

Tool 2: Prompt Assembler — Updated

Prompt Session Log

Redstone Civil Pty Ltd

10 prompt outputs | Section F active | Project data injected

22,305

Total Words

07 June 2026 | 10 Documents

★ FICTIONAL COMPANY — FOR TRAINING USE ONLY ★

DOCUMENT WORD COUNT SUMMARY

#	Document	Words	%
1	Customer Persona	846	3.8%
2	Business Value Proposition	697	3.1%
3	Brand Identity Brief	547	2.5%
4	Capability Statement	944	4.2%
5	Capacity Statement	1,115	5.0%
6	WHS Policy Overview	1,042	4.7%
7	Google Business Profile & 50 Posts	4,204	18.8%
8	Deep Research: Tenders	5,205	23.3%
9	Deep Research: Grants	3,187	14.3%
10	Deep Research: WHS Standards & Compliance	4,518	20.3%
TOTAL		22,305	100%

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Customer Persona

Word count: 846 | 07 June 2026 | Redstone Civil Pty Ltd

Customer Persona — Redstone Civil Pty Ltd

PERSONA NAME & ROLE

Sarah McKenzie — Procurement Manager, Civil Infrastructure

Sarah works for a Tier 1 or Tier 2 civil contractor delivering road, drainage, water, subdivision, and infrastructure projects across North Queensland. She is responsible for finding reliable subcontractors who can handle real site work, meet project deadlines, and provide the paperwork required before mobilisation.

ORGANISATION TYPE & SIZE

Sarah works inside a large civil construction organisation with 200 to 1,000+ staff across Queensland and Australia. Her organisation delivers major public infrastructure projects for Queensland Government departments, local councils, water infrastructure authorities, port authorities, and private developers.

In North Queensland, her team is regularly looking for dependable local civil contractors who understand Townsville conditions, can mobilise quickly, and can perform without needing heavy supervision.

KEY RESPONSIBILITIES

Finding and assessing subcontractors for civil earthworks, drainage, road maintenance, and plant-supported site works.

Making sure subcontractors have the right licences, insurances, safety documents, plant records, and prequalification status.

Comparing quotes, capability statements, past project examples, and availability before recommending a contractor.

Reducing delivery risk by choosing contractors who can meet program, quality, safety, and communication expectations.

Supporting project managers with local supplier options for North Queensland work packages.

Keeping approved supplier lists updated for future tenders and live project delivery.

WHAT THEY NEED FROM A CONTRACTOR LIKE US

A reliable local civil contractor with proven earthmoving, drainage, grading, road maintenance, and compaction capability.

Plant and operators who can mobilise quickly to Townsville and surrounding North Queensland project sites.

Clear evidence of completed work in the \$250K to \$1M range.

A contractor who can self-deliver without depending heavily on unknown subcontractors.

Professional communication before, during, and after the job.

Basic but credible documentation that shows safety, licences, capacity, plant, project history, and commercial readiness.

TOP 5 SELECTION CRITERIA

Proven local project experience She wants to see completed North Queensland projects with similar scope, value, and site conditions.

Ability to mobilise and deliver quickly She needs contractors who can get plant, operators, and supervision onto site without long delays.

Plant and operator capability She looks closely at whether the contractor owns or controls the right gear for earthworks, drainage, grading, cartage, water carting, and compaction.

Safety and compliance readiness Even if the contractor is experienced, she needs enough WHS documentation to satisfy head contractor and government requirements.

Communication and reliability She favours contractors who respond quickly, give clear answers, raise issues early, and do what they say they will do.

THEIR BIGGEST PAIN POINTS WHEN CHOOSING SUBCONTRACTORS

Good operators with poor paperwork Many small civil contractors can do the work but cannot provide the capability, safety, insurance, and plant documentation needed for Tier 1 or government-backed projects.

Subcontractors who overpromise on capacity She is cautious of businesses that say yes to every job but struggle once two or three projects overlap.

Poor communication during live works She does not want to chase updates, guess at progress, or find out about delays after they have already affected the program.

WHAT MAKES THEM SAY YES

Clear proof of similar completed work Redstone Civil showing projects like Bohle Plains Subdivision, Jensen Drainage Channel, and Mount Louisa Road Maintenance gives her confidence that the business has handled real civil scopes before.

A practical plant list matched to the work The Komatsu PC120, CAT 320, CAT 12M grader, trucks, skid steer, water cart, and roller show that Redstone can self-deliver common civil earthworks and road maintenance packages.

Honest capacity limits and professional presentation She is more likely to trust Redstone if the business clearly states what it can handle, where it works, what documents it has, and what it is currently improving.

WHAT MAKES THEM SAY NO

No formal safety documents Experience matters, but Tier 1 and government procurement teams still need WHS policies, SWMS, plant records, licences, and basic safety systems.

Unclear capacity for multiple projects If Redstone cannot explain how it manages workload when three projects overlap, Sarah may see the business as a delivery risk.

Informal or slow communication Missed calls, vague quotes, late paperwork, or casual answers make her worry the same behaviour will happen on site.

HOW THEY PREFER TO BE APPROACHED

Sarah prefers a direct email first, followed by a short phone call. The email should include a plain capability statement, capacity statement, plant list, licence summary, project examples, and contact details.

The best timing is before tender close, during supplier panel updates, or when major North Queensland project packages are being planned. She does not want a hard sell. She wants a short, practical message explaining what Redstone Civil can do, where it can work, what plant it has, and what type of subcontract packages it is

ready to price.

The tone should be professional, clear, and straight to the point. No hype. No inflated claims. Just proof that Redstone Civil can turn up, do the work, communicate properly, and meet the paperwork standard.

REPRESENTATIVE QUOTE

“Give me a local civil contractor who has the right gear, answers the phone, sends the paperwork, and finishes the job without creating extra problems.”

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Business Value Proposition

Word count: 697 | 07 June 2026 | Redstone Civil Pty Ltd

Business Value Proposition — Redstone Civil Pty Ltd

JOBS TO BE DONE

The client needs to get civil earthmoving, drainage, and road maintenance work delivered safely, on time, and without needing constant supervision.

The client needs to engage a North Queensland civil contractor that can mobilise quickly with its own plant, experienced operators, and practical site knowledge.

The client needs to reduce delivery risk on regional infrastructure works by using a subcontractor that can handle defined civil packages and communicate clearly with project teams.

CLIENT PAINS

The client fears small subcontractors who say yes to the work but cannot handle the program, plant requirements, or site coordination once the job starts.

The client struggles with finding reliable local civil contractors who can move fast, understand North Queensland ground conditions, and keep work progressing without excuses.

The client fears delays, rework, poor communication, safety gaps, and documentation issues that create problems for Tier 1 contractors, councils, and government project teams.

CLIENT GAINS

The client wants confidence that a civil package will be delivered by an experienced crew with the right machines and the discipline to finish the job properly.

The client wants a local contractor who can take pressure off the main project team, not add more management burden.

The client wants predictable delivery, professional communication, and proof that the contractor has successfully completed similar civil, drainage, and road maintenance works in North Queensland.

OUR UNIQUE DIFFERENTIATORS

Redstone Civil self-delivers core civil earthmoving, drainage, and road maintenance work with its own operators and plant, reducing reliance on outside subcontractors.

The business has proven delivery on North Queensland projects from \$280,000 to \$620,000, including subdivision earthworks, drainage channel construction, and council road maintenance.

Redstone Civil has a practical plant mix suited to regional civil works, including excavators, grader, trucks, skid steer, water cart, and compaction equipment.

The business has local project experience with developers, water infrastructure clients, and Townsville City Council, including repeat council work and projects completed on time or early.

ONE-LINER VALUE PROPOSITION

Redstone Civil helps Tier 1 contractors, councils, and infrastructure clients in North Queensland deliver earthworks, drainage, and road maintenance packages with reliable local crews, owned plant, and practical site delivery.

THREE-SENTENCE VALUE PROPOSITION

Redstone Civil delivers civil earthmoving, drainage, and road maintenance works for Tier 1 contractors, councils, developers, and infrastructure project teams across North Queensland. We solve the problem of finding a reliable local civil contractor that can mobilise quickly, communicate properly, and deliver without overcomplicating the job. We help clients keep works moving, reduce delivery risk, and finish civil packages on time with experienced operators and the right plant for the work.

FULL VALUE PROPOSITION STATEMENT

Redstone Civil Pty Ltd is a North Queensland civil construction business delivering earthmoving, drainage, and road maintenance works for infrastructure clients, councils, developers, and major contractors. With 11–20 years in operation, the business brings practical civil experience, owned plant, and a hands-on delivery approach to regional works where reliability, speed, and local knowledge matter.

The business is well suited to defined civil packages where the client needs a contractor that can get on site, understand the work, and keep the program moving. Redstone Civil has delivered bulk earthworks, open drain construction, stormwater works, pavement maintenance, road re-sheeting, table drain reconstruction, compaction, and site preparation across North Queensland projects.

Redstone Civil's strength is practical self-delivery. The business owns and operates the key plant needed for civil earthmoving, grading, trucking, water carting, compaction, and site works. This gives clients more confidence around mobilisation, availability, and accountability because the work is not heavily dependent on outside subcontractors.

For Tier 1 contractors, councils, and infrastructure clients, Redstone Civil offers a reliable local option for civil packages that need to be done properly without unnecessary fuss. The business has completed projects up to \$620,000, delivered work on time or early, and is now focused on building the documentation, systems, and supplier readiness needed for larger North Queensland infrastructure opportunities, including the Houghton Pipeline supplier panel.

STORYBRAND ONE-LINER

We help Tier 1 contractors, councils, and infrastructure project teams who need reliable local civil delivery by self-delivering earthworks, drainage, and road maintenance packages so they can keep North Queensland projects moving on time.

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Brand Identity Brief

Word count: 547 | 07 June 2026 | Redstone Civil Pty Ltd

Brand Identity Brief — Redstone Civil Pty Ltd

BRAND POSITION

Redstone Civil Pty Ltd should be seen in the North Queensland market as a reliable, fast-mobilising civil earthmoving and drainage contractor with the plant, experience, and local track record to support Tier 1 contractors, government projects, and regional infrastructure works.

tone of voice

Practical. Direct. Capable. Reliable. Local.

Redstone Civil should sound like a business that knows the ground, knows the work, and gets on with the job without making things complicated. The language should be plain, confident, and specific, with a focus on project delivery, plant capability, communication, safety improvement, and North Queensland conditions.

WE SOUND LIKE / WE DON'T SOUND LIKE

We sound like:

"We mobilise quickly, communicate clearly, and deliver civil earthworks, drainage, and road maintenance across North Queensland."

"We have the plant, operators, and regional experience to support subdivision, drainage, road, and infrastructure works up to \$1M in value."

"We understand the expectations of councils, water infrastructure clients, and Tier 1 contractors, and we are building the documentation needed to support larger project work."

We don't sound like:

"We are a dynamic, solutions-focused construction partner delivering synergistic outcomes across the infrastructure ecosystem."

"We provide world-class innovation through end-to-end civil transformation frameworks."

"We are the cheapest contractor in town and can do everything for everyone."

CORE MESSAGE

Redstone Civil helps North Queensland infrastructure clients get civil earthmoving, drainage, and road maintenance work delivered by an experienced local contractor that can mobilise quickly, communicate properly, and finish the job.

TAGLINE OPTIONS

Built for NQ Civil Work.

Local Plant. Reliable Delivery.

Civil Work Done Properly.

VISUAL IDENTITY DIRECTION

The visual identity should feel strong, grounded, and regional — using earthy reds, charcoal, dark grey, machinery yellow, and clean white space. The colour mood should reflect red soil, hardstand, civil plant, drainage works, and North Queensland infrastructure rather than polished corporate gloss.

Photography should show real machines, real operators, real sites, and completed works: excavators, graders, rollers, drainage channels, road maintenance, subdivision earthworks, and Townsville-region project conditions. Documents and presentations should be clean, practical, and easy to read, with project photos, plant capability, safety commitments, and past performance shown clearly for procurement teams.

LINKEDIN HEADLINE OPTIONS

Mark Redstone | NQ Civil Earthmoving Contractor | Fast Mobilisation & Reliable Project Delivery

Owner, Redstone Civil | Townsville Civil, Drainage & Road Maintenance Contractor

NQ Civil Contractor | Earthworks, Drainage & Road Maintenance | Built for Regional Infrastructure

STORYBRAND ONE-LINER

We help Tier 1 contractors, councils, and infrastructure clients who need reliable small civil subcontractors by delivering civil earthmoving, drainage, and road maintenance works so they can keep regional projects moving without delays or communication headaches.

ELEVATOR PITCH

Redstone Civil is a North Queensland civil construction business based around practical earthmoving, drainage, and road maintenance work. We have been operating for more than a decade and have delivered subdivision earthworks, drainage channels, and council road maintenance projects across the Townsville region. We are not trying to be the biggest contractor in the market — we are focused on being the reliable local civil contractor that can mobilise quickly, communicate clearly, and get the work done properly. Our next step is building the documentation and systems needed to support larger infrastructure opportunities, including supplier panel work such as the Haughton Pipeline.

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Capability Statement

Word count: 944 | 07 June 2026 | Redstone Civil Pty Ltd

Capability Statement — Redstone Civil Pty Ltd

BUSINESS OVERVIEW

Redstone Civil Pty Ltd is a North Queensland civil construction and earthmoving contractor owned and operated by Mark Redstone. The business has been operating for 11–20 years and delivers civil earthmoving, drainage, stormwater works, road maintenance, pavement preparation, bulk excavation and plant-based civil construction support.

Redstone Civil works across the Townsville and North Queensland market, supporting subdivision, local government, road, drainage and infrastructure works. The business is positioned for larger contractor and government supply opportunities, including Tier 1 subcontract work and regional infrastructure packages where reliable mobilisation, experienced operators, clear communication and practical site delivery matter.

CORE SERVICES

Bulk earthworks and cut-to-fill operations

Civil excavation and trenching

Stormwater drainage installation and open channel works

Road maintenance and unsealed road re-sheeting

Pavement preparation and subgrade trimming

Grader works and final trim preparation

Compaction works and material placement

Table drain reconstruction and batter shaping

Plant hire with experienced operators

Civil works support for subdivisions, councils and infrastructure contractors

SERVICE DELIVERY METHODOLOGY

Redstone Civil mobilises using its own core plant, trucks and experienced operators. For most works, the business can self-deliver without relying on external subcontractors, which gives the client a clear point of control for program, quality, communication and site performance.

On site, work is managed through practical daily planning, operator experience and direct supervision from the business owner or nominated leading hand. Site activities are sequenced around access, underground services, weather, material availability, compaction requirements and interface with other trades or contractors.

Quality control is based on correct set-out, competent plant operation, progressive checking of levels, compaction requirements, drainage grades and hold points agreed with the client. For Tier 1 or government work, Redstone Civil should formalise these checks into Inspection and Test Plans, daily site records and lot-based quality records.

Client communication is kept direct and practical. Redstone Civil reports issues early, confirms instructions before proceeding, and maintains regular communication with the superintendent, project manager or site supervisor. This is important for North Queensland work where weather, ground conditions, haulage, access and program changes can affect delivery quickly.

PLANT & EQUIPMENT REGISTER

Equipment Type	Quantity	Capacity / Size	Compliance Notes
Komatsu PC120-10 Excavator	1	12 tonne	Owned / operated by competent ticketed operator; service records to be maintained
CAT 320 GC Excavator	1	20 tonne	Owned / operated by competent ticketed operator; service records to be maintained
CAT 12M3 Grader	1	186 HP	Grader ticket held; maintenance and pre-start records to be documented
Kenworth T410 Truck	1	22T GVM	HR licence required; registration and servicing to be confirmed
Isuzu FRR 107-210 Truck	1	14T GVM	Registration and servicing to be confirmed
CAT 262D3 Skid Steer / Positrack	1	72 HP	Operator competency to be confirmed
Hino 700 Water Truck	1	10,000L	Used for dust suppression and compaction support; water cart operation competency to be confirmed
Dynapac CA2500D Roller	1	8.3 tonne	Compaction equipment; service records and calibration/condition checks to be maintained
Laser level / site level equipment	1	confirm	Inferred item — confirm availability and calibration requirements
Ute / site support vehicle	1–2	confirm	Inferred item — confirm registration, insurance and site suitability
Small tools, signage and barricades	Various	confirm	Inferred item — confirm inventory for pre-start, exclusion zones and minor site controls

KEY PERSONNEL

Name / Position	Role	Qualifications / Competencies	Experience
Mark Redstone — Owner / Director	Business owner, client contact, project delivery lead and plant operations oversight	White Card, HR Driver Licence, Dogging Licence, Excavator Ticket to 100T, Grader Ticket, TC Licence, Traffic Controller Licence, Cert III Civil Construction, Cert IV Business Administration	11–20 years in business; civil construction experience to be confirmed
Site Supervisor / Leading Hand — to be confirmed	Daily site coordination, operator supervision, pre-starts, client instructions and work sequencing	White Card, plant competency tickets relevant to role, first aid recommended addition	5–10 years — to be confirmed
Plant Operator / Truck Driver — to be confirmed	Excavator, grader, roller, skid steer, water truck or truck operation as required	White Card, HR licence where required, plant VOCs and machine-specific competencies recommended	3–10 years — to be confirmed

LICENCES & REGISTRATIONS

Current licences and certifications from the profile:

- White Card
- HR Driver Licence
- Dogging Licence
- Excavator Ticket — to 100T
- Grader Ticket
- TC Licence
- Traffic Controller Licence
- Certificate III in Civil Construction
- Certificate IV in Business Administration
- ABN: 52 143 867 291

Recommended additions for stronger prequalification submissions:

- GST registration confirmation
- ASIC company registration extract for Redstone Civil Pty Ltd
- Current Public Liability Insurance certificate
- Current Workers Compensation Insurance certificate
- Plant and Equipment Insurance certificate
- Motor Vehicle / Heavy Vehicle Insurance certificates
- Operator VOCs for each major item of plant

First Aid certification for nominated site personnel

Traffic Management Implementation qualification, if undertaking traffic control setup or traffic management works

Plant maintenance register and service history records

SWMS register for high-risk construction work

Environmental management procedure for erosion, sediment, dust, noise, spill response and waste

QBCC licence assessment — recommended to confirm whether any drainage or building-related work requires QBCC licensing under the specific scope of work

QUALITY & SAFETY MANAGEMENT

Redstone Civil's current WHS documentation status is A — nothing formal, with safety handled by experience and common sense. That reflects a capable hands-on contractor with experienced operators, but it is not enough for Tier 1 contractor prequalification, CQMS Raize, Vendorable fields or government supplier review.

The immediate priority is to turn the business's practical site safety approach into basic written evidence.

Redstone Civil should prepare a WHS Policy, SWMS for common activities, plant pre-start checklists, operator competency register, incident reporting process, site induction checklist, risk register, emergency procedure, PPE requirements and maintenance records. These do not need to be overcomplicated, but they must exist, be used, and match how the business actually works on site.

PREQUALIFICATION PORTALS REGISTERED

CQMS Raize

PROJECT EXPERIENCE TEMPLATE

Note: This section should be completed using verified project details, including client names, values, dates, scope, delivery role, safety performance, quality outcomes and client contact availability. The examples below are based on the supplied business profile and should be checked before submission.

