging in proactive, timely, regular, and open communication with the community and key participating agencies in a variety of formats, as agreed by project communications and reporting requirements
- developing agreed messaging for the project
- establishing two-way communication channels throughout the project to capture feedback
- scheduling face-to-face meetings as an agreed project communication channel
- attending established community organisations and forums to disseminate information and obtain feedback
- preparing information related to work stages, timing, progress, specific SHEQ issues for distribution via agreed project communication channels.

The Project Director will work closely with the AGFMA, key community members and participating agencies to manage community and participating agency's' risks.

7.4   Client

Regular project meetings will be planned to liaise and communicate with the AGFMA, which will include programming, risks, safety, environment, non-compliances, notices, contract directions etc.

7.5   Consultation arrangements

The project formal consultative mechanisms and forums for the workplace will be identified, agreed, and established with the work groups. If a WHS committee is requested/established, it will include members of the project management team and elected members (Health and Safety Representatives/HSRs) from the workplace.

An Agreed WHS Consultation Charter/Constitution will be developed detailing the function and responsibilities of its members. In such cases, all members must sign the Charter/Constitution to confirm agreement of the functions and responsibilities.

All persons must be encouraged to contribute to the management of SHEQ through participation in risk management and communicating with the WHS consultation meeting. WHS consultation meetings will be held monthly, unless otherwise agreed by the workforce.

Actions arising from consultation forums will be recorded in VenSafe with timeframes and responsibilities allocated. The SHEQ Manager will track actions in VenSafe each week to ensure a timely close out. Workers will be advised of consultation outcomes in a timely way.

7.5.1 WHS issue resolution

Wherever possible, any WHS concerns will be resolved through consultation between workers, their representatives and/or their manager. If the concern cannot be resolved, then it is to be referred to the Project Director for resolution.

Ultimately, any issue remaining unresolved may be referred to the General Manager Sector SHEQ. Where the issue remains unresolved, the default process for issue resolution set out in the WHS regulations must be followed.

If reasonable efforts have been made to resolve an issue and it remains unresolved, any party to the issue can ask the regulator to appoint an inspector to assist in resolving the matter.

The WHS Issue Resolution Flowchart will be developed in consultation with the work group and communicated at consultation meetings. A copy of the WHS Issue Resolution Flowchart will also be placed on the SHEQ project noticeboard.

8   Incident management

8.1   Incident notification, investigation, and reporting

8.1.1 Response and notification

An incident response and notification process will be established to ensure that:

- the incident scene is preserved (if appropriate)
- appropriate people on the project and within the business are notified
- participating agencies and statutory authorities are notified within the required timeframes
- insurance or compensation claims are submitted and managed within the required timeframes
- harm to persons or loss of life is prevented or minimised.

All incidents are to be reported immediately to the SHEQ Manager and Project Director as soon as is practical after they occur. The SHEQ Manager or Project Director will immediately notify AGFMA and the Sector SHEQ Manager.

8.1.2 Records and reports

Approved incident records and investigation reports appropriate to the incident classification will be entered into VenSafe and closed out within the required timeframes.

Incident reports, including corrective actions raised, must be reviewed by the SHEQ Manager. incidents reports must be submitted to the AGFMA by the Project Director.

The SHEQ Manager is responsible for communicating incidents to the project team, including contractors.

Notifiable incidents to regulatory authorities must be reported by the SHEQ Manager. Should a significant incident occur, the Project Director must immediately notify the General Manager Sector SHEQ and the LoB manager. At the direction of the Project Director, work activities on site may be suspended. If an emergency occurs, all people will be relocated to a safe area and accounted for.

Where relevant and applicable SHEQ alerts and lessons learnt will be communicated following serious incidents and injuries as defined (as a minimum) any actual or potential Class 1 or 2 incident or lost time injury (LTI). Refer to Ventia's Incident Classification Work Instruction for the definition of Class 1, 2 and 3 incidents

8.1.3 Investigations

Incidents will be classified and investigated according to the type of incident using the Event Classification Work Instruction. The SHEQ Manager will review all incidents to ensure correct classification has been selected.

Investigations will identify contributing factors, root causes and failures in controls. Corrective actions must be determined for all identified causal factors that are identified from the investigation, and these must be uploaded into VenSafe.

Incidents (and corrective actions) will be reviewed monthly by the SHEQ Business Manager – Social Infrastructure and SHEQ Manager with the Project Director and Sector SHEQ General Manager

8.1.4 Investigators

Persons engaged to conduct, lead, or supervise serious event incident investigations must be trained and assessed as competent in the ICAM analysis investigation methodology.

Participants in all other minor incident investigations will receive Ventia internal incident investigation training via an online module developed and controlled by the Ventia Group SHEQ Training Manager. The Project Director, SHEQ Manager, SHEQ Advisor and Team Leader/Supervisor must undertake minor incident investigation training as directed by the Sector SHEQ Manager.

