

Queensland Hydro Workplace Health and Safety Management Plan

Plan Review

This Plan is to be maintained and used as a live document. Changes may need to be made, reviewed and approved as required. Change in the scope and or performance of works, such that the information contained in the plan is no longer accurate or valid, may also lead to update requirements. At a minimum, the Plan is to be reviewed annually.

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Author:	Kelly Palmer	Head of Health and Safety	Version Date:	26/05/2023
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Purpose

Queensland Hydro is committed to the health, safety, and wellbeing of all people in the workplace. The principal objective of this Workplace Health and Safety Management Plan (WHSMP) is to assist Queensland Hydro to maintain a structured approach to preventing injury and illness and to support employee wellbeing. An additional objective of this WHSMP is to describe processes Queensland Hydro has established to meet its legislative, contractual, internal and stakeholder duties, requirements and targets.

The intended outcome of this WHSMP is to establish a clear, concise and practical framework that:

- establishes clarity of responsibilities and how Queensland Hydro seeks to establish, maintain and improve its Health and Safety Management System (HSMS),
- empowers workers and visitors in understanding and complying with their legal obligations; and
- enables industry-leading workplace health and safety performance.

It is the responsibility of all workers and visitors to comply and follow this WHSMP and its associated documentation.

Glossary

Term	Definition
Authorised	means approved for access or to conduct an activity by a licence, permit, registration or other authority as required by the WHS Regulation and or Queensland Hydro management.
Critical Control Management (CCM)	An approach to monitoring and reporting of the controls identified as being key to preventing a serious incident occurring.
Code of Practice (CoP)	Codes of Practice set out industry standards of conduct. They are guidelines for managing exposure to risk and provide practice directions for a safe working environment. Under section 26A of the WHS Act duty holders must comply with an approved code of practice or follow a technical or industry standard, if it provides an equivalent or higher standard of work health and safety than the standard required in the code.
Competent Person	A person possessing the necessary skills, training, experience and knowledge or combination of these traits, such that a skill can be performed in a safe manner, to the quality expected in the workplace.
Confined Space	An enclosed or partially enclosed space which is not intended or designed primarily as a workplace, is at atmospheric pressure during occupancy and has restricted means for entry and exit.
Contract Manager	The term "Contract Manager" may be replaced with Program Manager, Project Manager, Company Representative, Contract Supervisor, Contract Administrator, Site Coordinator or other terms depending on the business location requirements and particulars of the works and/or contract.
Contractor	Means a contracted PCBU to Queensland Hydro.
Critical Control	A control that is crucial to preventing a serious event or mitigating the consequences of the serious event. The absence or failure of a

	critical control would significantly increase the risk despite the existence of the other controls.
Dangerous Incident	<p>Means an incident in a workplace that exposes a worker or any other person to a serious risk to health and safety from an immediate or imminent exposure to:</p> <ul style="list-style-type: none"> • an uncontrolled escape, spillage or leakage of a 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 thing • the collapse, overturning, failure or malfunction of, or damage to, any plant that is required to be authorised for use under a regulation • 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 • any other event prescribed under a regulation <p>but does not include an incident of a prescribed kind.</p>
Duty of Care	Duty of Care is a statutory obligation. To ensure (so far as is reasonably practicable) the health and safety of workers and all other persons; while the workers are at work in the business.
Duty Holder	Refers to any person who owes a work health and safety duty under the WHS Act or ES Act including a person conducting a business or undertaking (PCBU), designer, manufacturer, importer, supplier, installer of products or plant used at work (upstream duty holders), an officer and workers.
Emergency Response Plan (ERP)	<p>An emergency response plan (ERP) outlines procedures including:</p> <ul style="list-style-type: none"> • an effective response to an emergency • evacuation procedures • notifying emergency service organisations at the earliest opportunity • medical treatment and assistance • effective communication between the authorised person coordinating the emergency response and all persons at your place of work • testing of the emergency procedures, including the frequency of testing • information, training and instruction to relevant workers in relation to implementing the emergency procedures.
Emergency Work	Emergency work is required when a significant event, or series of events, has occurred or is likely to occur that may threaten life, property, or the environment. Emergency work is limited to doing only what is necessary to address the significant risk.

Hazard	Something with the potential to cause harm to a person, the environment or property.
HS / HSE / HSEMS / HSMS	Health and Safety / Health, Safety and Environment / Health, Safety and Environment Management System / Health and Safety Management System
Health and safety committee	A group including workers, HSRs and management (see definitions below) that facilitates cooperation between a PCBU and workers to assist with providing a safe place of work. The committee must have at least 50 per cent of members who have not been nominated by the PCBU, that is workers or HSRs.
Health and safety representative (HSR)	A worker who has been elected by a work group to represent them on health and safety issues.
Health and Safety Risk Register	This is the risk register capturing HS risk associated with the broader organisation. This register is used to inform senior management of the risk profile of Queensland Hydro's operation and ensure risks are being managed.
Hierarchy of Controls	<p>The hierarchy of control is a system for controlling risks in the workplace. The hierarchy of control is a step-by-step approach to eliminating or reducing risks and it ranks risk controls from the highest level of protection and reliability through to the lowest and least reliable protection.</p> <p>The hierarchy ranks control type by one of the following six categories:</p> <ol style="list-style-type: none"> 1. Elimination 2. Substitution 3. Isolation 4. Engineering control 5. Administration control 6. Personal protective equipment
High Risk Construction Work	<p>In the construction industry, a PCBU that carries out high risk construction has additional workplace health and safety duties. These include requirements to prepare, keep, comply with and review a safe work method statement (SWMS) for the work and provide the safe work method statement to the Principal Contractor.</p> <p>High risk construction work includes work which:</p> <ul style="list-style-type: none"> • involves a risk of a person falling more than 2m • is carried out on a telecommunication tower • involves demolition of an element of a structure that is load-bearing • involves demolition of an element of a structure that is related to the physical integrity of the structure • involves, or is likely to involve, disturbing asbestos • involves structural alteration or repair that requires temporary support to prevent collapse • is carried out in or near a confined space • is carried out in or near a shaft or trench deeper than 1.5m or a tunnel • involves the use of explosives • is carried out on or near pressurised gas mains or piping

