



Safe Work Method Statement (SWMS) / Safe System of Work (SSOW) Procedure

Document No.: IS-3172-PR
Revision No.: 18
Revision Date: 07/05/2019
Document Owner: Group Executive - EHSQ



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1 PURPOSE

Provide guidance and outline the requirements for the completion, review and evaluation of compliance of Safe Work Method Statements (SWMS) or Safe Systems of Work (SSOW).

2 SCOPE

Health and safety regulations specifically refer to 'High Risk Construction Work' (HRCW) in relation to the requirement to prepare a SWMS. In line with this requirement, SHAPE mandates that subcontractors must provide a SWMS for each work activity conducted on a SHAPE worksite if that work is defined as 'High Risk Construction Work' by law or a SHAPE documented risk assessment. All HRCW SWMS must have a separate SWMS Review documented prior to work commencing. This assists SHAPE to demonstrate that we fulfil our legal obligations to provide a safe workplace. If a package of SWMS are submitted for non-HRCW, the SWMS package can be reviewed holistically on a single SWMS Review.

Note:

A documented Safe System of Work (e.g. safe work instructions, procedures, methodology, etc.) coupled with a completed Pre-Start Meeting (which must include a risk assessment for each day/shift of the activity) in combination are acceptable provided that:

- no part of the work is defined as High Risk Construction Work by law or a SHAPE documented risk assessment, AND;
- the work instruction has been reviewed by the SHAPE Site Representative / Manager using the SHAPE SSOW Review.

This procedure applies to all SHAPE employees, subcontractors, service providers and is applicable on all SHAPE controlled and/or occupied premises and workplaces where work is being carried out on its behalf.

3 DEFINITIONS

Safe Work Method Statement (SWMS):

A SWMS is a document that describes a specific work activity to be undertaken at a specific workplace. The SWMS must describe the activity in a logical step by step manner, the hazards associated with the activity, and the controls to be implemented to adequately manage the risks of the identified hazards.

One SWMS can be used for work that involves multiple high risk construction work, for example a work activity that requires using powered mobile plant, working at heights of more than 2 metres and working adjacent to a road used by traffic other than pedestrians.

Safe System of Work (SSOW):

A Safe System of Work is any documented procedure which is developed after a systematic examination of a task in order to identify all the hazards. It defines safe working methods and controls which are to be implemented to ensure that hazards are eliminated or risks minimised so far as reasonably practicable.

4 RESPONSIBILITIES

SHAPE is responsible for ensuring that:

- a Safe Work Method Statement (SWMS) or Safe System of Work (SSOW) is prepared before any proposed work commences;
- a copy of the agreed SWMS/SSOW is provided to the principal contractor (usually a subcontractor provides to SHAPE) before the work commences;
- a SWMS/SSOW is reviewed (against SHAPE systems and contractual requirements) and revised where necessary prior to use;
- the work is carried out in accordance with the SWMS/SSOW;
- if the work is not able to carried out in accordance with the SWMS/SSOW, the work:

- is stopped immediately or as soon as it is safe to do so; and
- resumed only when the work can be performed in accordance with the SWMS/SSOW;
- SWMS/SSOW are kept so as to be readily available for inspection; and
- a copy of the SWMS/SSOW is kept until the construction work is completed;
- if a notifiable incident occurs in relation to the high risk construction work to which a SWMS relates, then the SWMS is kept for at least 2 years.

Project Manager is responsible for ensuring that:

- the requirements of this procedure are communicated to all persons responsible for developing and/or reviewing SWMS/SSOW;
- workers are trained in the contents and work methods defined in the relevant SWMS/SSOW;
- persons developing and/or reviewing a SWMS/SSOW apply the principles of the hierarchy of controls to control risk and hazards; and
- if a notifiable incident occurs in relation to the high risk construction work to which a SWMS relates, then the SWMS is kept for at least 2 years.

Person Responsible for the SWMS/SSOW and who assigns work to others (i.e. project team, subcontractor, service provider) must ensure that:

- those people who are to undertake the work are consulted during the development of the SWMS/SSOW;
- the SWMS/SSOW is developed in cooperation and coordination with other duty holders to ensure shared hazards and associated risks are identified and appropriately controlled;
- the SWMS or SSOW is submitted to SHAPE in a timely manner;
- high risk construction work does not commence until the relevant SWMS has undergone a documented review by both the subcontractor and the SHAPE Representative;
- work does not commence for a non-HRCW activity until the SSOW has undergone a documented review by the SHAPE Representative;
- appropriate controls are applied for the identified site-specific hazards and sources of risk;
- HRCW is formally assessed and nominated controls are agreed and accepted by the Site Manager;
- each SWMS/SSOW has been communicated to, and is understood and signed by, all workers participating in or associated with the task;
- the work is carried out in accordance with the SWMS/SSOW;
- if the work is not able to be carried out in accordance with the SWMS/SSOW, the work:
 - is stopped immediately or as soon as it is safe to do so; and
 - resumed only when the work can be performed in accordance with the SWMS/SSOW.

