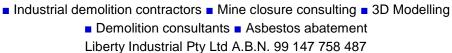# CLYDE REFINERY REMOVAL

Work Health and Safety Management Plan

Prepared by
Liberty Industrial Pty Ltd
for
The Shell Company of Australia Limited

Revision No.	Revision Date	Authority	Changes
A	30.01.2014	CD	RFP Submission (FOR SHELL APPROVAL)
B	23.05.2014	DW	Review
C	29.05.2014	DW	Shell comments added

Specialist Deconstruction Services
■ Industrial demolition contractors ■ Mine closure consulting ■ 3D Modelling
■ Demolition consultants ■ Asbestos abatement
Liberty Industrial Pty Ltd A.B.N. 99 147 758 487

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1   PURPOSE

To define the way in which work health and safety on the project will be managed to mitigate the potential for injury during the demolition undertaking.

2   SCOPE

Applies to all the undertaking for the scope of works as outlined in the tender documents and legislative requirements.

3   APPROVAL

This WHS management plan shall be submitted to Shell's representative for approval prior to its implementation.

4   INTRODUCTION

The company has an Integrated Management System. This means that the system is designed to meet the requirements of Work Health and Safety (WHS), Environmental Management, and Quality Standards.

It is the policy of company to ensure that the workplace and working environment is safe for all worker(s) at or the near vicinity of demolition works. It is also our absolute commitment that at no stage during the project will safety be compromised for profit.

To meet these objectives, a systematic and planned approach for the management of health and safety will be implemented on this project.

This WHS Management Plan is designed to provide the management strategy to effectively manage all significant health and safety risks during the refinery removal process. This WHS Management Plan has been developed using the company management system tools, and recognises the responsibilities in meeting the relevant statutory specifications, standards and Shell's requirements.

This WHS Plan and the associated procedures have been developed from:

- Liberty Industrial Management System;
- Demolition Work Code of Practice;
- AS 2601 The Demolition of Structures
- AS 4361.2 Guide to Lead Paint Management
- AS 3000 SAA Wiring Rules
- AS/NZS 3008 Electrical
- AS 1939 Degrees of Protection Provided by Enclosures for Electrical Equipment.

- AS 2865 Confined Spaces

- AS 1319 Safety Signs for the Occupational Environment

- Work, Health and Safety Act 2011 (NSW);

- Work, Health and Safety Regulation 2011 (NSW);

- How to Safety Remove Asbestos Code of Practice;

- Australian Dangerous Goods Code;

- Waste Reduction and Recycling Act NSW;

- Excavation Work Code of Practice CoP;

- Managing Electrical Risks at the Workplace CoP;

- Managing Risk of Falls at Workplaces CoP;

- Managing the Work Environment and Facilities CoP;

- First Aid CoP;

- Labelling of Workplace Hazardous Chemicals CoP;

- Managing Risk of Hazardous Chemicals in the Workplace CoP;

- Hazardous Manual Tasks CoP;

- Managing Noise and Preventing hearing Loss CoP;

- Confined Space CoP;

- Construction Work CoP;

- Work Health and Safety Consultation and Coordination CoP;

5 POLICY AND OBJECTIVES

5.1 POLICY

The company believes that worker(s) should be part of a team working to a common goal. All worker(s) should have a career and not just a job. We also believe that long hours impede innovation, diminish job satisfaction, lower morale, and can contribute toward accidents, ill health and substance abuse.

The company is committed to achieving the highest standard of health and safety on the Clyde Refinery project.

The company's objective is to achieve an incident free project by ensuring all duties are performed correctly from the outset with senior management's commitment that safety will not be compromised for profit under any circumstances. This vision will only be achieved if we ensure that all incidents are reported, investigated and, when necessary, corrective actions are implemented. In order to achieve these outcomes, the company will:

- Implement and utilise the company Safety Management System;

- Provide a safe and healthy working environment for all worker(s);

- Identify, assess, eliminate where possible or control all hazards;

- Allocate sufficient resources to meet continuous improvement in all aspects of work processes and procedures;

- Ensure that there is effective consultation and open communication on all health and safety matters at all levels in the company;

- Promote a culture of no hierarchy where health and safety is concerned. Everyone is a Safety Officer with equal power;

- Ensure that all workers, contractors and key suppliers have the necessary knowledge and skills to undertake their work in a safe and healthy manner;

- Encourage the commitment to health and safety from our workplace to our homes;

5.2 OBJECTIVES

The following, are the objectives for the project:

- Achievement of an incident and injury free project;

- Comply with, and implement the requirements of the WHS Management Plan, the NSW WHS Act and Regulation 2011, and subordinate legislation including but not limited to Codes of Practice and Australian Standards;

- All workers are trained, competent, and empowered to carry out their duties;

- Provision of a safe and healthy working environment for all worker(s);

- Hazards when identified are eliminated or controlled as far as reasonably practical;

- Allocation of sufficient resources to meet our objectives and to seek continuous improvement in all aspects of work processes and procedures;

- Ensure that there is effective consultation and open communication on all health and safety matters at all levels in the company;

- Promote a culture of no hierarchy where health and safety is concerned. Everyone is a Safety Officer with equal power;

- Encourage the transfer of commitment to WHS from our workplace to our homes;

5.3 LIFE SAVING RULES

Shell operates in accordance with its 12 "Life Saving Rules" which are:

1. Work with a valid permit when required;

2. Conduct gas tests when required;

3. Verify isolation before work begins and use the specified lifesaving equipment;

4. Obtain authorization before entering a confined space;

5. Obtain authorization before overriding or disabling safety critical equipment;

6. Protect yourself against a fall when working at heights;

7. Do not walk under a suspended load;

8. Do not smoke outside designated areas;

9. No alcohol or drugs while working or driving;

10. While driving do not use your phone and do not exceed speed limits;

11. Wear your seat belt;

12. Follow subscribed journey management plan;

NOTE:

A breaches of any of the above "RULES" Will result in the worker(s) being removed from the project and may result in involuntary separation.

6   KEY RESPONSIBILITIES

All workers on the project, including subcontractors, have a responsibility for ensuring the health and safety of themselves and of others. The specific responsibilities of key persons for ensuring effective WHS outcomes during a project are specified below.

6.1   PROJECT MANAGER

The Project Manager is the key person for the success of the company's WHS Policy, and has overall responsibility for the implementation and administration of the Management System. The Project Manager's responsibilities include, but not limited to:

- Allocating responsibilities for all persons employed at the Workplace;

- Site Administration Staff;

- Supervisory Personnel;

- WHS Manager;

- Subcontractors, Suppliers, and worker(s);

- Consultants;

- Visitors;

- Compliance with the KPI's as agreed with Shell;

- Provide monthly reports to the Shell's representative detailing how we are progressing toward achieving the project KPI's.

6.1.1   WHS responsibilities

- Develop, where necessary, detailed procedures for the safe performance of work and review these procedures for adequacy;

- Ensure that all field worker(s) undergo a pre-employment medical examination and are placed in positions suitable for their physical condition;

- Ensure all necessary plant is provided to enable work to be carried out safely, ensuring such plant is maintained to the manufacturer's specification by competent persons;

- Keep the workplace well organised and tidy by establishing at the early stages, correct laydown areas and waste removal;

- Set up First Aid, Fire Fighting and Emergency Procedures, and ensure compliance with NSW legislation;

- Establish with all subcontractors the WHS requirements prior to work commencing;

- Review WHS procedures and work methods submitted by subcontractors and ensure compliance with NSW WHS legislation;

- Ensure due diligence in appropriating sufficient resources to eliminate or minimise risk to health and safety from work carried out;

- Ensure that no Shell Prohibited Tools are brought on site and seek approval for tools prior to bring them on site;

- Complete daily work area inspections;

6.1.2 Education and Training

- Identify training needs of workers, and release them to undertake the specific training;

- Ensure the subcontractor provides evidence of the experience, training, and proficiency of workers prior to starting work on site;

6.1.3 Accident/Incident Reporting

- Establish and maintain necessary procedures for the recording and reporting of accidents and incidents at the workplace;

- Encourage worker participation in reporting hazards/incidents and near misses, and with suggestions to reduce accident potential;

- Ensure the relevant reports and statistical information is forwarded to Liberty Industrial Head Office and to Shell;

- Ensure all accident/incidents are investigated and reported in accordance with Liberty Industrial and Shell procedures;

- Incidents are recorded in the incident register and are followed up through the internal audit process which measures the effectiveness of the changes;

- Not alter the site where an injury occurs without the permission of an inspector;

6.1.4 Rehabilitation

- Rehabilitation of the injured worker(s) is a prescribed requirement and every effort will be made to ensure the injured worker(s) and family receives all the necessary support to facilitate this outcome;

6.1.5 Establish and Maintain Safety Awareness

- Daily prestart consultation meetings are a mandatory requirement on all company sites;

- Safety talks, demonstrations, posters, etc. will be organised throughout the duration of the project to promote safety awareness (toolbox talks);

- Engage workers(s) to come up with innovative solutions in addressing hazards, and the implementation of controls;

- Encourage all worker(s) to maintain acceptable standards of health and safety and foster an awareness of health and safety benefits;

6.1.6 Discipline

Disciplinary action will be applied throughout the company in a uniform and consistent manner in line with documented procedures;

6.2 SUPERVISORY STAFF

Supervisory staff (Engineers, Project Managers, Site Supervisors, and Leading Hands) has the greatest impact on project safety and are directly accountable for the WHS of worker(s) under their control.