All incident investigation training must be recorded on the project training needs analysis with records held in the Learning Management System.

8.1.5 Corrective actions

Corrective and preventative actions will be identified, assigned to an appropriate person(s), given an assigned date for completion, implemented, and recorded. Corrective actions will be monitored monthly for compliance and effectiveness.

SHEQ alerts will be published and distributed in accordance with Ventia's SHEQ Alerts and Notifications process. SHEQ alerts are to be primarily distributed for internal Company use and in a timely manner. Alerts will be developed where the circumstances or investigation findings from any incident provide a significant learning that would benefit all of Ventia or a specific part of Ventia.

8.1.6 Reviews

SHEQ performance will be reviewed monthly. This will include a review of incident trends and investigation status. Actual and potential serious events and recordable injuries must also be communicated as part of the monthly review coordinated by the SHEQ Business Manager – Social Infrastructure and Project Director.

The investigation report will be reviewed as a minimum by the investigation team, project management and the AGFMA to ensure agreement on the findings and required actions.

8.2 Injury management

8.2.1 Rehabilitation

An appropriately trained Return to Work (RTW) Coordinator will be appointed to implement site-based injury management activities. The RTW Coordinator will develop as required a structured and approved return to work plan for each injured or ill team member.

Alternative duties will be arranged through consultation with the injured workers, treating doctor, Ventia personnel and rehabilitation professionals when required, consistent with Ventia's injury management requirements.

The Ventia Group RTW representatives must manage all workforce injury management requirements and monitor all known contractor and labour hire rehabilitation cases.

Contractors and labour hire companies must report workplace injuries to the project consistent with site incident reporting and contractual requirements. Where possible, contractor and labour hire companies should provide alternate duties at the site or alternatively (with Ventia approval) at off-site locations.

The project must ensure that all reported contractor and labour hire rehabilitation is managed consistent with legislative requirements and the applicable rehabilitation forms are provided to the project SHEQ representative.

8.2.2 Compensation process

Claims will be regularly reviewed to ensure the worker safely returns to work in an appropriate timeframe. A separate injury management file will be created in VenSafe (Solv Health) for each injured or ill team member. All records must be kept confidential and stored securely.

8.3 Emergency preparedness and response

The project Emergency Response Management Plan will address all emergencies as outlined in the emergency risk assessment. Specific emergency processes will be prepared and implemented for each potential emergency the project has identified.

Emergency assembly locations will be identified and inspected regularly. A detailed location or layout map showing the site in relation to public roads will be placed on site noticeboards.

Where an emergency becomes a crisis situation, it will be escalated to the Ventia General Manager Sector SHEQ and managed in line with the Ventia Crisis Management Plan. In addition, the Project Director must contact the AGFMA to inform them of the nature of the emergency and any other requirements.

Ventia acknowledge that DIT and participating agency sites will have their own emergency response plans that Ventia and its contractors will adhere to whilst on site.

8.3.1 Emergency resources

Sufficient emergency response resources for Ventia offices will be provided based on the emergency risk assessment (and workshop) of possible emergency situations. A first aid risk assessment will be conducted to define required first aid resources.

The suitability, location and accessibility of emergency equipment will be assessed by a "competent" person. Competency can include engaging specialists from local companies or from advice given by project trained fire wardens or first aiders.

All resources required to respond to an emergency will be identified and kept in a fit-for-purpose state. At regular intervals, emergency equipment, communication systems, exit signs, paths of travel and alarm systems will be inspected, tested, and maintained.

The SHEQ Advisor will schedule reviews of emergency equipment in VenSafe.

AGFMA and participating agencies will have their own emergency resources

8.3.2 Emergency drills

To test the effectiveness of the project emergency arrangements, emergency practice drills are conducted:

- at 12 monthly intervals (as a minimum)
- whenever there is a significant change to site activities or conditions
- as determined by a risk assessment.

The SHEQ Advisor will schedule emergency drills in accordance with the Emergency Response Management Plan. Drills will include the process of contacting senior management and (if required) activating the Ventia Crisis Management Plan (at a scenario level only). Drills will be recorded on the Emergency Response Rehearsal Form with debriefs held and outcomes communicated to personnel at the next pre-start meeting. Corrective actions from drills will be recorded in VenSafe.

The Project Director will discuss drill results with the AGFMA along with any possible concerns and/or recommendations for improvement.

Where emergency drills occur on AGFMA or participating agency sites, whilst Ventia employees and contractors are on site, Ventia acknowledge that its employees and contractors will participate in the drills and follow all instructions provided.

8.3.3 Field emergency response program

A generic field emergency response program will be made available to all field crews in the Contractor Information Pack or issued in the project work packs. The field emergency response program (which is specific to a region/area) details the potential emergencies and response programs for field-based workers should those workers be exposed to those emergencies.

A project emergency contact list is maintained in the contractor information pack. As a minimum, it includes specific emergency contact numbers for the region/area. Project people are to be made aware of emergency procedures at their workplace through project induction, toolbox talks and pre-start meetings.