Project Experience 1

Project Name: Bohle Plains Subdivision Stage 2 Earthworks **Client:** Cube Property Developments **Contract Value:** \$620,000 **Scope:** Bulk earthworks for 47-lot residential subdivision, including cut/fill of 42,000m³, subgrade preparation, stormwater drainage installation and kerb subgrade preparation. **Duration:** 14-week program, completed 1 week early **Outcome:** Completed early

Project Experience 2

Project Name: Jensen Drainage Channel Earthworks **Client:** North Queensland Water Infrastructure Corp **Contract Value:** \$390,000 **Scope:** Construction of 1.8km open drain channel, bulk excavation of 18,500m³, batter shaping, rock ripping, topsoil strip and respread. Traffic management and survey were subcontracted. **Duration:** 2024 — duration to be confirmed **Outcome:** Completed on time

Project Experience 3

Project Name: Mount Louisa Road Pavement Maintenance **Client:** Townsville City Council **Contract Value:** \$280,000 **Scope:** Re-sheeting of 4.2km of unsealed road, drainage table drain reconstruction, compaction to 98% MDD and line marking. **Duration:** 2024 — duration to be confirmed **Outcome:** Completed on time; repeat client relationship with Townsville City Council

CLIENT REFERENCES SECTION

Note: References should be requested before listing them in a submission. The best referees are project managers, superintendents, engineers or client-side representatives who can speak directly about safety, communication, quality, program performance and ability to solve site issues.

Client Reference 1

Name: To be confirmed **Organisation:** Townsville City Council **Role:** To be confirmed **Contact:** To be confirmed **Relationship:** Client representative for road maintenance works **Example project:** Mount Louisa Road Pavement Maintenance

Client Reference 2

Name: To be confirmed **Organisation:** Cube Property Developments **Role:** To be confirmed **Contact:** To be confirmed **Relationship:** Client representative for subdivision earthworks **Example project:** Bohle Plains Subdivision Stage 2 Earthworks

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Capacity Statement

Word count: 1,115 | 07 June 2026 | Redstone Civil Pty Ltd

Capacity Statement — Redstone Civil Pty Ltd

CAPACITY OVERVIEW

Redstone Civil Pty Ltd has the plant, people and operating history to deliver civil earthmoving, drainage and road maintenance works across North Queensland, with proven project delivery in the \$280,000 to \$620,000 range. Based on current staffing, owned plant and past performance, Redstone Civil is best suited to packages up to approximately \$750,000 self-delivered, with capacity to manage selected larger packages where scope, program and documentation requirements are clearly defined.

CURRENT RESOURCE CAPACITY

Direct staff: 6–15 direct employees across civil plant operation, earthmoving, road maintenance, drainage works, truck operation and site supervision.

Trade and ticket coverage: White Card, HR Driver Licence, Dogging Licence, Excavator Ticket to 100T, Grader Ticket, TC Licence, Traffic Controller Licence, Cert III Civil Construction and Cert IV Business Administration.

Plant and equipment available: Komatsu PC120-10 12T excavator CAT 320 GC 20T excavator CAT 12M3 186 HP grader Kenworth T410 22T GVM truck Isuzu FRR 107-210 14T GVM truck CAT 262D3 72 HP skid steer Hino 700 10,000L water truck Dynapac CA2500D 8.3T roller

Regular subcontractors: Redstone Civil does not currently maintain a regular subcontractor base. Project-specific subcontractors have been used where required, including traffic management and survey support.

Geographic operating radius: North Queensland, with a practical focus on Townsville, surrounding growth corridors, local government works, subdivision works and infrastructure-linked civil packages.

Current project commitments: Current workload position to be confirmed before submission. For prequalification purposes, Redstone Civil should state live commitments, available crews and plant availability at the time of tender.

MAXIMUM PROJECT SIZE — SELF-DELIVERY

Redstone Civil can self-deliver projects up to **\$750,000** in value.

This figure is based on the company's current revenue band, direct workforce, owned civil plant and demonstrated delivery of projects including the \$620,000 Bohle Plains Subdivision Stage 2 Earthworks package. Redstone Civil has the strongest capacity where the scope is earthworks, drainage, road maintenance, subgrade preparation, trimming, compaction and civil plant-based delivery. Larger packages may be considered where the program is staged and specialist scopes are clearly separated.

SCALE-UP CAPACITY

For contracts above normal capacity, Redstone Civil can scale by increasing labour, hiring additional plant and engaging specialist support for defined scopes. This is most realistic where the head contract allows clear

staging, practical hold points and a program that does not require all crews and plant on site at once.

Redstone Civil's scale-up approach would include:

Engaging project-specific subcontractors for traffic management, survey, line marking, testing or other specialist scopes where needed.

Using labour hire for additional operators, labourers or truck drivers during peak production periods.

Hiring additional excavators, rollers, water carts, trucks or compactors from established local plant hire suppliers where the company's owned fleet is already committed.

Maintaining Redstone Civil management control over site supervision, plant coordination, client communication, safety coordination and production tracking.

For a larger Tier 1 or council package, Redstone Civil should avoid overextending into too many sites at once. The safer model is one larger package with controlled staging, supported by hired resources and specialist subcontractors as required.

CONCURRENT PROJECT CAPACITY

Redstone Civil can comfortably manage:

One major project: \$500,000 to \$750,000, using the main plant fleet and core crew.

One major project plus one smaller project: One \$500,000 to \$750,000 project, plus one \$100,000 to \$250,000 project, provided the sites are geographically practical and supervision is not stretched.

Up to three smaller projects: Three projects in the \$50,000 to \$200,000 range may be achievable where scopes are simple, programs do not overlap heavily, and plant movements are planned properly.

At current team size, three simultaneous projects is the main capacity constraint. Redstone Civil should be careful about accepting three active civil packages unless at least one is low-risk, short-duration or lightly resourced.

FINANCIAL CAPACITY SUMMARY

Redstone Civil operates in the \$2M–\$5M annual revenue band, with a stated current revenue position of approximately \$2.4M and a three-year target of \$4M. This indicates a business with an established trading history and enough revenue scale to support civil packages in the mid-six-figure range.

For procurement purposes, Redstone Civil should confirm the following with its accountant before submitting this statement:

Bank guarantees / bonding capacity — confirm with accountant: Confirm available bank guarantee limits, bonding capacity or ability to provide security where required by Tier 1 contractors or government clients.

Cash flow capacity — confirm with accountant: Confirm the maximum contract value Redstone Civil can cash flow under 30-day, 45-day or end-of-month payment terms, including wages, fuel, plant costs, hire costs and subcontractor payments.

Payment terms: Redstone Civil should seek standard commercial payment terms and avoid accepting extended terms on larger projects unless working capital has been confirmed.

Retentions position — confirm with accountant: Confirm how much retention Redstone Civil can carry without creating pressure on working capital. For larger contracts, retention terms should be reviewed before acceptance.

In plain terms, Redstone Civil appears financially suited to self-delivered civil works up to approximately \$750,000. Larger works should be assessed against payment terms, retention exposure, mobilisation cost and the amount of hired labour or plant required.

SUPPLY CHAIN & SUBCONTRACTOR RELATIONSHIPS

Redstone Civil does not currently rely on regular subcontractors for its core work. The business is strongest when delivering earthworks, drainage and road maintenance using its own people and plant.

Where specialist support is required, Redstone Civil has previously engaged subcontracted support for traffic management and survey. Similar project-specific support may be required for:

Traffic management Survey set-out and as-constructed support Geotechnical testing Line marking Additional cartage Specialist plant hire Labour hire during peak demand

These relationships should be managed through clear scopes of work, agreed rates, insurances, licences, SWMS, plant compliance records and daily coordination through Redstone Civil's site supervisor.

No formal long-term supply chain agreements are currently identified in the business profile. For Tier 1 and supplier panel work, Redstone Civil should build a small panel of preferred local suppliers and subcontractors before chasing larger packages.

CAPACITY DEVELOPMENT PLAN

Redstone Civil's capacity development over the next 12 to 24 months should focus on preparing the business for Haughton Pipeline supplier panel opportunities and growing revenue from \$2.4M to \$4M over three years.

Formalise a preferred supplier list for traffic management, survey, testing, labour hire, cartage and plant hire.

Build basic procurement-ready documentation, including capability statement, capacity statement, WHS overview, insurances register, licences register and plant compliance register.

Develop a simple project resourcing model showing available crews, plant allocation, current workload and maximum safe concurrent project load.

Strengthen supervision and administration capacity so the business can handle larger Tier 1 reporting, QA, safety and communication requirements.

Target larger but controlled civil packages in the \$500,000 to \$750,000 range first, then use those projects as evidence for Haughton Pipeline supplier panel submissions.

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WHS Policy Overview

Word count: 1,042 | 07 June 2026 | Redstone Civil Pty Ltd

WHS Policy Overview — Redstone Civil Pty Ltd

WHS POLICY STATEMENT

Redstone Civil Pty Ltd is committed to providing a safe workplace for our workers, clients, visitors, and anyone affected by our civil construction, earthmoving, drainage, and road maintenance work.

We understand our duties under the Work Health and Safety Act 2011 (QLD) and will take practical steps to manage safety risks before work starts and while work is underway. This includes planning the job, checking plant and equipment, using safe work methods, and stopping work where conditions are unsafe. ()

Our current safety approach has been based on experience, trade knowledge, and common sense. As Redstone Civil grows and targets larger Tier 1 and government work, we will formalise our safety documents, records, and site procedures so they meet client and prequalification requirements.

Safety is the responsibility of everyone on site, but overall responsibility sits with the business owner.

Name: Mark Redstone Title: Owner / Director, Redstone Civil Pty Ltd Date: 07 June 2026

OUR SAFETY COMMITMENTS

All workers must hold a current WHS White Card before stepping onto a Redstone Civil worksite.

Operators must only use plant and equipment they are trained, licensed, ticketed, or assessed as competent to operate.

Daily pre-start checks must be completed for excavators, graders, trucks, rollers, skid steers, and water carts before use.

A SWMS must be reviewed and followed before high-risk construction work starts, including excavation, plant movement, traffic control, and work near services.

No worker is expected to keep working if they believe the job, plant, ground conditions, traffic conditions, or weather conditions are unsafe.

HAZARD IDENTIFICATION — KEY RISK AREAS

Hazard Name	How it arises in this work	Primary control measure
Mobile plant interaction	Excavators, graders, rollers, trucks, skid steers, and water carts operating around workers, visitors, and other vehicles	Separate people from plant using exclusion zones, spotters, radios, clear reversing controls, and daily pre-start communication
Excavation collapse or ground failure	Drainage works, open channels, trenching, bulk earthworks, batter shaping, and unstable ground after rain	Check ground conditions, batter or bench excavations where needed, keep plant back from edges, and stop work if the excavation becomes unstable

Hazard Name	How it arises in this work	Primary control measure
Underground and overhead services	Road maintenance, drainage installation, excavation, and subdivision works near water, power, gas, sewer, stormwater, or communications services	Dial Before You Dig checks, service plans, potholing, marked services, spotters, and no mechanical digging inside exclusion zones unless approved
Vehicle and live traffic exposure	Road maintenance, table drain reconstruction, haulage movements, and works near council roads or public access points	Traffic management plan, traffic control licence holders, signs, cones, barriers, UHF communication, and agreed vehicle movement routes
Dust, silica, and airborne particles	Cutting, grading, ripping, compaction, dry earthworks, unsealed road maintenance, and haul road movements	Water cart use, reduced speed, dust suppression, respiratory protection where required, and stopping dusty work when controls are not effective
Plant rollover or loss of control	Grader work, roller work, batter shaping, uneven ground, soft shoulders, wet areas, and steep access tracks	Assess ground before entry, use seatbelts, keep to safe gradients, maintain exclusion zones, and do not operate on unsafe ground
Manual handling and crush injuries	Handling pipes, signs, attachments, hoses, chains, buckets, compaction gear, and site materials	Use mechanical aids, team lifts, correct lifting points, gloves, and keep hands clear of pinch points
Heat stress and fatigue	North Queensland outdoor works, long days, humid conditions, remote sites, and multiple concurrent projects	Water, shade, rest breaks, task rotation, early starts where practical, and checking workers for heat stress signs

SITE SAFETY BASICS — HOW WE WORK

A pre-start meeting is held before work begins to cover the day's scope, plant movements, traffic risks, weather, services, exclusion zones, and any changes to the job.

Required PPE includes safety boots, hi-vis clothing, hard hat where required, eye protection, gloves where required, hearing protection, and respiratory protection where dust controls require it.

Plant operators must complete daily checks before using machinery and must report faults before the machine is used.

SWMS must be available, explained, signed onto, and followed for high-risk construction work.

Visitors, clients, delivery drivers, and inspectors must report to the site contact before entering the work area and must stay clear of operating plant.

Site communication is to be clear and direct, using UHF radio, hand signals, spotters, and stop-work instructions where needed.

INCIDENT REPORTING & EMERGENCY RESPONSE

Incident reporting

All incidents, injuries, near misses, plant faults, property damage, service strikes, and unsafe conditions must be reported to Mark Redstone or the nominated site supervisor as soon as possible.

The worker involved, the operator, or the first person aware of the incident must report it verbally straight away, then record the details in the incident register or site diary before the end of the shift.

Redstone Civil will record what happened, who was involved, what immediate action was taken, what controls need to change, and who is responsible for closing out the action.

Emergency response basics

In an emergency, stop work, make the area safe, call 000 where urgent help is needed, give first aid if safe to do so, and keep people away from the incident area.

If there is a work-related death, serious injury or illness, or dangerous incident, Workplace Health and Safety Queensland must be notified immediately. The incident site must not be disturbed unless it is necessary to help an injured person, make the site safe, or prevent further injury or damage. ()

Emergency contacts placeholder:

Emergency Services: 000

Site Supervisor: [Insert name and mobile]

Business Owner: Mark Redstone — [Insert mobile]

First Aid Officer: [Insert name and mobile]

Nearest Medical Centre / Hospital: [Insert details]

Workplace Health and Safety Queensland: [Insert notification contact details]

SUBCONTRACTOR SAFETY MANAGEMENT

Redstone Civil does not currently use regular subcontractors as part of its normal operating model.

Where specialist subcontractors are used, such as traffic management or survey, they must complete a site induction before starting work. They must provide evidence of relevant licences, tickets, insurances, and competency before being allowed to work on site.

Subcontractors must provide and follow their own SWMS for high-risk work, or sign onto the Redstone Civil SWMS where their work is covered by Redstone Civil's controls.

All subcontractors and labour hire workers must follow Redstone Civil site rules, PPE requirements, traffic controls, plant exclusion zones, and incident reporting requirements.

No subcontractor is allowed to change the work method, enter an exclusion zone, work near services, or alter traffic controls without approval from Mark Redstone or the nominated site supervisor.

SAFETY OFFICER / RESPONSIBLE PERSON

The person responsible for WHS at Redstone Civil Pty Ltd is Mark Redstone, Owner / Director.

Mark Redstone is responsible for making sure safety risks are identified, workers are inducted, plant is checked, SWMS are used where required, incidents are reported, and corrective actions are followed through.

On each project, the nominated site supervisor is responsible for day-to-day safety coordination and must raise safety issues with Mark Redstone immediately.

DOCUMENT CONTROL NOTE

Document Name: WHS Policy Overview — Redstone Civil Pty Ltd Version: 1.0 Date of Issue: 07 June 2026

Prepared For: Redstone Civil Pty Ltd Review Schedule: Quarterly while the WHS system is being developed

Next Review Date: 07 September 2026 Document Owner: Mark Redstone Status: Initial-stage WHS overview — not a full WHS Management System

WHAT TO BUILD NEXT

WHS Management Plan — This is the first priority for Tier 1 and government prequalification because it explains how Redstone Civil manages safety across real projects.

SWMS Register and Standard SWMS Pack — Prepare SWMS for excavation, mobile plant, road maintenance, drainage works, traffic interface, working near services, loading and unloading, and compaction works.

Plant and Equipment Safety Register — Build a formal register covering each machine, service dates, pre-start checks, maintenance records, operator competency, and defect close-out.

Incident, Hazard, and Corrective Action Register — Set up one simple register to prove hazards, near misses, incidents, and fixes are being recorded and closed out.

Worker Induction and Training Matrix — Record White Cards, HR licences, dogging licence, excavator ticket, grader ticket, traffic control licence, first aid, and site inductions so Redstone Civil can prove worker competency during prequalification.

7

DOC

Google Business Profile & 50 Posts

Word count: 4,204 | 07 June 2026 | Redstone Civil Pty Ltd

Google Business Profile and Content Plan — Redstone Civil Pty Ltd

PART A — GOOGLE BUSINESS PROFILE CONTENT

BUSINESS NAME (AS IT APPEARS ON GBP)

Redstone Civil Pty Ltd

PRIMARY CATEGORY

Excavating Contractor

This is the best primary category because Redstone Civil's strongest buying intent is civil earthmoving, bulk excavation, drainage excavation, road works and plant-based delivery. "Excavating contractor", "Civil engineering company", "Construction company", "Drainage service" and "Road construction company" appear in current GBP category lists. ()

ADDITIONAL CATEGORIES

Civil Engineering Company Road Construction Company Drainage Service

BUSINESS DESCRIPTION — 750 CHARACTERS MAX

Redstone Civil Pty Ltd delivers civil earthmoving, drainage and road maintenance across Townsville and North Queensland. With 11–20 years in operation, our crew self-delivers bulk earthworks, drain construction, pavement preparation, grading, compaction, road re-sheeting and site clean-up for developers, councils and major contractors. We run modern excavators, graders, trucks, rollers and water carts, and we focus on safe mobilisation, clear communication and reliable delivery. Contact Mark Redstone to discuss civil works, drainage or road maintenance support.

Character count: 567

SERVICES TO ADD TO GBP

Service name	Short description	Price guidance
Civil Earthmoving	Bulk earthmoving, cut/fill, shaping and site preparation for civil and infrastructure works.	Quoted per project
Bulk Earthworks	Large-scale excavation, material movement and site trimming for subdivisions and civil sites.	Quoted by scope and volume
Drainage Construction	Open drains, table drains, channel shaping and stormwater earthworks.	Quoted per project
Stormwater Drainage Installation	Excavation and installation support for stormwater drainage works on civil sites.	Quoted by design and site conditions

Service name	Short description	Price guidance
Road Maintenance	Maintenance works for sealed and unsealed roads, including reshaping and pavement preparation.	Quoted per project
Unsealed Road Re-sheeting	Re-sheeting, grading and compaction of unsealed roads and access tracks.	Quoted by length and material requirements
Grader Works	Precision grading for roads, pads, batters and civil formation works.	Hourly, daily or project rate
Excavator Works	Excavation, trenching, drainage works, batter shaping and material handling.	Hourly, daily or project rate
Subgrade Preparation	Preparation of road, pavement and kerb subgrades to project requirements.	Quoted per project
Compaction Works	Roller compaction for road maintenance, pads, pavement areas and civil works.	Quoted by scope
Cut and Fill Earthworks	Balanced cut/fill works for subdivisions, roads, pads and civil construction sites.	Quoted by volume and site conditions
Road Pavement Preparation	Pavement trimming, moisture conditioning and compaction preparation for road works.	Quoted per project
Water Carting and Dust Suppression	Site water cart support for dust control and moisture conditioning.	Hourly, daily or project rate
Plant Hire with Operator	Wet hire of excavators, grader, skid steer, trucks, roller and water cart with experienced operators.	Hourly or daily rate
Site Clean-up and Civil Support	Civil site tidy-up, material relocation, access track maintenance and practical site support.	Quoted per job

ATTRIBUTES TO ENABLE

Service options: On-site services, Online estimates if quoting by phone/email is offered, Appointment required for procurement or site meetings.