They have an obligation to lead by example and set the benchmark for health and safety. Their responsibilities include, but are not limited to:

- Ensure that correct and safe work and environmental procedures are implemented and adhered to by all worker(s);

- Identify and take corrective action to eliminate or control hazardous work conditions, equipment and/or practices;

- Ensure housekeeping is maintained to a standard that prevents and/or eliminates the potential for slips, trips, and falls;

- Ensure that workers are supplied with protective clothing and equipment along with training in the use PPE where necessary;

- Investigate and document all recordable incidents in line with company procedures, and ensure corrective action and notification is actioned;

- Participate in, and contribute to, the effectiveness of health and safety meetings;

- Facilitate and support daily toolbox talks, and communicate safety feedback and information;

- Ensure that subcontractors adhere to their submitted WHS plan;

- Undertake daily work area inspections.

Note: Should at any time, any of the above mentioned responsibilities not be able to be fulfilled, the Project Manager is to be informed immediately.

6.3 SITE SAFETY MANAGER

Specific Duties of the site Safety Manager include, but are not limited to:

- Conduct a review of this plan to assess its suitability for the scope of work on site;

- Manage the rehabilitation of workers in conjunction with the Project Manager;

- Complete monthly WHS reports for the Project Manager;

- Update the Project Manager and supervisory staff on overall health and safety at the site;

- Ensure workplace inspections are conducted by site management to ensure the observance of health and safety standards, and take corrective measures as required;

- Ensure all incidents and near misses are recorded and investigated along with corrective action recommendations and close outs;

- Ensure protective equipment and clothing is supplied to site and is being used correctly by all workers in the site;

- Conduct site safety induction training;

- Maintain up-to-date records for implementation verification of this plan;

- Review submitted subcontractor Safe Work Method Statements (SWMS) ensuring compliance with this Shell approved plan

- Carry out audits of this plan to ensure compliance;

- Liaise with the Project Manager and supervisory staff on all site WHS matters;

6.4 SITE WORKERS

All workers are responsible for:

- Carrying out their work in a manner, which does not put themselves or others at risk of harm;

- Promote a WHS culture;

- Ensuring they have the training and competence to carry out the task without risk;

- Clarify with their supervisor any matter, which has the potential of putting themselves or others at risk;

- Reporting all incidents and near misses;

- Comply with the Fitness for Work policy(Drug and Alcohol free;

- Attend all site inductions, toolbox talks and pre-start meetings;
- Correct use, storage and care of PPE;
- Maintaining a high standard of housekeeping in their area over which they have control;

6.5 SUBCONTRACTORS

In addition to the responsibilities for all worker(s), all subcontractors are responsible for, but not limited to:

- Submitting SWMS's to the site Project Manager for review prior to undertaking work;
- Provide training records for all their workers;
- Provide Plant Register;
- Provide a Hazardous Materials Register along with MSDS's for all hazardous materials;
- Ensure attendance to site inductions for all workers prior to commencing work on site;
- Evaluate safety statistics and performance to ensure they comply with Liberty criteria;
- Advise of any legal proceedings they may be involved in;
- Advise their worker(s) that they will be working under the Liberty management system;
- Advise their worker(s) of the HSEQ requirements of Liberty Industrial and their duty to abide by those requirements;
- Maintaining insurance policies equal to Liberty's insurance requirements for the project;
- Inform their worker(s) of the 12 lifesaving RULES on the site and the consequence if found to be breaching any of them;

Ref:

FRM-008 Sub-Contractor WHS Evaluation

FRM-103 Sub-contractor Safety Commitment

PRO-016 Sub-Contractor Management

7 SITE ACCESS AND SECURITY

Access for worker(s) to site will be through the gate 6. They will then travel along the road to the site amenities area. All ingress and egress to the demolition site will be via the Liberty Industrial controlled gate 6.

Liberty Industrial will install temporary fencing to separate the demolition site from the rest of the Shell site.

The fencing will be signposted with clearly visible signs that demolition work is progress and that unauthorised persons are not permitted on the site. These signs will be exhibited at all points of access to the site.

The following will be established within the site boundaries:

- Site Office's;
- Meeting Room;
- Ablution Block;
- Plant Servicing Area;

7.1   SITE ACCESS

Prior to arrival of any worker(s) or plant, the following requirements must be adhered to:

- The WHS documentation for each worker(s) is completed, and approval given in writing by the Project Manager for their mobilisation to site;
- Workers travelling to site are fully aware of all routes and any other requirements prior to arrival;

7.2   VISITORS

- All visitors requesting entry to site must be authorised by the Project Manager or delegated person;
- All visitors are the responsibility of the escort and must remain with them at all times;
- In the event of a site incident, the visitor is to obey all lawful instructions given by the inducted escort;

Ref: FRM-003 Sign in Sign out - Visitor Subcontractor Register

8   FITNESS FOR WORK

It is a requirement of Liberty Industrial that all worker(s) present themselves for work in a physical, mental and emotional state which enables the worker to perform assigned tasks competently, and in a manner that does not compromise the health and safety of themselves or others.

All workers must undergo a pre-employment medical examination which includes screening for AOD (including prescription medication) prior to commencement on-site. Workers who fail the medical examination may be precluded from working on site;

All worker(s) must comply with Liberty Industrial's Alcohol and Other Drugs (AOD) Policy and Procedures whilst on site. This may require worker(s) to submit to random AOD testing from time to time.

Liberty industrial seeks to foster a well-being culture through education and training.

Worker(s) are encouraged to self-test if they believe they may have any alcohol in their system to ensure they have not exceeded the site limit of **zero** alcohol.

On entering the site, the worker must advise the Project Manager of any prescription (or "behind the counter") medication they are taking, and seek approval before commencing work.

Workers who observe a person who appears to be disorientated or behaving out of the norm should bring this to the attention of the Project Manager forthwith.

Following an incident, any worker appearing to be affected by AOD may be tested. Should a positive test result, the worker/s will be removed from site. Refusal to undertake AOD testing may be regarded as sufficient reason for involuntary separation;

Actions taken for non-compliance with the AOD Policy and Procedures shall be dealt with in accordance with Liberty Industrial's Policy and Procedures.

The distribution, sale, consumption or possession of alcohol or illegal drugs on site is strictly prohibited.

Ref:

PRO-032 Medicals and Health Surveillance

POL-002 Alcohol and Drugs Policy

9   TRAINING AND COMPETENCY

High risk tasks which require a National Licence to Perform High Risk Work (e.g. rigging, dogging,   scaffolding, etc.) will only be undertaken by those workers who are the holders of such licenses.

In some instances, workers will be individually assessed by a competent person to verify their competency prior to operation of plant.

Where National Licence to Perform High Risk Work are not issued for the operation of a particular plant, standards of competency shall be documented and assessments undertaken by a competent person who has experience with the type of plant/equipment.

Workers will be required to submit on request any training certificates, licenses, for any task or activity that requires such formal qualifications.

Liberty Industrial will maintain a training register and copies of all licenses and certificates of competency for all workers on-site for the contracted scope of work(s).

Additionally, special WHS training may be required for the performance of hazardous or unfamiliar tasks.

During the Induction process, all workers will be instructed and trained in the use of the Take 5 hand book. In addition, worker(s) will be trained in risk management, how to conduct a hazard risk assessment, how to participation in the DRAW, how to report an incident and how to complete a SWMS/JHA.

All new worker(s) will be monitored hourly by our experienced supervisors, project managers and relevant personnel to ensure that they understand and are safely completing the tasks that they have been assigned to do.

Liberty Industrial explicitly commits to the minimum Shell training requirements.

Ref:

FRM-500 Take 5 (Notebook)

WI-011 Take 5

WI-044 Hierarchy of Control

FRM-002 Hazard Reporting Card

WI-025 Hazardous Substances - Material Safety Data Sheets

FRM-058 Work Method Statement Job Hazard Analysis

WI-009 How to conduct a Hazard Risk Assessment

Training Matrix

10 INDUCTIONS

All worker(s) who attend site must be inducted in accordance with the following induction procedures.

- Liberty Industrial's site specific induction;
- VOC – Verification of Competency;
- Mobile Plant Compliance Inspection;
- Light Vehicle Inspection;

Liberty Industrial's site specific induction will address the following:

- Outline the history of the site;
- Outline the scope of work;
- Outline the 12 lifesaving Rules and the consequences if found breaching same;

- Anti-static, (cotton or wool) clothing with the upper part of the body High Viz day / night;

- Lace Up Safety Boots, min 130mm high

- Hard Hat

- Hearing protection where required

- Approved Safety Glasses.

