



**NEXT  
GEAR**

**Safety  
Management  
System for  
Railway  
Operations**

July 2020

**Let's all get home  
safely, every day.**

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## OVERVIEW

Contained within the Laing O'Rourke Australia Health and Safety Management System are processes to be applied to the railway operations undertaken by Laing O'Rourke to meet the rail safety legislative requirements and the accreditations held by Laing O'Rourke.

The railway operations Laing O'Rourke is involved in are conducted under Laing O'Rourke's accreditation or the accreditation or exemption from accreditation of the Rail Transport Operator (RTO) to whom Laing O'Rourke is contracted.

The railway operations undertaken by Laing O'Rourke relate to the construction, commissioning, repair, maintenance, modification, operation and decommissioning of rolling stock or of the rail infrastructure as appropriate.

The purchasing, commissioning, repair, maintenance, modification and decommissioning of the rolling stock is conducted by Select, Laing O'Rourke's in-house plant and equipment supply division or by the owner or their agent for rolling stock provided by a 3rd party. The operation of the rolling stock outside of that conducted by Select in any of the phases identified above is carried out by the Projects / Rail Operations of Laing O'Rourke and again may involve the use of 3rd party supplied items which will operate under the accreditation of Laing O'Rourke or the network owner as appropriate.

Laing O'Rourke's scope and context of railway operations for which it is or may be accredited comprise of four areas of operation as under:

1. The movement of rolling stock within private railways in association with the maintenance of the railways for the respective Rail Infrastructure Manager (RIM) of the private railway.
2. The movement of rolling stock at worksites (apart from private railways) during possessions occupations in Queensland , NSW, Victoria, South Australia , WA and the Northern Territory. Worksite protection is provided by the RIM or direct by Laing O'Rourke. Rolling stock may be operated under accreditations held by Laing O'Rourke or could be that of the respective rail transport operator with part or all of their SMS being applied.
3. The movement of rolling stock on running lines and associated sidings is undertaken by qualified track machine operators in consultation with qualified safeworking personnel and the respective network control centre and is undertaken in accordance with the access agreement applied by the RIM and the conditions of the interface agreement and supporting procedures.
4. The construction and commissioning of railway infrastructure as a Rail Infrastructure Manager (RIM) prior to handover to the operational RIM.

The type of rolling stock operated in the areas defined above include items of track machines, work trains or road rail vehicles as well as trailers and trolley's.

An important aspect when carrying out railway operations is to establish who the accredited entity is. If this is not Laing O'Rourke then the accredited entities' Safety Management System must be applied unless alternative arrangements are agreed in the contract development process and specified in the contract documentation which allows Laing O'Rourke to use their own safety management system relative to the railway operations.

## Integration with Other Laing O'Rourke Systems for Railway Operations

The Safety Management System for the railway operations is integrated with the Laing O'Rourke Australia Health and Safety Management System contained in Next Gear HSEMS.

The safety management systems relative to the railway operations are aligned to Primary Standard 14 Rail Operations

Other aspects of rail safety are addressed through the application of other parts of the health and safety management system identified as Primary Standards (PS) or System Requirements (SR) as well as through the over-arching company business management systems contained in IGMS.

## Safety Management System for Railway Operations

The Safety Management System (SMS) applies to all Laing O'Rourke railway operations for which they are accredited as well as other railway operations that they perform for other Rail Transport Operators where they have been authorised to use the SMS. The SMS also addresses the general duties provisions Laing O'Rourke are required to discharge in terms of the Rail Safety National Law.

Laing O'Rourke have determined that all personnel (either direct workers, consultants, subcontractors, trainees, apprentices or labour hire personnel) involved in the railway operations, or who undertake rail safety work as defined in the Rail Safety National Law, are rail safety workers, except for some office personnel not directly involved in such activities. These personnel will not visit operational railways or have direct impact on the operation or safety of those railways and will have their exclusion identified in the project Rail Safety Management Plan.

The personnel identified as Rail Safety Workers may be involved in construction of rail infrastructure as well as the commissioning, repair, maintenance, modification, operation or decommissioning of rolling stock or railway infrastructure.

The SMS includes rail safety specific references with Work Health and Safety requirements also contained in Next Gear. Where conflict is determined between the respective pieces of safety legislation, the WHS requirement will apply.

The Laing O'Rourke SMS contains the processes and procedures used to manage risks associated with Laing O'Rourke's railway operations and describe:

- Processes applied for all railway operations for which accreditations are held by Laing O'Rourke.
- Processes applied to discharge Laing O'Rourke's general duties as described in the Rail Safety Legislation and Regulations.
- Processes applied when the accreditation is that of another entity.

Where relevant, a rail safety management procedure provides a detailed instruction on the application of the Element of rail safety as contained in Schedule 1 of the Rail Safety National Law, National Regulations.

### Element 1: Safety Management Policy

Laing O'Rourke is committed to ensuring that the railway operations they undertake will be conducted in a manner that will not compromise the standards governing the railway operations, nor the health, safety and/or welfare of the workers, subcontractors, clients, other rail transport operators or the wider community.

Laing O'Rourke has a Health and Safety Policy signed by the Chief Executive and is contained in Next Gear and is displayed prominently at all offices and depots.

The policy is reviewed every two years.

### Element 2: Safety Culture

Laing O'Rourke's approach to developing a positive safety culture is consultative and focuses on people. It requires focus and engagement at all levels of the organisation. Laing O'Rourke recognises that through having a positive safety culture that encourages reporting of safety issues

and concerns, the knowledge of individuals and the business increases. This minimizes the risks associated with the railway operations.

The success of this safety culture is placing safety as a business value that is reliant on positive and visible safety leadership throughout the business.

Laing O'Rourke's vehicle for driving the culture of the business is Next Gear, is described in System Requirement Next Gear and is based on three principles:

1. People are the solution – not the problem.
2. Safety is the presence of positives not the absence of negatives
3. Safety is an ethical responsibility not a bureaucratic activity.

This culture and leadership is an attitude and style of working that is encouraged and supported. The goal is to empower each worker to report and take action on all safety issues, and to encourage colleagues and peers to do the same

The means by which Laing O'Rourke promotes a positive safety culture is through:

- Committed leadership: The leaders, from Managing Director to line managers, actively encourage and participate in safety initiatives and activities. This is achieved through site visits, collective insight sessions and positive investigations with key project personnel.
- Keeping people informed: Laing O'Rourke provides regular updates of issues involving the company, the industry or the wider community to all personnel. This includes collecting, analysing and disseminating relevant information derived from the workforce, safety occurrences, near misses, and regular proactive checks of Laing O'Rourke's safety activities.
- Maintaining vigilance: Workers are constantly reminded to look out for the unexpected. The focus is on problems and issues as they emerge well before they can escalate to more serious occurrences. Workers are encouraged to look at these potential risks as a sign the system might not be as healthy as it should or could be. Such observations are required to be reported to managers for appropriate action to be taken whether the observations were of a negative or positive nature.
- Promoting a just culture environment: Laing O'Rourke promotes a 'just culture' which acknowledges human error and the need to manage it by supporting systems and practices that promote learning from past errors or mistakes. It encourages uncensored reporting of near miss occurrences and worker participation in safety issues. A 'just culture' is transparent and establishes clear accountability for actions. It is neither 'blame free' (awarding total immunity for actions) nor 'punitive' (enacting a disciplinary response regardless of whether acts were intentional or deliberate).
- Promoting flexibility: Laing O'Rourke is capable of adapting effectively to meet changing demands. This relies on being prepared for and practiced in handling changing circumstances with people competent to lead and carry out tasks. Flexibility allows Projects to operate effectively and autonomously when required, without the need to adhere to unnecessarily inflexible rules.
- Encouraging willingness to learn: Laing O'Rourke is willing and eager to learn from its workers, its own experiences and from safety databases where such information is retained. The key is for Laing O'Rourke to use the information to improve safety and act on the lessons learnt. In developing and maintaining a positive safety culture, account should be taken of:
  - The importance of leadership and commitment of senior management.
  - The executive safety role of line management.
  - The need to involve rail safety workers at all levels.
  - The need for openness of communication.