Planning attributes: Appointment required.

Accessibility attributes: Only enable office accessibility attributes if the business premises genuinely support them.

Identity attributes: Do not enable women-owned, Indigenous-owned, veteran-owned or similar identity attributes unless confirmed by Redstone Civil.

Certification notes: White Card, HR Driver Licence, Dogging Licence, Excavator Ticket to 100T, Grader Ticket, Traffic Controller Licence, Cert III Civil Construction and Cert IV Business Administration should be shown in website content, capability documents and project submissions. Do not present these as third-party business accreditations unless the issuing evidence is available.

5 GBP Q&As

Question 1: Can Redstone Civil mobilise quickly for civil works in Townsville or surrounding North Queensland areas? Yes. Redstone Civil runs its own crew and plant, including excavators, grader, trucks, skid steer, roller and water cart. Mobilisation depends on current workload and site requirements, but the business is set up for practical civil works, drainage and road maintenance support across the Townsville region.

Question 2: What size projects does Redstone Civil usually take on? Redstone Civil has delivered projects in the \$250K–\$1M range, including subdivision earthworks, drainage channel works and road maintenance. The business is best suited to small-to-medium civil packages where reliable plant, experienced operators and clear communication matter.

Question 3: Does Redstone Civil use subcontractors? Redstone Civil generally self-delivers its work with its own people and plant. This gives clients a clear line of accountability and reduces coordination issues. Where specialist support is required, such as survey or traffic management, this should be confirmed during project planning.

Question 4: What safety documentation can Redstone Civil provide? Redstone Civil has experienced operators and relevant tickets, but its formal WHS documentation is still being developed. For project work, Redstone Civil should prepare project-specific SWMS, plant records, operator tickets and pre-start documentation before starting on site.

Question 5: What types of clients does Redstone Civil work with? Redstone Civil works with developers, councils, water infrastructure clients and major contractor supply chains. Past work includes subdivision earthworks, drainage and stormwater earthworks, and road maintenance for Townsville-area projects.

PART B — 50 POST CONTENT PLAN

THEME 1 — PROJECT SPOTLIGHT

Post 1

Post Title: Bulk Earthworks for Residential Subdivision

Post Body: Redstone Civil delivered bulk earthworks for [Project Name], a residential subdivision package for [Client]. The work covered cut/fill, subgrade preparation, stormwater drainage installation and kerb subgrade across the site. The key to this type of work is keeping plant moving, managing levels properly and communicating early when site conditions change. For subdivision work around Townsville, good earthworks set up the rest of the job.

Call to Action: Call Mark to discuss subdivision earthworks support.

Best Month to Publish: February

Post 2

Post Title: Drainage Channel Earthworks Done Right

Post Body: Drainage work is not just digging a trench. On [Project Name] for [Client], the scope included open drain excavation, batter shaping, rock ripping, topsoil strip and respread. The outcome depends on safe access, clean falls, stable batters and proper coordination with survey and site requirements. Redstone Civil brings practical civil earthmoving experience to drainage packages across North Queensland.

Call to Action: Contact Redstone Civil for drainage earthworks support.

Best Month to Publish: March

Post 3

Post Title: Road Maintenance for Local Government Work

Post Body: Redstone Civil has delivered road maintenance work for local government clients, including unsealed road re-sheeting, table drain reconstruction and compaction works. These jobs need good planning because road users, weather and material supply all affect the program. The aim is simple: leave the road safer, cleaner and more usable than when the crew arrived.

Call to Action: Talk to Redstone Civil about road maintenance works.

Best Month to Publish: April

Post 4

Post Title: Subgrade Preparation Before Pavement Works

Post Body: Good pavement work starts before the pavement goes down. Redstone Civil supports head contractors with subgrade preparation, trimming, moisture conditioning and compaction. This work needs experienced operators who understand levels, tolerances and site timing. When the subgrade is right, the next crew has a cleaner run at the job.

Call to Action: Request a quote for subgrade preparation.

Best Month to Publish: May

Post 5

Post Title: Civil Excavation for Stormwater Works

Post Body: Stormwater work needs care. Excavation depth, access, spoil handling and safe plant movement all need to be planned before the machine starts digging. Redstone Civil supports civil drainage works with excavators, trucks and experienced operators who understand drainage construction in North Queensland ground conditions.

Call to Action: Contact Mark for civil drainage excavation.

Best Month to Publish: January

Post 6

Post Title: Grader Support for Civil Sites

Post Body: The CAT 12M3 grader is a key part of Redstone Civil's capability. Grader work is used across roads, pads, access tracks, subdivision sites and drainage packages. A good grader operator can save time for the whole project by getting levels right and reducing rework for following trades.

Call to Action: Ask about grader availability for your next project.

Best Month to Publish: June

Post 7

Post Title: Road Re-sheeting and Table Drain Works

Post Body: Unsealed roads need more than a quick grade. Proper re-sheeting, moisture conditioning, table drain shaping and compaction all affect how the road performs after rain and traffic. Redstone Civil has completed road maintenance packages around Townsville with a practical focus on durability, access and clean finish.

Call to Action: Get in touch for unsealed road maintenance support.

Best Month to Publish: July

Post 8

Post Title: Earthworks Support for Water Infrastructure

Post Body: Water infrastructure work often needs reliable civil support: access tracks, drainage, bulk excavation, trench preparation, batter shaping and site clean-up. Redstone Civil's past drainage and earthmoving work gives the crew a practical base for supporting water-related civil packages in North Queensland.

Call to Action: Speak with Mark about water infrastructure support.

Best Month to Publish: August

Post 9

Post Title: Site Preparation for Civil Projects

Post Body: Before the main works start, the site needs to be ready. Redstone Civil provides site preparation support including clearing, stripping, bulk earthworks, access preparation and material handling. Good early site works reduce headaches later in the program and help the project start with fewer delays.

Call to Action: Contact Redstone Civil for site preparation works.

Best Month to Publish: September

Post 10

Post Title: Civil Works for Head Contractors

Post Body: Redstone Civil supports larger contractors with civil earthmoving, drainage, grading, compaction and road maintenance packages. The business is best suited to practical self-delivered works where the client needs a reliable local crew, clear communication and the right plant for the job.

Call to Action: Talk to Mark about subcontract civil works.

Best Month to Publish: October

THEME 2 — SAFETY & COMPLIANCE

Post 11

Post Title: Safety Starts Before the Machine Starts

Post Body: On a civil site, safety starts before the first bucket goes in the ground. Redstone Civil focuses on pre-start checks, clear work areas, plant separation, traffic awareness and making sure operators understand the day's risks. Formal safety systems are being strengthened, but the standard on site stays simple: plan the work, talk through the risks and do the job properly.

Call to Action: Ask about our project safety preparation.

Best Month to Publish: February

Post 12

Post Title: SWMS for Civil Earthworks

Post Body: Safe Work Method Statements matter because civil work changes quickly. Excavation, plant movement, traffic, underground services, slopes and wet ground all need to be considered before work starts. Redstone Civil prepares project-specific SWMS for higher-risk tasks and reviews site requirements with the crew before starting.

Call to Action: Contact us to discuss project documentation.

Best Month to Publish: March

Post 13

Post Title: Pre-start Meetings Keep Jobs Moving

Post Body: A good pre-start meeting does not need to be complicated. The crew needs to know the work area, site hazards, access rules, plant movements, weather risks and who to speak to if something changes. Redstone Civil uses pre-start conversations to keep the job clear, safe and moving in the right order.

Call to Action: Talk to us about site-ready civil crews.

Best Month to Publish: April

Post 14

Post Title: Plant Checks Are Part of the Job

Post Body: Plant is only useful when it is safe and ready to work. Redstone Civil checks machines, trucks, rollers and water carts before use, with attention to tyres, tracks, lights, fluids, buckets, blades, brakes and site safety items. Good plant checks reduce breakdowns, protect the crew and help keep the project on program.

Call to Action: Ask about plant records for your project.

Best Month to Publish: May

Post 15

Post Title: Managing Plant and People on Tight Sites

Post Body: Civil sites can get busy fast. Excavators, trucks, graders, rollers, survey, traffic control and other trades may all need space at the same time. Redstone Civil takes plant separation, communication and clear access seriously, especially on subdivision, road and drainage works where the work front can change throughout the day.

Call to Action: Contact us for civil works planning support.

Best Month to Publish: June

Post 16

Post Title: Working Around Traffic and Public Access

Post Body: Road maintenance and drainage jobs often happen near live roads, property access or public areas. Redstone Civil holds Traffic Controller Licence capability in the team and works with traffic management requirements where needed. The focus is safe access, clear communication and no shortcuts around public safety.

Call to Action: Discuss your road maintenance package with Mark.

Best Month to Publish: July

Post 17

Post Title: Wet Weather Changes the Risk

Post Body: North Queensland weather can change a civil site quickly. Wet ground affects access, batters, compaction, plant movement and drainage. Redstone Civil plans work around site conditions and does not pretend wet weather is just a minor inconvenience. Sometimes the safest and smartest decision is to change the work sequence.

Call to Action: Ask how we plan around NQ site conditions.

Best Month to Publish: January

Post 18**Post Title:** Operator Tickets and Competency Matter

Post Body: Good operators make a difference to safety, finish and productivity. Redstone Civil's capability includes White Card, HR Driver Licence, Dogging Licence, Excavator Ticket to 100T, Grader Ticket and Traffic Controller Licence. Tickets matter, but so does practical judgement on the ground.

Call to Action: Request operator and plant details for your project.

Best Month to Publish: August

Post 19**Post Title:** Site Documentation Is Being Strengthened

Post Body: Redstone Civil is building stronger formal documentation to meet Tier 1 and council expectations. The business already has experienced operators, plant capability and project history. The next step is tightening SWMS, plant records, induction records and project handover documents so clients have what they need before work starts.

Call to Action: Contact us for current project documentation.

Best Month to Publish: September

Post 20**Post Title:** Safety Is Not Paperwork Alone

Post Body: Paperwork matters, but paperwork does not keep a site safe by itself. Safe civil work comes from planning, operator skill, clear communication, plant maintenance and stopping when something is not right. Redstone Civil is focused on building the paperwork while keeping the practical site discipline that has carried the business for years.

Call to Action: Talk to Mark about safe civil delivery.

Best Month to Publish: October

THEME 3 — TEAM & CAPABILITY**Post 21****Post Title:** Local Crew, Own Plant, Clear Accountability

Post Body: Redstone Civil self-delivers civil works with its own people and plant. That means clients know who is turning up, who is responsible and who to speak to when the job changes. For small-to-medium civil packages, that direct line of accountability keeps things simple.

Call to Action: Contact Mark for crew and plant availability.

Best Month to Publish: February

Post 22

Post Title: Excavator Capability for Civil Works

Post Body: Redstone Civil runs excavator capability including a Komatsu PC120-10 12T and CAT 320 GC 20T. These machines support drainage excavation, bulk earthworks, batter shaping, trenching, loading and general civil site works. The right machine matched to the right job saves time and reduces site frustration.

Call to Action: Ask about excavator support for your project.

Best Month to Publish: March

Post 23

Post Title: Grader Capability for Roads and Pads

Post Body: The CAT 12M3 grader gives Redstone Civil the ability to support road maintenance, access tracks, subdivision works, pads and formation trimming. Grader work needs a steady hand and good understanding of site levels. It is one of the key machines for civil delivery across North Queensland.

Call to Action: Discuss grader works with Redstone Civil.

Best Month to Publish: April

Post 24

Post Title: Trucks for Civil Material Movement

Post Body: Civil work needs reliable material movement. Redstone Civil's truck capability includes Kenworth, Isuzu and Hino plant to support earthmoving, water carting and site works. Trucks are part of keeping the job moving, especially when haul distances, spoil management and water supply affect the program.

Call to Action: Ask about truck and cartage support.

Best Month to Publish: May

Post 25

Post Title: Roller Support for Compaction Works

Post Body: Compaction is one of the parts of civil work that cannot be faked. Redstone Civil runs a Dynapac CA2500D 8.3 tonne roller to support road maintenance, pavement preparation, pads and earthworks packages. Good compaction starts with the right moisture, the right material and the right process.

Call to Action: Contact us for compaction support.

Best Month to Publish: June

Post 26

Post Title: Water Cart Support on NQ Sites

Post Body: A 10,000L water cart is a practical asset on North Queensland civil sites. It supports dust suppression, moisture conditioning and general site control. In hot, dry conditions, water cart planning can make the difference between steady progress and a difficult day on site.

Call to Action: Ask about water cart availability.

Best Month to Publish: July

Post 27

Post Title: Skid Steer Support for Tight Areas

Post Body: The CAT 262D3 skid steer gives Redstone Civil flexibility for tighter civil work areas, clean-up, trimming, loading and support tasks. Not every job needs the biggest machine on site. Sometimes the right small machine keeps the crew moving and reduces rework.

Call to Action: Contact Redstone Civil for plant support.

Best Month to Publish: August

Post 28

Post Title: Practical Civil Qualifications

Post Body: Redstone Civil's team capability includes civil construction, traffic, plant and heavy vehicle qualifications. Tickets and certificates support the work, but the real value is how they are applied on site: safe operation, good communication and a practical understanding of civil delivery.

Call to Action: Request capability details for your project file.

Best Month to Publish: September

Post 29

Post Title: Built for Small-to-Medium Civil Packages

Post Body: Redstone Civil is not trying to be everything to everyone. The business is built for small-to-medium civil packages where a reliable local crew and the right plant can get in, do the work properly and keep the client informed. That is where the team adds the most value.

Call to Action: Speak with Mark about your civil package.

Best Month to Publish: October

Post 30

Post Title: Growing Capability Without Losing Control

Post Body: Redstone Civil is growing, but the business is still focused on controlled delivery. The current challenge is managing multiple projects at team size while keeping safety, quality and communication in order. Growth only works when the crew, plant and systems can support the work properly.

Call to Action: Talk to Mark about upcoming availability.

Best Month to Publish: November

THEME 4 — LOCAL NQ CONTEXT**Post 31**

Post Title: Supporting North Queensland Infrastructure

Post Body: North Queensland has a strong pipeline of infrastructure work, and local civil contractors have a real part to play. Redstone Civil supports that pipeline through earthmoving, drainage, road maintenance and civil site works. Big projects still need dependable local crews who know the ground, the weather and the way sites work up here.

Call to Action: Contact Redstone Civil for local civil support.

Best Month to Publish: February

Post 32

Post Title: Townsville Civil Work Needs Local Knowledge

Post Body: Civil work around Townsville is shaped by heat, wet season access, ground conditions, drainage and supply timing. A contractor who understands North Queensland can plan the job with fewer surprises. Redstone Civil brings local experience to subdivision, road and drainage works across the region.

Call to Action: Talk to Mark about Townsville civil works.

Best Month to Publish: January

Post 33

Post Title: Drainage Matters in North Queensland

Post Body: In North Queensland, drainage is not an afterthought. Heavy rain can test a site quickly, and poor drainage work causes problems long after the machines leave. Redstone Civil supports open drain channels, table drains, stormwater earthworks and batter shaping for civil sites that need to handle local conditions.

Call to Action: Ask about drainage earthworks support.

Best Month to Publish: March

Post 34

Post Title: Bruce Highway Works Show the Need for Resilience

Post Body: The Bruce Highway is a reminder that North Queensland infrastructure has to deal with distance, freight, floods and heavy use. Local civil contractors understand why formation, drainage and road maintenance matter. Redstone Civil's road and drainage capability is built around practical works that support access and reliability.

Call to Action: Contact Redstone Civil for road maintenance support.

Best Month to Publish: April

Post 35

Post Title: Port Growth Means Civil Support

Post Body: The Port of Townsville expansion and surrounding industrial growth show why civil support matters in this region. Major projects need local crews for access, earthworks, drainage, road maintenance and support packages. Redstone Civil is positioned for practical civil works that help larger projects keep moving.

Call to Action: Talk to Mark about civil subcontract support.

Best Month to Publish: May

Post 36

Post Title: Haughton Pipeline Supplier Readiness

Post Body: Redstone Civil's three-year goal is to get onto the Haughton Pipeline supplier panel. That means strengthening capability documents, WHS records, plant registers and project evidence. The work history is there. The next step is making sure the paperwork proves the capability clearly.

Call to Action: Contact Redstone Civil for current capability details.

Best Month to Publish: June

Post 37

Post Title: Local Suppliers Keep Projects Moving

Post Body: North Queensland projects rely on local relationships: quarry materials, fuel, transport, servicing, traffic control and plant support. Redstone Civil understands the value of getting the right people and materials lined up before the job starts. Good local supply planning reduces delays once the crew is on site.

Call to Action: Discuss project mobilisation with Mark.

Best Month to Publish: July

Post 38

Post Title: Civil Works in Heat and Wet Season Conditions

Post Body: NQ weather affects civil work every year. Heat, dust, storms and wet ground all change how a job should be planned. Redstone Civil works with the conditions, not against them, using practical sequencing, water cart support, drainage awareness and clear communication with clients.

Call to Action: Ask how we plan around local site conditions.

Best Month to Publish: November

Post 39

Post Title: Local Contractors Help Major Projects Deliver

Post Body: Major contractors need reliable local subcontractors who can mobilise, communicate and self-deliver. Redstone Civil is focused on that space: practical civil earthmoving, drainage and road maintenance packages for larger project teams working in North Queensland.

Call to Action: Contact Mark for subcontractor capability details.

Best Month to Publish: August

Post 40

Post Title: Proud to Work in the NQ Contractor Community

Post Body: North Queensland has a strong contractor community built on practical knowledge, hard work and straight communication. Redstone Civil is part of that local civil sector, delivering earthworks, drainage and road maintenance for clients who need the job done properly without fuss.

Call to Action: Talk to Redstone Civil about your next project.

Best Month to Publish: December

THEME 5 — EXPERT INSIGHTS**Post 41**

Post Title: What to Look for in a Local Civil Subcontractor

Post Body: A good local civil subcontractor should have the right plant, competent operators, clear communication and enough capacity to finish what they start. Lowest price does not help if the crew cannot mobilise, cannot document the work or cannot keep up with the program. Look for project examples, plant lists, licences and a straight answer on availability.

Call to Action: Request Redstone Civil's capability information.

Best Month to Publish: February

Post 42

Post Title: Reading a Capability Statement Properly

Post Body: A capability statement should tell you what the contractor can actually deliver. Look for project size, plant, staff, licences, past work and clear service areas. Watch out for generic wording that says “quality and safety” without evidence. The useful part is the proof: completed jobs, scopes, values and outcomes.

Call to Action: Ask Mark for Redstone Civil’s project examples.

Best Month to Publish: March

Post 43

Post Title: Good Site Documentation Saves Arguments

Post Body: Good documentation helps everyone. Daily records, plant checks, SWMS, photos, delivery dockets, variation notes and clear communication can prevent arguments later. On civil jobs, conditions change quickly. If the change is not recorded, it usually becomes a problem.

Call to Action: Talk to us about project documentation requirements.

Best Month to Publish: April

Post 44

Post Title: Do Not Leave Drainage Planning Too Late

Post Body: Drainage should be considered early, not after the site is already wet. Access, falls, temporary drainage, open drains and table drains all affect how civil works progress. In North Queensland, poor drainage planning can slow a job down fast once rain arrives.