- Gloves to be carried

- Define the commitment to an incident and injury free project;

- Promote a positive WHS culture that will mitigate the risk of injury to worker(s) and damage to plant;

- Provide instruction and training on the site and area-specific emergency procedures, including First Aid and medical services;

- Training in the use of Take 5's;

- How to identify and report hazards;

- Training in the change management process MOC;

- Detail key aspects of this WHS Management Plan;

The site safety induction will also include discussion of hazardous materials on site, identification of their whereabouts, and explanation of handling methods to be employed, including Personal Protective Equipment (PPE) to be used.

All worker(s) shall immediately report unidentified or suspicious substances encountered during the course of the project which may not have previously been identified.

Site visitors will be required to undertake a "Project Visitors Induction";

Worker(s) shall not work on site until they have successfully completed the induction on the prescribed form in the prescribed manner.

Ref:

WI-001 General Induction

FRM-047 Site Induction Questionnaire

WI-044 Hierarchy of Control

LI-WI-011 Take 5

10.1 TASK-SPECIFIC SKILLS TRAINING

The Project Manager shall identify any skills training required for the project and ensure appropriate training is undertaken and recorded.

The company shall and consult with worker(s) before implementing task-specific WHS training as identified.

In addition to the National Licence to Perform High Risk Work (e.g. cranes, dogging, rigging), a "Recognised Training Organisation" (RTO) shall be engaged to carry out other training as required throughout the project to ensure currency of all workers competencies.

10.2 PRE MOBILISATION REQUIREMENTS

Liberty Industrial requires that all work carried out is undertaken by workers who hold National Licence to Perform High Risk Work, trade certificates, and training certificates.

Subcontractors are to provide evidence that their workers are the holders of such aforementioned training requirements, and copies of these along with the worker/s medical clearance and verification of competency (VOC) are to be forwarded to Liberty Industrial prior to mobilisation.

10.3 SAFTEY LEADERSHIP

All site management and supervision are required to attend any Shell Supervisors Training course. While it is recognised that safety is everyone's responsibility, frontline management has a key leadership role in promoting and monitoring a safe workplace.

11 SAFE WORKING

11.1 SAFE WORKING PROCEDURES

Liberty Industrial has safe working procedures and work instructions to cover all work activities identified as having health or safety risks. These identify the potential risks and outline control measures to be used in controlling the identified risks.

11.2 WORK METHOD STATEMENTS (WMS)

Work Method Statements will be developed for each area identifying the methods of demolition to be undertaken and eliminate risk as far as is reasonably practicable. Each element of work will have its own individual WMS.

Ref:
FRM-055 Work Method Statement

11.3 JOB HAZARD ANALYSIS (JHA)

From each WMS a job hazard analysis will be undertaken by the site workers to eliminate the risks associated with the demolition in each area. JHAs will be undertaken prior to beginning any new element. These will be reviewed as an ongoing process throughout the project.

Ref:

FRM-058 Job Hazard Analysis

11.4 PERMIT TO WORK SYSTEM

A "Permit to Work" system will be implemented for all works. The system shall comply with the WHS Act and Regulation 2011.

Work Permits will be issued for work including, but not limited to:

- Hot work (drilling, grinding, cutting);
- Working at height (above 2 m);
- Electrical;
- Welding;
- Oxy cutting;
- Excavation and Penetrations;
- Hazardous Work Permit;

Ref:

FRM-034 Hot Work Permit

FRM-035 Height Work Permit

FRM-036 Excavation, Penetration and Break-in Permit

FRM-040 Crane Lift Study

FRM-093 Hazardous Work Permit

PRO-046 Lock Out Tag Out Service

WI-034 Instruction Danger Tag

11.5 ELECTRICAL SERVICES AND EQUIPMENT

Only a licensed electrician will be permitted to carry out electrical work on site.

All live electrical services are to be identified and clearly marked (e.g. marking tape, paint, etc.).

All temporary construction power services installed are to be clearly identified (e.g. temporary construction wiring marking tape) and signed off by the licensed electrician.

Where electrical cable involves removal, a service signoff is to be issued by a licensed electrician, and physical separation shall be carried out in the presence of Liberty Industrial's Project Manager or delegation. In addition, a voltage current tester is to be used to double check the cable prior to removal, and cabling will only be cut in line of sight separation lengths.

All electrical equipment and accessories used on site will be inspected and tagged by a competent person in accordance with AS/NZS 3012:2010 Electrical Installations – Construction and demolition sites.

Ref:

WI-026 Electrical Safety

WI-021 Electric Welding

FRM-057 Electrical Equipment Register

12 MANAGEMENT OF ASBESTOS PRODUCTS

12.1 CONSULTATION

The WHS 2011 Act require persons in control of a work site to consult with health and safety representatives and other workers at the workplace on WHS issues.

There must be consultation with workers concerning the Asbestos Containing Material (ACM) on site prior to the removal process being implemented. In addition, an Asbestos Removal Control Plan (ARCP) is to be followed.

Note: See ARCP under separate cover

12.2 RESPONSIBILITIES OF ASBESTOS REMOVAL CONTRACTORS

12.2.1 Licensing obligations and notification to WorkCover NSW

The company will be the holder of a current license to carry out asbestos removal work. Notification will be provided to WorkCover NSW (5) days prior to works commencing using the online notification facility.

Copies of licenses, ARCP, air monitoring results, and other relevant information, will be posted on the site noticeboard.

12.2.2 Asbestos Supervisor

The asbestos removal contractor must ensure that the removal is supervised by a WorkCover approved supervisor, and is carried out in accordance with the approved ARCP.

12.2.3 Training and information for asbestos removal worker(s)

Worker(s) carrying out asbestos removal work must be formally trained so they can carry out this work safely and without risk to their own health or the health of others.

This training must reflect the specific type of asbestos work to be undertaken.

A training register detailing the training provided to each of the asbestos removal worker(s) will be maintained and readily accessible.

The company will provide the following information to all of the asbestos removal worker(s):

- The health risks associated with exposure to asbestos;
- The need for, and details of, health surveillance, including medical examinations;

12.2.4 Health Surveillance

Health surveillance is an important part of the monitoring of exposure to hazardous substances including asbestos, to ensure the health and safety of worker(s).

One of its main purposes is to ensure that control measures are effective and provide an opportunity to reinforce specific preventive measures and safe work practices.

The company will establish a health surveillance program pursuant to the WHS Regulation Division 6_ Health Monitoring.

12.3 PLANNING FOR THE REMOVAL OF ACM

12.3.1 Asbestos Removal Control Plan Approval

The company will submit an Asbestos Removal Control Plan (ARCP) to Shell for approval before commencing any asbestos removal work.

The presence or likelihood of other hazards associated with the asbestos removal work shall be assessed (e.g. work at heights, work in confined spaces, electrical safety and heat stress) and included with the ARCP.

12.3.2 Emergency plan

The company has developed an emergency plan, reflecting the risks involved, which shall be submitted to Shell for approval before any asbestos removal work commences.

Worker(s) shall be trained for emergency situations. Decontamination procedures shall be temporarily waived in the event of an emergency.

Emergency planning shall include provisions for emergency and fire evacuation, including exit arrangements and emergency communications such as audible alarms. These alarms shall be used for emergencies only.

Emergency exit arrangements need to be adequate for the risks involved. Barriers and signs or other warning devices can be used to communicate emergency arrangements.

A First Aid kit and First Aid officer shall be readily available at all times, and sufficient suitable fire extinguishers and hoses shall be available at strategic locations. The locations of fire extinguishers and hoses shall be displayed in written and/or graphic format.

12.3.3 Planning for decontamination

The asbestos removal contractor shall ensure that each site-specific ARWP addresses any potential for asbestos-contamination and ensures this risk will be adequately controlled. Notwithstanding this preventive emphasis, the ARWP shall also have provisions to ensure that any asbestos-contamination is promptly identified and rectified.

Decontamination requirements for worker(s), tools and equipment, the asbestos work area, and any areas that are contaminated shall be addressed in the ARCP.

12.4 GENERAL REQUIREMENTS

12.4.1 Determining the asbestos removal boundaries

There are two 'asbestos removal boundaries' for asbestos removal work:

- The boundaries of the asbestos work area;
- The boundaries of the asbestos removal site;

The asbestos work area is the immediate area in which ACM removal work is taking place. The asbestos removal site is the region surrounding, and adjacent to, this asbestos work area.

The asbestos work area and the asbestos removal site shall be clearly defined.

The boundaries of the asbestos work area and the asbestos removal site shall be determined by the asbestos removal contractor's supervisor in consultation with an independent hygienist based on a risk assessment.

If the asbestos removal area is duplicated throughout the site, and are similar as previously determined, the same boundaries can be applied.

In determining the asbestos removal boundaries, consideration needs to be given to:

- The use and suitability of various types of enclosures and asbestos removal methods;

- The impacts of the asbestos removal work, including potential exposures, in the surrounding region;

12.4.2 Security, signs and barriers

Responsibilities for the security and safety of the asbestos removal site and asbestos work area shall be specified in the ARCP.

The asbestos removal supervisor shall ensure the security and safety of the asbestos removal site and asbestos work area at all times.