Before work each day, each site's emergency arrangements are reviewed for any changes and then communicated during pre-start meetings.

8.4 Crisis management

Whilst following the AGFMA and participating agency emergency management plans, Ventia personnel also have an obligation to comply with Ventia's Crisis Management Plan. If there is a critical event, escalation is to be consistent with the requirements of both Ventia and the AGFMA. A crisis can be defined as an extraordinary event, announcement, disclosure or set of circumstances that:

- threaten the safety or wellbeing of people (team members, sub-contractors, participating agency staff or members of the public)
- threaten the integrity, performance, reputation, or viability of Ventia
- threaten AGFMA/community relationships
- disrupt critical services to the community
- may have a significant adverse environmental impact.

Further details can be found in the Project Emergency Response Management Plan.

9 Fitness for work

9.1 Fitness for work

All Ventia project people are required to undergo a pre-employment medical examination if they are expected to remain on a project for more than 3 months. Pre-employment medicals are conducted in accordance with the relevant People and Capability processes.

Fitness for work includes assessment for:

- fatigue
- the influence of alcohol or other drugs
- illness or emotional stress
- specific health risks (as baseline medical assessment).

A program for undertaking follow-up medical assessments will be established to ensure workers are not adversely affected during the project or by ongoing construction works. The frequency of any further medical assessments will be determined through a risk assessment. Factors that will determine the frequency will include age, exposure to manual handling activities, noise, and vibration etc. The results will be compared to baseline health assessment data, which is to be obtained before commencing work on the project.

Fitness for work will be assessed on this project at each pre-start and noted on the Start Card, and through peer support and self-monitoring in accordance with the Fitness for Work process.

9.2 Drugs and alcohol

All workers are to arrive to work fit to safely perform the full range of duties associated with their role and not place themselves or their colleagues at risk of harm from alcohol or drug impairment. The measures the project will take to ensure implementation of the Drug and Alcohol program are to:

- conduct pre-employment testing at recruitment to the project as part of a pre-employment medical
- not accept any person into the workplace who places themselves or others at risk by being under the influence of alcohol, drugs or substances that impair their ability to perform their work activities
- provide (voluntary) self-assessment drug and alcohol testing facilities for those working on the project
- ensure agreed and consistent treatment for any person exhibiting performance, attendance or behaviour problems that may be the result of alcohol or drug abuse.

Any person taking non-prescribed and/or prescribed medication while in the workplace must before they commence work notify their immediate Team Leader/Supervisor. If a medical professional has advised medication to be taken may have side-effects that could render a person unfit for work, then the individual must also notify their Team Leader/Supervisor.

Note:	The unauthorised possession, consumption, distribution or sale of alcohol, or performance-inhibiting and/or illegal drugs (this includes synthetic legal substitutes) at the project is strictly prohibited and will result in disciplinary action up to and including dismissal.

10   Health and occupational hygiene

The project, where appropriate, will conduct a health risk assessment by a competent person (e.g., Occupational Hygienist) to identify, monitor and control work health hazards and protect the health and wellbeing of project people (team members and contractors).

The risk assessment will be incorporated in the project SHEQ risk register. It will take into account any environmental impact assessments and other surveys undertaken by or on behalf of the AGFMA. In addition, hazardous substances risk assessments will be used to identify the need for work health risk controls at the task level.

Where necessary, Ventia will seek expert advice from an Occupational Hygienist to determine the risk and to develop the appropriate controls.

Any health monitoring and/or exposure assessments identified in the risk assessment must be conducted by competent persons consistent with legislation and the applicable Australian and New Zealand Standards.

The results of exposure monitoring relating to individual team members or groups of team members will be communicated to the workforce via toolbox talks.

All personal health monitoring and surveillance for individuals, including pre-employment medical results and medical reports relating to workplace injury or illness will be forwarded to a People & Capability (P&C) representative (or the worker's employer if they are a contractor) and held in a secure, confidential location controlled by P&C.

Should a medical practitioner identify, or a worker discloses a medical condition that could affect their health or safety, the issue will be discussed with the worker by a P&C representative together with a specialist, such as an Occupational Hygienist, to agree a resolution. Any arrangements for care should also identify other project positions that need to know of the worker's condition and any special needs or responses necessary to protect their health and safety. These may include an Occupational Hygienist, a suitably qualified medical practitioner, the person's Team Leader supervisor and/or the SHEQ Manager. The list of persons this information is intended to be communicated with is to be discussed and agreed by the worker.