Workers are responsible for ensuring that they:

- participate in the preparation of any SWMS/SSOW that relates to the work they are to undertake;
- sign the completed SWMS/SSOW to demonstrate their participation in its development; and
- sign on to any existing SWMS/SSOW when entering a work area to demonstrate they have been instructed in the work to be undertaken and understand all hazards and controls for the task;
- implement the controls and complete the work in accordance with the SWMS/SSOW;
- stop work and reassess the SWMS/SSOW if the steps cannot be followed or if new hazards are identified.

5 SWMS/SSOW DEVELOPMENT

5.1 Purpose of a SWMS/SSOW

The primary purpose of a SWMS/SSOW is to enable managers, supervisors, workers and any other persons at the workplace to understand the requirements that have been established to carry out the work in a safe and healthy manner. They set out the work activities in a logical sequence, identify hazards and describe measures to be implemented to control the known risks.

Any activity, no matter how simple or complex can be broken down into a series of logical steps that will permit a systematic analysis of each part of the activity for hazards and potential impacts. The description of the process should not be so broad that it leaves out activities with the potential to cause incidents and prevents proper identification of the hazards, nor is it necessary to go into fine detail of the tasks.

The aim of a SWMS/SSOW is to:

- describe the activity or task to be undertaken;
- identify the resources, manpower and skills associated with the task;
- assess and select control measures (as appropriate) to reduce, so far as is reasonably practical, the risk; and
- systematically plan the activity so it can be completed efficiently and effectively.

Note: A SWMS must be set out and expressed in a way that is readily accessible and understandable to persons who use it – Model *WHS Regulations clause 299(3) (b)*.

Note: A SWMS/SSOW should be short and focus on describing the specific hazards identified for the work to be undertaken and the control measures to be put in place so the work is carried out safely. A lengthy, overly detailed SWMS/SSOW can be difficult to understand, apply at the workplace, monitor or review.

5.2 Requirement to Develop a SWMS

Under health and safety legislation it is mandatory that a SWMS is developed and implemented for a work activity which **includes** any of the legislated High Risk Construction Work (HRCW). These are listed with the flowchart in Figure 1.

A subcontractor must also submit a SWMS for a particular activity if requested to do so by the SHAPE Protect Team. A Project Team member may request a SWMS for work that a documented risk assessment has identified as being high risk for any reason including but not limited to commercial risk, reputational risk or other perceived high risk of clients or other stakeholders.

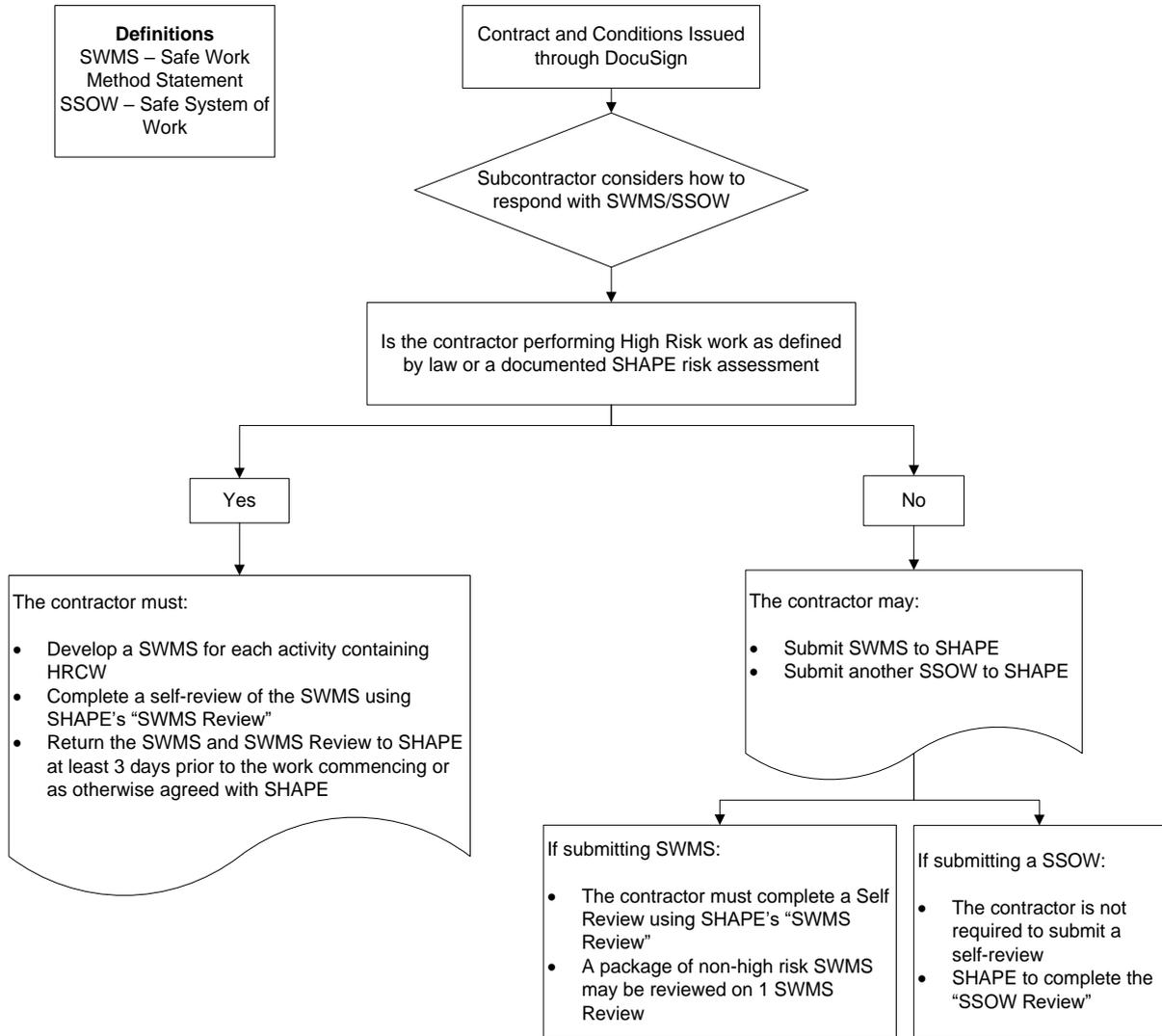
The SWMS must be reviewed, amended (where applicable) and communicated to all relevant workers when:

