

PRELIMINARY PROJECT MANAGEMENT PLAN (PMP)

Pymble Ladies College Grey House Precinct



Avon Rd, Pymble NSW 2073



Rev 1 - May 2021 | Approved by Steve
Ziazaris Uncontrolled copy once printed


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1. OVERVIEW

1.1 PROJECT INFORMATION TABLE

| Project information table | | | | |
|----------------------------|--|------------------------|---|---------|
| Project name | Pymble Ladies College | | | |
| Location | Avon Rd, Pymble NSW 2073 | | | |
| Client | Pymble Ladies College | | | |
| Duration of contract | 110 weeks | | | |
| Taylor contact information | | | | |
| Company name | Taylor Construction Group Pty Ltd | | | |
| ABN | 25 067 428 344 | | | |
| Address | Level 13, 157 Walker Street, North Sydney 2060 | | | |
| Telephone and fax | Ph.: 02 8736 9000 Fax: 02 8736 9090 | | | |
| Position | Contact name | Phone numbers | | |
| Chief Executive Officer | George Bardas | 02 8736 9000 | | |
| General Manager | Tim Christie | 02 8736 9000 | | |
| Operations Manager | Chris Bellemore | 02 8736 9000 | | |
| Snr Project manager | Steve Ziazaris | 02 8736 9000 | | |
| Site manager | David Pereira | 02 8736 9000 | | |
| HSE manager | Andrew Andreou | 02 8736 9000 | | |
| Quality manager | Stephen Player | 02 8736 9000 | | |
| Senior CA | Scott Dobson | | | |
| Foreman/ leading hand | TBC | TBC | | |
| CW | TBC | TBC | | |
| Cadet | TBC | TBC | | |
| Safety Advisor | TBC | TBC | | |
| | | | | |
| | | | | |
| Document control | Name | Position | Signature | Date |
| Prepared by | Steve Ziazaris | Senior Project Manager |  | 23.5.21 |
| Reviewed by: | | | | |
| Reviewed by: | | | | |
| Revised by | Revision | Date | Changes made | |
| Not applicable | | | | |
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1.2 PROJECT DESCRIPTION

The new Grey House Precinct development will deliver a world-class educational and co-curricular facility that:

- Fosters leading pedagogical practices.
- Prioritises student and staff health and wellbeing.
- Embeds flexibility to accommodate developments in learning and teaching methods.
- Respects and enhances the existing built form and natural environs.
- Contributes to a connected campus that is accessible.

The Grey House Precinct will provide a new home for girls in Years 5 and 6, a dance academy with six new studios, Out of School Hours Care, health and wellbeing facilities and an Early Learning Centre.

The existing Health demountable buildings will be removed, and a new purpose-built health and wellbeing centre will be created within the development. The Years 5 and 6 Junior School component will provide high quality general and specialist learning, with a focus on STEM (Science, Technology, Engineering and Mathematics).



- Deliver a high quality and distinctive architectural design that embodies and promotes the values of Pymble.
- Incorporates urban design principles creating an attractive and inviting experience and destination for staff, students, and the wider College community.
- Contribute to the life and vibrancy of the Pymble campus.
- Incorporate highly sustainable design.



1.3 PURPOSE OF THE PROJECT MANAGEMENT PLAN

This Project Management Plan describes the strategy, methods, controls and requirements for the execution of the project. It stands alone as the master document for site activities and refers to company procedures.

The Project Management Plan defines how the project will be run. It complements the Management System and, in some cases, may override it.

1.4 DISTRIBUTION

A copy of this Project Management Plan shall be distributed to:

- Client;
- General manager;
- Taylor's construction manager;
- Taylor's project manager;
- Taylor's site manager/ foreman;
- Subcontractor (access to this version made available or copy issued).

1.5 RESPONSIBILITIES AND AUTHORITIES

Once the project team has been established, the project manager shall consult with all members of the team about developing the Project Responsibilities Matrix (RACI). This approach enables management to actively participate in the process of systematically describing activities, decisions that should be accomplished and to clarify the responsibility that each person plays in relation to those activities and decisions.

Once completed, each team member is to be issued a copy of the matrix which nominates their agreed key activities. Follow-up meetings are to be conducted to ensure that relationships defined in the process are being adhered to, and to encourage participants to live the roles. Reviews are to be made if roles and responsibilities or project teams change and, in any case, should not exceed six (6) months.