Call to Action: Contact Redstone Civil for drainage earthworks advice.

Best Month to Publish: January

Post 45

Post Title: Why Plant Fit Matters

Post Body: Bigger plant is not always better. The right machine depends on access, material, depth, haul distance, finish requirements and the rest of the site program. Matching the machine to the work saves fuel, time and rework. That is why plant planning should happen before mobilisation.

Call to Action: Ask which plant suits your civil package.

Best Month to Publish: May

Post 46

Post Title: Compaction Is Not a Box-Ticking Exercise

Post Body: Good compaction depends on material, moisture, lift thickness, roller selection and testing requirements. Rushing it creates problems later in pavements, roads and pads. Redstone Civil treats compaction as part of the build quality, not just something to do before the next trade arrives.

Call to Action: Discuss compaction support for your project.

Best Month to Publish: June

Post 47

Post Title: Mobilisation Starts Before the Float Arrives

Post Body: Good mobilisation starts with access, permits, site contacts, safety documents, plant selection, fuel, water, materials and program dates. If these are sorted early, the first day on site is cleaner and safer. Civil work is hard enough without avoidable mobilisation problems.

Call to Action: Talk to Mark about mobilisation planning.

Best Month to Publish: July

Post 48

Post Title: The Best Civil Crews Communicate Early

Post Body: Most site problems get worse when people stay quiet. If ground conditions change, access is blocked, services are found or the weather turns, the client needs to know early. Redstone Civil values plain communication because it keeps the job practical and helps the project team make better decisions.

Call to Action: Contact Redstone Civil for reliable site communication.

Best Month to Publish: August

Post 49

Post Title: What Makes a Good Road Maintenance Package

Post Body: A good road maintenance package has clear scope, known material source, drainage requirements, compaction expectations and access management. For unsealed roads, table drains and water control matter just as much as the road surface. The finish should hold up under the conditions the road actually faces.

Call to Action: Request a quote for road maintenance works.

Best Month to Publish: September

Post 50

Post Title: Civil Contractors Need Proof, Not Hype

Post Body: Head contractors and councils do not need big claims. They need proof: completed projects, plant lists, tickets, safety documents, insurances, photos and straight answers. Redstone Civil is focused on building stronger documentation around real work already delivered across Townsville and North Queensland.

Call to Action: Ask for Redstone Civil's current capability pack.

Best Month to Publish: October

8

DOC

Deep Research: Tenders

Word count: 5,205 | 07 June 2026 | Redstone Civil Pty Ltd

Tender Opportunities Research — Redstone Civil Pty Ltd

The North Queensland infrastructure pipeline currently represents a monumental capital expenditure environment, with over \$40 billion in committed projects encompassing major water security infrastructure, state highway duplications, port expansions, and localized municipal works.¹ For an established regional civil earthmoving and road maintenance business operating in the \$2M to \$5M annual revenue band, this environment offers a highly lucrative growth trajectory. Redstone Civil Pty Ltd is uniquely positioned to capitalize on this pipeline. The existing capital fleet—anchored by the CAT 320 GC 20T excavator, the CAT 12M3 186 HP grader, and the Dynapac CA2500D 8.3-tonne roller—provides the exact tractive effort, precision trimming, and heavy compaction capabilities demanded by both municipal authorities and Tier 1 head contractors.⁴ Furthermore, the business's verified track record of delivering the Bohle Plains Subdivision bulk earthworks and the Mount Louisa Road pavement maintenance projects ahead of schedule establishes a formidable baseline of operational competence.

However, the transition from operating as a reliable, mid-tier municipal sub-contractor to securing direct Tier 1 vendor panel placements—specifically targeting John Holland, BMD Group, and the Haughton Pipeline Stage 2 supply chain—requires a profound structural shift in procurement strategy. The current operational model relies heavily on experiential safety management and informal documentation. In the heavily regulated modern civil construction sector, Tier 1 entities and local government procurement boards operate under stringent compliance frameworks designed to ruthlessly eliminate supply chain risk.⁶ The inability to produce formalized Work Health and Safety (WHS) management systems, certified Quality Assurance (QA) track records, and digitized plant risk assessments currently acts as an artificial ceiling on Redstone Civil's growth, preventing the business from justifying premium pricing models and limiting its competitive bandwidth.

The following exhaustive research report details current, active tender opportunities meticulously aligned with Redstone Civil's equipment profile, past performance metrics, and strategic three-year growth objectives. Each opportunity has been forensically analyzed to map the specific operational requirements against the business's existing capabilities, identifying the critical compliance bridges that must be crossed to secure these multi-million-dollar contracts.

Active Direct Municipal and State Tenders

The foundation of regional civil contracting relies on maintaining a robust pipeline of direct local government engagements. Municipal contracts provide stable cash flow, predictable 30-day payment cycles, and vital performance references required when subsequently bidding to larger Tier 1 organizations.

1. Lansdown Eco-Industrial Precinct – Old Flinders Highway Intersection Upgrade

TENDER OVERVIEW

Tender title and reference number: TCW00639 - Lansdown Eco Industrial Precinct - Old Flinders Highway Intersection Upgrade.⁴

Issuing organisation (principal or head contractor): Townsville City Council (TCC).⁴

Estimated contract value: \$1.5M – \$3.5M (Construct Only) based on standard 4-leg highway intersection construction metrics in the North Queensland region.

Submission deadline: 15 July 2026, 10:00 AM AEST.⁵

Tender type: Open Tender / Construct Only (2-year term).⁴

Primary Tender URL: VendorPanel Public Access (VP512318) / Townsville City Council Procurement Portal ().⁵

SUITABILITY ASSESSMENT

Capability match score: High

Reason for the score: The scope of this contract involves the complex construction of a new 4-leg intersection along the Old Flinders Highway, incorporating the complete reconfiguration of adjoining roads to support the high-capacity traffic demands of the new Lansdown Eco-Industrial Precinct.⁴ This scope is a direct, albeit larger, analogue to the Mount Louisa Road Pavement Maintenance project that Redstone Civil successfully delivered for TCC in 2024. The CAT 12M3 grader, supported by the 10,000L Hino water cart and the 8.3-tonne Dynapac roller, provides the exact mechanical combination required to achieve the strict 98% Maximum Dry Density (MDD) compaction parameters typical of TCC unbound pavement specifications.⁴ Furthermore, Redstone's demonstrated capability in bulk earthworks (moving 42,000m³ at Bohle Plains) ensures the capacity to handle the subgrade preparation efficiently.

Gap analysis: The primary vulnerability for Redstone Civil on this bid is the current "Code A" safety status. Working on or adjacent to a live state-controlled road like the Old Flinders Highway triggers immediate High-Risk Construction Work (HRCW) classifications under Queensland workplace health and safety legislation. Townsville City Council's procurement evaluation matrix will heavily weight the non-price criteria surrounding traffic management and public safety.⁴ Redstone Civil cannot win this tender operating on "common sense" alone; the business must present a comprehensive, site-specific safety management plan. Additionally, managing an intersection upgrade of this magnitude will severely test the company's management bandwidth, which is already strained by handling three simultaneous projects. To remain competitive and ensure project delivery does not compromise existing operations, Redstone would likely need to price in the cost of a dedicated, contracted Site Supervisor and a Quality Assurance administrator to manage the heavy paperwork load associated with TCC's Inspection and Test Plans (ITPs).⁵

DOCUMENT REQUIREMENTS LIST

Site-Specific Work Health and Safety Management Plan (WHSMP): A formally structured document detailing incident reporting hierarchies, emergency response procedures, and daily pre-start safety briefing protocols for the intersection site.

Traffic Management Plan (TMP): A highly detailed, engineered plan drafted by a certified Traffic Management Designer (TMD), demonstrating how existing traffic on the Old Flinders Highway will be safely diverted, slowed, or managed via stop/go operations during the 4-leg intersection construction.

High-Risk Construction Work (HRCW) SWMS: Specific Safe Work Method Statements detailing the interaction between heavy mobile plant (like the CAT 320 GC) and ground workers, trenching protocols for stormwater culvert extensions, and protocols for working within proximity to live traffic lanes.

Inspection and Test Plans (ITPs): Documented quality assurance frameworks outlining mandatory hold points, witness points, and the scheduling of NATA-accredited third-party compaction testing for subgrade and pavement layers.

Environmental Management Plan (EMP): A specific strategy outlining dust suppression methodologies utilizing the Hino water cart, and sediment control measures to prevent construction runoff from entering adjacent municipal drainage networks.

Local Benefit Test Evidence: Documentation substantiating Redstone Civil's local footprint, including the residential postcodes of the 6–15 direct employees, localized supply chain spending, and equipment registration within the Townsville Local Government Area, which secures critical weighting points in TCC evaluations.

Financial Capacity Verification: A formal declaration or letter from a financial institution confirming Redstone Civil holds the adequate working capital or overdraft facilities to cash-flow the initial mobilization and material procurement phases over the standard 30-to-45-day municipal payment cycle.

QBCC Licence Evidence: Verification of appropriate Queensland Building and Construction Commission civil contracting licences.

2. Manbarra Road Upgrade

TENDER OVERVIEW

Tender title and reference number: Manbarra Road Upgrade (VP510412 / AUT Ref No: 141727447).10

Issuing organisation (principal or head contractor): Palm Island Aboriginal Shire Council.12

Estimated contract value: \$750,000 – \$1,500,000.

Submission deadline: 17 June 2026, 5:00 PM AEST.10

Tender type: Open Tender.12

Primary Tender URL: VendorPanel Public Access (VP510412) / TenderHub ().12

SUITABILITY ASSESSMENT

Capability match score: Medium

Reason for the score: Palm Island Aboriginal Shire Council is actively seeking qualified civil contractors to execute the construction of concrete pavements and significant stormwater upgrades along Manbarra Road.10 Redstone Civil has highly relevant experience in municipal drainage, having successfully executed the \$390,000 Jensen Drainage Channel earthworks, which involved bulk excavation and batter shaping.4 The 12-tonne Komatsu and 20-tonne CAT excavators are perfectly sized for deep trenching and rock ripping in island environments. However, the requirement for extensive concrete pavement construction deviates from Redstone's core unbound pavement and earthmoving expertise.

Gap analysis: The primary barriers to competitiveness on this project are logistical complexity and the strict internal mandate against using subcontractors. Executing civil works on Great Palm Island requires the mobilization of heavy plant (like the 22T Kenworth and 20T excavator) via roll-on/roll-off barges from the Port of Townsville or Lucinda. This inherently involves massive mobilization costs, strict biosecurity wash-down procedures to protect the island's ecosystem, and severely limits the ability to seamlessly swap out broken machinery. Furthermore, because Redstone Civil does not utilize subcontractors, the team would have to self-perform the concrete pavement works. If the existing 6-15 staff members do not possess specific commercial concreting expertise (formwork, steel fixing, pouring, and finishing to TMR specifications), the quality of the finish represents a massive financial risk. Finally, the Palm Island Shire Council is progressively moving towards requiring digital HSEQ Integrated Management Systems to support ISO certification readiness 14; Redstone's lack of formal safety paperwork will score poorly against larger mainland competitors who

already operate digitized compliance systems.

DOCUMENT REQUIREMENTS LIST

Marine Logistics and Mobilisation Plan: A detailed, step-by-step methodology outlining how all heavy equipment, aggregate, cement, and pipe infrastructure will be transported via barge to the island, including contingency plans for extreme weather or cyclonic interruptions.

Indigenous Employment and Capacity Building Strategy: A comprehensive plan detailing how Redstone Civil intends to engage with the local Palm Island community, whether through direct short-term employment, upskilling of local laborers, or the localized procurement of ancillary services, which is a critical evaluation metric for Aboriginal Shire Councils.¹⁴

Technical Concrete Pavement Specifications: Detailed work methodologies outlining the processes for concrete batching, transport, formwork installation, pouring, and curing in an isolated tropical environment where material supply chains are highly vulnerable to delay.

Deep Trenching and Stormwater Installation SWMS: Strict safety protocols detailing trench shoring requirements, confined space entry procedures (if applicable for deep culverts), and heavy lifting protocols for concrete pipes using excavator lifting lugs.

Plant Quarantine and Biosecurity Declarations: Certifications proving that all earthmoving equipment has been thoroughly washed down and inspected to prevent the introduction of invasive weed species to the island.

Remote Worker Accommodation and Messing Strategy: Evidence of logistical planning for housing and feeding the 6–15 person crew for the duration of the project, acknowledging the severely limited commercial accommodation infrastructure available on Palm Island.

3. Register of Prequalified Suppliers Plant Hire (Wet & Dry) & Traffic Control

TENDER OVERVIEW

Tender title and reference number: Register of Prequalified Suppliers Plant Hire (wet & dry) & Traffic Control (VP510579).¹⁵

Issuing organisation (principal or head contractor): Burdekin Shire Council.¹⁶

Estimated contract value: Schedule of Rates (Standing Offer / Panel Arrangement).

Submission deadline: 19 June 2026, 5:00 PM AEST.¹⁶

Tender type: Prequalification / Panel Arrangement.¹⁸

Primary Tender URL: VendorPanel Public Access (VP510579) / Burdekin Shire Council Procurement Portal ().¹⁶

SUITABILITY ASSESSMENT

Capability match score: High

Reason for the score: Securing a position on the Burdekin Shire Council's preferred supplier panel represents a highly strategic flanking maneuver that directly supports Redstone Civil's three-year goal of integrating into the Houghton Pipeline Stage 2 supply chain.²⁰ The Burdekin River is the geographical terminus for the \$280 million pipeline project, and establishing a visible, commercial presence in this specific local government area builds immediate regional credibility.¹ Redstone's fleet configuration is exceptionally well-suited to the demands of rural municipal councils; the combination of the 14T Isuzu tipper, the 12T Komatsu, and the CAT grader is the exact machinery required for unsealed road maintenance, disaster recovery wash-out repairs, and agricultural

drainage clearing.²² The tender specifically requests capabilities in wet hire, dry hire, and traffic control, perfectly aligning with Redstone's direct employment model and the team's existing Traffic Controller (TC) licences.

Gap analysis: Panel evaluations for local government plant hire are predominantly, and almost exclusively, compliance-driven gateways rather than price-driven auctions.¹⁷ The council assumes significant liability when directing external operators on council worksites. Therefore, the procurement team will require a flawless, comprehensive submission of plant risk assessments, audited maintenance logs, and operator competency verifications. Redstone's current reliance on the owner's extensive experience and "common sense" must be immediately translated into structured, auditable Plant Hazard Assessments and formalized daily pre-start checklists. If a hydraulic hose bursts on the 20T CAT while on wet hire to the council, the council's safety inspectors will immediately demand to see the machine's maintenance history; if those records are informal or absent, Redstone will be struck from the panel.

DOCUMENT REQUIREMENTS LIST

Comprehensive Schedule of Rates: A heavily detailed pricing matrix covering wet hire (with operator) and dry hire (equipment only) rates, including specific mobilization and demobilization charges to various sectors of the Burdekin region, standby rates for weather delays, and after-hours or emergency call-out multipliers for disaster recovery scenarios.

Operator Verification of Competency (VoC) Matrix: A formal register supplying verified copies of all relevant high-risk work licences, including HR Driver Licences for the Kenworth and Isuzu, Excavator Tickets (up to 100T), Grader Tickets, White Cards, and Dogging Licences for the entire direct workforce.¹⁷

Individual Plant Hazard Risk Assessments: Highly detailed, machine-specific safety assessments for every piece of iron offered to the council. This must identify machine-specific blind spots, pinch points, hydraulic failure risks, and noise exposure levels, particularly for the older or heavier equipment like the 22T Kenworth and the 20T CAT excavator.

Auditable Maintenance and Service Records: Logbooks and mechanic invoices proving that OEM-scheduled maintenance, structural integrity checks of excavator booms, and hydraulic hose pressure testing have been systematically conducted to ensure maximum uptime and reliability.

Certificates of Currency for Insurances: Up-to-date documentation proving adequate coverage for Public Liability (typically a \$20M minimum for municipal works), comprehensive Plant and Motor Vehicle Insurance, and WorkCover Queensland policies for all direct employees.

Traffic Control Licences and Equipment Registers: Evidence of current Traffic Controller (TC) and Traffic Management Implementation (TMI) tickets, alongside an inventory of available compliant signage, bollards, and communication equipment, as traffic control is explicitly requested in the tender scope.¹⁵

4. Demolition and Removal of Building Located at 7-17 Herbert Street, Ingham

TENDER OVERVIEW

Tender title and reference number: HSC 26/07 - Demolition and Removal of Building Located at 7-17 Herbert Street, Ingham.²⁴

Issuing organisation (principal or head contractor): Hinchinbrook Shire Council.²⁴

Estimated contract value: \$150,000 – \$350,000 (Based on standard commercial demolition rates in regional centers).

Submission deadline: 10 June 2026, 2:00 PM AEST.²⁴

Tender type: Open Tender.²⁴

Primary Tender URL: Hinchinbrook Shire Council Procurement Portal ().²⁴

SUITABILITY ASSESSMENT

Capability match score: Low

Reason for the score: While Redstone Civil physically possesses the heavy mechanical capability—specifically the 20T CAT 320 GC excavator equipped with hydraulic attachments—to execute structural demolition, the business's foundational identity is deeply rooted in civil earthmoving, drainage, and horizontal road maintenance. Vertical structural demolition within a populated municipal zone requires a completely different operational mindset, specialized attachments (like hydraulic shears and pulverizers), and highly specific regulatory licensing that Redstone does not currently hold.

Gap analysis: Commercial building demolition is one of the most heavily scrutinized activities regulated by Workplace Health and Safety Queensland (WHSQ). The total absence of formal WHS documentation within Redstone Civil is a fatal vulnerability for this type of work. Furthermore, older commercial buildings in regional centers like Ingham carry a near-certainty of containing hazardous materials, specifically asbestos. Without specialized unrestricted demolition licensing, Class A or Class B asbestos removal certifications, and rigorous, documented hazardous materials management protocols, Redstone Civil's bid would be immediately disqualified during the mandatory non-price criteria evaluation.²⁶ Engaging in this tender would require a pivot away from the company's core strengths and an expensive investment in specialized licensing that does not align with the three-year goal of joining civil water infrastructure panels.

DOCUMENT REQUIREMENTS LIST

State Demolition Licence: Verification of an Unrestricted or Restricted Demolition Licence issued by Workplace Health and Safety Queensland.

Asbestos and Hazardous Materials Management Plan: Highly technical, documented procedures for identifying, encapsulating, safely removing, and tracking the disposal of Non-Friable (Class B) or Friable (Class A) asbestos, supported by the appropriate organizational licensing and individual worker competencies.

Structural Demolition SWMS: Detailed engineering sequences proving the safe, controlled collapse of the structure, ensuring absolute protection of adjacent properties, pedestrian walkways, and subterranean municipal services on Herbert Street.

Waste Diversion and Recycling Strategy: A comprehensive plan detailing the separation and recycling of concrete, structural steel, and masonry to align with local council sustainability and landfill diversion targets, including pre-approved disposal locations for contaminated soils or hazardous waste.

Vibration, Noise, and Dust Monitoring Plans: Subsets of the Environmental Management Plan detailing how the demolition process will mitigate the impact on neighboring commercial entities and residents in Ingham, potentially including the continuous deployment of the 10,000L water cart for immediate dust suppression.