- The need for human factors to be positively addressed.
- Awareness and recognition of opportunities for safety improvement.
- Willingness to apply appropriate resources to safety.

When tenders are received and bids are being developed it is necessary for the bid leader to communicate with the Rail Leads to enable discussions to take place as to the implications of rail safety requirements for the proposed railway operations.

Laing O'Rourke has structures in place to ensure that the Laing O'Rourke Managing Director and the Hub Safety Board has sufficient knowledge of:

- The risk profile associated with the Company's railway operations
- The level of compliance with the Rail Safety Management System (RSMS) for its railway operations.

So that they can make determinations of:

- The effectiveness of the rail safety management system.
- How risk is managed by controls (SFAIRP) and is regularly reviewed.
- The Hub Safety Board directives issued have been implemented.
- That the railway operations are being carried out safely.

### **Element 3: Governance and Internal Control Arrangements**

The following process forms part of the Governance arrangements:

#### **3.1 Monthly Reporting**

Project Leaders will report all safety performance issues through monthly reports which are reviewed by the respective Safety Leadership Team. Rail Safety data required to be lodged with ONRSR monthly will be provided by the projects / operations to the Rail Safety & Compliance Manager where it relates to rolling stock operations conducted under the accreditation of Laing O'Rourke. For all other railway operations the required Rail Safety Data required by ONRSR will be provided to the relevant accredited Rail Transport Operator.

The Rail Safety and Compliance Manager will compile a monthly report on issues relating to rail safety which will be forwarded for inclusion in a monthly Hub Safety Board meeting safety performance report compiled by the General Manager HSE.

#### **3.2 Annual Safety Performance Report**

The Rail Safety & Compliance Manager will compile an annual safety performance report to advise ONRSR of the safety performance of Laing O'Rourke's railway operations during the previous calendar year. The report will meet the criteria set by ONRSR and will be provided to the Hub Safety Board for their review before being forwarded to ONRSR by 30 June each year.

#### **3.3 Managing Director and the Hub Safety Board**

The Managing Director and the Hub Safety Board receive regular (at least monthly) reports to enable them to monitor compliance with rail safety requirements, including updates of the risk profile for railway operations and any specific issue stemming from the implementation of the safety management systems. Should an item be identified by any Hub Safety Board member that requires further evaluation, a request will be sent to the Rail Safety & Compliance Manager for additional information.

The Hub Safety Board will also review the annual Safety Performance Report for the railway operations undertaken in accordance with the company reporting associated with their respective accreditations.

The requirements and processes for Governance are contained within E03 Governance

## **Element 4: Management Accountabilities, Responsibilities and Authorities.**

Laing O'Rourke uses a number of different methods to allocate and communicate accountabilities, responsibilities and authorities for rail safety to ensure workers including those of subcontractors are given freedom and authority to:

- Initiate action to prevent unsafe occurrences.
- Identify and record any rail safety issues.
- Initiate, recommend or provide solutions to rail safety issues through designated channels.
- Initiate action to learn from rail safety occurrences prevent any recurrence.
- To verify the implemented solutions.

For those who are required to implement elements of the Rail Safety Management System, specific accountabilities, responsibilities and authorities will be included in the RSMS Element and Procedures.

For those who have specific responsibilities within a project, the Project Rail Safety Management Plan will detail the specific accountabilities, responsibilities and authorities which will be outlined in a RACI chart incorporated in the Rail Safety Management Plan.

At an individual level, individual authorities, responsibilities and accountabilities will be specified in organisation charts and position descriptions.

Responsibilities for designated positions are included in E04 Management Accountabilities, Responsibilities and Authorities.

## **Element 5: Regulatory Compliance**

Laing O'Rourke monitors and complies with its legislative obligations and has set out the criteria in SR Legal Obligations & Record Management. To meet their obligations the following will apply.

### **5.1 Development and Updating of Safety Management System for Railway Operations**

When the SMS relating to railway operations is updated, the Rail Safety and Compliance Manager must consider what impact the changes have on compliance with Rail Safety Legislation or Standards that are mandated or referenced. Any changes made to the SMS that can impact on the railway operations must be carried out in accordance with SR Change Management.

### **5.2 Changes to Legislation, Standards or Referenced Documents**

The Safety Management System may need to be updated due to changes in Legislation, or Standards or be cognisant of the Legislation when changes are being made. Laing O'Rourke will be alerted to impending changes by:

- Information sourced through Enviro Essentials Safety Law to which they prescribe
- Advice from the Office of the National Rail Safety Regulator (ONRSR).
- Feedback provided by the Rail Safety and Compliance Manager, who attends regular meetings and forums with ONRSR and the rail industry.

The Rail Safety and Compliance Manager will arrange for a review of any changes identified for impact on the Laing O'Rourke SMS or its management of Rail Safety.

### **5.3 Projects to Implement Systems for Compliance**

When projects are established, the Project Leader must conduct a review of the project and the contracts against the SMS to determine whose accreditation applies and whose safety management system will be implemented.

The Project Rail Safety Management Plan must ensure that the project complies with the SMS and any other legislative requirements, including standards and guidelines. Where a potential conflict is identified, the Project Manager must seek advice from the Rail Safety and Compliance Manager.

#### **5.4 Select Rail Plant Compliance**

Select must ensure that Laing O'Rourke's rolling stock continue to comply with the rail safety regulatory requirements as well as those imposed by the rail infrastructure manager. They need to extend this to 3rd party supplied rolling stock provided to projects through the Select Hire Desk, or by direct hire, by ensuring all system requirements established in terms of the SMS are applied.

#### **5.5 Ongoing Compliance**

Laing O'Rourke gains assurance of its ongoing compliance with Regulatory requirements through a variety of reviews and audits.

### **Element 6: Document Control and Records Management**

Laing O'Rourke ensures that accurate and up to date documents are provided to those who need them and that appropriate records are kept. Laing O'Rourke operates a business management system compliant with AS/NZS ISO 9001:2008.