	<ul style="list-style-type: none"> • is carried out on or near chemical, fuel or refrigerant lines • is carried out on or near energised electrical installations or services • is carried out in an area that may have a contaminated or flammable atmosphere • involves tilt-up or precast concrete • is carried out on, in or adjacent to a road, railway, shipping lane or other traffic corridor in use by traffic other than pedestrians • is carried out in an area of a workplace where there is any movement of powered mobile plant • is carried out in areas with artificial extremes of temperature • is carried out in or near water or other liquid that involves a risk of drowning • involves diving work
Incident	Means an unplanned event that results in actual, or potential (near-miss) for, physical harm to a person or damage to the environment or property.
Interested Party	A person or organisation that can affect, be affected by, or perceive itself to be affected by a decision or activity. Formally considered as a stakeholder, the interested party extends to a client, consultant, subcontractor, worker, member of the public.
Management Plan (MP)	A type of plan that supports the organisation, or project in the explanation of how a particular function, system or process within the organisation, or project, is to be managed.
Near-miss	An unplanned event which, although not resulting in any injury or disease, had the potential to do so.
Notifiable Incident	An incident involving the death, serious injury or illness of a person, or a dangerous incident that is notifiable to the regulator.
Officer	<p>Broadly, an officer is a person who makes, or participates in making, decisions that affect the whole, or a substantial part, of the organisation's activities.</p> <p>An officer under the WHS Act includes:</p> <ul style="list-style-type: none"> • an officer under section 9 of the Corporations Act 2001 (Cth) • an officer of the Crown within the meaning of section 247 of the WHS Act, and • an officer of a public authority within the meaning of section 252 of the WHS Act.
'Person conducting a business or undertaking' (PCBU)	A legal term under harmonised WHS laws for individuals, businesses or organisations that are conducting business. A person who performs work for a PCBU is considered a worker.
Pumped Hydro Energy Storage (PHES)	The process by which water is pumped between a lower and upper reservoir to store surplus energy off-peak. Electricity can later be generated by transferring water to the lower reservoir using a hydro-electric power plant.
Plant	Any machinery, equipment, appliance, container, implement or tool and anything fitted or connected to them.
Reasonably Practicable	The term 'reasonably practicable' means that which is or was reasonably able to be done at a particular time to ensure health

	<p>and safety measures are in place, taking into account relevant matters including:</p> <ul style="list-style-type: none"> • the likelihood of the hazard or risk occurring • the degree of harm that might result from the hazard or risk • knowledge about the hazard or risk, and ways of minimising or eliminating the risk • the availability and suitability of ways to eliminate or minimise the risk, and • after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk. <p>Ordinarily, cost will not be the key factor in determining what it is reasonable for a duty holder to do unless it can be shown to be 'grossly disproportionate' to the risk. If the risk is particularly severe, a PCBU will need to demonstrate that costly safety measures are not reasonably practicable due to their expense and that other less costly measures could also effectively minimise the risk.</p>
Regulatory Requirements	Government acts and regulations which prescribe legal obligations of employers, workers, Contractors and Subcontractors and amongst other things, registration of projects and plant, licences to operate prescribed machinery and undertake certain trades and notifications or injuries.
Remote or isolated work	Means work that is isolated from the assistance of other people because of the location, time or nature of the work being done and limitations in communications.
Safe Work Method Statement (SWMS)	A study carried out and then documented to ensure that hazards are identified, analysed and properly controlled to minimise, or, if practicable, eliminate risks.
Safety Data Sheet (SDS)	Safety Data Sheets provide information identifying risk of hazardous substances to health and safety and state the precautions to be taken for their safe storage, use and disposal. SDS records must be available at the point of use and no older than 5 years.
Safety in Design (SiD)	Means the integration of control measures early in the design process to eliminate or, if this is not reasonably practicable, minimise risk to health and safety through the life of a structure.
Serious Injury or Illness	<p>Injury or illness requiring the person to have:</p> <ul style="list-style-type: none"> • immediate treatment as an in-patient in a hospital; or • immediate treatment for: <ul style="list-style-type: none"> • 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 (for example, degloving or scalping) • a spinal injury • the loss of a bodily function • serious lacerations

	<ul style="list-style-type: none"> • medical treatment within 48 hours of exposure to a substance <p>and includes any other injury or illness prescribed under a regulation but does not include an illness or injury of a prescribed kind.</p>
SFAIRP	'So Far as Is Reasonably Practicable'. Refer term 'Reasonably Practicable'. NOTE: it is implied that this concept is applied to all Queensland Hydro commitments contained in this document and other relevant HS documents.
Simultaneous Operations (SIMOPS)	Simultaneous operations and refers to situations where multiple PCBUs are engaged and conducting activities within a shared area.
Site	An area (property or place) that is managed by Queensland Hydro, or of interest to Queensland Hydro's operations. The area will typically be defined by a project or induction or in a Queensland Hydro document.
Special Purpose Vehicle (SPV)	Special Purpose Vehicle (Company) is a separate legal entity created by an organization.
Subcontractor	Means any third-party engaged by the Contractor to undertake works.
Supplier	Means any third-party providing goods, raw materials, construction materials, construction plant and equipment (dry hire), freight services and casual labour (labour hire) etc. and accesses Queensland Hydro sites/facilities for delivery and or visitor purposes only.
Supply	Supply and re-supply of a thing provided by way of sale, exchange, lease, hire or hire purchase arrangement.
Vendor	Any entity engaged by Queensland Hydro to perform work or supply services or goods in return for monetary compensation including but not limited to Contractors, Fabricators, Manufacturers, Suppliers, Installers, Designers, Advisors, and Consultants.
WHS	Workplace Health and Safety (including electrical safety).
Worker	A person who carries out work in any capacity for a PCBU and includes employees, outworkers, apprentices, trainees, students gaining work experience, volunteers, Contractors or Subcontractors and their employees.
Work Area	A defined area within a project area by which activities can be managed. Work areas may be split by function, geography, or area ownership.
Work Group	A group of workers who share similar work conditions (e.g., all the electricians in a factory; all people on night shift; all people who work in the loading bay of a retail storage facility).
Work pack	This is the term given to a documents package produced by PCBUs to ensure their workers have coordinated, comprehensive and adequately risk-assessed plans and provisions prior to performing works on site.
Workplace	Any place where work is carried out for a business or undertaking. This may include offices, factories, shops, construction sites,

	vehicles, ships, aircraft or other mobile structures on land or water such as offshore units and platforms.
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1 Introduction

1.1 Background

The Queensland Government has established Queensland Hydro as a Special Purpose Vehicle (SPV) to manage the investigation and development of several potential pumped hydro energy storage facilities across the State. Responsibility for project planning, delivery and ownership of these projects was transferred from Powerlink Queensland (Powerlink) to Queensland Hydro on 30th September 2022.

2 Health and Safety Management System

2.1 WHS Documents

Queensland Hydro employees can find all HS documents on the Queensland Hydro intranet. Contractors, visitors and stakeholders can find the same on the Queensland Hydro internet page, under the Contractor Management Portal.

The HS documentation hierarchy comprises four levels, starting from the HS Policy (Reference 1).

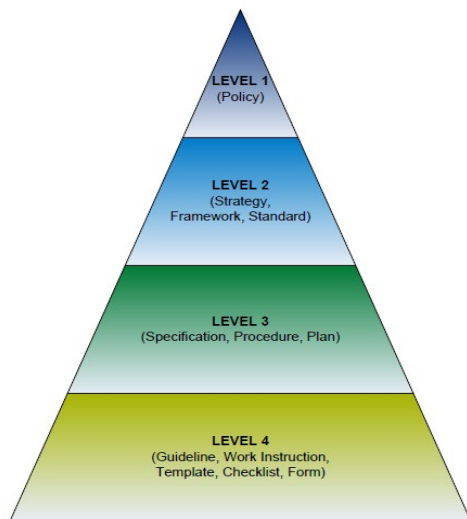


Figure 1 Queensland Hydro Document Hierarchy¹

2.1.1 Document Structure

The aim of the WHSMP is not to replicate or summarise the contents of WHS documents within the HSMS, but rather illustrate the functional grouping of WHS documents within the organisation for point of reference.