5. Northern District – 26/27 Asphalt Package 1 (TMR)

TENDER OVERVIEW

Tender title and reference number: CN-26772 Northern District – 26/27 Asphalt Package 1.²⁷

Issuing organisation (principal or head contractor): Department of Transport and Main Roads (TMR) - North Queensland Region.²⁸

Estimated contract value: \$2.0M – \$10.0M+ (Based on standard TMR district-wide preventative maintenance asphalt packages).

Submission deadline: 30 June 2026.28

Tender type: Prequalified Selective Tender.27

Primary Tender URL: Building and Asset Services eTender Portal ().27

SUITABILITY ASSESSMENT

Capability match score: Low (Currently Ineligible)

Reason for the score: This specific state government tender is included in this report not as an immediate bidding target, but to clearly illustrate the critical capability gap regarding Redstone Civil's three-year goal to grow revenue to \$4M. TMR district packages represent highly lucrative, stable pipelines of work. However, access to these packages is strictly gated. This specific asphalt package explicitly mandates that suppliers must be "Suitably prequalified to level A3 and F10 and higher".27 Redstone Civil is a civil earthmoving contractor, not a vertically integrated asphalt manufacturer or specialized paving crew, and currently holds no formal TMR prequalification outside of standard third-party portals like CQMS Raize.27

Gap analysis: To sustainably compete in the TMR sphere for broader road construction and major maintenance packages, Redstone Civil must graduate from acting as a reactive, ad-hoc subcontractor to achieving formal status within the TMR National Prequalification System (NPS). This is a rigorous process. The financial rating component (e.g., F10) requires the submission of deeply audited financial statements proving the business has the liquidity and working capital to cash-flow multi-million dollar state projects without risk of insolvency.27 The technical rating component (e.g., R1 or R2 for roadworks) demands a certified Quality Management System (ISO 9001), an Environmental Management System (ISO 14001), and a comprehensive Occupational Health and Safety Management System (ISO 45001). Currently, Redstone Civil possesses none of these systems. While asphalt may not be the target service, achieving R1/F5 prequalification for standard civil roadworks must become a long-term strategic objective to unlock state-level revenue streams.

DOCUMENT REQUIREMENTS LIST

TMR National Prequalification System Certificate: Indisputable evidence of achieving specific technical (e.g., A3 for asphalt, R1 for roads) and financial (e.g., F10) prequalification levels.27

ISO Certification Portfolio: Evidence of triple certification (Quality, Safety, Environment) conducted and maintained by a JAS-ANZ accredited third-party auditor.

TMR-Approved Asphalt Mix Designs: Formal technical registrations for the specific asphalt products to be laid, proving they meet state structural and durability specifications.

Pavement Profiling and Resurfacing SWMS: Safe work methods detailing the removal of existing distressed pavements, the application of tack coats, and the laying of hot-mix asphalt in close proximity to high-speed live traffic on major arterial routes like the Bruce Highway.

Tier 1 Subcontractor Supply Chain Intakes (Panel Opportunities)

While direct municipal tenders provide base revenue, the realization of Redstone Civil's ambitious goal to hit \$4M in annual turnover relies entirely on penetrating the supply chains of Tier 1 construction conglomerates. Companies like John Holland, BMD Group, and CPB Contractors dominate the execution of the \$40B North Queensland pipeline. These entities rarely run localized, public tenders for bulk earthmoving or drainage. Instead, they utilize closed, heavily pre-vetted digital supply chain portals to issue specific Work Packages

directly to compliant, trusted subcontractors.⁶ Approaching these portals requires the same level of administrative rigor as bidding for a state government contract. Tier 1 contractors are actively seeking reliable, highly professional small civil operators who can mobilize rapidly, communicate effectively through digital platforms, and, crucially, completely de-risk the package by meeting exhaustive documentation requirements.

6. Cairns Water Security Stage 1 (CWSS1) – John Holland Subcontractor Registration

TENDER OVERVIEW

Tender title and reference number: Cairns Water Security Stage 1 (CWSS1) – Subcontractor Expression of Interest.³⁰

Issuing organisation (principal or head contractor): John Holland Queensland (JHQ) / Cairns Regional Council.³⁰

Estimated contract value: The overarching head contract is valued at \$325.5 million; individual civil earthmoving subcontract packages will vary significantly but typically range from \$250K to \$2M+.³⁰

Submission deadline: Ongoing (The project is actively in the detailed design and early procurement phase, with final completion slated for 2026).³⁰

Tender type: Expression of Interest / Subcontractor Prequalification and Portal Onboarding.³⁰

Primary Tender URL: Initial EOI via email to cwss1community@jhq.com.au, followed by mandatory registration via the John Holland Worker Portal ().²⁹

SUITABILITY ASSESSMENT

Capability match score: High

Reason for the score: John Holland is specifically identified as a primary target client for Redstone Civil's growth strategy. The CWSS1 project is a generational infrastructure asset, representing the largest single project ever undertaken by the Cairns Regional Council. The scope is massive, involving the construction of a major water intake at the Mulgrave River, extensive water treatment plant facilities at Gordonvale, massive concrete reservoirs, and a complex network of distribution pipes.³⁰ This overarching scope fragments into dozens of smaller packages that align perfectly with Redstone's core competencies. The bulk earthworks required for the treatment plant and reservoir foundations echo the demands of the 42,000m³ Bohle Plains Subdivision project, while the extensive pipe network trenching mirrors the skills demonstrated on the Jensen Drainage Channel project.⁴

Gap analysis: The operational capability is undeniable, but the commercial interface is currently incompatible. Tier 1 contractors operate on the principle of risk transfer; they expect subcontractors to manage their own safety and quality assurance impeccably. John Holland utilizes the Avetta/Pegasus Contractor Management System to digitally vet, track, and audit its entire supply chain.²⁹ Redstone Civil's informal, experience-based safety approach will be immediately flagged by the Avetta auditing algorithms, resulting in a locked profile. To even be invited to price a package on CWSS1, Redstone must undergo a rapid administrative transformation: formalizing WHS documentation, creating robust employee training matrices, and ensuring all plant and equipment documentation is digitized and uploaded to the portal. Furthermore, to justify "premium pricing", Redstone must demonstrate an ability to handle John Holland's rigorous Inspection and Test Plans (ITPs), removing the quality assurance burden from the Tier 1's own engineers.

DOCUMENT REQUIREMENTS LIST

Avetta/Pegasus System Registration: Complete, exhaustive business profile upload to the John Holland Contractor Management System, encompassing financial details, corporate structure, and past performance metrics.²⁹

WHS Management System Framework: Even if the business is not formally ISO certified, John Holland will demand a documented WHS manual containing clear policies, risk matrices, and procedures demonstrating a systematic, corporate approach to hazard identification and mitigation.

Plant Assessment Reports (PAR): Detailed mechanical, structural, and safety inspections for all plant intended for the site. This often requires third-party engineering certification for specialized components, such as magnetic particle testing of the lifting lugs on the 20T CAT excavator prior to pipe laying operations.

Chain of Responsibility (CoR) Policy: Documented corporate procedures proving strict compliance with heavy vehicle national laws regarding driver fatigue management, mass limits, dimension regulations, and secure loading protocols for the Kenworth and Isuzu transport assets.

Modern Slavery Declaration: A mandatory commercial requirement across all major Tier 1 supply chains, requiring a formal declaration outlining the steps Redstone Civil takes to ensure no modern slavery, forced labor, or unethical sourcing exists within its operations or material supply chains.

Quality Management Plan (QMP): A specific, project-based plan detailing how Redstone will manage non-conformances, track material batches (e.g., aggregate for pipe bedding), and resolve site defects without requiring constant supervision from John Holland engineers.

7. CPB Contractors & BMD Group – VendorPanel / Felix Gateway Integration

TENDER OVERVIEW

Tender title and reference number: CPB Contractors & BMD Group Supply Chain Registration.⁸

Issuing organisation (principal or head contractor): CPB Contractors (CIMIC Group) / BMD Group.⁸

Tender type: Continuous Pre-Qualification / Works Packages (Specifically targeting packages <\$7.5M).⁸

Primary Tender URL: CPB Felix Gateway ().³² BMD Group Supply Chain Contact ().³¹

SUITABILITY ASSESSMENT

Capability match score: High

Reason for the score: Penetrating these two supply chains represents the pinnacle of Redstone Civil's strategic ambitions. BMD Group is a dominant force in North Queensland water and civil infrastructure. Crucially, BMD successfully completed Stage 1 of the Haughton Pipeline Duplication and remains heavily favored for ongoing municipal works across Townsville.¹ CPB Contractors manages massive Defence, Rail, and Transport infrastructure packages throughout the state.⁸ Redstone's fleet configuration, direct employment model, and size (\$2M-\$5M revenue) make it the archetypal agile, local subcontractor that Tier 1s rely upon to execute discrete \$250K–\$1M civil earthmoving, trenching, and subgrade preparation packages.

Gap analysis: Access to these packages is heavily fortified by digital procurement gateways. CPB explicitly mandates the use of the Felix procurement platform to manage its supply chain.⁸ Their procurement policy dictates that subcontract packages under \$7.5M are procured via Single Stage Open Tenders, but these are distributed exclusively to vendors who are already pre-registered, vetted, and approved within the Felix system.⁸ BMD utilizes similarly strict internal vetting processes and places a high premium on local content spend and collaborative contracting.³¹ Redstone's critical barrier here is the "Code A" safety rating and the self-identified lack of "formal capability documentation to justify premium pricing." Tier 1 contractors operate on

tight margins with massive liquidated damages hanging over their head contracts; they will only award packages—and certainly will only pay premium rates—if the subcontractor completely de-risks the package. This means Redstone must be capable of providing immaculate ITPs, highly specific SWMS, and flawless QA documentation from day one. Without a professionally formatted Tier 1 Capability Statement detailing past successes like the Jensen Drainage Channel, Redstone will remain invisible within these massive procurement algorithms.

DOCUMENT REQUIREMENTS LIST

Felix Vendor Registration Profile: A comprehensive, error-free business data upload into the Felix platform, requiring the digitization and maintenance of all ABN details, insurances, licences, and operational capabilities.⁸

Tier 1 Standard Capability Statement: A professionally formatted, highly visual corporate prospectus detailing the precise specifications of the heavy fleet, verifiable past project outcomes (with specific references to the Bohle Plains and Mount Louisa projects), key management personnel, and safety records.

Quality Assurance (QA) System Summary: Documented evidence of how Redstone manages daily site operations, including non-conformance reporting, photographic evidence tracking, and daily compaction or excavation logs.

Financial Viability Assessment: Tier 1 contractors often demand access to recent profit and loss statements, balance sheets, and cash flow projections to ensure the subcontractor has the financial resilience to sustain the 45-to-60-day payment cycles common in major infrastructure subcontracts.⁷

Collaborative Contracting / Indigenous Engagement Proof: For companies like BMD, proving a commitment to the local community—such as sourcing 100% of materials locally or maintaining a high percentage of local North Queensland workers—is vital for passing their internal value-for-money metrics.³⁵

Tender Opportunity Summary

Based on a comprehensive, exhaustive scan of federal, state, municipal, and private Tier 1 procurement pipelines across North Queensland, the following metrics have been identified specifically for Redstone Civil Pty Ltd:

Total tenders/opportunities found and analysed: 7

High suitability matches: 4 (Lansdown Intersection Upgrade, Burdekin Plant Hire Panel, John Holland CWSS1 EOI, CPB/BMD Felix Registration)

Recommended priority submission: Lansdown Eco-Industrial Precinct – Old Flinders Highway Intersection Upgrade (TCW00639).

Rationale: Valued comfortably within Redstone's target revenue band, this project capitalizes directly on the company's most recent, highly successful completion of the Mount Louisa Road project for the exact same client (Townsville City Council). Winning this contract provides the immediate revenue injection required to chart the course toward the \$4M three-year growth goal. More importantly, executing a major intersection upgrade under the strict scrutiny of a municipal superintendent forces the internal development of necessary QA and WHS systems. Once completed, this project serves as an unimpeachable, high-profile reference project when subsequently lobbying BMD Group and John Holland for entry onto the Haughton Pipeline Stage 2 supply panels.⁴

Documentation Gap Map

The following table identifies the five most critical, systemic compliance documents consistently demanded by Local Government authorities and Tier 1 contractors across all current high-suitability opportunities. This is cross-referenced against Redstone Civil's current operational profile to highlight the immediate administrative vulnerabilities.

Required Tender Document / System	Industry Standard Expectation	Current Redstone Status	Operational Impact of Gap
Work Health & Safety Management Plan (WHSMP)	A formal, structured framework aligning with ISO 45001 principles. It must define incident reporting hierarchies, risk matrices, and toolbox talk regimes.	■	Immediate administrative disqualification from all Tier 1 portals (Avetta/Felix) and outright rejection on complex TCC civil tenders.
Site-Specific SWMS for High-Risk Construction Work	Documented, step-by-step hazard identification and control methodologies for high-risk work (e.g., deep trenching, working adjacent to live traffic).	■	Extreme liability risk. Prevents prequalification on the Burdekin plant hire panel and halts work on state-controlled roads.
Inspection and Test Plans (ITPs)	Documented QA hold points ensuring works meet TMR or Council specifications (e.g., compaction density tracking, material batch testing).	■	Destroys the ability to justify "premium pricing." Tier 1s will view Redstone as a high-supervision risk and drive sub-contract rates down.
Tier-1 Capability Statement	A professional corporate prospectus detailing fleet specifications, past project outcomes, key personnel competencies, and safety track records.	■	Severely limits the ability to proactively pitch to BMD Group and John Holland for Haughton Pipeline works; forces reliance on word-of-mouth.
Plant Hazard & Maintenance Registers	Digitized, highly auditable records of OEM maintenance schedules, daily pre-starts, and individual plant risk assessments for every machine.	■	Delays site mobilization. Plant will be rejected at the gate by Principal Contractor safety officers, causing costly operational downtime.

Recommended Next Step

Action for this week: Engage a specialized civil construction WHS consultant to draft a formalized **Work Health and Safety Management Plan (WHSMP)** and a core suite of **Safe Work Method Statements (SWMS)** tailored specifically for your earthmoving, heavy plant, and drainage operations.

Rationale: Every single high-suitability opportunity identified in this research—from the Townsville City Council intersection upgrade to the John Holland subcontractor portal—hinges entirely on WHS compliance. Redstone's mechanical fleet is exceptional, and the past performance execution is proven, but the total lack of formal paperwork is the absolute bottleneck preventing access to Tier 1 panels and multi-million-dollar municipal contracts. Resolving this "Code A" safety gap is the single, non-negotiable step required to transform Redstone

Civil from a reactive Tier 3 earthmover into a highly competitive, premium-priced Tier 2 civil contractor capable of dominating the North Queensland infrastructure boom.

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Deep Research: Grants

Word count: 3,187 | 07 June 2026 | Redstone Civil Pty Ltd

Grants and Funding Research — Redstone Civil Pty Ltd

The North Queensland infrastructure sector is currently undergoing a period of unprecedented capital investment. With a committed regional pipeline exceeding \$40 billion, encompassing macro-projects such as the Haughton River Floodplain upgrades, the Bruce Highway capacity expansions, the Port of Townsville channel upgrade, the ongoing development of the North Queensland Stadium precinct, and the multi-billion-dollar CopperString energy network deployment across the North West Minerals Province 1, the commercial landscape presents substantial opportunities for strategically positioned civil sub-contractors. For an established mid-tier operator such as Redstone Civil Pty Ltd, transitioning from a Level 5–6 growth stage (currently generating between \$2 million and \$5 million annually) to a formalized, Tier 1-ready enterprise requires precise capability scaling and aggressive operational restructuring.

The primary operational bottleneck currently suppressing Redstone Civil's growth trajectory to the stated \$4 million revenue target is human capital capacity. The simultaneous execution of three complex civil delivery projects—such as the bulk earthworks completed at Bohle Plains, the drainage channel construction at Jensen, and the pavement maintenance for Townsville City Council—stretches a constrained direct headcount of 6 to 15 personnel to its absolute maximum operational tension. Because the business strictly operates without subcontractors, relying entirely on internal direct employees, any disruption in workforce availability or equipment utilization directly impacts project margins and delivery timelines. Compounding this labor constraint is the administrative deficit in formal Workplace Health and Safety (WHS) management systems. Tier 1 principal contractors dominating the North Queensland market—including John Holland, McConnell Dowell, BMD Group, and Fulton Hogan—mandate rigorous capability documentation, formal safety management systems (often requiring alignment with Federal Safety Commissioner standards), and extensive prequalification via portals such as CQMS Raize prior to panel admission. Operating on a safety culture of "experience and common sense" is a definitive exclusionary factor for securing high-margin contracts on projects like the Haughton Pipeline.

Strategic utilization of state and federal grant programs provides a non-dilutive capital pathway to bridge this critical operational and administrative gap. By leveraging targeted wage subsidies to rapidly expand the civil workforce, deploying subsidised training to elevate the competency matrix of current operators utilizing the existing heavy plant fleet, and preparing for capability grants to formalize WHS and administrative systems, Redstone Civil can systematically dismantle the barriers to Tier 1 prequalification. The following research report exhaustively details the current open funding mechanisms, strategic watchlist programs, and rigorous documentary compliance requirements necessary to execute this three-year growth trajectory without over-leveraging the balance sheet.

Section 1: Active Workforce Expansion and Wage Subsidies

The immediate tactical priority for Redstone Civil Pty Ltd must be alleviating the human capital bottleneck. Managing simultaneous bulk earthworks and drainage projects without utilizing sub-contractors requires a highly dependable, internally developed workforce. However, the financial friction associated with onboarding entry-level staff—specifically the loss of productive hours during mandatory block training—often deters small

civil operators from expanding their teams. The following open programs at both the state and federal levels directly subsidize the expansion of the internal workforce by absorbing these training costs.

1.1 Small Business Apprenticeship Pilot Program (Queensland)

The Queensland Government, administered via the Department of Trade, Employment and Training (DTET), has recently instituted an aggressive wage subsidy pilot program specifically targeting small businesses in the construction and infrastructure sectors. This initiative is explicitly designed to absorb the financial strain of off-site training, allowing employers to expand their workforce without bearing the full wage burden during periods of non-productive block training.² By offsetting these costs, Redstone Civil can comfortably recruit a junior operator to handle auxiliary site duties—such as operating the Hino 10,000L water truck for dust suppression or the CAT 262D3 skid steer for site cleanup—thereby freeing senior, multi-ticketed operators to focus on high-yield production tasks utilizing the CAT 320 GC excavator or the CAT 12M3 grader.

GRANT OVERVIEW	Details
Grant program name	Small Business Apprenticeship Pilot Program
Administering organisation	Department of Trade, Employment and Training (DTET) / Business Queensland
Maximum grant amount	Up to \$13,740 over four years for apprentices aged 21 and over; up to \$10,060 for apprentices under 21.5 Structured as a 50% wage subsidy during the first and second years, reducing to 25% in the third and fourth years, covering an average of 8 weeks of training per annum. ⁴
Application open / close dates	Currently open and active. Operates on a rolling basis but closes permanently once the strict maximum cap of 2,000 eligible apprentices is registered across the state. ²
Eligible activities funded	Reimbursement of apprentice wages strictly during block training periods for approved construction, plumbing, engineering, or electrical apprenticeships, which includes the Certificate III in Civil Construction Plant Operations and the Certificate III in Civil Construction. ⁴
Primary Grant URL	https://www.business.qld.gov.au/running-business/employing/hiring-recruitment/apprentices-trainees/about/cost-benefits-incentives/pilot-program

ELIGIBILITY ASSESSMENT	Details
Eligibility match	High
Reason for the score	Redstone Civil operates with 6 to 15 direct employees and an annual revenue of \$2 million to \$5 million, perfectly aligning with the program's strict maximum thresholds of fewer than 19 employees by headcount and under \$10 million in aggregated annual turnover. ³ The firm's business model of utilizing direct, in-house employees rather than subcontractors makes direct wage subsidies the optimal growth lever to solve the current project management and labor capacity bottleneck.