The asbestos removal site should be clearly defined to ensure that unauthorised workers do not enter and to clearly delineate the removal site through the placement of barriers and signs and other warning devices which shall remain in place until a clearance to re-occupy has been granted by the independent hygienist.

Flagging can be used as a barrier to define an asbestos work area for some types of asbestos removal work of short duration. If a sign is not feasible, tape with the words 'asbestos hazard' along its length can be used instead to communicate the hazard.

In determining the distance between barriers and the asbestos work area the risk assessment should take account of:

- Whether the ACM are friable or non-friable;
- Activity around the asbestos work area (other workers, visitors, the public, etc.);
- The methods of ACM removal;
- Any existing barriers (walls, doors, etc.);
- The quantity of ACM to be removed;
- The type of barrier used (e.g. boarding or flagging);

12.4.3 Personal Protective Equipment (PPE)

Respiratory protective equipment
All workers engaged in asbestos removal work shall wear respiratory protective equipment (RPE) conforming to the requirements of AS/NZS1716-2003 Respiratory Protective Devices'.

The selection, use and maintenance of respirators shall be in accordance with AS/NZS 1715-1994 Selection Use and Maintenance of Respiratory Protective Devices.

Respirators shall be issued to individuals for their exclusive use. A system of regular cleaning, inspection and maintenance shall be provided for respirators on

extended personal issue, and records of all respirator issues and uses shall be established and maintained.

The level of respiratory protection required (e.g. P1, P2 and P3 supplied air respirators) shall be determined by the asbestos removal supervisor in consultation with the independent hygienist and reflected in the ARCP.

Systems of work shall be established for the cleaning, maintenance and storage of respirators in accordance with AS/NZS 1715.

Disposable clothing

Disposable clothing shall be provided and worn at all times during all work in the asbestos work area prior to the final clearance inspection.

Disposable clothing shall be made from materials which provide adequate protection against fibre penetration. Coveralls should not have external pockets or Velcro fastenings because these features are easily contaminated and difficult to decontaminate.

12.4.4 Air monitoring

Air monitoring shall be performed whenever ACM is being removed, to ensure the control measures are effective.

In most cases only control monitoring, rather than exposure monitoring, is required, because the risks to all asbestos removal workers should already have been assessed and effective respiratory protection etc. should already be provided.

Air monitoring will be dependent on the type and location of the ACM being removed and shall be determined by the independent hygienist.

Air monitoring should be performed in accordance with the NOHSC Guidance Note on the Membrane Filter Method for Estimating Airborne Asbestos Fibres [NOHSC: 3003 (2005)].

'Control levels' for monitored airborne asbestos fibres

'Control levels' are airborne asbestos fibre concentrations which, if exceeded, indicate there is a need to review current control measures or take other action.

The control levels shown in the table below are 'best practice' and shall be for the purposes of determining the effectiveness of control measures:

Control level (airborne asbestos fibres/mL)	Control / Action
< 0.01	Continue with control measures
≥ 0.01	Review control measures
≥ 0.02	Stop removal work and find the cause

12.4.5 Decontamination

The type of decontamination required will depend on the type of asbestos (i.e. friable or bonded); the work method used, and site conditions.

Decontamination must include the asbestos work area, all tools and equipment and personal decontamination.

All contaminated materials, including cleaning rags, plastic sheeting and PPE etc., must be disposed of as asbestos waste.

12.4.6 Asbestos disposal

Asbestos waste will be transported off site by and EPA licensed Transport Company and disposed of at a lawful disposal facility licensed by the EPA to accept asbestos waste material.

Ref:

PRO-039 Asbestos Removal

FRM-086 Asbestos Removal - Site Log Book

FRM-081 Asbestos Register

FRM-067 Confirm Asbestos Removal

13 PROJECT RISK CONTROLS

13.1 POWERED MOBILE PLANT

Powered mobile plant and light vehicles used on site will be maintained in a "Fit for Purpose" condition and will comply with site rules. They will be driven to the posted speed limit and comply with the Traffic Management Plan.

Light vehicles will be parked in the prescribed area and reversed in.

Operators of mobile equipment will be required to hold the verification of competency (VOC) for the mobile plant being operated.

13.2 PLANT OPERATION

All plant operators must possess a current "National High Risk License" or "Certificate of Competency" for the type of plant they are operating;

- All operators must complete a Pre Start checklist before operating plant;
- Unregistered plant must not be driven on public roadways;
- Keep vehicles clean at all times;
- Report any defects immediately to the supervisor;
- Mobile plant must not be left unattended with the engine running;
- Defective equipment is to be "tagged out";
- Operators must always lower buckets, blades, rippers, forks or similar gear to the ground before getting off their machine;
- Service vehicles, dump trucks, site vehicles, must be reverse parked, chocked, or rear wheels in a culvert to prevent inadvertent movement, and keys must be left in the vehicle;
- If attachments are raised in the air for maintenance work, the lifting gear should be packed or blocked up. This reduces the risk of injury if the hydraulics creep down or drop (Note: any work of this nature must have a SWMS);
- Passengers or riders are not permitted on moving plant at any time;
- No person is to approach any plant from the rear or blindside of the operator, and must receive acknowledgement from the operator prior to approaching. In some instances on large plant (e.g. 120t or 200t excavator), radio contact clear of the swing radius must be made before approaching;

Ref:

WI-033 Working near Excavators

FRM-029 Vehicle and Plant Register

FRM-400 Mobile Plant Check List (Note: This is a book)

FRM-036 Excavation, Penetration and Break-in Permit

FRM- 018 Hand Tool Register

13.3 POSITIVE AND EFFECTIVE ISOLATION OF PLANT

All workers must complete site-specific positive and effective isolation training.

All positive and effective isolations must be carried out by a qualified and authorised person.

All workers who may be affected by the positive and effective isolation must complete, a tag and lock out procedure of the plant either as individuals or as a group isolation/lockout, utilising a lockbox.

The lockout must be completed by attaching a hasp/scissor plate, personal isolation lock and personal danger tag at the isolation point of the equipment or the designated lockbox. Some equipment, such as conveyors, may have more than one drive.

Therefore, it is extremely important to identify all isolation points for any piece of equipment prior to the positive and effective isolation commencing, and that all these points are isolated and tagged and that "test for dead" is carried out prior to commencing work.

Ref:

WI-034 Instruction Danger Tag

PRO-046 Lock Out Tag Out Service

13.4 MAINTENANCE, INSPECTION, AND TESTING

Procedures for the maintenance, inspection and testing of plant will be developed and complied with at all times. These procedures are typically applied to:

Scheduled Maintenance is tracked via GPS which is sent to Liberty Industrial by email and text message using the Care Track system. This also monitors and faults that may occur during the operation of each item of plant;

- Mobile plant;
- Portable electrical equipment and power generators (packs, generator sets, etc.);
- All forms of light vehicles and vehicle mounted equipment;
- Firefighting equipment;
- Medical/first aid equipment;

Records of all maintenance, inspection and testing activities will be maintained in a site register.

Prior to arrival on site, some specific plant may require independent inspection and certification by a nominated inspector (i.e. NSW Safety accredited inspectors, qualified mechanics, or Shell preferred contractor).

On arrival of plant to site, inspection documentation shall be presented to the Project Manager or their delegation for recording in the site register.

The maintenance, inspection and testing of electrical equipment will be carried out in accordance with company procedures.

Voltage Reducing Devices (VRD's) are to be used on welders and tagged accordingly.

All load-bearing rigging equipment shall:

- Be appropriate for the task with a Working Load Limit (WLL) for that equipment visibly displayed on each item;
- Inspected, tagged, and entered into the register;
- Inspected immediately prior to use;

Ref:

WI-026 Electrical Safety

WI-021 Electric Welding

FRM-057 Electrical Equipment Register

FRM-029 Vehicle and Plant Register

FRM-028 Hand Tool Register

FRM-400 Mobile Plant Check List (Note: This is a book)

13.5 LOADING, TRANSPORT AND UNLOADING MATERIALS

The Project Manager must enquire as to the transport company's knowledge in delivering materials to site and their familiarity with the following:

- Wide load, escort requirements, travel times and rules for travel as per road and traffic authority relevant to the state and area they are traveling through;
- Vehicle Load Limits;
- Site and Project requirements (flashing amber light, dress code, and driver PPE);
- Access procedures and routes to be used (site office/laydown area location), including all required site documentation;
- ETA to site;
- Unloading facilities;

Ref:

WI-033 Working Near Excavators

13.6 PERSONAL PROTECTIVE EQUIPMENT (PPE)

All PPE shall comply with AS/NZS 4501.1:2008, Shell requirements and be in good, serviceable condition, and must be worn at all times. The following PPE is the minimum standard for the site:

- Long Trousers and long sleeved collared shirt (cotton) with reflective strips on chest back and arms;
- Safety glasses (wrap-around or with side shields);
- Hard hat in designated areas outside crib room and office buildings;

- Hardened toe cap safety footwear (lace-up, no elastic sided boots allowed);

- Gloves and glove clips;

- High visibility shirts or vests;

- Any specialised PPE required (e.g. Mono-goggles, face shield, hearing protection);

Training will be provided for the use of any PPE (e.g. how to fit hearing protection, respirators). A record of this training will be maintained in the site register.