The document hierarchy, containing four document levels, has been categorised by types of Standards (or Level 2 documents) for ease of reference. These categories include:

- HS Governance
- Workplace Safety
- Health

The categories enable workers to readily find and consider HS requirements or guidelines.

Health and Safety Governance Elements	
Contractor and Supplier HS Management	Crisis and Emergency Management
Communication and Consultation	HS Risk Management
Hazard Identification	Training and Competency
Assurance and Improvement	Management of HS Change
Compliance Management	Permit to Work
First Aid	Strategy and Planning
Governance and Policy	Incident Management
Workplace Safety Elements	
Demolition	Plant and Work Equipment
Excavation	Safe Design
Hazardous Substances	Work at Height
Heavy Vehicles	Confined Space
Hot Work	Diving and Marine Operations
Lifting	Radiation Management
Remote, Isolated or Lone Work	Aircraft Operations
PPE	
Health and Wellbeing Elements	
Hazardous Manual Tasks	Rehabilitation and Return to Work
Occupational Health and Hygiene	Fitness for Work

2.1.2 Legal Obligations

This WHSMP is aligned with the safety management requirements under the *Work Health and Safety Act 2011 (Qld)*, *Electrical Safety Act 2002 (Qld) (ES Act)* and the *Chain of Responsibility (CoR) requirements* under the *National Heavy Vehicle Law (NHVL)*.

Other legislation, subject to the scope of works being completed, may be applicable from time to time. In the event other legislation is considered applicable or potentially applicable to health and safety then consultation with Queensland Hydro Head of Safety and Head of Legal is required, to ensure the legal compliance register is updated and relevant elements of the HSMS are reviewed.

Legal and other requirements may be identified by:

- workers or contracted vendors when planning new or changes in scope;
- audits of organisational and contracted scope, risk assessments, and the legal compliance register;
- reviewing information from the following sources:
 - regulatory agencies and industry groups (e.g., government regulators),
 - a legal information subscription the flags changes to legislation,
 - access to current legislation via www.legislation.qld.gov.au or www.legislation.gov.au

2.2 Codes of Practice

Codes of Practice (CoPs) provide information on specific hazards and provide guidance on how to comply with regulatory requirements associated with such hazards. CoPs are not available for every risk which may arise, and it may be necessary to consider other resources relevant to the work being

performed. In Queensland, it is mandatory to comply with a CoP that has been approved by the Minister under the WHS Act; or if implementing controls which are different from the CoP, be able to demonstrate that this provides a standard of health and safety that is equivalent to or higher than the CoP.

The list of currently approved CoPs in Queensland is accessible here:

<https://www.worksafe.qld.gov.au/laws-and-compliance/codes-of-practice>

Notwithstanding, Codes of Practice do not cover every risk which may arise and therefore Queensland Hydro may, from time to time, use other methods to meet legal duties provided these methods have been risk assessed.

Deviation from the Codes of Practice must be risk assessed, found to provide the same or a higher standard of work health and safety as the relevant code of practice, and approved by the Executive General Manager Development.

3 Responsibilities

3.1 Key Roles

Table 1 provides clarity on specific responsibilities that have been assigned to members of the organisation. Queensland Hydro has identified Key Roles responsible for management of teams, projects, contractors, and health and safety functions within the organisation.

Table 1 HS Responsibilities of Key Roles

Role	Duties
Chief Executive Officer/ Officers	<ul style="list-style-type: none"> • Govern WHS management within Queensland Hydro • Authorise a WHS Policy that supports a proactive approach to the management of WHS • Maintain up to date knowledge of the nature of operations, associated hazards and risks, and WHS laws/standards and management principles relevant to the organisation • Monitor the effectiveness of WHS management arrangements • Ensure WHS responsibilities are appropriately defined and that appropriate resources (including financial, time and training) are provided to eliminate or minimise WHS risks • Ensure Queensland Hydro fulfils its duty to its workers and all those affected by its undertakings. When Queensland Hydro has the same duty as an industry partner regarding any matter, ensure that Queensland Hydro complies with that duty to the standard required by the WHS Act
Head of Health & Safety	<ul style="list-style-type: none"> • Maintain the Health and Safety Management Systems, utilising internal and external resources as required • Develop, implement and maintain a training management system, together with the People and Capability function for onboarding new workers and visitors, as well as providing training needs analyses and training for existing workers • Maintain the HS Risk Register and other HS related registers for the organisation • Maintain interface with Project Directors (or delegates) and commercial or contractor management teams so that Contractors receive relevant Health and Safety information and maintain changes or updates as required • Oversee incident investigations and actions

	<ul style="list-style-type: none"> • Verify consultation, coordination and cooperation arrangements are in place • Establish and facilitate an HS Assurance audit program • Coordinate with commercial functions to enable establishment of supplier arrangements for HS related goods and services – e.g., PPE, Software, Specialist Equipment • Review this document for effectiveness and its performance against its objective/s • Ensure all controlled documentation supporting the health and safety management system is maintained and up to date • Coordinate and facilitate management of a HS Committee
HS team	<ul style="list-style-type: none"> • Develop WHS documents (including procedures, guidance material etc.) to promote a safe workplace and ensure compliance with regulatory requirements • Support the Projects in implementing Queensland Hydro frameworks and requirements • Undertake assurance activities in line with the HS Assurance audit program • Support workers by soliciting specialist HS advice as required • Educate workers of the requirements of the health and safety management system
Project Director(s)	<ul style="list-style-type: none"> • Provide oversight on all project-related HS matters • Establish and maintain HS leadership and organisational structure for the Project to meet requirements of the HSMS • Verify consultation, coordination and cooperation arrangements are in place on the Project for workers, visitors and stakeholders • Support or approve the selection of Contractors including their HS capabilities and ability to perform work or manage risk associated with the contract • Ensure Contractor governance arrangements are in place including contract HS specifications, recording keeping, notifications and reporting
Legal	<ul style="list-style-type: none"> • Review WHSMP and HSMS for compliance to relevant legislation • Maintain Legal Compliance Register and provide guidance on applicable legislation • Support with legal queries relating to requirements to WHS laws
Supervisors	<ul style="list-style-type: none"> • Ensure workers are made aware of their health and safety responsibilities • Carry out risk assessments and consult workers and industry partners when identifying, assessing, and applying controls to potential hazards • Ensure consultation arrangements are in place • Ensure workers are provided with appropriate resources, training, education in safe work systems • Ensure the conditions at the workplace are monitored and act for the purpose of preventing illness or injury to workers • Ensure workers and visitors are complying with their duties and Queensland Hydro's HSMS, e.g., ensuring workers follow Safe Work Method Statements (SWMS) for High-Risk Work Activities that are within Queensland Hydro management and control • Ensure Contractors safely manage and control their workplace, workers and plant for their activities and within the scope of Queensland Hydro's role for the Contractor's works • Maintain the workplace in accordance with Queensland Hydro standards • Ensure all workers have access to adequate amenities and first aid facilities
Project Specific Roles	<ul style="list-style-type: none"> • Coordinate with Project Managers / Directors that contractor management strategies and adequate resources are in place for projects