The requirements and processes for Document Control and Records Management are contained in IGMS

Document Control includes the management of documents created by Laing O'Rourke and the management and provision of documents from other sources. This includes systems and procedures for:

- The identification, creation, maintenance, management, storage and retention of records and documents.
- Ensuring the currency of documents required for railway operations that Laing O'Rourke and their subcontractors will be involved in.
- Communication of any changes to the document control systems and procedures to rail safety workers who rely on these systems and procedures to carry out their work.

#### **6.1 Laing O'Rourke Documents**

When Laing O'Rourke creates documents the document control will follow the rules that comply with the integrated documented management system that is maintained on the company Intranet Next Gear.

Documents as contained in Next Gear are the current version and become uncontrolled when printed.

The only person with authority to approve SMS documents relative to the railway operations conducted by Laing O'Rourke will be the Rail Safety and Compliance Manager. Responsibilities for generating other documents and records affecting Rail Safety are specified in this SMS.

#### **6.2 Other Party Documents**

Documents provided by other parties, i.e. Rail Infrastructure Managers, will be recorded in the Laing O'Rourke (including Select) or project document control system and will be managed by a Laing O'Rourke representative with designated responsibility.

### 6.3 Standards

Access to standards relevant to the railway operations undertaken by Laing O'Rourke will be through the Rail Industry Safety Standards Board in consultation with the Rail Safety and Compliance Manager.

### 6.4 Records Management

Retention of records is managed in accordance with the rules defined in the Laing O'Rourke Business Management System.

Electronic Records are backed up by the Laing O'Rourke Information Systems Department, to ensure that a current copy of any electronic record is always available.

## Element 7: Review of the Safety Management System

To ensure that the SMS remains relevant and effective Laing O'Rourke undertakes ongoing reviews of the system which culminate in an annual review.

### 7.1 Required Reviews

Laing O'Rourke, through the Rail Safety & Compliance Manager will undertake reviews of the SMS progressively throughout the year in consultation with key stakeholders and incorporate any changes made as part of the overall annual review.

### 7.2 Input from Those Affected

When reviewing the SMS, Laing O'Rourke will actively seek input from those affected by its railway operations including Select representatives and Operational personnel.

### 7.3 Reviews of SMS Performance

In conducting the review Laing O'Rourke must ensure SFAIRP:

- That the effectiveness of the RSMS is assessed
- That the effectiveness of any revisions that were made as a result of the last review are assessed.
- That any recommendations or issues arising out of audits or safety investigations that have occurred since the last review are taken in to account.
- That any issues arising from any notices that have been issued are taken in to account.
- That any deficiencies in the systems are identified.
- The methods of remedying any deficiencies are designed and assessed.
- That any suggestions for improving the system that arise during the review are assessed.
- If any deficiencies or practicable improvements are identified, a plan needs to be created to remedy those deficiencies, or to effect those improvements.

The requirements and processes for review of the Rail Safety Management System are contained within [IGMS Company Management Review](#).

## Element 8: Safety Performance Measures

Laing O'Rourke has established key performance indicators for its railway operations which are related to Leadership Visits, Collective Insights, FSR Reviews, Positive Investigations and Observations.

Projects collect data during the month on the numbers undertaken and include the information in their monthly reports to management.

Projects may be required to implement additional KPI's as required by the client or to measure specific issues themselves.

### **8.1 Development of KPIs for Railway Operations**

Key Performance Indicators for railway operations will be determined at a project level in consultation with the respective Rail Transport Operator to whom they are contracted with such details described in the Project Rail Safety Management Plan.

### **8.2 Performance Recording**

The Project Leader will ensure that the safety performance indicators set are recorded in IMPACT as required. For other KPIs determined at a project level the Project Leader will monitor the performance and report their progress in terms of project requirements.

The requirements and processes for safety performance measures are contained in E8 Safety Performance Measures.

## **Element 9: Safety Audit and Inspection Arrangements**

Arrangements are required to be implemented by Laing O'Rourke in relation to audits and inspections of the railway operations at all levels to determine that the requirements set out in the safety management systems are applied.

The inspections need to incorporate the monitoring of fatal and severe risks as described in the supporting FSR Standard and be undertaken in accordance with the inspection matrix developed for the respective project.

The requirements and processes for safety audit and inspection are contained within System Requirement SR Inspections, Audits and Corrective Actions Audits as well as SR Next Gear.

## **Element 10: Corrective Action**

Laing O'Rourke implements processes to record and manage corrective actions when a deficiency is identified to continuously improve the performance at the railway operations.

The requirements and processes for recording and monitoring corrective actions are contained within [IGMS Continual Improvement and Corrective Action](#). The issues identified that require corrective action shall be inserted in IMPACT and the close out of the actions monitored at the Project level, by the HSE Managers and by the Rail Safety & Compliance Manager.

## **Element 11: Management of Change**

Laing O'Rourke has a formal System Requirement change management process to ensure that the safety and environmental risks of any change with the potential to impact on the business operations are identified, systematically addressed and controlled prior to implementing such changes.

Changes affecting railway operations can come from many different sources including changes to plant and equipment, designs, organisational structures, reporting arrangements, supply arrangements, data and management systems.

The following steps are required for the management of change:

### **11.1 Scope and Plan the Change**

Identifying the scope of the change will allow determination of:

- The level of planning required to manage the change.

- The level of verification and validation required before implementing the change.
- The level of authority required to approve the change.
- Any impact on Rail Safety Accreditation.

Changes will be categorised as either:

- Non-material change with nothing new or novel.
- Material change or one with significant new or novel content.

All changes will require a Change Request form located in the [IGMS Change Management](#)

Note: Not all changes require the implementation of this change management process. Change management activities where risks are managed within the SMS (e.g. SWMS for a new work process or assessment of new substances in the workplace) are not changes to be addressed through this SMS element.

Engineering changes relating to rolling stock must be implemented through E17 Engineering and Operational Systems and in particular E17C Modification of Rolling Stock. For changes to items of rolling stock, the Modification of Rolling Stock checklist E17C must be completed

An essential element of change management is the risk analysis required prior to the change taking place and needs to incorporate the following issues:

- Consult with those affected.
- Assess the risk.
- Control the risk.
- Review readiness for the change.
- Provide safety assurance.

The requirements and processes for the management of change are contained within SR Change Management

## Element 12: Consultation

Laing O'Rourke recognises the value of consultation with parties who may be affected when decisions are made about managing safety. People affected can include those who carry out railway operations at Laing O'Rourke railway premises or work with Laing O'Rourke's Rolling Stock. These may include:

- Subcontractors or labour hire personnel.
- Emergency service providers.
- Other rail transport operators.
- The general public.
- Unions representing those Laing O'Rourke workers affected.
- Safety representatives of Laing O'Rourke workers affected.

Consultation will occur when:

- The SMS is under review.
- Major purchases are made (e.g. new Plant).
- During risk assessments, in accordance with SMS E14 Risk Management.
- When changes occur, in accordance with SR Change Management

Consultation can take a number of forms that include:

- Workshops (e.g. risk workshops).
- Stakeholder consultation forums and working groups.
- Document review processes.

Laing O'Rourke recognises that, due to the nature of its business activities, it will not always be possible to consult directly with representatives of those affected.