11 Plant and equipment management

The AGFMA project shall adhere the Manage Safe Operation of Plant & Equipment Process and all guiding documents in VenCentral. A Consolidated SHEQ Register will be developed which may include:

- AED Maintenance
- Emergency Equipment Inspection
- Fall Arrest Equipment
- First Aiders
- First Aid Equipment
- Inspection Measure Test Equipment (IMTE)

- Ladder
- Lifting Equipment
- Plant-Equipment SHEQ
- Portable Appliance Test & Tag
- Waste Disposal

11.1 Plant and equipment risks

No item of plant or equipment will be allowed to operate on site before the associated health and safety risks are addressed. Above ground and underground services will be identified to prevent inadvertent contact during plant transport, general movement, or excavation work.

Prior to use, a condition report such as a Hired in Plant Inspection Report or a Pre-Acceptance Checklist will confirm the plant/ equipment meets Ventia and project requirements (e.g., Warning devices, roll-over protection structures, etc) and is safe to operate.

Where the plant inspection report or pre-acceptance checklist identifies items not working or faulty, the plant or equipment must be quarantined and referred to the Team Leader/Supervisor. In such cases, the supplier will be immediately contacted for rectification. The Team Leader/Supervisor will verify the plant is fit for purpose and meets all requirements listed satisfactorily before it will be permitted to operate on site.

Plant risk assessments must be available for all mobile plant before use. The assessment must consider any relevant information contained in the Original Equipment Manufacturers (OEM) manual. Plant operators must be familiarised with hazards associated with the relevant plant's life cycle, which may include delivery, operation, maintenance/service, and inspections. The plant operator must acknowledge hazards by signing the risk assessment and/or Start Card before operating the plant. Additional pre-work checks acknowledging plant risk assessments will be noted on the risk assessment and/or Start Card, and included in SWMS, SOP's or JSA's

The Team Leader/Supervisor will review /approve plant, using the Plant Induction (Pre-acceptance) Checklist or equivalent and record the approval date in the plant register.

Manufacturers' safe operating instructions will be available for plant and equipment used on site. Plant service records are to be available for each item of plant.

A traffic management/movement plan will be developed with the required controls established and included in work process documentation (e.g., work packs) to manage traffic and pedestrians on sites.

11.2 Use of plant on site

Plant and equipment will be maintained and serviced consistent with the manufacturers' instructions and will be recorded in the plant register.

Personnel maintaining and servicing plant and equipment must have the required skills, experience, and qualifications to safely undertake the task.

Records of maintenance will be held in the project files. The Team Leader/Supervisor will track the dates/hours of the last service and the dates/hours of the next service and record this information in the plant register.

All Ventia-owned plant and equipment items must be issued a unique asset identification number and it is to be recorded in the plant register. The plant register will also include service requirements for different models, which are found in the plant operating manuals.

Plant and/or equipment will be inspected daily before use by a competent operator. SWIs may be developed for mobile plant operations, which must be read and understood by the operator before use.

Pre-start Inspection Checklists will be developed and completed by the operator for each item of plant and/or equipment. Completed inspection checklists will be handed to the Team Leader/Supervisor who will verify that the plant/equipment is fit for purpose.

If a fault is identified, it is subject to a risk assessment to determine if the plant can still be safely operated (e.g., damaged wipers on a sunny day).

Defects deemed likely to impact the safe operation of the plant or may cause injury are to result in the plant being removed from service. The keys are to be removed and an "Out of Service" tag placed on the controls until the defect is rectified by a qualified person.

11.3 Licences and competency

Mobile plant operators must hold the required licences and certificates to be verified as competent before operating plant on site. Verifications of competency (VOC) will be reviewed every 5 years.

Where plant or equipment does not require a licence or ticket to operate it, a VOC challenge test (as a minimum), including oral and practical tests, must be conducted before operators are permitted to operate such plant or equipment.

Operator competencies, including VOCs, will be recorded in the learning management system.

Assessors must hold a Certificate IV in Workplace Training and Assessment or equivalent. Where the assessor does not have specific subject knowledge, a SME competent in the level and area of assessment must be involved in the assessment with the assessor.

Additional pre-work checks acknowledging personnel are trained and competent will be noted on the risk assessment.

12 Safe systems of work (SSW)

Safe systems of work (SSW) will be implemented for all work activities that are identified as having moderate or high-risk during development and a review of the project SHEQ risk register, safe work instructions (SWIs), Job Safety Analysis (JSA) and safe work method statements (SWMS). Ventia critical risk protocols (CRP) must be referenced within the SSW documents.

As a minimum, each SSW will cover the following:

- planning (including interactions with the work environment)
- plant and equipment requirements
- competency/training requirements
- operation/work requirements
- processes for monitoring the application and success of the system. These processes may include inspections, ITPs, leadership interactions observations etc
- reference to current relevant legislation and codes of practice.

SSW will be reviewed and approved by the SHEQ Manager (or delegate) before they are implemented.

Personnel involved in moderate or high-risk work activities must be trained in relevant SSW before the activity begins. Changes must be communicated to all personnel affected either directly or indirectly by the change.

Safe Systems of Work will be closely monitored in the field to ensure they are achieving the intended outcomes. Mechanisms for monitoring the effectiveness of SSW include:

- inspections
- audits
- CCCs
- contractor task observations.