(refer Project Safety Management Plans, where relevant)	<ul style="list-style-type: none"> • Verify Project HS systems are effective, including the engagement of Contractors, onboarding of staff, and monitoring the performance of work • Review, support or approve the selection of Contractors including their HS capabilities and ability to perform work or manage risk associated with the contract • Monitor compliance of workers, Contractors and visitors to organisational and project requirements • Plan and monitor level of work supervision is adequate and effective and that adequate resources for the delivery of HS requirements are in place as per this WHSMP • Establish Emergency Response Plans for projects
Workers	<ul style="list-style-type: none"> • Take reasonable care for their own safety and that their actions or failure to act does not impact on the health and safety of others • Identify hazards, incidents and non-conformances • Contribute to opportunities for any improvement to this WHSMP and HSMS • Comply with all processes, procedures and instructions in this WHSMP and the HSMS

4 Health and Wellbeing

The holistic wellbeing of the workforce is a guiding principle of Queensland Hydro, and our health and wellbeing strategy follows the principles of Protect, Promote and Support, as shown below:



4.1 Occupational Hygiene

Queensland Hydro has established a procedure to identify, evaluate, control, and periodically monitor occupational health and hygiene hazards which have potential to cause illness or injury due to exposure. Refer to **Occupational Health and Hygiene Management Procedure (HS-PRO-0031)**.

4.1.1 Health Surveillance

Where it is identified that health surveillance is required due the risk of exposure to a hazardous substance, Queensland Hydro shall provide health surveillance for each person who may have exposure to the identified hazardous substance.

If there is a reasonable likelihood that a worker is exposed to levels of any hazardous substance that could be a risk to health, an effective procedure for the monitoring in relation to the exposure, will be actioned and maintained in consultation with a medical practitioner.

4.2 Fitness for Work

4.2.1 Alcohol and Other Drugs

Queensland Hydro will manage issues associated with alcohol and drug use at their workplaces that may have effect on the:

- health, safety, and well-being of individual employees;
- work performance, absenteeism, productivity; and
- safety and well-being of others in our workplaces.

Queensland Hydro has established a procedure specifies the operational requirements to manage health and safety risk associated with alcohol or other drugs in the workplace.

To provide a safe working environment for our workers, clients, visitors, and general public, this procedure:

- focusses on a range of preventative initiatives (education/training) and rehabilitative measures; and
- details the response to a person with a confirmed positive AOD test result, in line with the Fair and Just Culture Procedure.

Refer to **Alcohol and other Drugs Management Procedure (HS-PRO-0021)** and **Fair and Just Culture Procedure (HS-PRO-0027)**.

4.2.2 Fatigue

Queensland Hydro recognises that fatigue maybe a risk to health and safety in the workplace and that the following are required to identify and mitigate fatigue risks:

- Sufficient resourcing;
- Travel arrangements that are conducive to reducing the risk of fatigue;
- Rostering to allow workers sufficient sleep opportunities by imposing hours of service limits;
- Education for employees to ensure lifestyle factors do not increase the risk of fatigue; and
- A work environment that supports physical and mental health and wellbeing.

Queensland Hydro has established a procedure to define the process for identifying fatigue risks, monitoring the risk of fatigue and managing fatigue if it occurs.

Refer to **Fatigue Management Procedure (HS-PRO-0006)**

4.2.3 Physical and Psychological Impairment

Where required by Queensland Hydro, employees shall undertake health assessments prior to and/or during their employment.

This may include pre-employment medical assessments or triggered assessments where an employee is identified as having a physical or psychological impairment which may impact on their ability to work safely. The results of such assessments shall be used to determine future and/or continuing suitability for employment and/or the need for modified work duties programs.

Refer to **Rehabilitation and Return to Work Procedure (HS-PRO-0012)**.

4.3 Psychosocial Risk

Queensland Hydro has identified several potential internal and external sources of stress including bullying, excessive workload, lack of job clarity, working alone, outside influences (domestic violence, financial stresses etc), customer or public threats/aggression. Measures to minimize such risks at work have been included in SWMS or Standard Operating Procedures (SOPs).

Workers are encouraged to participate in workplace and externally-based health assessment, screening and other health and fitness promotion programs. Information on the potential benefits to be gained by

participating in activities that improve health and wellbeing is made available through workplace promotional programs.

Confidentiality of personal information obtained as a part of workplace health and wellbeing programs is maintained.

Where feasible and appropriate workplace based or initiated assistance will be offered to employees who may have physical or psychological health problems such as psychological ill health, alcohol, or drug dependence.

Initiatives and program include, but are not limited to the following:

- Health and wellbeing promotion – general;
- Company initiated medical assessments;
- Access to confidential counselling via the Employee Assistance Program; and
- Alcohol and drug education, assistance, and testing.

Refer to **Rehabilitation and Return to Work Procedure (HS-PRO-00012)**.

4.4 Heat Stress

Queensland Hydro has established procedures to define the process for managing the risks arising from working in hot/dry and hot/humid conditions. Heat stress is defined as the net heat load to which a Worker is exposed.

The procedures provide requirements for education and training about the risks of heat exposure, identifying at risk personnel and how to manage such exposure as well as respond to signs and symptoms of heat stress.

Refer to **Heat Stress Procedure (HS-PRO-0011)**.

4.5 Hazardous Manual Tasks

Queensland Hydro has established procedures to define the process for the effective risk management of Hazardous Manual Tasks using a consistent and systematic approach to identify, assess, control, document and reduce the injury risks associated with manual tasks. The risk management approach utilises a Participative Ergonomics Framework, where workers and management work together to determine appropriate controls that minimise the incidence of work-related musculoskeletal disorders that arise from hazardous manual tasks.

Refer to **Hazardous Manual Tasks Procedure (HS-PRO-0010)**.

5 Contractor Management

5.1 Vendors

All vendors are required to comply with the relevant work health and safety legislation and any additional conditions outlined within their contractual agreements with Queensland Hydro, which depending on their scope of works may include the requirements to comply with this WHSMP.

5.2 Engagement and Oversight

Prior to engaging a Vendor to perform work, and subject to the type of work, potential vendors for the engagement are to be assigned a Queensland Hydro Contract Manager (or Company Representative).

The Contract Manager (or delegate) is to work with both the Commercial and HS teams to ensure that reasonable due diligence has been applied in the engagement of Contractors (and their processes for engaging Subcontractors). This process will involve HS prequalification and is critical to ensuring that Contractor selection considers the Contractor's previous safety performance and suitability in performing

the works. The Contract Manager (or delegate) is also responsible for ongoing management of the Contractor's performance once engaged.

The Contract Manager (or delegate) will review Contractor Safety Management Plans and Pre-Mobilisation Forms for new engagements for site-based works (see **section 9.1 Authority to Work**). This ensures all Contractor activities align to this WHSMP as required and the obligations of Queensland Hydro's duties as a PCBU and under Contract are met.

In addition, the Contract Manager (or delegate) shall ensure Contractors submit upon award all their required SWMS, and any associated plans, prescribed authorisations and licences, and insurance certificates of currency for record keeping and auditing.