- new equipment or products are introduced to the workplace, for use with the relevant SWMS;
- a new work practice is incorporated into the work activity covered by the SWMS;
- new employees are introduced to the work;
- the work environment, within which the SWMS is being used, has changed, been reconfigured or relocated;
- jobs or tasks that are performed irregularly;
- unusual weather conditions exist;
- when safety, health or environmental concerns have been raised by an employee; and
- where a task can cause or contribute to environmental harm.

If a SWMS is not required to be submitted as the activity does not meet any of the “High Risk” definitions, the contractor may still elect to submit a SWMS however a SSOW may also be accepted by the SHAPE Representative.



Figure 1: Requirements for the submission of SWMS or SSOW



High Risk Construction Work (HRCW) is defined by law in Australia as any construction work that:

- involves a risk of a person falling more than 2 metres; or
- is carried out on a telecommunication tower; or
- involves demolition of an element of a structure that is load-bearing or otherwise related to the physical integrity of the structure; or
- involves, or is likely to involve, the disturbance of asbestos; or
- involves structural alterations or repairs that require temporary support to prevent collapse; or
- is carried out in or near a confined space; or
- is carried out in or near a shaft or trench with an excavated depth greater than 1.5 metres or a tunnel; or
- involves the use of explosives; or
- is carried out on or near pressurised gas mains or piping; or
- is carried out on or near chemical, fuel or refrigerant lines; or
- is carried out on or near energised electrical installations or services; or
- is carried out in an area that may have a contaminated or flammable atmosphere; or
- involves tilt-up or precast concrete; or
- is carried out on, in or adjacent to a road, railway, shipping lane or other traffic corridor that is in use by traffic other than pedestrians; or
- is carried out in an area at a workplace in which there is any movement of powered mobile plant; or
- is carried out in an area in which there are artificial extremes of temperature; or
- is carried out in or near water or other liquid that involves a risk of drowning; or
- involves diving work.

5.3 Preparation of a SWMS/SSOW

SHAPE must ensure that subcontractors and service providers that are to undertake work activities on its behalf have a SWMS/SSOW prepared before the proposed work commences.

There may be situations where there are different types of work occurring at the same time, at the same workplace. This must be coordinated and the responsibility for shared risk must be clearly defined and communicated.

SHAPE must ensure that if more than one work group is involved in the work then each work group involved in the same matter must, so far as is reasonably practicable, consult, cooperate and coordinate activities with all other work groups.

The subcontractor undertaking the work (in consultation with workers who will be directly engaged in the construction work) is best placed to prepare the SWMS/SSOW because they understand the work being carried out and the workers undertaking the work, and can ensure the SWMS/SSOW is implemented, monitored and reviewed correctly.

Workers and their health and safety representatives should be consulted in the preparation of the SWMS/SSOW. If there are no workers engaged at the planning stage, consultation should occur with workers when the SWMS/SSOW is first made available to workers, for example during induction training or when it is reviewed such as during workplace-specific training or a toolbox talk.