The following safe systems of work that apply to this project include:

- Management of hazardous chemicals
- Control of Hot Work
- Work at Heights
- Driving and Remote work
- Operating plant and equipment
- Excavation
- Lifting operations
- Hazardous Energies
- Work near traffic
- Covid 19
- Fire risk management
- Ergonomics
- Permit to work

- Manual handling
- Radiation protection
- Working on or near water
- First aid
- Noise management
- Handling, storage, preservation, and protection of materials
- Pressure systems
- Housekeeping
- Safe collection and disposal of sharps
- Personal protective equipment (PPE)
- Heavy Vehicle Interactions (Chain of Responsibility).

13 Performance evaluation and improvement

13.1 Monitoring activities

Monitoring activities will be scheduled as outlined in Annexure F.

Periodic inspections must be scheduled at the commencement of the project by the SHEQ Manager and may include:

- emergency equipment
- lifting equipment
- electrical compliance
- equipment calibration register
- chemicals and spill kits
- scaffolding and ladders
- traffic management and control
- fire extinguishers
- first aid supplies
- housekeeping
- security controls
- heavy vehicle, loading and unloading and other related items in accordance with the Chain of Responsibility Management Plan.

Records of inspections must be retained by the SHEQ Advisor in the project document management system or VenSafe and must be made available for auditable purposes. Corrective actions must be recorded in VenSafe and tracked monthly for timely close outs.

Incoming goods must be inspected to ensure they in good order, undamaged and meet the required specifications. If non-conforming equipment or materials have been identified, they will be tagged "Out of Service" and placed in a quarantine area as appropriate before being returned back to the supplier.

All inspection, measuring and testing equipment (IMTE) used on the project will be calibrated and fit for use. Equipment will be tested and calibrated as stated by the OEM, so control measurement errors and uncertainties are minimised to acceptable levels. Calibration records will be maintained in the project IMTE register. The SHEQ Advisor will hold testing and calibration certificates from NATA or IANZ and ISO 9001 accredited agencies in the project document management system.

Equipment that has not been calibrated by the required recalibration date must be removed from use and fitted with an "Out of Service" tag, segregated, and recalibrated before being re-issued for use.

Calibration may be performed either internally (as per the relevant instructions) or externally (through an acceptable supplier).

Daily pre-start inspections of powered mobile plant and equipment will be completed before use and as per the manufacturer's specification.

13.2 Health and safety performance reporting

SHEQ performance will be reviewed and reported at least monthly to identify trends. Action plans to improve performance will be developed as required. VenSafe will be used to collate all SHEQ performance data.

13.3 Internal audits

Audits and reviews will be scheduled and carried out to verify that activities comply with planned arrangements and Ventia SHEQ minimum requirements and that the SHEQ system is effectively implemented, maintained, and improved.

- 3-month post mobilisation audit
- contractor reviews
- CRP audits
- Reviews of management plans

A schedule of audits and reviews are developed by the SHEQ Manager based on the significance of SHEQ risks, contractual requirements, and the results of previous audits.

Audits will include nominated areas, activities, processes, products, and services being provided including:

Each audit type will have a clear audit scope and be conducted in compliance with Ventia requirements. Where a non-conformance is found, corrective action is agreed to with the auditee's manager and if immediate preventative action is required, the corrective and preventative action process applies. Records of internal audits are captured and maintained in VenSafe.

13.4 External audits

Audits undertaken by external/third-party entities are completed in consultation with the Project Director and the results entered into VenSafe and the AGFMA's relevant database (if applicable). Identified non-conformances will be managed as per Ventia's corrective and preventative actions process.

13.5 Corrective and preventative actions

Corrective actions identified following audits, inspections and observations are communicated to the nominated action owner in VenSafe to allow action tracking follow up.

The nominated action owner is determined in consultation with the assigner and applicable member of the project management team. If the nominated action owner disputes the allocation of an action to them, they must raise this with the Project Director, SHEQ Manager, and/or their Team Leader/Supervisor.

Corrective Action Requests (CARs) raised in VenSafe are monitored by the Project Director and SHEQ Manager monthly to ensure that satisfactory actions are implemented within the required timeframes.