All respiratory protection, selection, use and maintenance will be in accordance with Australian Standards. All workers that need to wear respiratory protection must be clean-shaven in accordance with Liberty Industrial procedures.

The Project Manager will make provision for all personal protection equipment that may be required from time to time throughout the contract period. A range of sizes will be kept on hand to satisfy the requirements of all workers on site and may include but not limited to the following: -

- Gloves (various types for different materials handled);

- Safety Glasses;

- Ear plugs & ear muffs;

- Disposable asbestos suits;

- Dust masks;

- Half face respirators with filters applicable to the work;

- Chemical protective suits;

- Full breathing apparatus;

- Fire suit;

- Overalls;

- Harnesses;

13.6.1 Minimum Protection for 'Dirty' Areas

Disposable overalls;

- Boots with steel toes;

- Gloves as required;

- Hard hat meeting AS1801-1981 requirements;

- Hearing protection meeting AS1270-1988 requirements for use when working around machinery or plant equipment if noise levels exceed exposure standards;

- Half face respirator with dust filter or disposable dust mask for use when dust is being generated;

- Safety glasses;

13.6.2 Higher Level Protection

Work should not commence in any area suspected or known to require higher level protection than the minimum noted above until appropriate respirators and cartridge filters are available and workers trained in their use. The first action in the event of a possible hazardous situation will be to stop work in that part of the site and contact the Project Manager.

Respirators and appropriate cartridge filters will be supplied to all staff and a supply will be available on site for use by others.

Respirators will only be used and will be maintained by the individual to whom they have been issued. Workers will be trained and fit tested to wear a half face respirator prior to participation in field activities.

If air purifying respirators are issued, organic vapour, high-efficiency dust and mist cartridges will be required. Cartridge filters will need to be replaced within the indicated time limits noted on the manufacturer's instructions.

13.6.3 Decontamination

Decontamination procedures will remain flexible to allow worker(s) to respond appropriately to the changing environmental and work conditions. The following points should be noted with regard to personal decontamination and disposal of used personal protective equipment:

If skin contact with potentially contaminated material occurs, the area should be flushed with water at the nearest safety shower. Allow water to run until temperature is acceptable.

At the end of each working day and prior to drinking, eating or smoking, workers should wash their hands and face with clean water.

All used personal protective equipment should be disposed in the specific waste container. No used protective equipment will be left at the site at the completion of the works. Sealed plastic bags shall be used for off-site disposal of used personal protective equipment.

Contaminated protective equipment such as disposable overalls must NOT be reused and must be disposed of in appropriate containers on-site.

Ref:

WI-043 Eye and Face Protection

PRO-017 Site Safety Principles and Guidelines

PRO-037 Hand Held Grinders

WI-024 Working at Heights or around holes

WI-037 Hand Held Grinders

13.7 HOUSEKEEPING

Roadways and walkways will be kept clear of rubble and swept clean at all times to allow easy access for all workers, site visitors and emergency access.

As demolition proceeds, all material will be sorted, stockpiled and the area scraped to allow ground staff to walk without risk around the site. All openings will be covered and signposted immediately and barricades erected. As a part of good housekeeping and for the comfort of all workers and site visitors, the office and amenities buildings will be kept clean and hygienic at all times.

Work areas will be kept in a neat and tidy manner and tools, equipment and materials are stored in the prescribed area when not in use. Rubbish bins shall be placed strategically to ensure that all rubbish is controlled and disposed of in accordance with the site environmental management plan.

Ref:

PRO-057 Work Area Inspection

13.8 WORKPLACE INSPECTIONS

The Supervisor will conduct formal inspections of the project on a daily basis and take corrective action immediately in order to maintain a hazard free workplace. A member of the work team may accompany them on the inspection.

The inspection will include the physical condition of the workplace, and observation of work activities by workers. This inspection will be recorded on the prescribed form in the prescribed manner.

Ref:

PRO-057 Work Area Inspection

FRM-069 Inspection Work Site

13.9 BARRICADES AND SIGNAGE

Barricading will be installed to prevent workers or plant falling into excavations or entering hazardous areas.

The minimum visual warning for hazards will be orange triangles (flags) attached to rope. Barrier mesh or other more substantial materials must be used where the identified risk requires a higher level of control.

Flagging, witches hats and other materials may only be used in low risk areas and with authorisation from the Project Manager or their delegation.

Before work commences, the following signs will be erected at all site access points:

- Compulsory head protection to be worn on site;
- Compulsory foot protection to be worn on site;
- Compulsory eye protection to be worn on site;
- Compulsory high vision vests or high vision shirt to be worn on site;
- Demolition work in progress;
- Unauthorised personnel not permitted on site;
- Emergency phone number list;
- Asbestos work in progress;

In addition to the above, the following signs will be erected in amenities:

- Emergency phone number list;
- Site contact list [includes 24 hour contacts];

Barricades will be erected in the identified areas prior to work commencing, modified to control the risk during the course of the project. Signs may also be erected on the barricades to signify the nature of the hazard.

Ref: WI-027 Barricades and Signage

13.10 RADIO COMMUNICATION

All worker(s) will carry a two way radio at all times whilst on site. This allows team members to communicate with each other namely, but not limited to:

- Interactive task management;
- Clarification of work methodology;
- Directing mobile plant movements;
- Informing worker(s) of their proximity to the mobile plant;
- Emergency communication;

Ref:

PRO-027 UHF Radios

POL-009 Mobile Phone Policy

13.11 HAZARDOUS SUBSTANCES / MATERIAL SAFETY DATA SHEETS

All labelled Dangerous Goods and Hazardous Substances must be approved in writing by Shell's representative prior to being brought to site, and shall be recorded in the site

register by the Project Manager or delegation. Trained workers will only be used to handle hazardous substances, and spills.

A Material Safety Data Sheet (MSDS) will be obtained for each substance and maintained in a MSDS register readily available to all workers.

The MSDS will comply with the requirements of the Code of Practice Safety Data Sheets.

Worker(s) must read, understand, and apply the instructions within the MSDS.

In the event of hydrocarbon spills an incident report will be completed by the project manager, supervisor or the site WHS Manager and actioned accordingly. When responding to such spills the immediate response is to clean up the spill using an appropriate spill kit.

Ref:

WI-025 Hazardous Substances - Material Safety Data Sheets

WI-012 Dangerous Hazardous Materials in Scrap

WI-009 How to conduct a Hazard Risk Assessment

PRO-047 Hazardous Substances Management

PRO-040 Control of Hazardous Substance Spills

PRO-015 Hazard and Risk Management

FRM-031 Incident Report

FRM-056 Hazardous Substance Register & Assessment Sheet

FRM-058 Work Method Statement Job Hazard Analysis

FRM-002 Hazard Reporting Card

FRM-093 Hazardous Work Permit

13.12 FIRE CONTROL

Fire extinguishers will be located in identified high risk areas. Mobile plant and other designated plant will have site specific compliant extinguishers fitted.

Instruction and training will be provided to workers on safe working practices in relation to fire management. Every endeavour must be made to keep work areas free of combustible waste and scrap materials.

Company procedures along with site specific requirements (hot work permits and certificates) and task specific SWMS's must be followed when welding and oxy cutting in areas where there is a risk of ignition or explosion.

All flammable and combustible materials shall be stored in designated areas, signposted, and where applicable fenced. No flammable combustible material is to be stored in containers.

Flammable combustible liquids shall only be dispensed from proprietary containers.

Oxygen and combustible gas cylinders must be stored at least 5 metres apart or be separated by a 5 metre vertical wall.

Existing firefighting equipment and ring mains will be maintained during the course of the project where possible.

Ref:

PRO-062 Emergency Evacuation Plan

FRM-001 Emergency Evacuation Map

PRO-014 Site Emergency Preparedness

13.13 WELDING EQUIPMENT

All workers carrying out welding process shall be the holders of current certificates of competency.

Protective equipment shall be used to safeguard against electrical shocks and burns from the welding process.

Volt Reducing Devices (VRD's) are to be used on welders and tagged accordingly.

Welding equipment, and associated transformers and leads, shall be inspected regularly for any damage or faults. Damaged or faulty equipment shall be tagged and removed immediately from service.

Ref:

WI-021 Electric Welding

FRM-034 Hot Work Permit

13.14 WORKING AT HEIGHT

Whenever work is to be carried out within two metres of any edge on a new or existing roof or slab from which any person could fall a distance of 2 metres or more, additional provisions shall be made to prevent workers falling.

Working at height is not limited to working in areas that are above ground level. It may also include areas in which workers are required to work below ground, or at ground level, above a void.

In the event that this issue is unclear a SWMS shall be completed and control measures put in place to control the identified risks, and ensure rescue equipment and workers are trained in responding to an incident. Fall protection is required at any time, when:

- There is a risk that the worker may fall and injure themselves;
- Working outside of a handrail;
- Working on masts, antennae or similar;
- Flooring or handrails are removed;
- Working from any elevated work platform or man cage;
- A worker feels that such protection is required;

Fall protection may include, but is not limited to:

- Handrail system;
- EWP;
- Personal fall arrest or restraint system;

A permit to Work at Height is required for all tasks where fall arrest equipment is worn and when working in EWP's. The only exception is when working from a scissor lift.