5.3.1 Developing a SWMS/SSOW

When preparing a SWMS/SSOW the following must be taken into account:

- the circumstances or conditions at the workplace that may affect the way in which the work is carried out;
- the site-specific Project Delivery Plan and Risk Register;
- any activity that is defined as High Risk Construction Work (HRCW);
- site-specific hazards and impacts relating to the work and risks to health, safety and the environment associated with those hazards or impacts;
- other work groups in the vicinity and how their work may affect or be affected by the proposed activity; and
- competency and experience of those conducting the work.

The development of a SWMS/SSOW is the process of:

- analysing the work to be undertaken (i.e. breaking down the work into logical job steps);
- identifying the hazards for each job step (i.e. what can cause harm - such as working at height on a roof);
- assessing the risks associated with each hazard (e.g. fall through a roof or off the roof edge);
- recording how the risk is going to be eliminated or mitigated (using the Hierarchy of Controls);
- recording the person who will be responsible for managing and monitoring compliance to the SWMS. This person must be present on site for the full duration of the works related to the SWMS;
- identifying the tools, plant and equipment that is to be used in the work. These should be simply listed in the controls section, rather than as separate hazards themselves;
- identifying any hazardous substances that are to be used on the site;
- identifying any standards and codes relevant to the work (WA only);
- identifying the qualifications of those who will undertake the work; and
- identifying any training required to undertake the work.

5.3.2 Content of a SWMS

A SWMS must:

- identify the work that is high risk construction work, including consideration for site environment hazards, e.g. hazardous materials, penetrations, live edges, electricity, work undertaken by others in proximity, existing height access equipment (including stairs, ladders and walkways), unloading material across a footpath or adjacent to a public roadway, etc.
- specify hazards relating to the work and the risks to health and safety;
- describe the measures to be implemented to control the risks;
- describe how the control measures are to be monitored and reviewed; and
- must take into account the Project Delivery Plan and associated requirements of SHAPE, including the incorporation of the relevant project specific requirements (e.g. project risk assessment controls, site rules, permit systems, etc.)
- include the following information:
 - the company responsible for the SWMS - name, address and ABN;
 - details of the person with overall responsibility for ensuring implementation, monitoring and compliance with the SWMS. This person must be present on site for the full duration of the works related to the SWMS;
 - if the work is being carried out at a construction project:
 - the name of the principal contractor,
 - the address where the construction work will be carried out,
 - the date the SWMS was prepared and the date it was provided to the principal contractor; and
 - the review date (if/when undertaken).

A sign-on sheet must be attached to the SWMS identifying those persons who have been instructed in the content of the SWMS, the date the instruction occurred and the signature of each worker acknowledging they participated and that they were given the opportunity to discuss the proposed measures.

The content of a SWMS should provide clear direction on the control measures to be implemented. There should be no statements that require a decision to be made by those undertaking the work.

For example, the statement 'use appropriate PPE' does not detail the control measures. The control measures should be clearly specified (i.e. when using a jack hammer anti-vibration gloves must be used).

5.4 Maintaining Currency of a SWMS

The person with responsibility for the SWMS must review the SWMS regularly, at least weekly, to make sure it remains effective. A SWMS must be reviewed (and revised if necessary) if the content is identified as not fully managing the activity, hazards or risks involved. The review process should be carried out in consultation with workers who may be affected by the operation of the SWMS – the Pre-start Meeting process is in part a method in which to demonstrate the worker consultation and review of a SWMS.

When a SWMS has been revised the person with responsibility for the SWMS must ensure:

- all persons involved with the work are advised that a revision has been made and how they can access the revised SWMS. For a construction project, the principal contractor must be given a copy of the revised SWMS;
- all persons who will need to change a work procedure or system as a result of the review are advised of the changes in a way that will enable them to implement their duties consistently with the revised SWMS; and
- all workers that will be involved in the work are provided with the relevant information and instruction that will assist them to understand and implement the revised SWMS.

6 SWMS/SSOW REVIEW

6.1 Submission of a SWMS/SSOW

A SHAPE Representative is to ensure that a SWMS or SSOW for relevant work activities are requested from the contractor, via DocuSign, when a contract is let.

A Procore Submittal is generated by the SHAPE Representative so that the subcontractor returns a separate and completed SWMS Review with each SWMS involving High Risk Construction Work, in the timeframe specified in the submittal, which is then reviewed by the SHAPE Representative. Ideally the SWMS and SWMS Reviews should be returned with the signed contract.

Note: there will be times when due to variations, scope of work changes, or other circumstances the contractor review section of the SWMS Review may need to be completed outside of / after the DocuSign process and during the delivery phase of the process. In this situation, a Procore Submittal should still be generated by the SHAPE Representative so that the subcontractor returns the required SWMS or SSOW documentation at least 3 days prior to the work commencing.

For all SSOW (which may be submitted only for non-High Risk activities), a documented SSOW Review is not required to be submitted to SHAPE by the subcontractor, as the SSOW Review is to be completed by the SHAPE Representative.