The Contract Manager (or delegate) is also responsible for ensuring Contractors are updated with any changes to Queensland Hydro's HSMS or HS requirements during the works.

5.3 Contractor Categories

Definitions of Contractor Categories and engagement processes are illustrated in Table 2 showing high-level requirements.

Additional details relating to Contractor Categories including:

- descriptions,
- examples,
- control duties,
- phases & tools, and
- roles and responsibilities

are available within the **Contractor and Supplier HS Management Procedure (HS-PRO-0028)**.

Table 2 Definitions of Contractor Types and engagement processes

Contractor Type	Description	Establish New Contractor Arrangements	Engage the Contractor for Specific Scope	Pre-Mobilise Contractor	Manage and Assure	Close Out
Independent	Manages the entire operation of the scope of work under the Contract	X	X	X	X	X
Dependent	Manages a discrete project within a Queensland Hydro operation	X	X	X	X	X
	Manages their own specialist work only		X	X	X	X
Supplier of Goods	Supplies goods only	X	X			
External Supplier	Provides services outside Queensland Hydro operations (i.e., Service Provider)		X			
Embedded Contractor	Queensland Hydro controls the work to be delivered		X			

Independent Contractors are expected to take management and control of the workplace for their works under contract and to otherwise perform comprehensive safety management duties for their contracted work to a similar standard expected of them as if they were appointed as Principal Contractor and in compliance with their obligations at law.

Dependent contractors shall work in accordance with Queensland Hydro's HSMS, and obligations placed on them by legislation and the terms and conditions of their contract. Dependent contractors shall work under direct or indirect supervision of Queensland Hydro personnel, depending on the nature and risk of works under contract.

If scope or activities are identified as a 'construction project' (with a value of greater than \$250K) within the meaning of the WHS Regulations, then this must be escalated to the relevant Queensland Hydro representative to consider whether Queensland Hydro will assume the role of Principal Contractor or whether another entity will be formally appointed this role.

5.4 Contractor Safety Management Plans

Contractor Safety Management Plans (SMPs) should address specific information including but not limited to:

- Scope of Works and Works Methodology;
- Registers:
 - Personnel and Training
 - Plant and Substances
 - Scope-specific hazards
- Health and Safety communication protocols;
- Mobilisation / Demobilisation Plan;
- Applicable standards or CoPs to be followed;
- Health controls (including rosters, and fitness for work procedures);
- PPE;
- First aid and injury management systems;
- Incident management systems;
- Emergency response plan;
- Subcontractor Management plan;
- Records and reporting tools (including templates and forms);
- Names, positions and health and safety responsibilities of all persons whose positions involve specific health and safety responsibilities in connection with the scope of works;
- Arrangements in place for consultation, cooperation, and the coordination of activities;
- Site-specific health and safety rules, and the arrangements for ensuring that all persons at the workplace are informed of these rules;
- Arrangements for the collection and assessment, monitoring and review of safe work method statements.

NOTE: In the event Queensland Hydro receives or reviews any WHS documentation or SWMS from Contractors, Queensland Hydro is not approving or otherwise endorsing those documents as compliant with the WHS Act and the Contractors' obligations at law.

6 Risk Management

6.1 Hazard Identification and Risk Management

Queensland Hydro is committed to implementing an effective risk management process and to eliminating or minimising risk.

The objective of hazard identification and risk management is to ensure that health and safety hazards are identified and their resulting risks to people, property, assets and the environment are evaluated and managed in accordance with Queensland Hydro's standards.

A hierarchy of risk assessment tools to be utilised are subject to the complexity and potential risk exposure of the works to be performed. Several factors affect and influence the selection of the appropriate risk assessment tool including task complexity, task location, number of people involved, the available data and information on the specific risks and external influences. For further guidance refer to the **HS Risk Management (HS-PRO-0007)** and associated Standards and Procedures.

6.1.1 Risk Assessment Facilitation

A comprehensive risk assessment is dependent on knowledgeable facilitators and participating teams. Risk assessment facilitators and teams are chosen based on factors including experience, knowledge and availability. External facilitators may be used where necessary.

6.1.2 Risk Ownership

Risk ownership relates to the residual risk after controls have been put into place. For quick reference to Queensland Hydro's risk level ownership refer Table 5 taken from the **HS Risk Management Procedure (HS-PRO-0007)** (Reference 6).

Table 3 Risk Level Ownership

Risk Description	Additional HSE Risk Guidance / Action Required	Authority / Risk Owner
Critical	The associated activity / project must be suspended / terminated immediately until the risk is reduced to a tolerable level	Chief Executive Officer
High	Risk may be tolerable where minimised to the Appropriate Standard* and requires formal justification. Consider further review and re-design.	Executive General Manager
Significant	Risk may be tolerable if risk minimised to the Appropriate Standard* – risk owner to determine additional actions required	Project Director
Moderate	Risk may be tolerable if risk minimised to the Appropriate Standard* – risk owner to determine additional actions required	Manager / Supervisor
Low	No further action required – Effectiveness of controls is maintained by active monitoring and review	Worker

*Appropriate Standard²

6.1.3 Site Based Risk Management

A **Pre-Work Risk Assessment (HS-FRM-0003)** (PRA) is to be undertaken prior to the commencement of works. A copy of the PRA shall be attached to the **Authority to Work form (HS-FRM-0015)**.

A PRA must be done on all new jobs, and where the scope of the work changes significantly. All personnel at the worksite must participate in or review the PRA. This includes people who arrive at the site after the PRA has been completed.

The Take 5 and JSA processes are designed to supplement the PRA as a means of monitoring performance and fine tuning the controls included in the PRA. Significant identified gaps in risk control should prompt a review and update of the PRA.

The PRA must be reviewed periodically to ensure it is maintained up to date and includes all updates that have been identified in the previous period.

Completed PRA records are kept by the relevant supervisor or manager for 12 months in the work area, prior to final archiving. This retention period enables scheduled system auditing to occur.

Where an injury or incident occurs, the PRA record should be retained with the investigation records, which is to be forwarded to the HS Team where it will be archived along with other PRA records for 7 years.

² Whilst the Appropriate Standard may vary depending on the context of the risk, it generally requires taking all measures that are reasonably and practically available to treat or control that risk in the circumstances

NOTE: Activities assessed to have a low risk e.g., deskwork, do not require a PRA. However, these activities must be monitored and controlled through other means, e.g., regular inspections in accordance with the **HS Assurance Procedure (HS-PRO-0004)**.

6.1.4 Take 5

Prior to commencing a task where there is increased potential for harm to people or assets, Workers should undertake a Take 5 using **Take 5 Template (HS-FRM-0016)**.

If unmanaged risk is identified the Worker shall discuss the situation with their supervisor and review existing SWMS or SOPs. Where SOPs or SWMS do not exist for the activity, a JSA shall be completed.

Where work conditions (personnel, weather, tooling, new hazards, chemicals, work processes) change each worker shall complete a Take 5, even if they had completed one at the start of the job. **NOTE:** a pre-work risk assessment **does not** remove the requirement for people to complete a Take 5 before starting a new task or when circumstances change.