ELIGIBILITY ASSESSMENT	Details
Key eligibility requirements	The business must formally register the apprentice in a Queensland training contract with a commencement date on or after 1 July 2025. The apprentice must have successfully completed their standard probationary period (typically 90 days) and remain actively employed at the exact time each milestone subsidy payment is claimed via the online portal. ²
Automatic disqualifiers	Employing an apprentice outside the specifically approved list of construction qualifications, utilizing group training organisations (if deemed a subcontractor arrangement), or exceeding the 19-headcount limit (excluding independent contractors) at the time of the initial application. ³

DOCUMENT REQUIREMENTS LIST

- Formal Training Contract registered with the Queensland Department of Trade, Employment and Training (DTET) confirming the commencement date.
- Certified payroll records and internal payslips demonstrating the base hourly rate paid to the apprentice during the specific claim period.
- Block training attendance records or formal verification from the Registered Training Organisation (RTO) confirming the apprentice completed the requisite 8 weeks of training during the claim cycle.
- QLD Accountant Declarations formally certifying that the aggregated annual turnover of Redstone Civil Pty Ltd did not exceed the \$10 million cap in the preceding financial year.
- Official headcount declaration verifying the total direct employee count remains between 6 and 15 personnel.
- Evidence of apprentice date of birth (e.g., Certified Birth Certificate or Australian Passport) to determine the appropriate funding tier mapping (Under 21 vs. 21 and Over).

1.2 Australian Apprenticeships Incentive System – Priority Hiring Incentive

Operating concurrently with the State-level wage pilot is the Federal Government's Australian Apprenticeships Incentive System. This system has undergone a strategic recalibration, effective 1 January 2026, pivoting financial support heavily toward priority occupations that alleviate national supply chain and housing constraints.⁷ Because civil infrastructure operators are vital to unlocking residential subdivisions (such as Redstone's previous Bohle Plains Stage 2 project) and regional water security (such as the Jensen Drainage Channel), heavy machinery operators remain highly prioritized at the federal level. By recruiting an apprentice to operate the smaller plant fleet, Redstone Civil can claim this federal incentive simultaneously with the Queensland state wage subsidy, effectively double-leveraging government support to build their workforce.

GRANT OVERVIEW	Details
Grant program name	Australian Apprenticeships Incentive System – Priority Hiring Incentive
Administering organisation	Department of Employment and Workplace Relations (Federal Government)

GRANT OVERVIEW	Details
Maximum grant amount	Up to \$2,500 total employer incentive, distributed in two distinct instalments during the first year of the apprenticeship (\$1,000 at the 6-month mark, and \$1,500 at the 12-month mark for full-time apprentices). ¹⁰ Notably, the apprentice also receives a matching \$2,500 Training Support Payment to assist with tool purchases and living expenses. ⁸
Application open / close dates	Open rolling program for apprentices commencing between 1 January 2026 and 31 December 2026. ⁷
Eligible activities funded	Direct employer financial incentives for the hiring and continuous retention of an apprentice in an occupation explicitly listed on the Australian Apprenticeships Priority List. ¹⁰
Primary Grant URL	https://www.apprenticeships.gov.au/support-and-resources/financial-support-employers

ELIGIBILITY ASSESSMENT	Details
Eligibility match	High
Reason for the score	The Certificate III in Civil Construction (RII30920) and the Certificate III in Civil Construction Plant Operations (RII30820) are explicitly confirmed as active on the 2026 Australian Apprenticeships Priority List. ¹² Because Redstone Civil is a small-to-medium enterprise (well below the 200-employee exclusion threshold being introduced in future iterations of the program), the firm is perfectly positioned to capitalize on this federal cash injection. ¹⁴
Key eligibility requirements	The business must execute a formalized training contract, engage an approved Australian Apprenticeship Support Network (AASN) provider, and maintain the apprentice in continuous, active employment through the 6-month and 12-month milestone dates to trigger the payments. ¹⁰
Automatic disqualifiers	Engaging the apprentice in a qualification not strictly codified on the 2026 Priority List, terminating the apprentice prior to the milestone dates, or failing to lodge the claim within the strict federal time limits following the completion of the 6-month and 12-month periods.

DOCUMENT REQUIREMENTS LIST

- Executed Federal Training Contract signed by Mark Redstone, the apprentice, and the designated AASN provider.
- Bank account details (EFT registration form) matching the exact corporate entity name: Redstone Civil Pty Ltd.
- Payroll system extracts proving continuous full-time or part-time employment across the duration of the 6-month and 12-month milestone periods.

Declarations of any other government funding received to ensure compliance with dual-funding provisions between State and Federal mechanisms (though stacking is generally permitted if applied to different cost bases, such as block training wages vs. general hiring retention).

Section 2: Active Competency and Operational Capability Programs

While onboarding new apprentices addresses long-term capacity constraints, elevating the competency and agility of the existing 6 to 15 staff members provides immediate tactical advantages on the ground. Tier 1 contractors demand multi-ticketed operators capable of pivoting seamlessly between specialized plant equipment without halting production. When a worker holding only an excavator ticket is forced to wait for a graded pad, productivity stalls. Upskilling that worker to operate the Dynapac roller or the Kenworth truck ensures continuous workflow. However, commercial high-risk training is expensive. Targeted funding in North Queensland exists specifically to eliminate this financial friction.

2.1 Construction Skills Queensland (CSQ) Subsidised Training Programs

Construction Skills Queensland (CSQ) provides heavy, direct subsidies to pre-qualified Registered Training Organisations (RTOs) in Townsville—such as Civil Safety and Advanced Industry Training—to drastically reduce the out-of-pocket costs for employers looking to upskill their workforce.¹⁵ For Redstone Civil, this means the ability to rapidly cross-skill the team across the entire plant fleet, from the 20T excavator to the 22T GVM rigid haul truck, at a fraction of the standard commercial rate.

GRANT OVERVIEW	Details
Grant program name	CSQ Short Courses and Skills Assessment & Gap Training (SAGT) Civil Program
Administering organisation	Construction Skills Queensland (CSQ), administered via pre-qualified local RTOs. ¹⁷
Maximum grant amount	Ranging from \$250 to \$650 per short course (e.g., high-risk work licences, confined space, working at heights) up to \$4,800 for full higher-level qualifications like the Certificate III in Civil Construction. ¹⁹ Co-contribution fees paid by Redstone Civil generally range from a nominal \$25 to \$150 per ticket. ¹⁷
Application open / close dates	Open and actively accepting enrollments. The current funding cycle runs strictly from 1 October 2025 to 30 September 2026. Funds are finite and deplete at the RTO level as the year progresses, necessitating early application. ¹⁵
Eligible activities funded	Training and assessment for specific units of competency, prominently including Earthmoving machinery operations (RIIMPO units such as RIIMPO320F for the Excavator, RIIMPO324F for the Grader, and RIIMPO318F for the Skid Steer), High-Risk Work Licences, safety compliance (confined space, working at heights), and formal Recognition of Prior Learning (RPL) to convert un-ticketed field experience into formal qualifications. ¹⁷
Primary Grant URL	https://www.csq.org.au/

ELIGIBILITY ASSESSMENT	Details
Eligibility match	High
Reason for the score	Redstone Civil operates exclusively in the primary sector of Civil Construction and the secondary sector of Earthmoving & Excavation in North Queensland. The existing workforce possesses substantial hands-on experience but lacks comprehensive, formal cross-ticketing across the entire fleet. Subsidizing tickets for the CAT 320 GC, the Komatsu PC120-10, or the Dynapac roller directly aligns with the strategic goal of increasing workforce agility across three simultaneous projects, allowing any crew member to operate any machine on site safely and legally.
Key eligibility requirements	Participants must be an eligible worker or self-employed worker actively engaged in the Queensland Building and Construction Industry, demonstrating substantial, direct hands-on involvement. ¹⁵ Participants are restricted to a maximum of 8 short courses per funding year, capped at 3 mobile plant operator courses and 3 high-risk licences. ¹⁵
Automatic disqualifiers	Submitting participants who are merely seeking a Verification of Competency (VOC) rather than a new unit of training, workers already fully funded by another authority for the exact same delivery, or exceeding the 8-course cap within the financial year. ²²

DOCUMENT REQUIREMENTS LIST

Colour copy of Queensland Driver Licence (front and back) or an official Bank Statement proving North Queensland residency.

Colour copy of Medicare Card, Birth Certificate, or Australian Passport proving citizenship or the legal right to work in Australia.²⁶

Employer Reference Letter on official Redstone Civil Pty Ltd letterhead, physically signed by Mark Redstone, explicitly detailing the employee's direct, hands-on role in civil construction tasks (e.g., specifying their duties in bulk earthworks or drainage channel construction to satisfy the "eligible worker" criteria).

Copy of QLeave membership statement (if the worker is currently registered).²⁶

Principal Contractor Letter (mandatory only if the worker is currently deployed on a recognized Major Project, which may not apply to standard TCC maintenance works but could apply to future Houghton Pipeline deployment).²⁶

2.2 Secure Communities Partnership Program Round 2 – Small Business

As Redstone Civil rapidly scales its operations, the localized storage and protection of its capital-intensive plant equipment becomes a primary operational risk vector. The fleet—comprising a 20-tonne CAT excavator, a 12-tonne Komatsu, a \$300k+ CAT 12M3 grader, heavy rig trucks, and thousands of litres of diesel fuel—represents the lifeblood of the company. Equipment theft or vandalism directly halts project delivery, triggering liquidated damages on tight municipal contracts. Recognizing the rising costs of property crime, the Queensland Government's Small and Family Business First Action Statement has deployed targeted capital to harden commercial premises against systemic theft.²⁷

GRANT OVERVIEW	Details
Grant program name	Secure Communities Partnership Program Round 2 – Small Business
Administering organisation	Department of Customer Services, Open Data and Small and Family Business (CDSB)
Maximum grant amount	Minimum \$5,000, up to a maximum of \$20,000 (excluding GST). The program requires a mandatory 50% cash co-contribution from the applicant, meaning a \$40,000 security upgrade yields the maximum \$20,000 rebate. ²⁸
Application open / close dates	Opened 12 November 2025; strictly closes at 5:00 pm, 30 June 2026 (or earlier if the \$8 million funding pool is exhausted). ³²
Eligible activities funded	Physical infrastructure upgrades, environmental design, landscaping for security, anti-ram bollards, heavy-duty secure perimeter fencing, specialized outdoor sensor lighting, perimeter and property defence improvements, surveillance systems (CCTV, video recording), and intruder trespasser alarms. ²⁹
Primary Grant URL	https://www.business.qld.gov.au/running-business/support-services/financial/grants/secure-communities

ELIGIBILITY ASSESSMENT	Details
Eligibility match	Medium
Reason for the score	Redstone Civil definitively meets the core administrative criteria: under 20 employees, well below the \$10 million revenue threshold, trading for over a decade, and GST registered in Queensland. ²⁷ The downgrade to "Medium" reflects the strict conditional requirement that the business premise must have been directly impacted by crime within the past 5 years, or be situated within a 250-metre radius of a commercial premise impacted by crime. ²⁷ If Redstone's Townsville equipment yard meets this geographical crime parameter (highly likely in light industrial zones), the match elevates to High.
Key eligibility requirements	Must complete all approved security installation projects within 12 months of the Funding Agreement execution and no later than 30 June 2027. ³¹ Funds are disbursed via a rebate model only upon project completion and approved acquittal reporting, requiring Redstone to cash-flow the initial installation. ³¹
Automatic disqualifiers	Inability to provide formal, police-verified evidence of crime impact (or proximity to crime impact), or an inability to fund the upfront capital works prior to the rebate acquittal process.

DOCUMENT REQUIREMENTS LIST

Formal evidence of impact from crime, strictly aligning with section 2.6(f)(1) of the program guidelines. This includes Queensland Police Service (QPS) incident report numbers, formal insurance claim documentation, or verified police reports of neighboring commercial premises within a 250m radius.²⁷

Comprehensive Quotes from local North Queensland security or fencing suppliers detailing the exact specifications of CCTV systems, heavy-duty yard fencing, or perimeter lighting to be installed.

Detailed Civil Project/Delivery Timeline demonstrating the security upgrades will be finalized prior to the 30 June 2027 deadline.

Asset Management Plan or layout schematic of the Townsville equipment yard indicating exactly where the proposed security deterrents will be positioned to protect the CAT, Komatsu, and Kenworth assets.

QLD Accountant Declarations or formalized tax returns verifying the \$2.4M annual turnover and active trading history exceeding one year.

Native Title or Local Council approval clearances (if the installation of heavy perimeter fencing or major physical infrastructure requires structural consent or development approval from Townsville City Council).

Section 3: Strategic Governance and System Maturation

While financial capital facilitates equipment acquisition and workforce expansion, Tier 1 principal contractors primarily measure sub-contractor maturity through documentation, corporate governance, and operational resilience. Redstone Civil's current WHS posture—self-classified as "Nothing formal. Safety handled by experience and common sense"—is the single largest structural barrier to achieving the three-year strategic goal of joining the Haughton Pipeline supplier panel. Federal and State-funded major projects require meticulous Safe Work Method Statements (SWMS), Job Safety and Environmental Analyses (JSEA), and formal incident reporting structures. Transitioning from "common sense" to formal ISO 45001 compliance requires expert guidance.

3.1 Mentoring for Growth (M4G) Program

Transitioning a civil earthmoving firm from \$2.4 million to a \$4 million structured enterprise requires a fundamental shift from owner-operator heroics to systematized corporate governance. The Queensland Government provides access to high-level strategic advisory services that can assist Mark Redstone in mapping this complex transition, offering bespoke advice without the prohibitive costs of private management consulting.³³

GRANT OVERVIEW	Details
Grant program name	Mentoring for Growth (M4G)
Administering organisation	Business Queensland
Maximum grant amount	Non-financial grant. Provides high-value, free private face-to-face or online mentoring sessions with a curated panel of specialized business experts. ³³
Application open / close dates	Rolling continuous intake with specific session dates scheduled dynamically throughout 2026 (e.g., 27 May, 28 May, 4 June, 24 June, 23 July). ³³

GRANT OVERVIEW	Details
Eligible activities funded	Strategic business advice, guidance on transitioning from small to medium enterprise, navigating capability documentation, succession planning, risk management formulation, and improving operational efficiency.35
Primary Grant URL	https://www.business.qld.gov.au/running-business/growing-business/business-mentoring/mentoring-growth

ELIGIBILITY ASSESSMENT	Details
Eligibility match	High
Reason for the score	Redstone Civil is explicitly trapped in the operational friction of Level 5–6 growth. The owner is managing three simultaneous bulk earthworks and drainage projects without formal systems, representing a severe bottleneck. Engaging a panel of industry experts can rapidly accelerate the development of a strategic roadmap to achieve formal ISO accreditations and prequalification on the CQMS Raize portals mandated by John Holland and BMD Group.
Key eligibility requirements	Must be an actively operating Queensland business experiencing high growth or possessing the definitive potential for high growth.37
Automatic disqualifiers	None. The program is widely accessible to established operations seeking scale and capability uplift.

DOCUMENT REQUIREMENTS LIST

A comprehensive business plan summary outlining the 3-year goal to reach \$4M revenue and secure Haughton Pipeline panel placement.

Current organizational chart identifying the limits of the current 15-person headcount structure and outlining the proposed integration of new apprentices.

Historical financial summaries demonstrating the revenue trajectory and profitability from past key projects (e.g., Bohle Plains Subdivision Stage 2, Jensen Drainage Channel).

An honest capability statement reflecting the current lack of formal WHS documentation, allowing the mentors to accurately diagnose the compliance gap.

Section 4: Strategic Watchlist — Impending Capital Programs

To sustain long-term infrastructure delivery capabilities, Redstone Civil must prepare documentary evidence in advance for cyclical capital grant programs. Queensland government funding operates on a strict exhaustion model—highly lucrative grants open, are massively oversubscribed within hours or days, and close rapidly. Positioning the business to deploy applications on the exact opening day of the next funding rounds is a critical competitive advantage that separates Tier 1 sub-contractors from local owner-operators.

4.1 Business Growth Fund (BGF) — Future Round Watchlist

The Business Growth Fund provides aggressive capital injections designed specifically for businesses matching Redstone Civil's exact profile: established, financially sound operations seeking to definitively breach the

medium-enterprise threshold by acquiring specialized, highly productive equipment.³⁸ While Round 7 recently closed in April 2026 ³⁹, historical programmatic cadence dictates a subsequent round will likely formulate in late 2026 or early 2027.

GRANT OVERVIEW	Details
Grant program name	Business Growth Fund (Round 8 Watchlist)
Administering organisation	Business Queensland / Department of Customer Services, Open Data and Small and Family Business (CDSB)
Maximum grant amount	\$50,000 to \$75,000 (excluding GST) requiring a strict 50% minimum co-contribution from the applicant. ³⁸
Application open / close dates	Currently Closed (Round 7 closed 15 April 2026). Monitor actively for future rounds. ³⁸
Eligible activities funded	The purchase of highly specialized equipment intended to drastically increase productivity, automate processes, scale up operations, or increase market share. ³⁸ For Redstone, examples include retrofitting advanced 3D GPS machine control systems (e.g., Trimble or Topcon) to the CAT 12M3 grader, automated laser leveling systems for the excavators, or specialized attachments to diversify civil service offerings on the Haughton Pipeline.
Primary Grant URL	https://www.business.qld.gov.au/running-business/support-services/financial/grants/growth-fund

ELIGIBILITY ASSESSMENT	Details
Eligibility match	High (Pending program reopening)
Reason for the score	Redstone Civil precisely mirrors the target demographic. With revenue at \$2.4M (fitting the \$500K–\$10M parameter), 6 to 15 employees (safely under the 20-headcount limit), and over a decade of operation (exceeding the 3-year minimum), the business is mathematically pre-qualified. Furthermore, the successful, early delivery of complex works like the \$620,000 Bohle Plains bulk earthworks demonstrates the operational "high-growth" trajectory required by the assessors. ³⁸
Key eligibility requirements	Must explicitly prove 2 years of sustained high-growth and present a compelling business case detailing exactly how the specialized equipment will increase turnover, profit, and/or employment by a minimum of 20%. ³⁸
Automatic disqualifiers	Utilizing the funds for standard, non-specialized fleet replacements (e.g., buying a standard utility vehicle or replacing a worn-out bucket) rather than highly specialized productivity equipment, or an inability to cash-flow the 50% co-contribution prior to the milestone payments.

DOCUMENT REQUIREMENTS LIST

Comprehensive Cost-Benefit Analysis quantifying the exact productivity gains (e.g., increased cubic meters of earth moved per hour, reduction in surveying costs) achieved by implementing the specialized equipment.

Two consecutive years of formalized financial statements, accompanied by a QLD Accountant Declaration, verifying the requisite "high-growth" definition.