The due date for subcontractors to submit a site-specific SWMS/SSOW (and their SWMS Review for HRCW) must be at least 3 days before commencing the activity work on site. The reason for this is to avoid preventable delays if the SWMS/SSOW does not meet all the necessary requirements.

If multiple SWMS/SSOW have been submitted by the subcontractor then a separate *SWMS Review* must be completed for each High Risk Construction Work SWMS. A package of non-High Risk SWMS may be reviewed on one *SWMS Review*.

The reviewer may make minor changes or deletions* to the SWMS for the sake of convenience but these MUST be agreed by the subcontractor by initialling and dating the changes. These amendments could be noisy work times, building specific permits requirements, delivery times and loading dock location.

*If the Subcontractor has submitted a SWMS with non-project specific details, these must be removed, the subcontractor instructed to remove the non-specific information and the SWMS is to be resubmitted.

A guide to the content requirements that meets the standard of SHAPE's SWMS/SSOW Review is provided in the Appendices, below.

If it is necessary to return the SWMS/SSOW to the subcontractor, due to non-compliance with SHAPE and/or contractual requirements, the subcontractor must rectify the identified issues and resubmit prior to commencing work.

Only after the SWMS/SSOW is fully compliant with SHAPE and contractual requirements will the SHAPE Representative / Manager sign-off the *SWMS/SSOW Review* and allow work to commence.

If a SWMS is resubmitted, or the scope of works change, a new SWMS Review must be completed and workers are to be Toolboxed on the changes to re-sign the SWMS.

6.2 Monitoring Compliance to a SWMS/SSOW

6.2.1 SHAPE

SHAPE must take all reasonable steps to ensure that all subcontractors and service providers conducting work have submitted a SWMS/SSOW and are complying with the requirements of the provided SWMS/SSOW.

Compliance monitoring will be undertaken by the project team and formal observation of individual work groups / activities. Arrangements may include a system of routine or random workplace inspections (e.g. asking workers and supervisors a few questions about the control measures used in the SWMS/SSOW to see if they understand what has to be done).

The project team must ensure as far as reasonably practical that at least one formal task observation is completed for each high risk activity. Where high risk construction work is completed over an extended period, formal observations are completed at least monthly. This will be undertaken by utilising the *Task Observation* tool.

If the work is not being carried out in accordance with the SWMS/SSOW, then the work must stop immediately or as soon as it is safe to do so. Work must not resume until the work can be carried out in accordance with the SWMS/SSOW.

If work is stopped, the work and the SWMS/SSOW should be reviewed to identify non-compliance and ensure the method in the SWMS/SSOW is the most practical and safest way of doing the task. If another method is identified as being a safer option, the SWMS/SSOW should be revised to take into account this change prior to work recommencing.

Further details of the task observation process can be found in the *Audit, Inspection and Review Procedure*.

6.2.2 Subcontractors and Service Providers

Must:

- Make themselves aware of the site specific environment, hazards and risks in order to develop project and task specific SWMS/SSOW;
- Develop and implement arrangements to ensure the work is carried out in accordance with the SWMS/SSOW;
- Provide a project and task specific SWMS or SSOW a minimum of 3 days prior to commencing work on site. A standard SSOW, coupled with a completed Pre-Start Meeting (which must include a risk assessment for each day/shift of the activity) is acceptable for activities that are not defined as High Risk Construction Work by legislation, or not otherwise assessed as High Risk by a documented SHAPE risk assessment;
- Ensure all workers involved in the work have had input into the development of the SWMS/SSOW and have been provided training in the SWMS/SSOW;
- Ensure all workers involved in the work have the required qualifications and competencies, and provide documented evidence of these requirements;
- Ensure work ceases if the documented SWMS/SSOW controls cannot be implemented or the nature of the work or site environment changes;
- Identify “Young Workers”, which typically refers to workers between 15 to 24 years of age, or otherwise “Inexperienced Workers” which may relate to workers new to a particular trade or industry, or to persons that have made a significant career change;
- Provide adequate full time supervision of “Young or Inexperienced Workers” by a competent person;
- The subcontractor must nominate a person who will be responsible for compliance to the SWMS. Where this person changes the subcontractor must advise SHAPE immediately;
- Ensure all PPE, Plant and Equipment detailed in the SWMS/SSOW is available to workers.