Laing O'Rourke will provide opportunity for those affected to provide comment and will take reasonable consideration of comments made. Feedback will be provided to those who have been involved in consultation either by e-mail, letter, memo, risk assessment reports, minutes of meeting, direct responses on comment sheets or by other appropriate means.

The requirements and processes for consultation are contained within SR Consultation and Health & Safety Meetings.

## **Element 13: Internal Communications**

Laing O'Rourke recognises the need for the communication of important rail safety information within Laing O'Rourke and for sharing safety information with other rail industry participants.

Information is shared within Laing O'Rourke by:

- Ensuring workers, including those of subcontractors who undertake railway operations, understand the requirements of the Rail Safety Management System and are kept informed of Laing O'Rourke's performance.
- Providing means for Laing O'Rourke workers and subcontractors to be informed of incidents, accidents and hazards in the work place.

This is done as follows:

### **13.1 Sharing Information with Workers and Subcontractors**

Managers will be required to identify what information is required by workers and ensure that it is provided. Methods of providing information to personnel include:

- Training in accordance with E22 Rail Safety Worker Competence
- Distribution of RIM's Network Rules and Procedures (or equivalent).
- Distribution of the RIM's Safety Notices (or equivalent).
- Induction to projects or workplaces.
- Position descriptions which include specific roles and responsibilities.
- Safe Work Method Statement briefings.
- Safety alerts.
- Safety notice boards.
- Toolbox talks and pre-work safety briefs.
- Safety or risk assessment workshops.
- Next Gear updates and HSEQ bulletins.
- Incident reports.

### **13.2 Communication from Workers and Sub - Contractors**

Laing O'Rourke encourages workers and subcontractors to report any safety issues so that they can be addressed as soon as possible.

### **13.3 Communication between Other Rail Industry Participants**

The Rail Safety and Compliance Manager will arrange for any significant issues to be brought to the attention of:

- Regulators.
- Suppliers.
- Other rail transport operators.

## **Element 14: Risk Management**

As part of the risk management process, risks are contained within a Project Risk Register with the higher level risks referred to the Rail Safety & Compliance Manager for inclusion in the Risk Register for Railway Operations.

Risks must be managed *So Far As Is Reasonably Practicable* (SFAIRP) and the means to apply this principle is contained in E14 Risk Management

Hazards can arise from railway operations in a number of ways and must be assessed prior to starting an activity or operation. Hazards can arise from:

- A new project.
- A new activity.
- Changes to existing activities.
- New or changed items of rolling stock.

Hazards may also emerge from existing operations and are identified through:

- Incident reports.
- Audits and inspections.
- Site observations.
- Reports from workers.

Laing O'Rourke has developed a process to monitor the Fatal and Severe Risks (FSR) to the work they undertake which includes a number of individual activities and the minimum acceptable standards that must be achieved prior to the work being undertaken. These are described in the Fatal and Severe Risk Standard which have assessment tools for monitoring each of the fatal and severe risks. For Rail Operations they are monitored through the application of FSR 14.

Workers and subcontractors must report any hazards or near misses identified, in accordance with Next Gear philosophy and the supporting processes.

For the railway operations to be undertaken hazards are assessed, controls determined SFAIRP with the work practices monitored for compliance. Many of these processes are contained in the Laing O'Rourke Health and Safety System in particular SR Risk Assessment and SiD as well as SR SWMS and Daily Activity Briefings, in the respective FSR's, or the Risk Register for Rail Operations.

All controls in these systems or registers must be followed.

All projects must apply risk management processes and must not rely on the simple application of generic processes or those risks contained within the Risk Register for Railway Operations.

As part of hazard identification, the Risk Register for Railway Operations is to be consulted. Any potential hazards are to be considered as part of (and not replacing) hazard identification for the project who will then develop their own project specific risk register.

All work tasks are to have a Safe Work Method Statement, which incorporates a risk assessment that follows the requirements in this element.

The requirements and processes for risk management are contained within E14 Risk Management as well as SR Risk Assessment and SiD and SR SWMS and Daily Activity Briefings.

## **Element 15: Human Factors**

Human factors are the incorporation of human needs into any process. It is the understanding of the risk of human error when introducing systems, processes, plant and equipment and provide equipment with high levels of usability, and systems and processes that are either free from or tolerant of human error.

Human factors need to be evaluated within the following areas:

### 15.1 Design of Plant and Equipment

Laing O'Rourke will ensure that any new plant and equipment includes consideration of ergonomics and usability.

Processes apply for rolling stock purchased and used in relation to the rolling stock operations Laing O'Rourke are involved in. The following Procedures support the processes in relation to rolling stock:

- E16A Procurement of Rolling Stock
- E17A Commissioning of Rolling Stock
- E17F Design Management and Certification of Rolling Stock

### 15.2 Risk Assessment

The Risk Management Element 14 requires that all risk assessment of processes, plant, equipment or operations will include the assessment of human error and the impacts that this may have. This assessment will take a systems approach that considers a human error as a hazard and then considers the causes within the system. Qualitative assessment will use published data on human error probability from a recognised source.

### 15.3 Management of Change

SR Change Management is to be applied to the respective change and needs to include human factors consideration in risk assessments where they specifically relate to plant modifications.

### 15.4 Rail Safety Worker Competence

The Rail Safety Worker Competence Element 22 requires a specific competency matrix for the management of competencies for all rail safety workers engaged in Laing O'Rourke's railway operations. When assigning tasks to workers, consideration must be given to the human factors, to ensure SFAIRP, the health and safety of the worker.

### 15.5 Procurement and Contract Management

Laing O'Rourke has systems to manage the procurement of goods and services as well as human resources. The process of evaluating the supplier is applied to ensure SFAIRP that all goods and services to be provided are safe or apply safety systems for the operations to be undertaken. The evaluation places a significant level of determination on the human factors of the human resources to be provided or needed to undertake the operation.

### 15.6 Incident Investigation

Incident Investigation will include consideration of human error and the causes within the system for those errors.

### 15.7 Safety Performance Measures

Recording and categorising incident data will include categorising any human error. Data captured will be used to make improvements to the system to reduce the impact of human error.

### 15.8 Human Factors Techniques

There are a range of Human Factors analysis techniques available to support this element including:

- Task analysis.
- Task observation.
- Survey.
- Simulation and mock ups.

- Risk Based Training Needs Analysis.

The requirements and processes for human factors are contained within E15 Human Factors.

## **Element 16: Procurement and Contract Management**

Procurement must follow the procurement rules and processes found in iGMS.

Projects must provide requirements for safety as part of procurement and contract management processes. It applies to any procurement or contract management arrangement that involves Laing O'Rourke and has the potential to affect safety. This includes one off procurements of high value items, supply agreements, contracting labour, skills or services and hiring of plant and equipment.

In relation to the railway operations to be undertaken it is necessary to determine at the earliest stage whose accreditation is to apply and whose safety management system or parts thereof are to apply for the railway operations and such information contained in the contract and explained in detail in the Project Rail Safety Management Plan. There are 29 elements linked to rail safety and all elements must be addressed in the Rail Safety Management Plan setting out how each element will be addressed at the project.