13.5.1 Trend analysis

The SHEQ Manager will analyse data in VenSafe relating to incidents, hazards, alerts, inspection, and audit findings periodically (e.g., monthly) to identify trends, key issues, or concerns. The outcome of these reviews will be communicated to relevant participating agencies, by way of toolbox talks, alerts, or bulletins

Where adverse trends are identified, a formal action plan will be developed in consultation with the project team and workers and approved by the Project Director and SHEQ Manager

13.6 SHEQ review

The Project Director is responsible for ensuring a project-level review is carried out annually to assess the adequacy, effectiveness, and continuing suitability of the SHEQ management system. Alternatively, this review can form part of the scheduled project monthly meeting as long as the project can demonstrate the below items have been covered. This includes:

- legislation and regulation compliance and changes which are proposed

- adequacy of policies

- current performance against objectives and targets

- critical risks in the project SHEQ risk register and main changes and learnings from risk reviews

- corporate knowledge base and innovations register to identify opportunities for improvement

- the effectiveness and suitability of the project safety and health management plan through review of project safety performance

- lessons learned from audits (CARs), incidents and notifiable occurrences

- results and analysis of audits

- identified hazards and risks

- issues arising from any prohibition or improvement notices

- issues or suggestions arising from WHS committee meetings

- communications from external participating agencies, including AGFMAs, regulator, OFSC

- deficiencies in the project management system that have been identified and addressed

- adequacy of resources (training)

- follow-up on actions from the last review of the management system

- suggestions for opportunities for improvement to ensure the continuing effectiveness of this plan.

Changes arising from the SHEQ review will be communicated to duty holders, including contractors and the AGFMA.

A record of the SHEQ review and resultant actions will be minuted and distributed to concerned parties. Actions from the SHEQ review must be assigned and managed in VenSafe. A copy of the SHEQ review meeting must be maintained consistent with project document control processes and made available to relevant participating agencies on request.

13.7 Continual improvement

The project will consider health and safety performance, results from audits and SHEQ reviews to identify required improvements to systems and / or processes. Improvement items must be documented on the project systems improvement register or via the Better Way program by the SHEQ Manager.

13.7.1 Better Way

Venita's Continuous Improvement process supports our drive to innovate and continually improve both our own and our AGFMAs' business.

The Better Way program encourages our people to share ideas that may achieve cost savings, improved efficiencies and performance, improved safety, and enhanced AGFMA satisfaction. The Better Way process allows individuals the opportunity to bring issues that make it difficult to do their job or alternatively, identify areas for improvement to the attention of management.

All team members are introduced to the Better Way program during their induction.

All Better Ways raised on a project are reviewed, prioritised and responsibilities for action allocated through the project's continuous improvement nominee.

Appendix A: Definitions and acronyms

The following table outlines key terms used in this document.

Term	Definition
ALARP	As low as reasonably practicable
CAR	Corrective action request
CCCs	Critical Control Checks
Competency	Competency is having and applying specific knowledge and skill to a required performance standard. It involves performing at acceptable skill level, responding, and reacting appropriately when things go wrong, fulfilling a specific role, transferring skill and knowledge to new situations
Competent Person	A competent person is one who has the qualifications and/or experience required to skilfully perform the stated duties
CRP	Ventia's Critical Risk Protocols
D&A	Drug and alcohol
DMP	Design management plan
EAP	Employee Assistance Program is a confidential and voluntary counselling service. The aim is to assist with the resolution of personal and work-related problems which may affect work performance
HIRAC	Hazard identification risk assessment control
HSMP	Health and safety management plan
HSR	Health and safety representative who is an elected member of the workplace that has acquired the skills and knowledge to enable them to fulfil the role of a workplace health and safety representative as required under legislation
ICAM	Incident cause analysis methodology
IMTE	Inspection, measuring and testing equipment
Induction	Induction refers to programs designed to impart specific knowledge to new team members, so they understand the business and can begin to safely and effectively carry out their work. Induction programs vary in length and structure depending on the team member's role and duties in the organisation
Injury Management File	A separate confidential rehabilitation file documents staff members' injury management and return to work progress
ITP	Inspection test plan
KPI	Key performance indicator is the collection of information used to measure performance of a particular function or operation
LLC	Leader Learning Conversations
LoB	Line of business
NATA	National Accredited Testing Authority
OEM	Original Equipment Manufacturer
P&C	People and Capability

Term	Definition
Pre-Start Meeting	Pre-start meetings are a forum to discuss the required work for the day and associated SHEQ aspects
Project Director	Also referred to as the Workplace Manager - the person who has overall responsibility for the operation of the workplace
Risk assessment	A risk assessment is the logical and systematic approach to identifying hazards, assessing risks, and implementing and maintaining controls in order to reduce risk to an acceptable level
Risk register	A register of the identified issues, risks/opportunities, analysis, evaluation, and treatments for the project
RTWC	Return to work coordinator
SDS	Safety Data Sheet – a key source of documentation for health and safety information for a substance. Includes precautions of use, hazard information, first aid requirements
SHEQ Alert	A standard company communication tool used to transfer learning's from a hazardous condition/incident. The SHEQ Alert must be approved by the Project Director and Sector SHEQ Manager
SWMS	Safe Work Method Statements
SIDR	Safety in Design Review
SME	Subject matter experts
SWI	Safe work instruction - provides the direction (instruction) on what Ventia expects to be in place to safely manage a particular work activity or safety issue
SSW	Safe systems of work - describes the procedures, forms, and processes that the project implements to ensure that particular activities are executed in a risk-controlled way. The structure and format will depend on the complexity and risk associated with the task it describes
Toolbox Talk	A toolbox meeting is an interactive informal meeting of workgroup members. Foreseeable work hazards are discussed, and controls planned
TRIFR	Total Recordable Injury Frequency Rate
Ventia Group	Corporate Group SHEQ team
VenCentral	Business management system
VOC	Verification of competency
WHS	Workplace health and safety
WHS Committee	A forum involving members of Company management and the workforce with the primary function to assist cooperation between the employer and workers in developing and carrying out measures to improve workplace health and safety