Detailed Civil Project/Delivery Timelines forecasting the future pipeline of work (e.g., targeted Haughton Pipeline tenders) that will utilize the new equipment to drive the mandated 20% revenue increase.

Formal, itemized quotes from local North Queensland heavy equipment or civil technology suppliers.

4.2 Business Boost Grant — Future Round Watchlist

While the Business Growth Fund focuses on physical capital and heavy machinery enhancements, the Business Boost grant focuses heavily on operational software, backend capability, and administrative systems. Funding rounds open periodically and exhaust extremely rapidly.⁴² For Redstone Civil, this is the ultimate funding vehicle to solve the WHS capability gap.

GRANT OVERVIEW	Details
Grant program name	Business Boost Grant
Administering organisation	Department of Employment, Small Business and Training (DESBT)
Maximum grant amount	\$10,000 to \$20,000 (excluding GST), historically requiring a matching 30% to 50% co-contribution. ⁴³
Application open / close dates	Currently Closed. Monitor closely for upcoming iterations. ⁴³
Eligible activities funded	Future planning, specialized and automated software implementation, and staff management/development. ⁴⁵ This is the optimal, non-dilutive funding vehicle to transition Redstone Civil's WHS documentation from "common sense" to a fully digital, compliant ISO 45001 framework required by Tier 1 contractors.
Primary Grant URL	https://www.business.qld.gov.au/running-business/support-services/financial/grants/business-boost

ELIGIBILITY ASSESSMENT	Details
Eligibility match	High (Pending program reopening)
Reason for the score	This grant directly resolves the most critical non-financial barrier to the \$4M revenue goal. Implementing specialized civil safety software (e.g., Assignar, SiteDocs, or similar platforms) via this grant will enable seamless, digitized prequalification on CQMS Raize, appeasing the rigorous risk management demands of Townsville City Council, John Holland, and McConnell Dowell.
Key eligibility requirements	2 to 19 employees, an active ABN, and a publicly reachable web presence (the existing redstonecivil.com.au domain fulfills this requirement perfectly). ⁴³

ELIGIBILITY ASSESSMENT	Details
Automatic disqualifiers	Utilizing funds for standard operating expenses (e.g., paying regular wages or standard software subscriptions), or commencing the implementation of the project prior to receiving formal grant approval.

DOCUMENT REQUIREMENTS LIST

Detailed proposal from a certified WHS consulting firm to audit existing field practices and implement a compliant Tier 1 safety management system.

Quotes from specialized civil construction software vendors detailing the costs of digital dockets, pre-start checklists, and asset maintenance tracking integration.

QLD Accountant Declarations validating the minimum turnover requirements (historically a \$300,000 minimum, which Redstone easily surpasses).45

Grant Opportunity Summary

The funding landscape for civil infrastructure sub-contractors in North Queensland is currently heavily weighted toward workforce capacity building, security hardening, and specialized capability enhancements, directly reflecting macro-economic labor shortages and regional crime pressures. By stacking state wage subsidies, federal hiring incentives, and targeted training grants, Redstone Civil can expand its operational footprint without eroding its working capital.

Total programs found: 6 directly relevant programs (3 Active Financial, 1 Active Non-Financial, 2 Watchlist).

High eligibility matches: 3 Active (Small Business Apprenticeship Pilot, Federal Priority Hiring Incentive, CSQ Subsidised Training), 1 Non-Financial (Mentoring for Growth), 2 Watchlist (Business Growth Fund, Business Boost).

Recommended priority application: Small Business Apprenticeship Pilot Program (QLD) combined concurrently with the Federal Priority Hiring Incentive.

Rationale: Redstone Civil's immediate and most critical operational constraint is attempting to service three simultaneous civil projects with a maximized team of 6 to 15 personnel. Capitalizing on both state wage subsidies (up to \$13,740 over the term) and federal hiring incentives (\$2,500 in the first year) allows the business to onboard new junior labor at a radically reduced cost structure. This strategic move frees senior, highly ticketed operators to focus entirely on high-margin delivery using the 20T excavators and graders, while apprentices handle auxiliary tasks. Simultaneously deploying CSQ funding to cross-skill existing staff ensures the diverse plant fleet remains highly utilized regardless of which specific personnel are on site.

Total potential funding (high eligibility programs only): up to **\$21,040** in immediate, active cash subsidies per apprentice onboarded (State + Federal + CSQ equivalent value), plus access to a potential **\$20,000** capital rebate via the Secure Communities program (subject to the 50% co-contribution and localized crime metrics).

Documentation Requirements Map

To successfully navigate the bureaucratic rigor of government grant applications and Tier 1 prequalification concurrently, Redstone Civil must rapidly formalize its administrative repository. The table below maps the five most critical documents required across the identified grant programs, highlighting operational gaps.

Document Description	Required For	Currently in Place?	Priority Flag
QLD Accountant Declaration (Turnover & Headcount)	Apprenticeship Pilot, Secure Communities, Business Growth Fund	No (Requires formal compilation by an external accountant based on 2024-25 financials)	■ CRITICAL
Formal WHS Management Plan / Digital System	Tier 1 Prequalification (John Holland/BMD), Business Boost	No ("Nothing formal. Safety handled by common sense")	■ CRITICAL
Itemized Supplier Quotes (Local NQ Vendors)	Secure Communities, Business Growth Fund, Business Boost	No (Must be sourced specifically for the exact parameters of the grant applications)	Standard
Civil Project / Delivery Timelines & Pipeline Forecasts	Secure Communities, Business Growth Fund, Mentoring	Partial (Existent in Mark Redstone's operational knowledge, but needs formalization into a written document)	Standard
Employer Reference Letters & Payroll Evidence	CSQ Funding, Federal Priority Hiring Incentive	Yes (Can be easily generated from internal payroll software and company letterhead)	Standard

Recommended Next Step

Schedule a meeting with your external accountant this week to draft a formal QLD Accountant Declaration.

You cannot apply for the lucrative wage subsidies, security capital upgrades, or future heavy equipment grants without formal, signed evidence verifying your \$2.4M revenue, your 6 to 15 employee headcount, and your active trading history. Having this document pre-signed, dated, and saved to your desktop ensures you will not miss strict application deadlines or face bureaucratic delays when submitting for the Small Business Apprenticeship Pilot Program or the Secure Communities Partnership Program.

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Deep Research: WHS Standards & Compliance

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WHS Standards and Compliance Research — Redstone Civil Pty Ltd

The civil construction and earthmoving sector in North Queensland operates within a highly regulated statutory environment that demands rigorous adherence to legislative frameworks, engineering standards, and administrative procedures. For Redstone Civil Pty Ltd, a business currently operating with an informal, experience-based safety culture, the transition toward a formally documented Work Health and Safety (WHS) management system is not merely an administrative exercise; it is an absolute operational necessity. As the business targets aggressive growth, aiming to scale annual revenue from \$2.4 million to \$4 million within three years, the commercial landscape dictates that capability must be proven through documentary evidence rather than assumed through past performance. The regional infrastructure pipeline, heavily anchored by major capital works such as the \$280 million Haughton Pipeline Stage 2 project, is strictly controlled by Tier 1 principal contractors including John Holland, McConnell Dowell, BMD Group, and Fulton Hogan.¹ These principal contractors, alongside key government clients like the Townsville City Council, utilise rigid prequalification portals such as CQMS Raize and VendorPanel to screen prospective suppliers.³ These portals act as automated gatekeepers; without a robust suite of safety documentation, market access is entirely blocked.

For a business operating heavy plant—including a Komatsu PC120-10 12T excavator, a CAT 320 GC 20T excavator, a CAT 12M3 grader, and various heavy rigid vehicles—the inherent risks associated with the daily work profile are severe. Earthmoving, bulk excavation, deep drainage installation, and unsealed road maintenance trigger multiple classifications of High-Risk Construction Work (HRCW) under Queensland legislation.⁵ Without formal documentation, Redstone Civil is currently carrying an unacceptable level of commercial and legal risk. Relying on "common sense" and trade experience, while undoubtedly valuable on the ground, does not meet the strict evidentiary requirements of the *Work Health and Safety Act 2011* (QLD) or the prequalification standards of Tier 1 head contractors.⁴ An unwritten safety rule cannot be audited, and in the event of an incident, it provides zero legal defence against prosecution.

This comprehensive research report outlines the exact statutory obligations, Australian Standards, Safe Work Method Statement (SWMS) requirements, and documentary evidence required to bridge the gap between Redstone Civil's current operations and the rigorous standards required to secure a position on the Haughton Pipeline supplier panel and expand operations within the broader North Queensland civil sector.

Applicable Legislation and Statutory Duties

The legal framework governing civil construction in Queensland is stringent and uncompromising. It places absolute duties on the business entity, its directors, and its workers. Compliance with these legislative instruments is not optional; it forms the baseline for all site operations, incident investigations, and contractor prequalification assessments. Tier 1 contractors map their entire site safety plans directly back to these specific legislative instruments, and any subcontractor seeking engagement must demonstrate an identical alignment.

Work Health and Safety Act 2011 (QLD)

The *Work Health and Safety Act 2011* (QLD) establishes the overarching duties for workplace safety. For Redstone Civil, the most critical sections dictate how the business must protect its direct employees and anyone else affected by its heavy plant operations. The Act operates on the principle of what is "reasonably

practicable," meaning the business must weigh the likelihood and severity of a hazard against the availability and cost of ways to eliminate or minimise it.

Section 19 establishes the Primary Duty of Care. The Act mandates that a Person Conducting a Business or Undertaking (PCBU) must ensure, so far as is reasonably practicable, the health and safety of workers.⁸ For Redstone Civil, this means actively eliminating the risks of plant-pedestrian collisions, trench collapses during drainage works, and traffic hazards during road maintenance.⁸ If elimination is impossible, risks must be minimised using a defined hierarchy of controls. The primary duty extends beyond just the six to fifteen direct employees; it encompasses any subcontractors, public bystanders, or intersecting trades working adjacent to Redstone's plant.

Section 27 outlines the Duty of Officers. This section applies directly to business owners and directors, placing a personal legal liability on Mark Redstone. It requires "due diligence," meaning the owner must proactively acquire and keep up-to-date knowledge of WHS matters, understand the hazards of civil earthmoving, and ensure the business has appropriate resources to mitigate those risks.⁷ An informal, common-sense approach fails the test of due diligence because it lacks verifiable allocation of resources and documented processes. The courts have repeatedly established that an officer cannot claim ignorance of a hazard if the wider industry standard recognises it.

Sections 29 and 46 address the Duties of Workers and the duty to consult. Workers operating the CAT and Komatsu gear, or laying drainage pipes, have a statutory duty to take reasonable care for their own safety, not adversely affect others, and comply with reasonable instructions and policies provided by the PCBU.⁷ To enforce this, Redstone Civil must actually have documented policies and instructions in place. Furthermore, Section 46 requires duty holders to consult, cooperate, and coordinate with other duty holders.⁷ On a site like the Haughton Pipeline, Redstone Civil would share overlapping duties with the principal contractor, environmental consultants, and other civil crews, necessitating formal communication protocols.

Work Health and Safety Regulation 2011 (QLD)

While the Act provides the broad principles, the *WHS Regulation 2011* (QLD) provides the specific, prescriptive rules for how those broad duties must be carried out, particularly for construction and excavation activities. This is where Redstone Civil's daily operational realities intersect directly with the law.

Section 291 establishes the Meaning of High-Risk Construction Work. This regulation defines 18 specific triggers for high-risk work. Given Redstone Civil's service profile in bulk earthworks, road maintenance, and deep drainage, several of these triggers are activated daily, legally classifying the operations as high-risk.¹¹ Ignorance of these triggers is a primary reason subcontractors are ejected from Tier 1 sites.

Section 299 sets the absolute mandate that a Safe Work Method Statement is required for any high-risk construction work. Where high-risk work is identified, this section strictly prohibits work from commencing unless a compliant SWMS has been prepared.¹¹ The regulation dictates specific legal content requirements. It is not enough to simply list controls; the SWMS must outline exactly how these measures will be actively checked, monitored, and reviewed.¹¹ For example, if a control is to inspect trench shoring, the SWMS must specify how often this occurs. Furthermore, Section 299(3a)(i) demands that the SWMS incorporate specific workplace circumstances, meaning generic, off-the-shelf templates are legally invalid. The SWMS must evaluate the physical location, noting site-specific hazards like adjacent schools or overhead powerlines.¹¹ Finally, under Section 299(3a)(ii), if Redstone Civil is working on a project valued over \$250,000 (such as the \$390,000 Jensen Drainage project), the work is classified as a "Construction Project," and Redstone's SWMS must align seamlessly with the principal contractor's overarching WHS Management Plan.¹¹

Sections 304 to 306 prescribe the rules for Excavation Work and Trenches, which are highly specific to Redstone's drainage and stormwater services. Section 304 requires the PCBU to obtain current underground essential services information (Dial Before You Dig) relating to the workplace and adjacent areas before commencing any excavation.⁶ Section 305 requires specific risk management for excavations, while Section 306 mandates that any trench at least 1.5 metres deep must be secured from unauthorised access, including inadvertent entry.⁶ Crucially, the collapse or failure of an excavation, or of any shoring supporting an excavation, is classified as a dangerous, notifiable incident under these regulations and must be immediately reported to Workplace Health and Safety Queensland.⁶

Queensland Building and Construction Commission (QBCC) Act 1991

For civil contractors undertaking drainage, plumbing, or specialized structural work, the QBCC Act imposes strict licensing, financial, and safety requirements. The intersection between QBCC licensing and workplace safety is a critical audit point for head contractors.

In Queensland, individuals and companies must hold a QBCC licence to carry out building work valued over \$3,300, and for certain occupational work like drainage, a licence is required regardless of the value.¹² For the drainage and stormwater services delivered by Redstone Civil, an appropriate QBCC Drainage licence is mandatory to legally perform the installation, commissioning, and testing of below-ground wastewater and stormwater systems.¹⁴ To hold this licence, the business must prove technical qualifications, complete the approved managerial qualification (BSBESB402 - Establish legal and risk management requirements of new business ventures), and meet minimum financial requirements (MFR).¹⁴

Under the QBCC framework, licensed contractors are legally expected to be aware of and comply with all WHS requirements, creating a safer environment for workers and the public.¹⁵ Tier 1 head contractors will vigorously verify QBCC licence classes and active status before engagement. Engaging a subcontractor who performs regulated drainage work without the correct occupational licence exposes the head contractor to immense legal, safety, and defect liabilities.¹⁵ Therefore, Redstone's prequalification pack must always include current evidence of correct QBCC licensing that matches the exact scope of works being tendered.

Local Government Regulation and Townsville City Council (TCC) Supplier Code of Conduct

As Redstone Civil executes maintenance contracts for the Townsville City Council (such as the Mount Louisa Road pavement project), local government procurement policies apply. The TCC has established a new Supplier Code of Conduct, aligned with broader Queensland Government mandates, taking full effect in early 2026. This code becomes a material contractual obligation regardless of the contract value.¹⁶

The code establishes rigorous Health, Safety, and Security Mandates. It requires suppliers to comply with all WHS laws, take reasonably practicable actions to ensure a safe work environment, provide procedural manuals for employees to carry out work safely, and provide training to manage occupational hazards.¹⁸ Redstone Civil's current "informal" safety status directly breaches the evidentiary requirements of this updated code. The Council retains the right to audit suppliers for compliance. Non-compliance with the safety provisions can result in required remediation plans, the sharing of poor ethical performance data across Council departments, or in serious cases, the immediate termination of contracts and removal from supplier panels.¹⁸

Applicable Australian Standards Compendium

Australian Standards provide the highly technical specifications, engineering benchmarks, and procedural frameworks that underpin broad WHS legislation. While some standards are purely advisory, many are explicitly referenced in Codes of Practice, effectively giving them the weight of law. Furthermore, Tier 1 contractors demand strict adherence to these standards as a condition of entry to their sites. For Redstone Civil,

compliance with these standards is the bedrock of prequalification capability and operational safety.

The following compendium details the most critical Australian Standards relevant to the business's specific heavy plant and service profile.

Standard Number & Title	Operational Relevance to Redstone Civil	Access & Cost Details
AS/NZS ISO 45001:2018 Occupational health and safety management systems - Requirements with guidance for use	This is the premier global benchmark for safety management. Tier 1 contractors (like John Holland and BMD) and prequalification portals (like CQMS Raize) map their audit checklists directly to this framework. It forces a complete operational shift from "common sense" to a proactive, risk-based, continuously audited, and documented system. Adopting this standard's structure is mandatory for high-level growth. ⁴	Available via Standards Australia / Intertek Inform. Cost: \$230.25 (PDF/Hardcopy). ¹⁹
AS 4772-2008 Earth-moving machinery - Quick hitches for excavators and backhoe loaders	Highly critical for the operation of the Komatsu 12T and CAT 20T excavators. It mandates that quick hitches must feature a secondary safety system (a mechanical positive device or safety pin) to prevent the bucket or attachment from unexpectedly detaching and swinging if the primary hydraulic retention system fails. Numerous industry fatalities have occurred when this standard is ignored, making it a primary focus for site safety inspectors. ²⁰	Available via Standards Australia / Techstreet. Cost: \$158.00.24
AS 1418.8-2008 (R2018) Cranes, hoists and winches - Special purpose appliances	This standard specifically governs the use of earthmoving equipment (like excavators) used as a crane for incidental lifting. Since Mark holds a Dogging licence and will use his excavators to sling pipes or pre-cast concrete structures for drainage works, the plant's lifting points, burst valves, and load charts must comply with the engineering requirements of this standard. ²⁵	Available via Standards Australia / Intertek Inform. Cost: \$177.61.26

Standard Number & Title	Operational Relevance to Redstone Civil	Access & Cost Details
AS 1742.3:2019 Manual of uniform traffic control devices, Part 3: Traffic control for works on roads	Essential for the Townsville City Council road maintenance contracts. It dictates exactly how traffic control measures, warning signs, speed limits, and barrier devices must be deployed to instruct and guide road users safely around graders and rollers working on live pavements. Non-compliance here exposes workers to high-speed public vehicles. ²⁷	Available via Standards Australia / Intertek Inform. Cost: \$132.49. ²⁷
AS/NZS 2865:2009 Confined spaces	Directly applies to deep drainage and stormwater construction. If workers must enter newly laid large-diameter pipes, manholes, or deep concrete access chambers, this standard sets the absolute requirements for risk assessment, atmospheric monitoring, and entry permitting to prevent asphyxiation from hazardous atmospheres. ³⁰	Available via Standards Australia. Cost: \$125.97 (via external providers). ³⁰
AS/NZS 3012:2019 Electrical installations - Construction and demolition sites	Governs the safe use of temporary power boards, portable generators, and electrical power tools on site. It mandates strict test and tag procedures and intervals. This is a crucial compliance point for Tier 1 sites, where even minor electrical tools used by the civil crew will be inspected at the site gate before entry is permitted. ³²	Available via Standards Australia / Intertek Inform. Cost: \$137.03. ³²
AS 4871.6-2013 Electrical equipment for mines and quarries: Diesel powered machinery	If Redstone Civil expands its bulk earthworks into local quarrying operations to source raw materials, or undertakes infrastructure work governed by mining regulations, its diesel plant (trucks, graders) must meet specific electrical suppression, fire mitigation, and isolation standards outlined here. ²⁵	Available via Standards Australia.
ISO 13031:2016 Earthmoving machinery - Quick couplers	The modern international equivalent to AS 4772. Many newer machines (like the CAT 320 GC) will have hitches engineered specifically to this ISO standard. Head contractors and the NSW/QLD safety regulators often assess this ISO as equivalent or superior to the older 2008 Australian Standard for hitch retention, making it vital for assessing the compliance of new plant purchases. ²²	Available via ISO / Standards Australia.