For rolling stock which is supplied by Select as the in-house division responsible for the relevant supply process in most instances, the same process will be applied as will the process where projects subcontract the provision of rolling stock or rail safety workers.

Management arrangements will be implemented and supported throughout the duration of the procurement to ensure what was contracted is indeed what is supplied. Inspection and Test Plans should set out the specific criteria the item of rolling stock has to conform to and be signed off by the supplier or the Select representative involved in the procurement process.

In terms of contractor management it will be necessary for project representatives to monitor the railway operations the contractors are undertaking to ensure compliance with the stated systems.

The requirements and processes for procurement of rolling stock are contained within E16A Procurement of Rolling Stock.

## **Element 17: General Engineering and Operational System Safety Requirements.**

Laing O'Rourke maintains and / or has access to engineering standards, procedures and operational systems, to cover the following areas:

- Rail infrastructure.
- Rolling stock.
- Operational systems.

For work involving rail infrastructure the standards applied will be those of the rail infrastructure manager (RIM). Work delivered for the RIM of a private railway may apply the standards of the RIM to which the private railway connects provided the private railway RIM authorises their use. Details of the applicable standards that are to be used will be detailed in the Project Rail Safety Management Plan and / or any associated Interface Agreements.

Standards developed by RISSB will be the underlying set of standards applied to the rolling stock operated by Laing O'Rourke. Additional standards often from the RIM on whose railway the rolling stock will operate may also need to be referenced in the management of the relevant rolling stock.

Laing O'Rourke will review RISSB Standards during the development stage to ensure their relevance to the items of rolling stock being operated.

Similar arrangements will be applied for the construction and maintenance of rail infrastructure and will be used in conjunction with the requirements set by the terms and conditions of the contract for such services.

For the Operational Systems, Laing O'Rourke applies the Network Rules and Procedures of the RIM where appropriate and any additional Procedures Laing O'Rourke may have developed to address the criteria in their rolling stock operations.

### **17.1 When Laing O'Rourke is the Accredited Rolling Stock Operator**

Laing O'Rourke has access to the rolling stock standards applicable to the rail network on which rolling stock operations will be conducted. All items of rolling stock to be operated on the infrastructure will gain registration to enable the item to operate safely on the railway.

In terms of Laing O'Rourke's accreditation as a rolling stock operator, there are systems and procedures for the following aspects:

- E16A Procurement of Rolling Stock
- E17 General Engineering and Operational Systems
- E17A Commissioning of Rolling Stock
- E17B Maintenance and Repair of rolling Stock
- E17C Modification of Rolling Stock
- E17D Decommissioning of Rolling Stock
- E17E Incident Management of Rolling Stock
- E17F Design Management of Rolling Stock
- E17G Event and Distance Recorders
- E17H Rail Wheel Inspection
- E17I Travelling of Track machines
- E17J Registration of Rolling Stock
- E17K Railway Track Signals
- E17L Rolling Stock Plant and Equipment Safety
- E17M Rolling Stock Brakes
- E 17N Worksite Protection Arrangements
- E 17O Construction of Rolling Stock

These Procedures must be referenced when the respective item needs to be applied.

The Select Operations Manager will be the Engineering Authority for Laing O'Rourke rolling stock. Liaison with the Select Depot Manager and the Rail Safety and Compliance Manager will occur to ensure, SFAIRP, that all rolling stock standards relevant to infrastructure maintenance vehicles are reviewed. Where relevant appropriate documents are developed or updated to incorporate the requirements of the respective standard.

### **17.2 Engineering and Operations Authority**

An Engineering and Operations Authority System will be implemented for each project that has railway engineering or railway operations components that Laing O'Rourke is required to manage. Refer to the criteria set out in E17 Engineering and Operational Systems.

### **17.3 Design Management**

Should Laing O'Rourke determine the design of rolling stock, a design management process will be implemented in accordance with E17F Design Management and Certification of Rolling Stock. The design standards for the rolling stock will be aligned to the criteria set out in AS 7501

Certification of Rolling Stock and as determined by the respective RIM to ensure Select maintain the item of rolling stock to those design standards.

#### **17.4 Assurance**

Assurance where required will be provided through verification at each stage and validation through testing and commissioning. Refer to E17 Engineering and Operational Systems

Element 18: Process Control

Process control provides controlled conditions for the carrying out of railway operations. These are achieved by:

- Establishment and appropriate application of standards and procedures.
- Effective monitoring to ensure standards and procedures are being adhered to.
- Corrective action in response to deficiencies identified.

Laing O'Rourke's process controls include:

- Procedures for Laing O'Rourke to monitor its compliance with the standards and procedures specified in Element 17, including procedures for the inspection and testing of safety related engineering and operational systems, infrastructure and rolling stock.
- Procedures for the control, calibration and maintenance of all equipment used to inspect or test rail infrastructure or rolling stock.
- Arrangements for the establishment and maintenance of inspection and test records to provide evidence of the condition of rail infrastructure or rolling stock.

The Procedure E18 Process Control sets out the criteria for which all aspects of Process control are implemented and monitored.

### **Element 19: Asset Management**

There are various ways that Laing O'Rourke may be required to apply Asset Management:

- For Laing O'Rourke's rolling stock managed through Select.
- For rolling stock managed by 3rd party suppliers
- For Laing O'Rourke's construction and maintenance activities for a Rail Infrastructure Manager.
- For Laing O'Rourke as a Rail Infrastructure Manager.

#### **19.1 Laing O'Rourke Rolling Stock**

The systems life cycle processes for Laing O'Rourke rolling stock will be managed by the Select Operations Manager in consultation with the Select Depot Manager and the Rail Systems and Compliance Manager.

#### **19.2 Works for a Rail Infrastructure Manager (RIM)**

For the majority of railway operations Laing O'Rourke will perform its work under the Asset Management Systems of the Rail Infrastructure Manager to whom Laing O'Rourke has been contracted.

In these instances, Laing O'Rourke will implement the Rail Infrastructure Manager's asset management requirements through the project business processes. Accountability will be clearly defined, with authority remaining at all times with the Rail Infrastructure Manager.

#### **19.3 Laing O'Rourke as the Rail Infrastructure Manager (RIM)**

When Laing O'Rourke manages rail infrastructure, asset management processes will be implemented. These will include:

- An asset management programme established for the rail infrastructure to be maintained.
- The use of system life cycle processes, in accordance with ISO/IEC 15288:2008.
- Standards relative to the railway for which Laing O'Rourke is the RIM.
- Technical maintenance plans (TMPs).
- Competence management systems; detailing competency requirements for:
  - Design and engineering.
  - Delivery.
- Authority allocation; for decisions regarding:
  - Technical details (designs, standards, technical management plans).
  - Change management.
- Assurance in accordance with processes to be applied to that aspect of the infrastructure management programme.

Further details on Engineering Authority, Design Management, Management of Standards and Competency Management are provided in Element 17 Engineering and Operational Systems.

The requirements and processes for asset management of Laing O'Rourke's rolling stock are contained within Element 19A Asset Management of Rolling Stock. Where an accreditation is held as the RIM of a railway the Rail Safety Management Plan will set out how the infrastructure is to be managed.