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Appendix B SHEQ elements

Element	Reference	Deliverables	HSMP section	ISO criteria
Leadership and Commitment	Leadership and Commitment Standard Conduct and Manage Leadership Interactions Process Conducting a Leadership Interactions Guide	CCCs LLCs Site inspection records Position descriptions Project organisational chart	3.1, 3.2, 3.3, 4.1, 5.7.3	5.1, 5.2, 5.3, 7.1
SHEQ Planning and Improvement	Manage SHEQ Planning Process Manage SHEQ Legal and Other Requirements Process SHEQ Legal Compliance Guide	SHEQ Compliance Register Standards system SHEQ objectives and targets Site safety rules	4.1, 4.2, 4.4	4.1, 4.2, 4.3, 4.4, 6.1, 6.2, 7.1, 8.1
Communication and Consultation	Manage SHEQ Communications Process Manage SHEQ Communications Guide Site Communications Process Manage SHEQ Consultation Process SHEQ Consultation Guide SHEQ Alerts and Notifications Process Manage Corrective Action Process Prevention and Resolution of SHEQ Issues Work Instruction	SHEQ alert - lessons learned SHEQ alerts and notifications WHS consultation charter WHS committee meeting minutes WHS consultation agreement WHS issue resolution flowchart Toolbox talks Project team meetings minutes Pre-start meeting minutes AGFMA meeting minutes Project inductions SHEQ noticeboard	7.1, 7.2, 7.3, 7.4, 7.5, 6.4, 14.5	5.4, 7.3, 7.4
Training and Competency	Safety, Health, Environment and Quality Training Process Verification of Competency (VOC) for Safe and High-Risk Work Process Visitors to Site Process	Training needs analysis Training plan Training and VOC records Training attendance record Training evaluation form Subcontractor Compliance System / Learning Management System SHEQ leadership training profile Project inductions Visitor induction HIRAC training	6.4	7.2
Design Management	Design Management Standard Plan the Design Process Execute Minor Works Design Process Execute Major Works Design Process Manage Temporary Works Process	Design Management Plan (and associated forms) Design change register Design or document change request	12	8.1

Element	Reference	Deliverables	HSMP section	ISO criteria
Document and Records Management	Establish Documented Information Management System Process Plan Documented Information Process BMS Governance Manual	VenCentral - Information Portal VenCentral - Document Portal (VenDocs) VenSafe Enterprise Risk Management Tool VenCare SHEQ VenLaw VenChem VenStandards	1.5, 1.6	7.5
Hazard and Risk Control Quality Control	Risk and Opportunity Management Standard Project Risk and Opportunity Reporting Process Manage SHEQ Risks Process Manage SHEQ Risks Guide Manage Exceptions to the Critical Risk Protocols Process Hazard Reporting Work Instruction Control of Non-Conforming Products and Services Process Verification Equipment and Calibration Work Instruction Manage Change for Projects Process	Project risk workshop SWMS review checklist SHEQ risk register / Enterprise Risk Management Tool SWMS Onsite risk assessments Start Card Permit to work Hazard reports BMS change register Change management assessment Change management register BMS notification form Plant risk assessments Chemical risk assessments Safety Data Sheets (SDS)	4.3, 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 10.0, 11.1, 13.0	6.1, 8.1
Subcontractors and Suppliers	Prepare and Issue Tender for Project Procurement Process Evaluate Tender Responses for Project Procurement Process Obtain Non-Binding Quotation(s) for Pricing Purposes Process Obtain Binding Quotation(s) or Subcontractor Agreement Process Obtain Project Procurement Quotation from Single Source Process Source Project Procurement Package Process Mobile Contractor Process Subcontractor Setup Process Manage SHEQ Requirements for Subcontractors Process Manage SHEQ Requirements for Subcontractors Guide	SWMS review checklist Subcontractor or supplier information request Pre-award evaluation requirements checklist Contractor information pack SHEQ requirements acknowledgement form Document transmittal Public liability and workers' compensation insurance Contractor registers Approved contractor safe work systems	6.1, 6.2, 6.3	8.1
Business Continuity Management and Planning	Manage SHEQ Incidents Process Incident Classification Work Instruction Emergency Response Management Plans Process Emergency Planning Guideline	ICAM report ELT high level incident review presentation Incident flash report SHEQ alert	8	8.2