13.14.1 Elevated Work Platforms

All EWPs will only be operated by workers who hold a current certificate of competency and recent VOC. The worker must be trained and instructed in the safe operation and rescue procedures of the EWP.

The base controls of the EWP shall be tagged to indicate that the equipment is in use.

13.14.2 Height Emergency Rescue Plan

Where required to work at height, a rescue plan for retrieval of workers shall be developed prior to commencing the work.

The rescue plan should address suspended trauma and the timely recovery of the worker to avert the health issues that may arise.

Ref:

WI-031 Emergency Rescue from Elevated Work Platform

WI-024 Working at Heights or around holes

FRM-035 Height Work Permit

13.15 HOT WORK

Hot Work includes welding, cutting and grinding and any other process that produces a spark or ignition source. When hot work is undertaken, it must comply with the project

procedures. This shall include the use of Hot Work Permits, which will be required in all areas on the project.

Before any hot work commences, the surrounding area is to be cleared of all combustible material and a fire extinguisher or some other means of fire suppression shall be provided within 10 metres of the intended hot work. A full time spotter dedicated to fire watch must be present during and 20 minutes post hot work.

Prior to any hot work in a suspected flammable atmosphere, gas testing must be conducted to ensure an inert atmosphere prior to entry and work commencing. A SWMS must be completed for any hot work.

Ref:

PRO-049 Hot Work Procedure

FRM-034 Hot Work Permit

13.16 WORKING IN HOT OR COLD ENVIRONMENTS

The Project Manager is responsible for ensuring that all workers are consulted and inducted into the site hot or cold working conditions. This includes, but is not limited to:

- Causes of heat or cold related illness;

- Signs and symptoms of heat or cold related illness;

- Actions on identifying heat or cold related illness;

- Prevention of heat or cold related illness;

When there is potential for heat stress to occur, the Project Manager or delegation is responsible for ensuring that arrangements are made to reduce the effects of heat stress.

Workers may experience heat stress due to a combination of elevated ambient temperatures and the concurrent use of personal protection equipment; this depends in part on the site, the type of work, and the time of year. There are four main types of heat stress related problems:

- Heat Rash - caused by continuous exposure to heat and humid air and aggravated by chafing clothes. Decreases ability to tolerate heat, as well as being a nuisance;

- Heat Cramps - caused by profuse perspiration with inadequate fluid intake and chemical replacement. Signs: muscle spasms and pain in the extremities and abdomen;

- Heat Exhaustion - caused by increased stress on various organs to meet increased demands to cool the body. Signs: shallow breathing; pale, cool, moist skin; profuse sweating; dizziness, and lassitude;

- Heat Stroke - the most severe form of heat stress. Body must be cooled immediately to prevent severe injury and/or death. Signs: red, hot, dry skin; no perspiration;

nausea; dizziness and confusion; strong, rapid pulse; coma. Medical help must be obtained immediately;

Ref:

PRO-028 Fitness for Work Fatigue

PRO-067 Recognition and Control of Worker Fatigue

13.17 EXCAVATIONS AND BURIED SERVICES

All excavations and buried services require the company "Excavation, Penetration and Break-in Permit" in place prior to any surface penetration being undertaken.

Where services are identified within 1.5 metres of an excavation, hand tools only shall be used to expose and identify the buried services prior to any excavation work proceeding. A spotter must be used at all times that plant is being used to excavate in the vicinity of any buried service.

The company will obtain written authorisation from Shell's representative prior to undertaking any land clearance or soil disturbance activities.

Ref:

FRM-036 Excavation, Penetration and Break-in Permit

13.18 MANUAL HANDLING

Manual handling tasks must be identified, and for those manual handling tasks have been identified as a risk, the following will be undertaken:

- Does the load need to be moved?
- Can it be handled by one person or is help required?
- Can mechanical lifting aids be used?
- Is the route and destination clear?

Wherever possible, mechanical lifting aids will be considered as the first option in moving any load.

Ref:

WI-023 Manual Handling

14 SITE SAFETY RULES

14.1 RULES FOR SAFE LIFTING

- When lifting bend your knees and maintain a straight back;
- Avoid unnecessary bending;

- Avoid unnecessary twisting;

- Avoid reaching out;

- Avoid excessive weights;

- Avoid working above shoulder height;

- If the load is too heavy, get help or use a mechanical device if one is available

- Lift gradually;

- Keep in good physical shape;

- Don't lift if mechanical assistance is possible;

14.2 OXY CUTTING

Ensure equipment is in good order;

- Flash back arresters must be fitted to the torch and cylinder end of all hoses;

- Quarterly inspections will be undertaken of flash back arresters, gauges, hoses and torches and recorded in the register;

- A fire extinguisher must be available at the workface;

- Do not use lighters. Use only spark gun;

- Cutting should not take place in areas where there is risk of ignition;

- Remove combustible materials as far as practicable;

- Operators must wear protective gear;

- Do not cut in a confined space or room without first ensuring suitable ventilation is available;

- No cylinders are to be placed in a confined space. Torches and hoses are not to be left in a confined space whilst not in use;

15 RISK MANAGEMENT

The company utilises a combination of purpose built plant, innovative thinking, and non-traditional and traditional demolition methods. The basic tenet of our operation is to minimise the exposure faced by the workers primarily by eliminating the risk and using large excavation equipment and "induced collapse" techniques.

This principle involves inducing the collapse of a large structure by utilising engineered pre-cutting of structural members to bring the structure to the ground in a controlled and safe manner, enabling the large excavation equipment to process the collapsed structure from ground level.

This principle reduces the need for working at heights and manual handling.

Procedure PRO-015 Hazard and Risk Management outlines the method used for hazard identification and risk assessment. It is based on the principles in Australian Standard AS/NZS 4360 Risk management. In addition WI-044 Hierarchy of Control is utilised to assist in the risk assessment.

15.1 RISK ASSESSMENT

Risk assessment involves the identification of hazards (potential to cause harm), the assessment of the risks posed by those hazards, the development of controls to eliminate and minimise risks and the ongoing management of the risk controls.

Risk assessment and risk management controls will be used consistently throughout the project. Prior to mobilising to site a risk assessment team, made up of all site workers and the National HSEQ Manager, will conduct a Demolition Risk Assessment Workshop (DRAW), which will be conducted to identify the risks associated with mobilisation and any of the proposed Demolition phases. SWMSs will be conducted prior to the commencement of each activity. If a task changes, the SWMS will be reviewed in consultation with the workers.

The Project Manager or delegation is responsible for ensuring risk controls are implemented and monitored for effectiveness.

The correct procedure for completing the SWMS involves the workers on the particular site that will be conducting the actual work, and these will be completed once the demolition team is on site

Ref:

PRO-015 Hazard and Risk Management

WI-009 How to conduct a Hazard Risk Assessment

WI-044 Hierarchy of Control

15.1.1 Hazard Identification and Reporting

Worker(s) identifying a hazard shall:

- Firstly attempt to eliminate or control the hazard, and then

- Report the hazard immediately to the responsible supervisor;

- The responsible supervisor shall ensure identified hazards are promptly reported and recorded on the hazard register;

Should the hazard not be able to be controlled by the worker(s), the supervisor being notified of the hazard must take immediate action to control the hazard.

Ref:

PRO-007 Incident and Complaints Reporting

FRM-031 Incident Report

FRM-002 Hazard Reporting Card

15.2 TAKE 5

Worker(s) are accountable for their own and others actions as far as reasonably practical, and to immediately address issues that pose a risk. To assist in this practice, the company uses a Take 5 System where all workers carry a Take 5 book to record identified hazards. The Take 5 System supplements the SWMSs. All workers and subcontractors will be operating under this system, and will be trained in its use during the site induction.

The Take 5 system records are used as a monitoring instrument in addressing repeat observations and a "LEAD Indicator".

Take 5 is designed to ensure that workers assess each task for risk by completing the checklist as follows:

- Think through the task – break into steps;

- Spot the hazard – "What if";

- Assess the risk;

- Make the changes;

- Do the job safely;

Ref:

WI-011 Take 5

FRM-500 Take 5 (Note: This is a book)

15.3 HAZARD INVESTIGATION

All hazards and Safety issues are to be reported as soon as practicable to the relevant supervisor.

The supervisor will investigate hazards reported immediately; the investigation findings will be detailed and reported back to the workgroup at the next opportunity (normally pre shift meeting).

The intent of Take 5 Hazard Identification is to be pro-active in identifying, evaluating and controlling hazards that may result in incidents the potential for injury, environmental issues or plant damage.

Should the matter remain unresolved, it will then be addressed between the worker, their supervisor, and the Project Manager.

Ref.   PRO-002 Hazard and Risk Management

16 INCIDENT INVESTIGATION AND REPORTING

All Incident and Complaint Reported shall be in accordance with the company reporting and investigation procedures. Investigations are focussed on the root cause to the incident so that corrective actions can be taken and monitored to prevent recurrence.