## Element 20: Interface Management

Risks arising from interaction with another rail transport operator's operations, or any risks arising from an interface with a roads authority, are identified and managed through consultation with the parties and the development of an interface agreement with Laing O'Rourke or the relevant rail infrastructure manager.

In developing the interface agreements Laing O'Rourke will follow the following process:

- Identify where the Laing O'Rourke railway operations share a common boundary or interacts with the railway operations of another rail transport operator or where there is a rail or road crossing.
- Identifying the other party or parties involved with the interface and coming to an agreement with them about the risks associated with the railway operations at the interface and its boundaries.
- Conducting a risk assessment which must include the participation of the other parties involved with the railway operations at the interface.
- Determine appropriate controls through the application of the hierarchy of controls and the SFAIRP principles defined in Element 14 Risk Management.
- Develop the interface agreement following the criteria provided in E20 Interface Management
- Arrange for the Interface Agreement to be reviewed by legal before execution by a Laing O'Rourke Director as well as a representative from the interfacing party.
- Implement the risk control measures identified in the risk assessment and the communication protocols and management arrangements to maintain the agreement.
- Provide a copy of the signed Interface Agreement to the Laing O'Rourke Rail Safety and Compliance Manager for inclusion in the register of interface agreements that Laing O'Rourke maintains for its railway operations.
- Monitor the review period.
- Update the Interface Agreement following the review and provide the revised copy to the Rail Safety and Compliance Manager.

The requirements and processes interface management are contained within E20 Interface Management.

## Element 21: Managing Notifiable Occurrences

Laing O'Rourke has processes to ensure that notifiable occurrences are correctly reported to the ONRSR or other external organisation as appropriate.

There are two separate processes within this element:

- Responding to an incident and where required notifying the ONRSR, and
- Investigating an incident.

The following process is undertaken to respond and notify the ONRSR when an incident occurs that affects Laing O'Rourke's railway operations:

- Report the incident internally to the Project Leader– This is through the site representative who may be involved in the incident or who may witness such an incident.
- Initiate response – This is a project requirement which will be defined in the project Rail Safety Management Plan. This may include immediate reporting which will depend on the severity of the incident.
- Determine if occurrence is notifiable and the Category of the occurrence.
- Provide immediate notification to RIM / ONRSR as appropriate especially for a Category A occurrence
- Initiate investigation.
- Determine if non-disturbance precautions are required.
- Commence securing evidence.
- Arrange drug and alcohol testing. (timeframes apply in certain cases)
- Enter the incident in IMPACT
- Provide 72 hour report.
- Complete incident investigation
- Close out all actions

The Rail Safety and Compliance Manager will determine the level of investigation required. This may be done in consultation with the Rail Regulator and any other Rail Transport Operators involved in the incident, following the table provided in E21 Managing Notifiable Occurrences. This must be clearly defined in the Rail Safety Management Plan

The following steps outline the process of rail safety incident investigation:

- Decide level of investigation.
- Appoint investigator.
- Prepare terms of reference.
- Plan investigation.
- Issue interim safety actions.
- Monitor close out of actions

The requirements and processes for managing notifiable occurrences and railway incident investigations are contained within E21 Notifiable Occurrences and Railway Incident Investigations.

### Element 21A: Reporting Rail Safety Issues

All personnel engaged in railway operations have a responsibility to report certain events and incidents in accordance with stated responsibilities. These are mandatory reporting requirements

and are documented in other procedures that form part of the Laing O'Rourke Safety Management System for Railway Operations. Such reporting includes:

- 1) Reporting hazards and near miss incidents
- 2) Reporting notifiable occurrences and other incidents
  - (a) Reporting breaches of the fatigue risk management program
  - (b) Reporting breaches of the drug and alcohol management program
  - (c) Reporting certain events to the Rail Infrastructure Manager to whom Laing O'Rourke is contracted.
- 3) Reporting certain data to ONRSR
- 4) Reporting on Key Performance Indicators
- 5) Reporting on fitness for work that may impact the safety of railway operations
- 6) Voluntary and Confidential Reporting

The means by which the above items are to be applied are contained in E21A Reporting Rail Safety Issues

## Element 22: Rail Safety Worker Competence

No worker will be permitted to undertake rail safety work for Laing O'Rourke or be involved in railway operations without the required competency. The competency framework needs to be determined by the accredited organisation for whom the rail safety work is to be performed or the Rail Infrastructure Manager of a railway exempt from the accreditation process.

Where the accredited party is other than Laing O'Rourke it will be their competency framework and assessment criteria that will be applied and how they discharge the management of the RSW ID process.

Whatever is to apply in regard to RSW's, their competencies and the issuing of ID cards which is aligned to the Rail Industry Worker Card (RIWC) managed by an agency for the Australasian Railway Association and needs to be defined in the Rail Safety Management Plan. There will be occasions where a particular network has its own requirements in terms of the competency programs applied and it will be necessary for the project to ensure they know, understand and apply the requirements set by the network owner.

To ensure that rail safety workers gain and retain appropriate competence to perform rail safety work Laing O'Rourke has the following processes.

There are three separate procedures for Rail Safety Worker Competence:

- a) Determining competency.
- b) Gaining competency, and
- c) Maintaining competency.

Essential to all three procedures is the use of a competency matrix. The competency matrix will be used to record the required competency for rail safety work and will also record an individual's competency to perform rail safety work.

The requirements and processes for managing rail safety worker competence are contained within E22 Rail Safety Worker Competence.

## Element 23: Security Management

Laing O'Rourke has systems and procedures to protect people or property which may be exposed to theft, assault, sabotage or terrorism due to Laing O'Rourke's railway operations. For Laing O'Rourke activities a Security Management Plan at the respective project or depot will be applied detailing the security arrangements in place.

### 23.1 Risk Assessment

A project Security Management Plan will be developed where railway operations are undertaken and tailored to suit the specific operations. The plan is developed following a risk assessment on security, in accordance with E14 Risk Management and involving consultation with the affected workers. The risk assessment will focus on potential threats, previous experience, and records of security issues from, local sources including police and local community. Consultation shall also be undertaken with the accredited entity for which the work is being undertaken to determine the security needed. The responsibility for security may lie with that accredited entity and this will be defined in the project Rail Safety Management Plan

The security management plan will include the following:

- a) A list of the risks to the Project operations.
- b) A description of the protective and response measures.
- c) The processes in place for shared facilities with others.
- d) The recording, reporting and analysis of security incidents.
- e) The allocation of security roles and responsibilities to appropriate people.
- f) Provision for liaison with emergency services.
- g) The evaluation, testing and, if necessary, the revision of measures and procedures.

The plan will be implemented through:

- Putting arrangements in place for security.
- Training of those with a role or responsibility.
- Briefing or induction for those affected by the plan, usually through worker or visitor induction.

Copies of the plan will be made available to the respective project personnel, with hard copy provided at locations associated with the railway operation.

Site security arrangements will be reviewed as part of auditing and performance review processes implemented for the site or operation or as a result of a security breach or change in the Alert Level.

The requirements and processes for security management are contained within E23 Security Management.