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Element	Reference	Deliverables	HSMP section	ISO criteria
Incident and Emergency Management	Develop Crisis Management Plan Process Develop Business Continuity Plans Process Fire Risk Management Work Instruction First Aid Work Instruction	Emergency response plan Field emergency response plan(s) Emergency rehearsal form Emergency equipment register First aid risk assessment VenSafe SHEQ analytics Pre-start meeting Toolbox talks Notification to AGFMA/Regulator		
Health and Wellbeing	Fitness for Work Process Occupational Health Hygiene Risk Management Process Fatigue Management Process Personal Protective Equipment Guide Medical Records Process Health Promotion Process	Health Monitoring Management Plan SHEQ risk register that includes occupational health hazards Initial Workplace Exposure assessment Medical assessments Exposure assessments Health monitoring records Personal exposure monitoring program records Employee assistance program (EAP) D&A testing records Calibration certificates from accredited agencies SDS and chemical risk assessment VenChem	9.1, 9.2, 10.0	8.1
Manage Claims and Injuries	Injury Management and Return to Work Process Manage Workers Compensation Claim	Work capabilities checklist Return to work plan Injury management file notes Authority exchange information non-work-related Doctor injury illness review letter RTW injured poster displayed	8.2	8.1
Plant & Equipment	Manage Safe operation of Plant & Equipment Working Around and Operating Mobile Plant CRP	Consolidated SHEQ Register Risk Assessment Safe Work Instructions Licencing & Training Verification of Competency Approval to use Plant SWMS Pre-start and other checks Safe Operation of Plant Maintenance and fault reporting	11, 11.1, 11.2, 11.3	6.1, 8.1
Audits and Assurance	Manage Audit Program Process Conduct Audits Process Manage SHEQ Workplace Inspections	Audit report Event in VenSafe Corrective action report	5.7, 14.1, 14.2, 14.3, 14.4, 14.5,	9.1, 9.2, 10

Element	Reference	Deliverables	HSMP section	ISO criteria
	Process	Site inspection checklists	14.7	
	Manage Corrective Actions Process	Calibrated testing equipment		
Review and Evaluation	Manage SHEQ Reporting Process	Monthly SHEQ reports	14.2, 14.6	9.1, 9.3, 10
	SHEQ Data and Information Guideline	Management review agenda		
	SHEQ Reporting Plan	Management review record		
	Conduct Management Review Process	Management review actions managed in VenSafe		

Appendix C - Ventia safe systems of work

Safe systems of work		
Automated External Defibrillators Work Instruction	First Aid Work Instruction	Physical Security Risk Management
Biological Hazards	Five Whys Work Instruction	
Chemical Management	Handling, Storage, Preservation and Protection of Materials	Radiation Protection
Chemical Management Process	Hearing Conservation	Radiofrequency Electromagnetic Energy Hazard Management Guide
Chemical Decanting and Pipe Transfer Work Instruction	Housekeeping Work Instruction	
Chemical Disposal Work Instruction	Hot Work Standby Person Guide	Safe Collection and Disposal of Syringes (needles) Work Instruction
Chemical Leaks and Spills Work Instruction	Identification and Labelling of Items	Safety Inspection and Testing of Electrical Equipment Work Instruction
Chemical Labelling Work Instruction	Ladder Safe Care and Use Work Instruction	Safe Welding and Oxy Cutting Guide
Chemical Storage Work Instruction	Legal Professional Privilege Guideline	Safety, Health and Risk Purchasing Control
Chemical Transport and Transfer Work Instruction	Manage Safe Operations of Plant & Equipment	Smoke Free Work Environment
Chemical Use and Handling Work Instruction	Management of Scaffolds and Scaffolding Work Guide	Use of Hoses
Control of Hot Work Instruction	Manual Handling Work Instruction	Verification Equipment and Calibration Work Instruction
Control of Non-Conforming Products and Services	Manual Handling Work Instruction	Working in Heat and other Extreme Conditions
Dangerous Tools	Personal Protective Equipment Guide	Working from Home - Work Instruction
Dangerous Tools Guideline	Pressure Systems	Working on Near or Over Water Work Instruction
Electromagnetic Energy (EME) Work Instruction	Preparation of Inspection and Test Plans	Working on Near or Over Water Guide
Fire Risk Management Work Instruction	Physical Security Risk Management	Workstation Ergonomics Guide

Appendix D - Ventia critical risk protocols (CRP)

Critical Risk Protocols (CRP)		
CRP - Confined Spaces Confined Spaces Guide		CRP –Driving and Remote Travel
CRP - Excavations Excavation Guide	CRP – Work near Live Services Work near Live Services Guide Limits of Approach Guideline	CRP - Work at Height Work at Height Guide
CRP - Hazardous Energies Hazardous Energies Guide	CRP - Hazardous Substances Working with Hazardous Substances	CRP - Work near Traffic Working near Traffic Guide
CRP - Lifting Operations Lifting Operations Guide	CRP – Working around and Operating Mobile Plant Mobile Plant Guide	