Appendix 1: SWMS Content Guide

Item Reviewed	Requirement
1. Does the SWMS address the above scope?	The initial reviewer must list the scope of works the contractor is undertaking, and verify each activity as being addressed in the SWMS.
2. Does the SWMS have a date and revision identifier?	This date should reflect the current revision of the SWMS. Previous versions should be kept and be defined by crossing the first page with the word SUPERSEDED.
3. Does the SWMS show the subcontractor's Company name, business address and ABN?	This is required to define the Person Conducting the Business or Undertaking (PCBU) that is legally responsible for the work being conducted. This would usually be a subcontractor but also could be SHAPE, if the project team is conducting the work.
4. Does the SWMS nominate who is responsible for the subcontractor's compliance with the SWMS and has this person signed the SWMS to acknowledge acceptance of this responsibility?	The SWMS must identify who is responsible to ensure all workers conducting the work are complying with the provided SWMS. This person must be present on site for the full duration of the works related to the SWMS. Note: When this person changes, the subcontractor must advise SHAPE immediately.
5. Does the SWMS describe the location where work is to be performed?	This should include the address but also should describe the exact location on the site (e.g. levels 1-3, 1313 Halloween Avenue, Amityville)
6. Does the SWMS identify SHAPE as the principal contractor?	SHAPE would normally be the Principal Contractor and therefore should be defined on each SWMS provided.
7. Does the SWMS set out the details of the work to be done? <i>(summary of each task to be performed)</i>	It does not need to be very detailed but does need to provide enough information so the SWMS reviewer knows what to look for when assessing the SWMS content.
8. Does the SWMS list those tasks in a logical sequence (steps) as to how they will be carried out?	The sequence should have a logical flow. This will help to ensure that elements of the task, that may cause additional risk if they are not completed at a particular time, are undertaken.
9. Does the SWMS identify specific plant and equipment to be used in each task?	References to plant and equipment that will not be used, or the lack of reference to the specific equipment that will be used, may indicate that the SWMS has not been made site-specific.
10. Does the SWMS provide details of the hazards and risks associated with each task?	Identifying hazards within each step will ensure that they are managed appropriately. As an example, fixing wall panels will have different controls if the work is completed in a location that has level floors and 2.4m ceilings, as opposed to where the walls are around a stair penetration.
11. Does the SWMS set out the controls to be implemented to manage each hazard?	Appropriate control measures, in accordance with the hierarchy of controls, must be established for all identified hazards. Note: Some organisations find it beneficial to incorporate a record of chosen hierarchy of controls to help ensure it is considered when developing the controls. This is not however the only way of demonstrating that the hierarchy of controls has been used.



Item Reviewed	Requirement
12. Does the SWMS identify how the controls are to be monitored and reviewed?	A system must be in place for subcontractors to monitor controls to determine whether the measures are effective and have a positive impact in eliminating or minimising a risk, or to determine if the controls have created other or new hazards as a result of the implementation.
13. Does the SWMS nominate controls that are appropriate and in accordance with site/task specific requirements? (<i>i.e. Hierarchy of Controls, Project Delivery Plan, Project Risk Register, Contract</i>)	The controls must conform to the relevant requirements including, but not limited to: <ul style="list-style-type: none"> - the Project Delivery Plan and Risk Register; - contractual requirements; - base building management rules and guidelines; - local health and safety legislation; - Codes of Practice; and - Australian Standards.
14. Does the SWMS have non-relevant information removed?	Non-relevant information can make the SWMS unnecessarily lengthy or complex.
15. Does the SWMS have an acknowledgement sheet to identify the people trained in the SWMS?	Details of the names, dates and signatures of the workers trained to undertake the activities. This sheet would normally be completed on site following site induction. If the SWMS has been amended, all relevant workers must resign the SWMS after the changes have been made to acknowledge they have been retrained in and understand the amendments.
16. Does the SWMS identify the licenses/qualifications required as evidence of competency for HRCW?	When an activity is defined as High Risk Construction Work, only workers who are appropriately licenced or qualified may perform the work. The SWMS should identify what licenses or qualifications are acceptable evidence of competency for the HRCW being undertaken. SHAPE should be then provided with copies of these competencies for each worker.
17. Does the SWMS have an emergency response plan, inside the SWMS or appended, for works requiring an emergency response?	Some activities require a response plan should something go wrong, e.g. industrial rope access, asbestos disturbance, working in a confined space, using mobile plant (e.g. boom lifts). The response plan needs to describe how the emergency is going to be responded to. This can be either appended to the SWMS or be listed inside the body of the SWMS.

Appendix 2: Safety Plan Content Guide

Where a contractor provides a safety plan or similar, the plan must mirror SHAPE's Project Delivery Plan (PDP) content. This will include quality requirements as well as safety and environmental requirements. The plan must be reviewed and deemed to meet SHAPE's requirements prior to the contractor commencing work on site.

The Safety Plan must cover the following: (headings in brackets are headings found in the SHAPE PDP).