## Element 24: Emergency Management

To ensure that plans are in place and are mobilised to manage an emergency involving Laing O'Rourke's railway operations each project shall have an Emergency Management Plan.

### 24.1 Project Emergency Management Plan

The project Emergency Management Plan will contain the specific detail applicable at the site or for the operation, including consideration of the following:

- a) The types and classes of emergencies that are foreseeable in relation to the rail transport operator's railway operations.
- b) The consequences of each type or class of emergency, including an estimate of the likely magnitude and severity of the effects of each type or class.
- c) The risks to safety arising from those emergencies.
- d) Measures to mitigate the effects of those emergencies.
- e) Initial response procedures for dealing with those emergencies and the provision of rescue services.

- f) Recovery procedures for the restoration of railway operations if an emergency occurs and for the assistance of people affected by the occurrence of an emergency.
- g) The allocation of emergency management roles and responsibilities within the rail transport operator's organisation, and between the operator and other organisations.
- h) Call-out procedures.
- i) The allocation of personnel for the on-site management of an emergency.
- j) Procedures for liaison with emergency services, including when emergency services should be immediately contacted.
- k) Procedures to ensure that emergency services are provided with all information that is reasonably required to enable them to respond effectively to an emergency.
- l) Procedures for effective communications and co-operation throughout an emergency response.
- m) Procedures for ensuring site security and the preservation of evidence.

Note: Laing O'Rourke has reporting and non-disturbance obligations in WHS, Rail Safety and Environmental Protection legislation when accidents and emergencies occur that must not be overlooked when considering Emergency Management for railway operations.

The requirements and processes for emergency management are contained within E24 Emergency Management.

## Element 25: Fatigue Management

Laing O'Rourke has systems and procedures for the preparation and implementation of a program for the management of fatigue of rail safety workers. This either involves the implementation of a Laing O'Rourke fatigue management programme associated with the railway operations being undertaken or that of the RIM to which they are contracted. The Fatigue Risk Management to be applied to the project must be defined in the Project Rail Safety Management Plan.

Laing O'Rourke's fatigue management programme for a respective project needs to be developed in line with Regulation 29 of the Rail Safety National Law and using the supporting ONRSR / RISSB Guideline Fatigue Risk Management.

The Rail Safety National Law Regulation requires the following to be taken in to account when developing the Fatigue Risk Management Programme:

- (a) Scheduling of work and non-work periods, including time-on-task and rest opportunities in shifts and the total period of time in which work is being carried out.
- (b) Call-in, on-call and lift-up and lay-back arrangements and extended hours of work, including overtime.
- (c) The impact of work scheduling and relief practices generally on social and psychological factors that may impact on performance and safety, including the effect of scheduling practices, schedule predictability and irregularity and control over work hours on sleep loss, performance and safety.
- (d) Physiological factors arising out of work practices affecting rail safety workers, such as the effect on worker alertness and recover of the time when work is undertaken, the length and frequency of breaks, commuting time, circadian effects, extended wakefulness, chronic sleep loss effects, and sleep inertia.
- (e) The kinds of rail safety work being carried out, including:
  - (a) Work that requires significant physical exertion or high cognitive task demand.
  - (b) The degree of monotony or boredom or low cognitive task demand of the work.
- (f) The variations in shifts and rest periods that may be required by different rail safety work requirements, including different routes, crew-call practices and predictability of working hours.

- (g) The suitability of rest environments, including barracks, rest houses and relay vans provided for rail safety workers by the operator.
- (h) The physical environment in which rail safety work is to be carried out, including climatic conditions, noise, vibration and fumes.
- (i) Fatigue risk arising from one-off or occasional circumstances in which rail safety work may be required to be carried out, including in emergencies or under degraded or abnormal conditions, subject to the working hours being dependent on the rail safety workers' indication of their fitness to continue.
- (j) Relevant developments in research related to fatigue and any technology that may be applied to manage work-related fatigue.

The project fatigue risk management programme must establish and maintain documented procedures to manage, so far as is reasonably practicable, fatigue related risk, including:

- a) Specified work scheduling practices and procedures that provide for:
  - i) Safe hours of work.
  - ii) Safe periods of time between shifts.
  - iii) Sufficient rail safety workers to be available to meet reasonably foreseeable demands for relief arrangements.
- b) Provisions for monitoring of hours of work, in particular:
  - i) Procedures for monitoring how actual hours of work of rail safety workers compare with planned hours of work for rail safety workers.
  - ii) Procedures for monitoring the impact to changes to planned rosters due to shift swapping, overtime and on-call working.
- c) Provision of appropriate education and information in relation to the identification and management of fatigue risks that are relevant to the rail safety work being undertaken.

The requirements and processes for fatigue management are contained within E25 Fatigue Management.

## Element 26: Drugs and Alcohol

Laing O'Rourke has a duty to ensure the safety of their railway operations, so far as is reasonably practicable, and to ensure that rail safety workers do not carry out rail safety work while more than the prescribed concentration of alcohol is present in their blood or breath or while impaired by a drug.

There are three processes that support the management of drugs and alcohol to ensure that these do not affect a worker's fitness to perform rail safety work:

- a) Health assessments.
- b) Workplace Testing.
- c) Assistance with D&A Issues.

These arrangements apply to all Laing O'Rourke workers and their sub-contractors who are to be engaged in the railway operations or separately who may undertake rail safety work.

Laing O'Rourke will consult with the RIM to whom they are to be engaged to determine the drug and alcohol management programme to be applied during the term of engagement and such arrangements will be defined in the Project Rail Safety Management Plan.

### (a) Health Assessments

Pre-employment and periodical health assessments are carried out in accordance with RSMS Element 27: Health and Fitness during which time tests are conducted for drugs and alcohol.

Reports of a positive test are provided to Laing O'Rourke and this is then managed in accordance with all other positive tests as outlined in procedure E26 Drugs and Alcohol.

### **(b) Workplace Testing**

There are three types of workplace tests:

- Post incident tests.
- For cause tests.
- Random tests.

#### Authorised Persons Tests

Authorised Persons will be appointed by Laing O'Rourke to undertake drug and alcohol testing in terms of the Rail Safety legislation. The persons may be authorised by the Project Leader or for NSW need to be authorised by the Rail Safety & Compliance Manager as the Delegated Person and have an Authorised Persons identification card. This process will apply in terms of the accreditation held by Laing O'Rourke for the railway operations to be undertaken. Personnel authorised will undertake training in the processes to be applied during the drug and alcohol testing programmes and these may be limited to:

- Breath tests for alcohol.
- Engagement of third parties for the testing for alcohol and drugs.
- Testing only in association with the railway operations undertaken by Laing O'Rourke in terms of their accreditation.
- Testing for the RIM to whom Laing O'Rourke is engaged through formal processes defined for such tests to take place.

Projects will authorise nominated people or agents to conduct testing for alcohol and / or drugs and this will include external agencies who will undertake drug testing in addition to any alcohol testing they may undertake. The processes to be applied will be defined in the Project Rail Safety Management Plan and may include processes adopted by the RIM which exceed the disciplinary action proposed by the project. In some cases RIM's are putting blocks on rail safety workers Rail Industry Worker Cards prohibiting them from their network for a defined period. This could also block the worker from other networks as well.