Completed Take 5's should be retained on site for two (2) months before being destroyed. Take 5's associated with a task where an incident has occurred should be considered as part of the investigation and should be attached to the Incident Report.

6.1.5 Job Safety Analysis (JSA)

A Take 5 may trigger the need to undertake a JSA if the task risk is not adequately managed and further risk analysis is required.

The supervisor must ensure that:

- there is a JSA for all work activities which have been identified as having unacceptable safety or health risks and for which an adequate SOP or SWMS does not exist;
- those undertaking the work activity are consulted when developing the JSA;
- JSA's are only authorised for use until the specific activity they are developed for has been completed;
- they are reissued when they are updated;
- work is carried out in accordance with the JSA;
- if a change occurs, all related JSAs are reviewed and amended as necessary to ensure they remain valid and suitable for use.

The **JSA Template (HS-FRM-0005)** is to be used. Records of JSAs shall be maintained.

6.1.6 Safe Work Method Statements (SWMS)

Workers shall develop and implement good quality and detailed SWMS for any high-risk construction work or work on energised electrical equipment.

Where work is not defined as high-risk construction work and the work is under Queensland Hydro's management and control, Contractors are required to provide the Supervisor with a documented safe system of work. This could include a SWMS, Pre-work Risk Assessment (PRA), risk assessment, WHS Plan or similar outlining the potential hazards and risks associated with their work, the controls they will have in place to manage the identified hazards and risks, and how they will ensure that the controls are implemented and are adequate to eliminate or minimise risk.

Safe Work Method Statements (SWMS) or other safe systems of work shall be developed in consultation with the worker or workers' representative and shall detail the logical steps in the work activity being assessed. Control measures are to be identified for all aspects of the works that are classified as high-risk construction work.

6.2 Health & Safety Risk Register

Queensland Hydro maintains an organisational level **Health & Safety Risk Register** for assessment of the potential risks identified within the business. The register is a live document and should be reviewed in the planning and implementation of works. Changes to the risk register may trigger the need to revise this WHSMP.

The risk register is not intended to be comprehensive of all the risks introduced by individual contractors as risks may arise that were unforeseen. Each Contractor and worker are responsible for the identification, assessment, control, and monitoring of hazards and risks associated with their individual tasks and scope of work and should report back to Queensland Hydro to confirm the risks have been eliminated or minimised.

The risk register shall be reviewed by the Head of HS in collaboration with relevant stakeholders at least every six months, or in the event significant changes in the scope of works arise.

6.3 Critical Controls

Critical Control Management (CCM) is an approach to monitoring and reporting of the controls identified as being key to preventing a serious incident occurring in the first place or minimizing the consequences if a serious incident were to occur.

Queensland Hydro is in the process of developing a Critical Control Management Procedure. When available, the Procedure will provide specific guidance on:

- identifying the critical controls;
- assessing their adequacy;
- assigning accountability for their implementation; and
- verifying their effectiveness in practice.

6.4 Surveillance of Works

Levels and experience of supervisory requirements are to be defined between Supervisor, Construction Manager and members of the Health and Safety team in order to best utilise existing supervisory and safety resources and plan for additional resourcing as required by the works.

An assurance schedule addressing the types of audits and inspections is addressed in the **HS Assurance Procedure (HS-PRO-0004)**.

Each Contractor is responsible for ensuring the health and safety performance of its works meets Queensland Hydro's expectations. Each Contractor is also responsible for recording, collecting, reviewing, monitoring and supporting its risk management framework including risk assessments, toolboxes, SWMS and performance of its activities to ensure the health and safety of workers and others. These documents must be available to be reviewed by Queensland Hydro on request and as required.

For Contractor works, all records are to be digitised and collated by the Contractor and shared in accordance with the highest frequency outlined within either the Contract, HSMS, or as requested by the Queensland Hydro Contract Manager (or delegate).

6.5 Safety in Design

All design work should be conducted in accordance with the **Safe Design Standard (HS-STD-0014)**.

At a minimum all design is to be carried out within a structured framework that considers obligations in relation to Queensland Hydro and certified by competent Registered Professional Engineers Queensland (RPEQ). Professional Engineering Services are to be undertaken in accordance with the *Professional Engineers Act (Qld) 2002* and in conformity with the Code of Practice for Registered Professional Engineers.

7 Inductions and Training

The **Training and Competency Procedure (HS-PRO-0008)** sets the requirements of training and competency to manage HS risks as it applies to workers and visitors.

7.1 Core Training Requirements

Training requirements deemed 'Core Training' include minimum required training for all workers. This includes all basic training required by legislation. This section outlines all 'Core Training' requirements.

7.1.1 General Induction

The Queensland Hydro Corporate Induction is to be completed prior to commencing any work within the organisation.

7.1.2 Project Induction

A Project-specific Induction will be required for all workers working on the Borumba and Pioneer-Burdekin projects. In addition to the Project Induction, any site-specific or visitor inductions need to be completed if performing works or visiting a site.

7.2 Training Needs Analysis (TNA)

7.2.1 Overview

For all employees and embedded Contractors (working on behalf of Queensland Hydro), Queensland Hydro will develop and maintain a TNA. TNAs are required to ensure workers hold requisite training, qualifications and or licenses to ensure an adequate level of awareness and competence for the assigned activities where Queensland Hydro is in management and control of the works being undertaken.

All training identified within the TNA needs to be sourced by Queensland Hydro and added to the Training Register, conducted routinely to maintain compliance, and records retained by worker and Queensland Hydro.

Queensland Hydro will also maintain records of any Contractors completing Queensland Hydro related inductions or training that may be required e.g., site familiarisations.

7.2.2 Role Specific Training

Any activities under Queensland Hydro's management and control requiring a High-Risk Work Licence (HRWL) will only be undertaken by workers holding a current licence for that activity.

Where a high-risk work licence is not required by legislation:

- A Licence or Certificate of Competency issued under previous state or territory legislation for which there is no longer a high-risk work licence required e.g., Excavation equipment; or
- Statement of Attainment or Certificate issued by a Registered Training Organisation (RTO) for the successful completion of the appropriate unit of competency in the Nationally Recognised Training (NRT) package; or
- Evidence of formal Verification of Competency (VoC) assessment against defined competency standards, is to be provided.
- A letter signed by an employer or supervisor claiming that the worker is competent will not, on its own, be accepted as evidence of competence.

7.2.3 Training Assessment

All provided training requires a training assessment be performed by participants to ensure the content of the training is understood and competency is verified. Assessment types include:

- verbal assessment;
- written assessment;
- practical assessment (off the job);
- on the job work assessment; or
- recognised prior learning (RPL).

Trainers or instructors shall be selected based on their experience and expertise to satisfy a robust training process is implemented and maintained.

7.3 Training Registers

Training registers containing worker competencies including validity and refresher requirements will be maintained for Queensland Hydro-provided training, and for employees and embedded Contractors. The training register will be maintained within the learning management system.

Contractors must maintain Training Registers as live documents available for audit upon request.

Periodic audits of Contractor Training Registers will be completed by Queensland Hydro.