The Liberty Industrial Procedure PRO-007 Incident Reporting shall be followed for internal company reporting requirements.

All incidents shall be reported on the same day of the occurrence.

All incidents including near-misses are reported and investigated.

Following are some examples of reportable incidents and complaints:

- Any injury to any person, including first-aid;
- Any illness;
- Any damage to property or equipment;
- Any loss of containment of hazardous materials;
- Any environmental incident;
- Any 'near-miss', that is, an incident with no injury, damage or loss but which could have resulted in significant injury, damage or loss;
- Any community complaint as a result of Liberty Industrial's undertakings;

Corrective Action

Corrective Action assignment to be completed by:

Incident Rating	Investigation Team	Timing
Critical	Director + Client Rep. (applicable if operating on the Clients site) + HSEQ/IR Manager + Independent person and / or a technical expert + Site Supervisor + Employee involved + Team member	By the close of Business the day after the investigation is completed.
Major/Potential Critical	Director + Client Rep. (applicable if operating on the Clients site) + HSE Manager + Site Supervisor + Employee involved + Team member	By the close of Business the day after the investigation is complete.
Medical Review	HSEQ/IR Manager + Site Supervisor + Employee involved + Team member	By the close of Business the day after the investigation is complete.
Minor	Site Project Manager/Supervisor + Employee involved + Team member	Within 24 hours
Non-critical complaints from a customer or the public.	Project Manager +Client Rep. (applicable if operating on the Clients site) + HSEQ/IR Manager (as required) + Site Supervisor + Employee/Team member (as required)	Three days

The site Project Manager/Supervisor is responsible for ensuring that all corrective/preventive actions are carried out by their action date.

Completed Report Form is to be sent to the HSEQ/IR Manager for storage.

No matter how minor, the worker must report the incident immediately to the relevant supervisor. In every case the supervisor is to document the incident and notify Shell.

NOTE. If the Incident is considered major or critical, the supervisor is to inform the Liberty Industrial National HSEQ Manager and the appropriate Shell representative within 2 hours. The HSEQ/IR Manager will assist Shell in any investigation.

Verbal notification to the Shell site representative is to take place as soon as practicable after the occurrence. This shall be followed up with a completed "Incident Report" within 24 hours.

All workers on the project shall be trained in the incident reporting process.

The Project Manager shall ensure all incidents are investigated in accordance with the company reporting and investigation system.

Any incident involving medical treatment shall have the Workers Compensation forms completed by the worker(s), along with a first medical certificate completed by the attending medical practitioner. The company will ensure that all injured worker(s) receive prompt medical assistance and rehabilitation, and a prompt return to work, without jeopardising the worker's early recovery.

Similarly all incidents involving medical treatment shall be followed up by the National HSEQ/IR Manager and review the progress, treatment or recovery strategies. The follow up actions will be completed on 3 month intervals.

To ensure the follow up meetings are actioned, the specific dates will be entered into the National HSEQ/IR Manager's electronic calendar within 'Outlook' on his computer. To ensure the effectiveness of the actions/treatment the National HSEQ/IR Manager will liaise with the company medical practitioner / rehabilitation co-ordinator / Insurance Company and adhere to any advice given.

The Shell representative shall be notified of all incidents and the methods applied to control the incident to prevent a recurrence. All work shall cease following a major incident until Shell allows work to recommence.

16.1 PRESCRIBED NOTIFIABLE INCIDENTS

In accordance with this WHS management plan, the following guidelines for incidents that come under the Work Health and Safety Act and subordinate legislation, codes of practice and Australian Standards requiring notification to Shell and the securing of the area or plant:

16.1.1 Notifiable Incident

- The death of a person;
- A serious injury or illness of a person;
- A dangerous incident;

16.1.2 Serious injury or illness

- Immediate treatment as an in-patient in a hospital;
- Immediate medical treatment for:

- The amputation of any part of his or her body;

- A serious head injury;

- A serious eye injury;

- A serious burn;

- The separation of his or her skin from an underlying tissue (such as de-gloving or scalping);

- A spinal injury;

- The loss of a bodily function;

- Serious lacerations;

- Medical treatment within 48 hours of exposure to a substance;

- Any other injury or illness prescribed by the regulations;

16.1.3 Dangerous Incident

- An uncontrolled escape, spillage or leakage of a hazardous or potentially hazardous substance;

- An uncontrolled implosion, explosion or fire;

- An uncontrolled escape of gas or steam;

- An uncontrolled escape of a pressurised substance;

- Electric shock;

- The fall or release from a height of any plant, substance or object;

- The collapse, overturning, failure or malfunction of, or damage to, any plant that is required to be authorised for use in accordance with the regulations;

- The collapse or partial collapse of a structure;

- The collapse or failure of an excavation or of any shoring supporting an excavation;

- The inrush of water, mud or gas in workings, in an underground excavation or tunnel;

- The interruption of the main system of ventilation in an underground excavation or tunnel;

Ref:

PRO-007 Incident and Complaints Reporting

FRM-031 Incident Report

FRM-018 Incident Register

17 REHABILITATION

17.1 WORKPLACE INJURY

In the event of an injury occurring, Liberty Industrial will:

- Carry out all procedures to ensure appropriate medical attention is received;

- Manage all medical arrangements to ensure the best care is given;

- Give assistance to family and other private matters needing attention;

- Assign a staff member to ensure workers needs are met;

- Employee Assistance Program (EAP) is available to any worker or their immediate family should the need arise;

17.2 REHABILITATION

Liberty Industrial will:

- Ensure best aftercare is given to assist recovery;

- Ensure adequate financial assistance is given;

- Liaise with our Workers Compensation Insurer for the correct rehabilitation program for our worker;

17.3 RETRAINING

Where an incident occurs that limits the workers ability to return to work in their former capacity, Liberty Industrial will ensure that retraining takes place with the view of accommodating the worker in another position within the company.

Communication between the worker and the Workers Compensation Insurer will be facilitated to ensure the best outcome for the injured worker to resume work.
 Ref:

PRO-022 Injury Management

18 CONSULTATION AND COMMUNICATION

18.1 DAILY PRE START CONSULTATION MEETING

A mandatory "Daily Team Consultation Meeting" will take place every morning prior to work commencing. The meeting will discuss the day's activities and worker(s) will be given the opportunity to raise any safety, quality, industrial or environmental issues. Any worker who is not present at the "Daily Team Consultation Meeting" will not commence work until they have been briefed.

This requirement applies to all worker(s). Should the issue not be able to be resolved then the matter will be escalated to the Project Manager, the Project Director.
This applies to all WHS issues. Other issues will be resolved pursuant to the resolution procedure in the enterprise agreement.

The following topics will be covered each day:

- Site activities for the day;

- Safety issues;

- Current and continuing issues;

- Report any actions taken since the last meeting;

- Planned changes that may affect team member's health and safety and the environment;

- Legal and other relevant requirements will be communicated to workers at these meetings.

Access to information such as work instruction, procedures, forms, CoP, and other legal information will be made available either as hard copy in the meeting room, or provided on the internet.

18.2 TOOLBOX MEETINGS

Toolbox meetings are less formal meetings, which shall be conducted on an as needs basis at the workplace. Toolbox meetings may be required where job scope changes, unforeseen hazards emerge, incidents occur or where specific tasks require on-the-job detailed communication between the work group and supervisor. The toolbox meeting format may involve a small work crew or a larger group.

Toolbox meetings shall be recorded on the prescribed form and maintained by the Project Manager or delegation.

All meetings are to be conducted in such a manner that all worker(s) have a meaningful opportunity to contribute to the success of the project and to receive feedback.

Ref:

POL-005 Consultation Policy

WI-013 Daily Team Consultation Meeting

PRO-066 Pre-start and Toolbox Meetings

FRM-044 Toolbox Meeting

FRM-037 Daily Team Consultation Meeting

18.3 PROCEDURES AND WORK INSTRUCTIONS

Procedures and work instructions are a key element for the safe completion of all works and activities.

All worker(s) will be inducted into all procedures and work instructions, re-training of staff will occur on a regular basis, particularly if some of the procedures and work instructions have not been used in the field for a prolonged time.

All procedures and work instructions will be available in electronic format or as a hard copy in the site office, and will be accessible to all site staff at all times.

Re-training in procedures and work instructions will be completed during weekly tool box talks, or as part of task specific risk assessments.

Ref.

Projects Procedures List

19 CHANGE MANAGEMENT

It is the responsibility of the Project Manager and Supervisory Personnel to ensure that changes are identified, assessed and controlled in all areas of the operations and that no one is put at risk or exposed to hazards as a result of changes within the workplace.

Changes to approved specifications, design, materials or SWMSs are required to be documented, analysed, consulted and communicated to all workers at the Pre Start meeting and approved by Shell before such changes are implemented. Following their implementation, all management processes will be subject to continuing monitoring and review. Training in changes management will be provided during the induction process.