1. General Requirements
 - This section describes the objectives of the project, what safety, environmental and quality documentation is required, who is the Principal Contractor for the project, the scope of work to be undertaken, personnel designated to the project, any special client requirements, working hours, any work restrictions e.g. noisy works, access and egress to the site, public interface and security arrangements.
2. Legal Requirements
 - This section covers the legislation that needs to be complied with such as Safety, Environmental and Workplace relations, e.g. building code as well as technical compliance codes such as the National Construction Code (NCC) and Australian Standards.
 - This section also covers applicable policies developed by the company, e.g. WHSE Policy, Environmental Policy.
3. Project Roles and Responsibilities
 - This section set outs what designated personnel for the project are responsible for.
4. Personnel Management
 - This section describes how competencies and training for the contractors' workers are identified for the work being undertaken, e.g. High Risk Construction Work (HRCW) licences, SWMS and how they are managed.
 - This section will also covers health, fatigue, drugs and alcohol (including testing if applicable to the project) and raising and resolving disputes.
5. Communication, Consultation and Co-ordination
 - This section covers how the contractor will share safety information with other stakeholders in the project such as the Principal Contractor, Client, other contractors and their own workers and subcontractors.
 - Where there is a need to work in, or works affects, other tenancies or public areas, the management strategies of these risks are included here.
6. Document Control and Record Management
 - This section will describe how the contractor will ensure project documentation (plans, specifications, SWMS, risk assessments, etc.) stay current, how they will remove superseded documentation and how they will store documents required under contract and legislation to be kept.
7. Quality Management (Project Delivery)
 - This sections covers how and when the contractor will verify their work conforms to the contract documentation, Australian Standards, Code of Practices, etc., when third parties are required to be a witness, specific stages of works and how they will manage/rectify non-conforming or defective work.
8. Emergency Preparedness and Response
 - This section will cover how the contractor will manage any emergency that arises such as first aid, rescue, firefighting and who is responsible to respond.
 - Reporting of incidents to the Principal Contractor and Regulator (WorkSafe, ComCare, etc.)
 - This section will also identify what documentation is required for the scope of works being undertaken, e.g. rescue plans, evacuation egress plans, emergency contacts, first aid locations, etc.
9. Risk Management (Safe System of Work)
 - This section will describe how the contractor will manage the applicable risks for their company including project specific hazards.
 - It will also describe how they identify risks and hazards and how they will mitigate the risks and hazards to make their work as safe as reasonably practicable such as use of Risk Assessments, SWMS, Methodologies, Safe Operating Procedures (SOPs), how this documentation is shared with

workers (training) and how they keep them up to date, when conditions on site or the scope of work changes.

- Risk Assessments, SWMS, Methodologies and SOPs must be reviewed for site specificity using the relevant section of the SSOW Review, over and above the safety plan section of the SSOW Review.

10. High Risk Construction Work (HRCW), Environmental aspects (Site Safety Rules)

- This section will identify what HRCW the contractor will be undertaking on site and how they will manage it. **Note:** SHAPE may identify tasks as high risk which are not legally designated HRCW due to the project constraints/requirements. If this is the case the contractor will also need to cover these risks here as well (please refer to your project risk register or other documented SHAPE risk assessments for these additional high risk tasks).
- Environmental aspects (hazards) such as air quality, dust, noise, vibration, stormwater/sewer, fauna/flora, heritage (Indigenous and European) and waste (solid and liquid) management are identified here as applicable for the project and how the contractor will manage these items.

11. Monitoring and Review

- This section covers measuring of the performance of the project, such as meeting of targets and objectives set for the project, findings from workplace inspections, auditing of the plan and task observations, incidents and investigation outcomes, quality compliance inspections and defect inspections.
- This section will also cover how corrective actions are raised, documented and closed out.
- This section will also cover senior management review, which is how and when the senior management of the contractor will review the above sections to identify improvements to their own management system.

Appendixes to the plan:

- These may include Risk Assessments, SWMS, SOPs, Methodologies, Rescue Plans, Plant Risk and Assessments and Registers, Tool Registers, Training/Competency registers, Evacuations Plans, Traffic Management Plans, Lift Studies, Organisational Charts.
- These will need to be reviewed for completeness with the SSOW Review to determine suitability.

The contractor must train their workers in the content of the safety plan. Evidence of this training must be provided to SHAPE in the form of a toolbox talk, not just a sign off sheet.

Appendix 3: Risk Assessment Content Guide

Where the contractor is not undertaking High Risk Construction Work, or tasks assessed as High Risk by a SHAPE documented risk assessment, they may elect to provide a risk assessment of their work to SHAPE for review. The review of the risk assessment must be completed prior to the contractor commencing work on site using the Safe System of Work Review. The review is to be undertaken using the SHAPE Project Risk Register as a reference.

Note: if the contractor is to undertake any task containing High Risk Construction Work then a SWMS must be provided for that portion of the work, e.g. a painter has been contracted to paint walls, ceilings and doors. Some of the ceilings that need to be painted are situated over a stair penetration. This scope (painting ceiling over the stair penetration) would require a SWMS however the rest of the work could be covered by a risk assessment.