7.4 Refresher Training

Workers shall receive refresher training when required to ensure they remain competent (dependent on mandatory recertification requirements and risk assessment recommendations). Dependant on the requirements of the course, such refresher training may involve both theory and practical components to demonstrate competency.

8 Communication

Queensland Hydro sets out its requirements for communication under its **Communication and Consultation Procedure (HS-PRO-0002)** The following sections complement the procedure as communication relates to site work.

8.1 Daily Prestart Meetings

Daily prestart meetings shall be held by Contractors for works under Queensland Hydro's management and control prior to the commencement of each work shift. The prestart meeting is to be attended by all workers involved in performing the works or accessing the work area.

The purpose of prestart meetings is to communicate with workers their daily work requirements as well as to provide a forum where any issues relating to the job, its hazards, risks, and controls can be discussed.

The Contractor or Queensland Hydro's Supervisor shall chair the prestart meeting and will advise workers of:

- any incidents that occurred on the previous day;
- hazards that were identified the previous day and the status of same;
- any issues arising from current or previous days worked;
- changes in high-risk construction work (SWMS);
- work duties (contained within Workpacks);
- any SIMOPS that are in place; and
- other information as appropriate (traffic, weather, visitors, etc.).

Records of those attending daily pre-starts should be provided to Queensland Hydro including:

- Supervisor(s);
- Attendees; and
- Visitors.

9 Operations

9.1 Authority to Work

When scheduling specified work several factors must be considered and may include, but not limited to:

- Sequence of work to ensure health and safety;
- Access permissions/approvals;
- Approvals pertaining to land disturbance and cultural heritage implications;
- Complexity of work;
- Environmental conditions and other factors that may impact on effective management of HS risks, including ability to respond to a potential emergency;
- Operating conditions;
- Interfaces and other simultaneous operations (SIMOPS) or work being performed at the work location/plant/ structure etc.;
- Impaired (performance or availability) barriers or controls;
- Time constraints; and
- Resource constraints (people, plant, equipment etc.).

The work planning stage requires the Supervisor to understand the scope, location and method of work; to determine if a Work Permit is required; and to identify any associated documents needed e.g. rescue plans, SWMS etc.

The following work activities are considered as high risk and always require a Work Permit as described in this procedure as well as a specific permit to undertake the work:

- Excavation;
- Confined Space Entry;
- Work at Heights; and
- Hot Work.

The Permit to Work (PTW) process can be used for other activities outside of those mandated above and where Queensland Hydro has determined that an additional level of work validation and authorisation, other than normal supervision, is required.

NOTE: Site work must only be undertaken when Queensland Hydro has issued an **Authority to Work (HS-FRM-0015)** detailing conditions under which work may be conducted.

9.2 Plant and Equipment

Contractors are required to maintain details of all plant to be mobilised and used in performance of works under contract. Queensland Hydro may require Contractors to provide evidence of its compliance with these requirements to the Queensland Hydro Contract Manager (or delegate).

The type of plant and details required may include:

- Make, model, registration / plant number, serial number;
- Gross weight and safe working loads;
- Compliance certificate (Australian standards, codes, and project engineering requirements);
- Plant hazard risk assessment;
- Failure modes;
- Replacement or repair methods;
- Recovery procedures;
- Maintenance and service records;

- Servicing frequencies;
- Operator logbooks;
- Records of assessments;
- Plant fit for purpose;
- Inspection records;
- Applicable Safe Work Method Statements; and
- Authorised operators.

Where plant and equipment are Queensland Hydro owned or dry-hired, Queensland Hydro records of plant and equipment are to be developed and maintained by the Construction Manager (or delegate). Prior to the purchase of any new plant and equipment, persons managing the procurement are to notify the Construction Manager (or delegate) to ensure specifications are reviewed against existing assets, and a plant and equipment risk assessment is completed.

All after-market and/or non-standard modifications to plant are to be disclosed for risk assessment prior to use on the project.

Refer to **Plant and Work Equipment Procedure (HS-PRO-0019)**.

9.3 Equipment Operators

All operators of plant and equipment must:

- Complete a daily plant prestart prior to the operation of any plant;
- Ensure plant operating on public roads is appropriately registered;
- Provide appropriate procedures and training for emergencies involving plant;
- Ensure all electrical leads and portable equipment are tested and tagged for safety by a qualified person at the intervals relevant to the jurisdiction of the operations; and
- Ensure all electrical equipment and circuits are protected by a Residual Current Device (RCD).

9.4 Simultaneous Operations (SIMOPS)

'Simultaneous Operations' is the term that describes situations where multiple organisations are engaged on a single Project conducting activities in a shared area.

Successful simultaneous operations are the product of effective communication and well developed and executed planning processes. Queensland Hydro will consult, co-operate and co-ordinate activities with all other persons with a duty in relation to the same matter.

Queensland Hydro planning and monitoring processes for works, across long-term (project planning), mid-term (Contractor scoping, Owner's team schedules, 6-week and 2-week look-ahead), and short-term (daily pre-starts and supervisor meetings) and risk assessments may be used to identify inputs into and requirements for SIMOPS plans.

Refer to **Communication and Consultation Procedure (HS-PRO-0002)**.

10 Materials and Chemicals

10.1 General Requirement

Prior to mobilising materials to site, all chemicals and substances are to be reviewed against existing chemical registers to ensure they are approved for use and the necessary provisions such as storage, spill management procedures, and safety controls have been adequately reviewed.

Copies of SDS and related risk assessments shall be available and accessible by the Contractor to its workers at the location where materials are stored or used.

Refer to **Hazardous Substances Management Procedure (HS-PRO-0014)**.

10.2 Spills and Leakages

All incidents involving chemicals and substances must be reported at the earliest opportunity in accordance with the **Incident Management Procedure (HS-PRO-0026)**, no matter the spill size.

Any material spilled or leaked shall be cleaned up immediately, where safe to do so, using a spill kit or in accordance with the material SDS requirements. The relevant material SDS shall be consulted for information on appropriate clean up and waste disposal procedures. Once the initial spill has been cleaned up an assessment as to any remediation process shall take place and an action plan developed as appropriate.

11 Incident Response

All incidents (including identification of hazards and near misses) are to be actioned by workers, team leaders and Contractors in accordance with the HSMS. The **Incident Management Procedure (HS-PRO-0026)** provides clarity on the key first steps required in incident management.

11.1 First Aid

First aiders must administer first aid treatment for injuries and illnesses in accordance with their training:

- Check if there is any danger to yourself, the injured person/s or others before assisting – make the scene safe where possible;
- Assess the need for immediate notification of emergency services to attend where required;
- Stay with the person until able to hand over to emergency services or health care professional; and
- Give further help if necessary or as directed by emergency services or health care professional.

If the injured person needs to leave the site for treatment (e.g., Doctor, hospital), the Worker's Supervisor should accompany the injured person to provide all appropriate assistance. Where the Supervisor is unavailable, another person should accompany the casualty.

The Worker's Supervisor should contact the Queensland Hydro Construction Manager (or nominated representative) for support, e.g., coordination of emergency response, emergency services, triage, and considerations regarding other workers (e.g., requirement to stand-down works, contain hazards, and source counselling if required).