Ref:

PRO-060 Change Management

FRM-125 Change Management Register

FRM-104 Change Management Low Risk

FRM-037 Daily Team Consultation Meeting

20 WORKING HOURS

The hours of work for the duration of the project are 6 days per week, 10hr/day Monday to Saturday inclusive. (Public holidays excluded).

Based on the above and as a minimum Liberty Industrial commits to complying with fatigue management and as such will consult with the principal employer to amend the working roster if we're deemed to be in breach of such.

Ref:

PRO-028 Fitness for Work Fatigue

PRO-067 Recognition and Control of Worker Fatigue

21 EMERGENCY MANAGEMENT

Any incident deemed to be an emergency will be notified to all workers immediately by two way radios. Emergency numbers will be posted at all amenities and office areas and all worker(s) will be familiar with emergency services contact numbers and reinforced at induction. If any emergency services are called to the site, a worker will be placed at THE ENTRANCE TO THE SITE gate 6, to direct the responding emergency service to the appropriate area.

Shell's Emergency Response/Evacuation procedures shall be integrated into Liberty's Emergency Plan.

Site specific procedures will be developed covering emergency response coordinator, visitor control, muster points, evacuations, fatalities or critical injuries, media contacts, evacuation drills, Exclusion Zones.

The procedure will detail the sequence of actions to be taken in the event of an emergency to ensure the following:

- That injured worker(s) receive medical attention;
- An orderly response is taken to an emergency situation and evacuation;
- Protection is provided for worker(s), plant, the environment in the area;
- That emergency plans and exclusion zones are planned and put in place for demolition work;

During the site induction process, all worker(s) will be instructed of the emergency evacuation procedure and muster point locations.

Ref:

PRO-014 Emergency Preparedness

PRO-062 Emergency Evacuation Plan

22 BEHAVIOURAL OBSERVATIONS

The company WHS procedure outlines the following:

- Worker observation;
- Targeting specific at-risk behaviours;
- Data collection and analysis;
- Focusing on feedback;

A system of setting targets, observing, feedback, and continuous improvement will be developed for each area of the Project. Positive feedback shall be encouraged and recognised during daily team meetings.

Ref:

WI-003 Behavioural Observation Training

FRM-019 Behavioural Observations

23 SAFETY DISCIPLINE

A breach of any of the site lifesaving rules will result in the removal from site of the offenders and may result in involuntary separation.

Incidents involving but not limited to the following issues shall result in disciplinary action:

- Drug and alcohol abuse at the work site (Fitness for Work);
- Breaches of tagging and isolation procedures;
- Tampering with or damaging safety equipment;
- Any breach where a blatant disregard of safety requirements is demonstrated that may have had the potential to injure any person, damage plant or endanger and damage the environment;

Ref:

PRO-017 Site Safety Principles and Guidelines
Liberty Industrial Registered Agreement

The company strives for constant improvements in all areas of health, safety and environment.

In recognition of staff who:

- Show leadership;
- Show a willingness to improve processes and systems;

- Exhibit diligence in the areas of health, safety and environment;

- Prevent incidents and injury;

- Encourage teamwork;

- Show excellent communication skills throughout all aspects of work;

The company rewards worker(s) with weekly and monthly safety awards. The weekly safety award, as determined by site management is typically movie tickets or vouchers, instant scratchy or other similar award.

The monthly safety award, as determined by site management is typically a $100 - $200 voucher (Myers, Harvey Norman, Bunning's etc.).

Additional safety awards will be awarded at the discretion of site and senior management as the need arises.

24 LEGAL REGISTER

The National HSEQ/IR Manager will be responsible for maintaining the Legal Register. The legal register can be accessed online on the Liberty network. The legal register will contain all the relevant legislation for the company core business along with copies of Licenses and Insurance policies. For those sites that don't have network access the full Management System will be provided on a memory stick.

25 SAFETY AUDITS

During the course of the project, WHS Audits will be conducted by the company. A monthly audit will be carried out, the results of which will be reported to Shell along with the close out report. It is the preferred option that these audits are a joint audit with Shell. The scope of the site audits will include, but not be limited to:

- Evaluation of the effectiveness of the site WHS Management;

- Compliance with legislation, Codes of Practice, and Australian Standards, covering WHS and Environmental;

- Meeting Shell requirements as per specification;

- WHS management systems compliance

- Control of major hazards identified in the risk register;

- Relevant records and registers;

- Close out items recorded during site audits will be presented within a table in the Monthly Project Report and will be presented to the principal employers project manager

- Work methods and practices (including SWMS's, pre-start checklists, and lift studies);

- Workplace inspections (housekeeping, laydown yards, hazardous material stores);

- Hazard studies, procedures and task-specific safety plans and programmes;

Audits will examine the continued suitability of the Project's WHS management system and procedures. The audits will be conducted and reported to the Project Manager and the Shell representative in writing, in accordance with the Project procedures.

Ref:

PRO-005 Auditing

FRM-014 Internal Audit

FRM-033 Audit Schedule

26 MOBILISATION AND DEMOBILISATION

The company will provide a detailed mobilisation and demobilisation plan for the project meeting Shell requirements as detailed in the scope of works and contract.

27 MONTHLY WHS MEETINGS

The Project Manager and Project Director will meet each month to discuss WHS issues. These meetings will be recorded.

Ref:

FRM-026 Meeting Minutes Form

27.1 KEY PERFORMANCE INDICATORS

The performance of all projects will be monitored and managed in accordance with the KPI's (Key Performance Indicators) outlined below. All KPI's will be confirmed with the client and amended as necessary in line with any additional project specific KPI's prior to works commencing.

KPI	Description	Target
HSE	% repeat Zero Barrier incidents	< 25%
HSE	Total Frequency Record Incident (TFRI)	< 0%
HSE	Loss Time Injury (LTI)	Zero
BBO (Or SAO) Attendance	Project Managers, HSE Manager, Supervisors	Min 1 per week

Safety Inspection	By Supervisor	Daily
	By Project Manager	Weekly
	By HSEC Manager	Weekly
Time in Field	HSE Advisors	Min 50%
	Supervisors	Min 50% (Target 60%)
	Project Manager	Min 25%
Environment	Number of Reportable Incidents	Zero

KPI'S will be reported on a weekly and monthly basis via written reporting submitted to the company senior management and Shell site management.

Ref:

FRM-088 Weekly Report

FRM-007 Site QSE Targets and Actuals

FRM-070 Safety Statistics Pro forma

The monthly report is the collation of all information documented though the weekly reports providing other information such as (Contract and Operational information, HR, Safety Statistics, Man hours, LTI, Visitors, No. of Take 5's, No. of Behavioural Observations, No. of Risk Assessments, No. of Site inductions and No. of Positive Breath tests, Audit close out items, Financials, Plant & Equipment, Waste and Recycling removed from site).

27.2 JUST CULTURE

The company has "Just Culture" guidelines utilising the just culture "Decision Tree". The HSEQ/IR Manager will provide assistance to the Project Manager in the implementation of the guideline to ensure that it does not conflict with the Liberty Industrial National Enterprise Agreement, settlement of issues, and employee discipline Procedure.

28 ESTABLISHMENT OF WHS COMMITTEE, ELECTION OF WHS REPRESENTATIVE

28.1 WHS COMMITTEE

A WHS committee is to be established for the purposes of consultation if:

- One or more employees requests a committee be established;
- There is a regulation requiring one be established;

The WHS Act of 2011 and subsequent legislation, relevant Codes of Practice and Australian Standards sets out the functions for the safety and health committee to carry out with respect to safety and health at the workplace(s) for which it was formed. These are to:

- enable and assist consultation and cooperation between the employer and employees in:
  - o Initiating, developing and implementing safety and health measures;
  - o Keep itself informed on safety and health standards, including those at similar workplaces, and make recommendations to the employer;
  - o Make recommendations to the employer and employees on safety and health
  - o Programmes, measures and procedures;
  - o Ensure information relating to relevant hazards is kept in a readily accessible form and
  - o Place for employees at the workplace;
  - o Consider and make recommendations on changes (or intended ones) that may affect the
  - o Safety and health of employees;
  - o Consider matters referred to it by safety and health representatives; and
  - o Perform other functions prescribed in the MSI Regulations or given to it, with its consent, by the employer.

The specific functions are not designed to limit the operation of a safety and health committee, as it can be agreed its functions extend to other areas to better suit the needs of the workplace. However, any additional functions do not amend the safety and health committee's various responsibilities under the MSI Act, as applicable.

28.2 WHS REPRESENTATIVE

An WHS representative is to be elected for the purposes of consultation if at least one of the worker(s) employed by the PCBU requests the election of the representative or if the regulator so directs. The worker(s) may elect more than one WHS representative if the PCBU agrees or if the regulator so directs.

The functions are:

- Inspecting the workplace at appropriate times agreed with the PCBU or, where they have not inspected the workplace or part of it in the preceding 30 days, at any time after giving reasonable notice to the employer;
- Investigating dangerous occurrences or risks of imminent and serious injury or harm to health;

- Keeping informed on safety and health;

- Reporting hazards to the PCBU;

- Referring matters to the safety and health committee, where one exists;

- Consulting and cooperating with the employer on safety and health matters; and

- Liaising with employee;