The risk assessment must:

- Identify the project, its address and location within the address, e.g. level 14, 21 Smith Street, Townsville
- Identify who is the Principal Contractor
- Be dated and have a revision number
- List the tasks being undertaken on the site in a logical sequence
- Have tasks not being undertaken removed or struck out
- Define any specialised or unusual terms for the tasks being undertaken
- List hazards and risks foreseeable for the task, taking into account the site and its constraints and/or inherent risks for that site (refer to Project Risk Register)
- Have an inherent risk score for the hazard using an assessment of likelihood and consequence (refer to the front page of the SHAPE Project Risk Register template for further information)
- List the controls used to manage the hazard (if it cannot be eliminated), which are greater than or equal to SHAPE's controls listed in the Project Risk Register
- Have a residual risk score for the controlled hazard, using an assessment of likelihood and consequence
 - Note if the hazard cannot be eliminated then the consequence score cannot change
- Identify who is responsible to implement, monitor and review the controls

The contractor must train their workers in the content of the risk assessment. Evidence of this training must be provided to SHAPE in the form of a toolbox talk, not just a sign off sheet.

Appendix 4: Safe Operating Procedure (SOP) Content Guide

Contractors may use Safe Operating Procedures (SOPs) for items of plant that are not designated as HRCW (i.e. plant that is not powered mobile plant), equipment, hazardous chemicals, work tasks and processes that have the potential to cause harm to persons, plant, material or the environment as identified from documented risk assessments. SOPs may need to be developed as a risk control measure:

- if indicated from the outcomes of risk assessments carried out in accordance with the risk management procedure for managing workplace health and safety risks
- when introducing new work practices
- when introducing new technology
- from a workplace inspection
- following an incident investigation which recommends the need for SOP development

SOPs should be written with sufficient detail to ensure that someone with limited experience or knowledge of the procedure, but with a basic understanding, can successfully carry out the procedure in a safe manner when unsupervised.

SOPs should be written in a concise, logical, step-by-step, easy-to-read format.

Reference to the manufacturer's or supplier's user manuals or information may be required to assist in the provision of accurate information. The SOP should be written by the contractor's personnel who has good knowledge of the task and has demonstrated an ability to perform this particular task safely.

Consultation with other workers involved in the development of the SOP will be required and this must be documented by a toolbox talk. In some circumstances, additional or third party expertise may be required and this should be sought where applicable.

The SOPs must include:

- The sequence of Job Steps in logical sequence, e.g. pre operation, operation, post operation
- Potential Hazards/Risks
- Recommended control measures
- Personal Protective Equipment

The SOP should also include in the above points:

- Any legislative information or standards that are appropriate, e.g. temporary power, silica dust, MDF cutting
- Definition of any specialised or unusual terms
- Specific information regarding the potential hazards and risks
- Qualifications and competencies required to complete the task
- The environment where the task should be undertaken
- Clear and simple instructions for undertaking the task in a safe manner
- Correct environmental, clean up and waste disposal measures as set out in the material's SDS
- Emergency procedures and shutdown.

The contractor must train their workers in the content of the SOPs. Evidence of this training must be provided to SHAPE in the form of a toolbox talk, not just a sign off sheet. SHAPE's documented review of the SOPs must be completed prior to the contractor commencing the work described.

Appendix 5: Methodology Content Guide

The contractor may be requested to compile a methodology of work to help describe how the work is to be performed safely, particularly when other trades need to perform works in conjunction with the contractor or when third parties need to inspect and approve stages of work, e.g. in the creation of a stair penetration.

Project teams need to be able to assess the methodology for completeness - where multiple trades are undertaking works the methodology needs to be holistic, taking in to account other trades' works.

Other work plans can be assessed for completeness using this review template, such as emergency response plans, commissioning plans, etc.

The documented review of the methodology must be completed and verified as meeting SHAPE requirements before the contractor(s) commence this work. Where structural or services methodologies are being reviewed, these should be forwarded to the applicable engineer for review and comment as well.

The methodology/plan must include:

- A scope of work with tasks listed in a logical order, including when trades need to work in conjunction with others, or hold points for third party inspections
- Hazards and risk associated with each task/step
- Plant and equipment to be used, and their inspection regimes required to verify the plant and equipment as being fit for purpose and in a condition that is safe to use
- Precautions required to eliminate or control the risk prior to commencing the task, such as isolation procedures, ensuring guarding is in place, communication procedures, etc.
- Definitions of any specialised or unusual terms
- Qualifications and competencies required to complete the task
- Personal protective equipment (PPE) to be worn while undertaking the task, including the SHAPE minimum PPE requirements at all times
- The environment where the task shall or should be undertaken, i.e. the actual location of work
- Clear and simple instructions for undertaking the tasks in a safe manner
- Correct environmental, clean up and waste disposal measures, as set out in the Safety Data Sheet (SDS)
- Emergency, shutdown and housekeeping procedures
- Identification of hold and witness points (as set out in specifications, SHAPE's Project Verification Checklist and contract) for inspection by others prior to concealment of the item to be inspected.

The contractor must train their workers in the content of the methodology or plan. Evidence of this training must be provided to SHAPE in the form of a toolbox talk, not just a sign off sheet.