Note: All referenced standards must be current, and prequalification portals or head contractors may ask for evidence (such as a subscription receipt) that the business has legal access to the standards they claim to follow in their documentation.

High Risk Construction Work (HRCW) — Applicable Categories

Under Chapter 6, Section 291 of the *WHS Regulation 2011* (QLD), High-Risk Construction Work (HRCW) is specifically defined through a list of 18 distinct activities. If a business performs any of these listed activities, the preparation of a compliant Safe Work Method Statement (SWMS) is an absolute legal prerequisite before breaking ground.⁶ Based on Redstone Civil's heavy plant profile and operational history (residential subdivisions, major drainage channels, and municipal road maintenance), the following HRCW categories are triggered constantly, necessitating immediate documentation.

HRCW Category (Reg 291)	Relevance to Redstone Civil Operations	Mandatory SWMS Focus & Control Requirements
Work carried out in or near a shaft or trench with an excavated depth greater than 1.5 metres. ⁶	This is a core business activity. It is triggered during drainage channel earthworks, stormwater pipe laying (such as the Jensen Drainage Channel project), and deep bulk excavation for subgrade preparation.	The SWMS must address the catastrophic risks of trench collapse, worker engulfment, and safe access/egress. Controls must include soil type assessment, benching, battering, or the use of engineered trench shielding (shoring) strictly in accordance with the Excavation Code of Practice. ⁶
Work carried out in an area in which there is the movement of powered mobile plant. ⁶	Triggered on every active site without exception. Redstone Civil operates heavy, articulated, and tracked machinery including a 20T CAT excavator, a 12M3 grader, and a 10,000L water truck.	The SWMS must address plant-to-pedestrian collisions, blind spots, and crush injuries. Controls require strict physical exclusion zones, positive communication protocols (e.g., two-way radios), and the mandatory use of spotters when reversing or operating in tight corridors. ⁷
Work carried out on, in or adjacent to a road, railway, shipping lane or other traffic corridor. ³⁴	Triggered during municipal road maintenance contracts (such as the Mount Louisa Road Pavement Maintenance for TCC) and when tying new subdivision roads into existing public infrastructure.	The SWMS must detail live traffic interactions, worker exposure to high-speed public vehicles, and speed zone management. Controls must align precisely with a site-specific Traffic Guidance Scheme (TGS) and AS 1742.3. ²⁷
Work that involves a risk of a person falling more than 2 metres. ¹¹	Triggered when ground workers are positioning drainage pipes from the edge of deep bulk excavations, or when operators are maintaining the upper decks and engine bays of heavy plant like the 20T excavator.	The SWMS must explicitly detail edge protection berms, fall restraint systems, or safe work positioning techniques when working near the unprotected lip of bulk earthworks to prevent falls. ¹¹

HRCW Category (Reg 291)	Relevance to Redstone Civil Operations	Mandatory SWMS Focus & Control Requirements
Work carried out in or near water or other liquid that involves a risk of drowning. 5	Highly relevant to the strategic target of the Haughton Pipeline Stage 2 project, which crosses the Burdekin and Haughton river floodplains, as well as general large-scale stormwater channel construction.	The SWMS must detail flood risks, rapidly rising water levels, and drowning hazards. Controls include personal flotation devices (PFDs), established emergency egress routes, and constant monitoring of upstream weather events. ³⁶
Work carried out on or near energised electrical installations or services. 6	Triggered during bulk earthworks, site stripping, and road maintenance where unmarked underground high-voltage cables or overhead powerlines are present.	The SWMS must mandate Dial Before You Dig (DBYD) / underground service locating procedures prior to any ground penetration, and establish strict exclusion zones for excavator booms operating near overhead lines. ⁶

Required SWMS — Priority List

To meet the rigorous compliance frameworks of portals like CQMS Raize, and to satisfy the auditing teams of Tier 1 head contractors, Redstone Civil must develop a suite of highly specific, plant-and-task-relevant SWMS. Generic, off-the-shelf templates purchased online will be rejected by safety managers at companies like BMD Group or John Holland. The SWMS must identify specific workplace circumstances, outline exactly how controls are monitored, and be readily understood by the site crew.¹¹

The following five SWMS represent the highest priority for immediate development, addressing the core risk profile of the business:

1. SWMS: Operation of Powered Mobile Plant and Bulk Earthworks

Work Activity: The operation of tracked excavators (Komatsu 12T, CAT 20T), graders (CAT 12M3), and heavy rigid trucks for bulk cut/fill operations, rock ripping, and subgrade preparation.

Key Hazards to Address: Plant-to-pedestrian collision, plant rollover on unstable batters or soft subgrades, blind-spot interactions, and striking underground or overhead services.

Reference Standards: *WHS Regulation 2011* s291 (Movement of mobile plant); *Excavation Work Code of Practice 2021*.⁶

Critical Controls: Implementation of physical 3-metre exclusion zones around all active plant. A strict requirement for positive radio contact and eye contact before any ground worker breaches the exclusion zone. Mandatory review of underground service location maps before ground penetration.

2. SWMS: Deep Trenching and Stormwater Drainage Installation

Work Activity: Excavating trenches deeper than 1.5 metres, preparing bedding material, lifting and placing drainage pipes (including large-diameter GRP pipes used in major pipeline infrastructure), and backfilling.

Key Hazards to Address: Catastrophic trench collapse, worker engulfment, objects or spoil falling into the trench, and potential confined space atmospheric hazards inside pipes.

Reference Standards: *WHS Regulation 2011* s304-306 (Trenches); *Excavation Work Code of Practice 2021*; AS/NZS 2865-2009 (Confined spaces).⁶

Critical Controls: Strict adherence to benching or battering rules based on formal soil type testing. The mandatory use of engineered trench shields for deep, narrow cuts. An absolute prohibition on worker entry into

unsupported excavations deeper than 1.5 metres. The construction of edge protection berms to prevent mobile plant from driving too close to the trench lip and inducing a surcharge collapse.

3. SWMS: Earthmoving Machinery Used as a Crane (Lifting and Slinging)

Work Activity: Using the CAT 320 GC or Komatsu PC120-10 excavators to sling, lift, and place heavy pre-cast concrete pits, large stormwater pipes, or trench shields, leveraging the owner's Dogging Licence.

Key Hazards to Address: Failure of lifting chains or synthetic slings, unintended detachment of the load, failure of the quick hitch mechanism dropping the attachment, and the load swinging uncontrollably into ground workers.

Reference Standards: AS 1418.8-2008 (Special purpose appliances); AS 4772-2008 (Quick hitches).²²

Critical Controls: Mandatory daily inspection of lifting lugs and rated slings. Verification that the excavator's quick hitch mechanism has its safety pin or secondary mechanical positive device fully engaged before lifting.²¹ Strict prohibition of lifting or slewing the load over the heads of ground workers.

4. SWMS: Road Maintenance and Work Adjacent to Live Traffic Corridors

Work Activity: Unsealed road re-sheeting, table drain reconstruction, and pavement compaction using the Dynapac roller and CAT grader, alongside or directly on live public roads.

Key Hazards to Address: High-speed public vehicles striking plant or workers, traffic congestion leading to rear-end collisions, and flying debris from grading operations.

Reference Standards: AS 1742.3:2019 (Traffic control for works on roads); *Traffic Management for Construction or Maintenance Work Code of Practice 2008*.²⁷

Critical Controls: Work must not commence without a formally approved Traffic Guidance Scheme (TGS). The correct setup of advanced warning signs at specified distances. The use of licensed traffic controllers operating with zero blood alcohol where approach speeds dictate.³⁴ High-visibility retro-reflective clothing is mandatory for all crew members.

5. SWMS: Field Maintenance, Refuelling, and Quick Hitch Operations

Work Activity: Conducting daily pre-start checks, greasing pivot pins, changing excavator buckets and attachments using hydraulic quick hitches, and refuelling heavy plant from the 10,000L Hino service truck.

Key Hazards to Address: High-pressure hydraulic fluid injection injuries, severe crush injuries while changing heavy buckets, diesel spills contaminating local waterways, and slips/falls from the plant deck.

Reference Standards: *WHS Act 2011* s19; AS 4772-2008 (Quick hitches).⁸

Critical Controls: The machine must be powered down, locked out, and hydraulics grounded to relieve pressure before clearing blockages or greasing. Buckets must be curled and grounded prior to detaching the quick hitch. Environmental spill kits must be deployed during refuelling. Crucially, the operator must make visual and physical confirmation that the quick hitch safety system is correctly engaged after every single attachment change.²¹

Compliance Gap Assessment

Redstone Civil's current operating model—relying primarily on the owner's extensive trade experience and "common sense"—is functionally effective for getting work done on the ground, but it is fundamentally incompatible with modern civil procurement and legal frameworks. To achieve Level 5-6 growth and secure a position on the Haughton Pipeline panel, a severe documentary gap must be closed.

What is Likely in Place (The Baseline)

Based on a history of successful, on-time project deliveries (such as the Bohle Plains Subdivision and the TCC Mount Louisa Road project), Redstone Civil undoubtedly possesses a high degree of operational and technical competence. The business holds necessary high-risk work licences (Excavator to 100T, Dogging, Grader, Traffic Control), meaning the operators are technically verified by the state. The heavy plant is likely well-maintained to avoid costly downtime, and hazards are visually assessed and communicated verbally among the small, tight-knit crew of 6 to 15 employees. In practice, the team likely works safely.

What is Critically Missing (The Exposure)

The primary deficit is a total lack of a structured, auditable paper trail. If a Workplace Health and Safety Queensland (WHSQ) inspector visits a Redstone site, or if a notifiable incident occurs (such as a trench wall collapse), verbal claims of safety hold absolutely no legal weight.

There is no documented WHS Policy outlining management's commitment to safety.

There are no formal Safe Work Method Statements (SWMS) for high-risk work, directly violating WHS Regulation 299.11

There is no evidence of routine toolbox talks, formal hazard reporting, or incident investigations.

Plant pre-start checks are likely done visually but not recorded in daily logbooks, making it impossible to prove maintenance diligence in the event of a mechanical failure.

What is Required for CQMS Raize / VendorPanel Safety Compliance

Prequalification portals act as rigid, automated gatekeepers. If a business cannot upload specific compliance documents, the system automatically rejects them, preventing the business from even viewing tender opportunities. To achieve basic prequalification on portals like CQMS Raize, Redstone Civil must provide:

A formal, written Health & Safety Policy signed by management.⁴

Documented Risk Assessments and Method Statements (RAMS/SWMS).⁴

Historical safety statistics, specifically the Experience Modification Rate (EMR) demonstrating a low history of workers' compensation claims, alongside a record of any regulatory fines or improvement notices.³⁸

Certificates of Currency for Workers' Compensation and Public Liability insurance with adequate coverage limits.³⁹

Evidence of an internal audit procedure, safety objectives, targets, and a corrective action framework for when things go wrong.⁴⁰

What is Required for Tier 1 Head Contractor Approved Supplier Requirements

Tier 1 contractors managing massive regional assets like the \$280 million Haughton Pipeline Stage 2 project operate under a zero-tolerance compliance culture. They are heavily scrutinized by the State Government and face massive reputational and financial risks. To be approved as a supplier for BMD Group, RPS Group, or John Holland, Redstone Civil must demonstrate:

Complete AS/NZS ISO 45001 Alignment: The safety system must mirror the ISO 45001 framework, showing continuous improvement, internal auditing, and executive-level hazard management.¹⁹

Subcontractor Management Capability: Even though Redstone currently uses no subcontractors, Tier 1s require a system to be in place should the need arise. They need to see how Redstone would vet, induct, and manage a temporary labour-hire worker or a hired vacuum-truck operator.⁴¹

Environmental & Traffic Interface Management: The Haughton project requires establishing a 40-metre construction corridor navigating multiple land tenures, local road networks, and sensitive areas like the Burdekin River.⁴² Redstone will need documented capabilities in environmental spill management (to handle hydraulic bursts near watercourses), habitat protection, and complex traffic interactions on narrow regional roads.³⁶

WHS Document Suite — Priority Build List

To rapidly close the compliance gap and prepare for prequalification auditing, Redstone Civil must build a tailored WHS Management System. The following 10 documents must be prioritized. They represent the core operational evidence an auditor will look for.

Priority	Document Name	Operational Purpose & Why it is Needed	Complexity	AI Draft Capability
1	WHS Policy Statement	The foundational document required by CQMS Raize. It is a one-page declaration signed by Mark Redstone, committing the business to safe work practices, legislative compliance, and continuous improvement. ⁴	Low	High. AI can easily generate a standard, highly compliant policy statement.
2	High-Risk Construction Work SWMS Suite	The absolute legal requirement for performing bulk earthworks, trenching >1.5m, and working near traffic. Without these, Tier 1s will not allow Redstone machines off the float. ¹¹	High	Medium. AI can build the robust hazard/control matrix, but it requires human tailoring for specific plant (e.g., CAT 320 GC) and site realities.
3	Plant Daily Pre-Start Checklist	An auditable logbook for each machine (graders, excavators, trucks). Proves to inspectors that operators are checking fluids, quick hitch safety pins, warning beacons, and brakes daily before operation. ²¹	Low	High. AI can draft comprehensive, plant-specific checklists tailored to earthmoving machinery.

Priority	Document Name	Operational Purpose & Why it is Needed	Complexity	AI Draft Capability
4	Project Risk Register	A macro-level document that identifies site-wide hazards (e.g., Burdekin river flooding, local traffic, high-voltage lines) and ranks them using a standard risk matrix to prioritise controls. ⁴⁴	Medium	High. AI can generate a robust, comprehensive register of common civil infrastructure risks.
5	Worker Induction & Competency Register	A spreadsheet tracking the exact qualifications of the 6 to 15 employees (White Cards, HR licences, Dogging tickets) and their site induction dates. Crucial for Tier 1 audits. ⁴	Low	Medium. AI can create the framework/template, but accurate data entry regarding the crew is strictly manual.
6	Incident Reporting & Investigation Form	A structured process to document near-misses, injuries, or plant damage. Prevents the "common sense" approach of just brushing off minor incidents, creating a continuous improvement loop and an auditable trail. ⁴	Medium	High. AI can draft excellent, structured reporting forms aligned with WHSQ notifiable incident parameters.
7	Emergency Response Plan	Details the immediate actions for a trench collapse, vehicle rollover, medical emergency, or environmental spill. Mandated by Tier 1 site requirements. ⁴⁴	Medium	High. AI can draft the response protocols, though local emergency numbers, hospital routes, and specific site rally points must be manually added.

Priority	Document Name	Operational Purpose & Why it is Needed	Complexity	AI Draft Capability
8	Toolbox Talk Meeting Minutes Template	Provides a structured form to record weekly safety meetings. Proves to auditors and regulators that management is consulting with workers regarding hazards, fulfilling WHS Act duties. ⁷	Low	High. AI can build the template and suggest a rotating schedule of relevant civil construction safety topics.
9	Hazardous Chemicals Register	Tracks the storage quantities and Safety Data Sheets (SDS) for diesel, hydraulic fluids, grease, and marking paints used by the crew. Required by WHS Regulations for chemical management. ⁸	Medium	Medium. AI can build the register template, but actual SDS sheets must be obtained directly from the chemical manufacturers.
10	Traffic Management & Interaction Procedure	Details exactly how Redstone machinery interacts with public traffic and ground workers, supporting the deployment of formal Traffic Guidance Schemes on TCC roads and cross-country pipeline routes. ²⁹	High	Medium. AI can draft the procedural rules based on AS 1742.3, but physical traffic control layout plans require specialized engineering software.

Recommended External Resources

Building a robust WHS system from scratch can be cost-prohibitive if utilizing high-end commercial consultants. However, the Queensland Government and federal safety bodies provide extensive, highly detailed, free resources that translate complex legislation into practical, boots-on-the-ground guidance. Leveraging these resources ensures that the safety system is built on officially sanctioned methodologies.

1. Workplace Health and Safety Queensland (WHSQ) — Excavation Work Code of Practice 2021 This is the ultimate, legally admissible guide for digging holes and trenches in Queensland. It provides plain-language engineering guidance on how to batter, bench, and shore trenches over 1.5 metres to prevent catastrophic collapse. It includes practical diagrams on how far back to park heavy excavators from a trench lip to prevent surcharge loading, making it essential reading for Redstone's drainage operations.⁶ Available as a free PDF download from the WorkSafe QLD website.

2. Safe Work Australia — Information Sheet: Quick Hitches for Earthmoving Machinery This is a highly focused, practical document addressing the exact mechanisms of excavator attachments. It explains the critical difference between semi-automatic and fully automatic hitches, details why a mechanical positive device is

required, and outlines the exact visual checks an operator must make from the cab before lifting a load. It directly addresses the fatal risks associated with dropping attachments, an area heavily targeted by safety inspectors.²¹ Available as a free PDF download.

3. Workplace Health and Safety Queensland (WHSQ) — Traffic Management for Construction or Maintenance Work Code of Practice 2008 This document is crucial for Redstone's Townsville City Council road maintenance contracts. This code sets out the specific duties of principal contractors and workers when operating near live traffic. It details the requirements for zero blood alcohol for traffic controllers, speed limit approach rules, and how to safely guide the public around large graders and rollers.³⁴ Available as a free PDF download.

4. Townsville City Council — Supplier Code of Conduct (2026) While not a pure safety manual, this document dictates the commercial reality of working for the local municipal council. It clearly outlines the ethical, safety, and operational standards expected of vendors, explicitly linking WHS compliance, health and safety monitoring, and the provision of procedural manuals to contract retention and payment. Understanding this document is vital for maintaining and expanding the TCC revenue stream.¹⁶ Available as a free PDF download via the TCC website.

Strategic Outlook and Conclusion

The goal of elevating Redstone Civil Pty Ltd from a reliable local contractor to an approved, premium-priced supplier for the \$280 million Haughton Pipeline Stage 2 project is highly achievable, but entirely dependent on bridging the current documentation gap.

The Haughton Pipeline represents the pinnacle of regional civil complexity. Stretching 28.5 kilometres across floodplains, requiring a continuous 40-metre construction corridor, dealing with fragile environmental ecosystems, managing complex traffic interactions, and involving the handling of massive 1.8-metre diameter Glass Reinforced Polymer (GRP) pipes, the risk profile is immense.¹ Tier 1 contractors overseeing this asset cannot afford a single serious injury, a collapsed trench, or an environmental breach.

When Redstone Civil applies for panel inclusion, the procurement teams will not judge the business solely on the fact that the crew operates a pristine CAT 320 GC or finishes jobs early. They will judge the business on its **defensibility**. By systematically implementing the priority SWMS suite, enforcing daily plant pre-start logs, embedding the strict parameters of AS 4772 for quick hitch safety, obtaining the correct QBCC drainage licensing, and adopting a formal WHS Policy, Redstone Civil transitions its safety culture from "common sense" to "verifiable compliance." This deliberate, structured transition will seamlessly satisfy the algorithms of CQMS Raize, easily pass the rigorous desktop audits of major head contractors, and position the business to safely and legally scale its revenue to the \$4 million target over the next three years.

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