Calibrated devices compliant with AS 3547 are used for the respective breath tests and samples as defined in rail safety legislation or RIM documents will be taken to allow for the analysis of drugs.

#### Non Negative Test

When a non-negative test result is recorded the following will occur:

- The worker is stood down from all work.
- A Confirmation Test is arranged:
  - For alcohol tests, this is a retest within 20 minutes.
  - For drug tests, this requires that the sample be provided to a testing laboratory.
- A written advice is provided to the worker.

#### Confirmation Test

If the confirmation test is negative, a letter is provided to the worker and records are kept of the non-negative initial test. The worker is reinstated to their normal duties.

If the confirmation test is positive a first offence warning is provided, specifying an interval and location for a secondary test. For alcohol only, this secondary test will be carried out on the first shift back at work.

### Second Non Negative Test

If a second non-negative test is provided, the worker's employment will be terminated.

### Post Incident Testing

Unless able to provide a "reasonable excuse" for not testing, testing must take place within defined timeframes in the respective rail safety legislation applied for that state or territory after a prescribed incident:

- a collision between rolling stock
- a collision between rolling stock and a person
- a collision between rolling stock and a road vehicle or plant equipment
- the derailment of rolling stock
- a breach of the rail infrastructure manager's network rules
- any other prescribed incident contained within the Rail Safety legislation for the respective state or territory

Both drug and alcohol testing is required after a prescribed incident.

### **(c) Assistance with Drug and Alcohol Issues**

Workers are required to notify their supervisor of any prescription or non-prescription medications that may affect a worker's fitness to carry out rail safety work. When a notification is received, the supervisor will determine if there may be an impact on rail safety work. The supervisor may need to consult with the Project Leader or Project HSE representative or a medical practitioner who has been accepted for Health and Fitness testing under E27 Health and Fitness.

### Rail Safety Work Impacted

If there is any concern about an impact on rail safety work, suitable other duties are to be provided for the worker. No disciplinary action is taken with the worker.

### Worker Declares Fit

When the worker verifies that the medication is no longer in use they may declare themselves fit for rail safety work. The worker is then returned to normal duties. This may include any testing and will include the full drug and alcohol requirements being implemented, so workers must assure themselves that they are fit for rail safety work.

### Ongoing Problems

When workers advise of ongoing problems the Project Leader must:

- Refer them to the Laing O'Rourke Worker Assistance Programme.
- Make arrangements at work so that safety is not impacted.
- Arrange a conference with a human capital representative to determine options available for the worker.
- No disciplinary action will be taken in this situation.

The requirements and processes for drugs and alcohol management are contained within E26 Drugs and Alcohol.

## **Element 27: Health and Fitness**

Laing O'Rourke has a programme for the management of health and fitness for rail safety workers. The health and fitness programme complies, so far as is reasonably practicable, with the national standard for health assessment of rail safety workers, published by the National Transport Commission.

Health Assessments for Rail Safety Workers are required:

- Pre-employment, to ensure that they are able to take up a rail safety worker role.
- Periodically, in accordance with the National Standard criteria or when deemed relevant at a particular project or worksite.
- When triggered by concerns that arise in the workplace.

The Project leader in consultation with Human Capital and the Rail Safety & Compliance Manager will determine the Medical Category for each worker.

The Laing O'Rourke railway operations will have three categories:

- Category 1: Safety critical.
- Category 3: Around the track personnel.
- Non Rail Safety worker – not addressed by this element.

When it is determined that a worker is in Category 1 or 3, a task risk assessment is conducted to identify conditions associated with the task (see E27 Health and Fitness appendix 1).

The Laing O'Rourke representative will source and arrange for authorisation of approved health professionals to conduct medical assessments. The Laing O'Rourke representative will maintain a register of approved health professionals.

In preparation for a medical assessment, the Laing O'Rourke representative will ensure that documents are prepared for an individual's assessment. These documents will include:

- The task risk assessment.
- The medical assessment form.
- Worker notification and questionnaire.
- Any fasting instructions.
- E27 Health and Fitness provides all instructions for documents required.

Workers will then undertake the health assessment and the approved health professional will provide reports of the results using the appropriate form. The approved health professional will also retain records of the assessment.

The results of a health assessment may be:

Fit for Duty	Where the worker will commence / continue with normal duties.
Fit for Duty Subject to Review	Where the worker will commence / continue with normal duties, but a follow up Health Assessment will be scheduled in accordance with advice from the approved health professional.
Fit for Duty Subject to Job Modification	If it is possible to modify the job, the worker commences / continues with the normal duties of the modified job. Otherwise, the Project Leader will determine other non-rail safety work arrangements for the worker through consultation with a human capital representative.
Temporarily Unfit subject to review	Other non-safety work arrangements are made for the worker until a scheduled assessment can determine that the worker is fit for duty or permanently unfit. The scheduling of assessments will be determined by the authorised health provider.
Permanently Unfit for duty	The worker must not engage in rail safety work. The Project Leader will determine what other non-rail safety arrangements are appropriate.

The Laing O'Rourke representative will arrange for all records to be kept confidentially on the worker's personal file and will be made available when required only to the individual or another authorised person.

Subcontractors must have systems in place that provide processes for managing health and fitness of their rail safety workers that comply with the national standard for health assessment of rail safety workers.

The requirements and processes for health and fitness management are contained within E27 Health and Fitness.

## Element 28: Resource Availability

The Laing O'Rourke executive allocate that specific rail safety resources are provided to manage the rail safety management system. Responsibilities are detailed in E04 Management Responsibilities.

When Laing O'Rourke tenders for work, the tender documentation will include a resource plan to ensure that resourcing of the project has been properly considered.

When projects are commenced, a risk assessment will be performed and will include consideration of lack of resources as a risk issue, with controls for consideration that include:

- Allocation of resources including on and off site personnel.
- Competent site personnel and subcontractors.
- Robust communication links through to Executive Group level.
- Emergency and contingency plans.
- Monitoring and performance measurement.

Project plans include a Project Rail Safety Management Plan that defines what rail safety activities are required for the project and allocates responsibilities to carry out these specific safety activities.

More broadly, project planning needs are developed and monitored to manage the resources required to undertake current and future work programmes.

In accordance with E03 Governance, the Laing O'Rourke Hub Safety Board will review performance reports for the railway operations Laing O'Rourke are involved in. The Laing O'Rourke Regional HSE Manager will ensure resources are provided to implement the requirements of the rail safety management system.

## Element 29: Training and Instruction

A rail safety worker should understand their role and responsibilities as part of the safety management system. The rail transport operator should therefore ensure its rail safety workers have a working knowledge of the safety management system and how their work relates to it.

The safety management system must include systems and procedures:

- for the training of rail safety workers who are to participate in the implementation of the safety management system or who may otherwise be affected by the implementation; and
- to encourage the awareness, understanding and participation of rail safety workers in the safety management system.

It must also include provision for induction and ongoing training with regard to rail safety including information, instruction and training on new work practices, procedures, policies and standards, specified hazards and relevant control measures.