First responder, or injured person, to continue to escalate incident and any potential requirement for first aid if contact cannot be made.

Refer to **First Aid Procedure (HS-PRO-0005)**.

11.2 Emergency Response

Emergency response, if required, is to be sought by workers as soon as possible.

Emergency response support should be obtained in accordance with the relevant Emergency Response Plan (ERP), or for works or situations that are not covered by an ERP workers should contact relevant professional emergency response agencies including Fire, Ambulance, or Police.

Refer to **Crisis and Emergency Management Procedure (HS-PRO-0029)**.

11.2.1 Remote, Isolated and Lone Work

In the case of lone, isolated and/or remote work, satellite communications systems and personal location beacons will be made available to workers and are to be pre-programmed with emergency contacts.

Processes pertaining to lone, remote and isolated work are included in the **Remote, Isolated or Lone Work Procedure (HS-PRO-0017)**.

11.2.2 Emergency Response Plan

Contractors are to prepare project specific Emergency Response Plans (ERPs) relevant to their work activities for review by Queensland Hydro. Contractor ERPs should consider potential interface requirements with Queensland Hydro developed ERP for the site, or other concurrent or planned works.

ERP procedures are to cover planning for potential credible emergency scenarios including fires, rescues, medical treatment evacuations, excavation failures, traffic incidents, electrical incidents, natural disasters and environmental spill responses.

All emergency situations are to be notified to Queensland Hydro as per the incident reporting requirements.

Refer to **Crisis and Emergency Management Procedure (HS-PRO-0029)**.

11.3 Incident Investigations

All incidents (including near misses and hazards) must be investigated as per the requirements of the **Incident Management Procedure (HS-PRO-0026)**.

It is a mandatory requirement that all workers assist in an investigation by Queensland Hydro of any incident as required.

The HS team will support all requirements relating to Statutory notifications (as required), incident reporting and investigation as well as post-incident communication on lessons learned and actions.

All Queensland Hydro related incidents (including near misses) are to be recorded in S.H.A.R.E, the online incident management system.

Contractors and Supervisors are responsible for co-ordinating timely incident investigations and post-incident actions for incidents arising on works under Queensland Hydro's management and control. Where the incident occurs on an area under a contractor's management and control, the Safety team will engage with the Contractor regarding any necessary steps, investigations, and assurance as to how the Contractor will address any actions arising out of the incident.

11.4 Crisis Response

Queensland Hydro will assemble a Crisis Response Team (CRT) in the event of an incident that is an emergency with the potential to become a crisis, or a crisis, as defined in the **Crisis and Emergency Management Procedure (HS-PRO-0029)**.

Table 4 below shows the definitions of three categories of incidents, being a local incident, an emergency or a crisis, and the required response.

Table 4 Definition of Incident Levels

DETERMINE IF THE SITUATION IS:		
Local incident	Emergency	Crisis
Event has clearly defined circumstances	Event is emerging and not clearly defined	Event requires strategic management
Incident response may be required. Incident controllable by Project EMT	External emergency response agencies involved or likely to be so	Major emergency response agency involvement
Minor threat or injury to people, environment, assets	Medium threat or injury to people, environment, assets	Significant threat or injury to people, environment, assets

Adverse reputational impact not likely	There is a possibility of adverse reputational impact	There is serious adverse business and reputational impact
Disruptions affect part of the business/ Project only	Medium disruption/ significant material risks affecting the business or Project operations	Extensive shutdowns or extended disruptions with business-wide effects. Multiple material risks impacted
DETERMINE THE RESPONSE BASED ON TYPE OF INCIDENT		
Activate Emergency Action Response Plans (EARPs)	Activate Emergency Action Response Plans (EARPs)	Activate the Crisis Management Plan
Crisis Management Team may be informed if required	Notify Crisis Management Chair who will determine if team needs to convene	Convene Crisis Management Team immediately
Manage through normal operations by the Scene Controller	Manage event at a Project Incident Management team level with Crisis Management Team updated as required	Manage the event at the Crisis Management Team level

12 WHS Performance

12.1 Audits and Inspections

Queensland Hydro will establish schedules of audits and inspections in accordance with the relevant projects, risk and work activities to ensure systems are being used, are effective and HS risk is being managed in accordance with Queensland Hydro's expectations.

Contractors are to ensure that self-performed WHS inspections and audits are undertaken and a process of addressing findings in a timely manner is in place.

Issues identified during inspections of works under Queensland Hydro's management and control are to be documented (with photos) and assigned to the individuals responsible for rectification. Closure of the issues will require documentary evidence (e.g., photo) and a review by the inspection owner.

Issue identified with Contractor's works, where they are in management and control, will be raised with the Contractor and assurance required on how they will rectify the matter concerned.

Refer to **HS Assurance Procedure (HS-PRO-0004)**.

12.2 Metrics

Queensland Hydro and its workers are to contribute to the recording of HS data for the purpose of trend analysis and in the establishment and benchmarking of HS targets.

The following HS Metrics are the recommended minimum HS metrics to be captured for purposes of reporting.

Table 5 HS Metrics

Key Performance Indicator		Target	Data Source	Calculation Method and Frequency
Leading	Actions (Closed)	>100%	Close out of actions by due date. Actions sourced from hazard reports, incident investigations, audits and observations	Collated weekly; Annual Target
	Safety Leadership Walks	4 per month	Completed safety leadership walk forms	Collated monthly
Lagging	Total Recordable Injury Frequency Rate (TRIFR)	<5	Incident Investigations Exposure hours collated from both Contractor data and Queensland Hydro workers	Collated monthly; Annual and Project Target Reportable injuries/1,000,000 worked hours

13 Improvement

At a strategic level the HS Assurance Framework provides a platform for the Board, Executives and Leaders in the business to ensure they are effectively discharging their accountabilities and responsibilities. Continual improvement is supported by assessing compliance with the HS Management System (HSMS).

References

Document Number	Document Title
HS-PRO-0002	Communication and Consultation Procedure
HS-PRO-0005	First Aid Procedure
HS-PRO-0004	Assurance and Improvement Procedure
HS-PRO-0006	Fatigue Management Procedure
HS-PRO-0007	HS Risk Management Procedure
HS-PRO-0008	Training and Competency Procedure
HS-PRO-0010	Hazardous Manual Tasks Procedure
HS-PRO-0011	Heat Stress Procedure
HS-PRO-0012	Rehabilitation and Return to Work Procedure
HS-PRO-0014	Hazardous Substances Management Procedure
HS-PRO-0017	Remote, Isolated and Lone Work Procedure
HS-PRO-0019	Plant and Work Equipment Procedure
HS-PRO-0021	Managing Alcohol and Other Drugs Procedure
HS-PRO-0026	Incident Management Procedure
HS-PRO-0027	Fair and Just Culture Procedure
HS-PRO-0028	Contractor and Supplier HS Management Procedure
HS-PRO-0029	Crisis and Emergency Management Procedure
HS-PRO-0031	Occupational Health and Hygiene Management Procedure
HS-STD-0014	Safety in Design Standard
HS-FRM-0015	Authority to Work Form