1.6 APPRENTICES

The project manager shall ensure that the ratio of apprentices complies with the conditions of contract or Taylor Construction Group agreed requirements.

The project/ site manager or their nominated representative shall record and maintain the names and details of apprentices on the Apprentice Register.

The project manager, in consultation and assistance from the apprentice master, must ensure that each apprentice or trainee is enrolled and successfully complete the off-the-job training course and achieve the required competencies on the job to meet the requirements of the Contract of Training. On completion of the 'off-the-job training course', apprentices and trainees must supply Taylor Construction Group with a copy of their certificate to verify successful completion.

1.7 SAFETY

For all Taylor Construction Group managed projects, a Project Safety Plan shall be established in accordance with the requirements of this PMP. The project Safety Plan template '**WHS-PLAN-02**' shall be used to develop a project-specific Safety Plan. Once developed and signed-off by all Taylor Construction nominated personnel, a PDF copy of this document shall be made accessible to all subcontractors engaged on the project.

Where the project is contracted to Taylor Construction under a 'Design and Construct Contract', Taylor Construction **Design Management Procedure QSE-P-03** is to be followed. From this, a Design Management Plan shall be established and Safety in Design process followed as per **QSE-P-03**. In addition, safety is to be considered in accordance with Taylor Construction Group **Project Workplace Health and Safety Plan WHS-PLAN-02**, section 11.11 'Safety in Design'.

Where the project is contracted to Taylor Construction under a 'Construct-only contract', Safety in Design remains a consideration that must be evaluated in accordance with Taylor Construction project Safety Plan, section 11.11 'Safety in Design'.

1.8 ENVIRONMENT

For all Taylor Construction Group managed projects, a Project Environmental Management Plan shall be established in accordance with the requirements of this PMP. Project Environmental Management Plan template '**E-PLAN-03**' shall be used to develop a project-specific Environmental Plan. Once specific plan has been developed and signed-off by all Taylor Construction Group nominated personnel, a PDF copy of this document shall be made accessible to all subcontractors engaged on the project.

1.9 INDUSTRIAL RELATIONS

Where required, the project manager shall be responsible for the development and implementation of the project-specific Industrial Relation Plan. This plan is to include: Employment and Industrial Relations frameworks (E&IR); workplace environment; roles and responsibilities in the management of E&IR; and E&IR processes (i.e. from identification of issues to treatment and reporting).

Refer to the **Industrial Relations Plan QSE-PLAN-04** (SharePoint).

1.10 DESIGN

Where the project is contracted as a 'Construct-Only Contract' to Taylor Construction Group, a Design Management Plan may not be required.

Where the project is contracted to Taylor Construction Group under a 'Design and Construct Contract', Taylor Construction Group **Design Management Procedure QSE-P-03** shall be followed, and a Project Design Plan established.

1.11 ABORIGINAL PARTICIPATION (IF APPLICABLE)

The project manager shall prepare an Aboriginal Participation Plan using template **QSE-PLAN-09** and include it in appendix 15 of this Project Management Plan.

The project/ site manager or their nominated site representative shall ensure that the site-specific requirements of the Aboriginal Participation Plan are provided or fulfilled as specified.

Taylor's project/ site manager and contract administrator shall be responsible to ensure that Taylor Construction Group policy and requirements for aboriginal participation is discussed and documented during subcontractor tender interviews. The project manager shall ensure that subcontract conditions include the appropriate sections of the Aboriginal Participation Plan and check that subcontractors are fulfilling their obligations.

1.12 TRAINING

The project/ site manager, in consultation with the construction manager, shall identify the project training needs of Taylor Construction Group personnel that will be engaged on the project. This is to include any relevant HSE and environmental training required. Details of the required training shall be recorded in the **Training Needs Analysis QSE-F-25** and be included in appendix 3 of the PMP. Health, safety and environmental related training is covered in the Project Safety Plan.

Where required by contract, the project manager shall prepare a Training Management Plan, which shall be included in appendix 3 of this PMP. The site manager, site foreman or HSE manager shall ensure that the site-specific requirements of the Training Management Plan are provided or fulfilled as specified.

1.13 SPECIFIC CONTRACTUAL AND TRADE REQUIREMENTS

The project manager will prepare, if required, a list of project-specific contractual requirements (contractual rights and obligations). This document will be included in appendix 4 of this Project Management Plan.

The project manager or their Taylor Construction nominated representative will prepare a list of project-specific trade requirements and include it in appendix 4 of this PMP.

1.14 METHODOLOGY

The project manager is to include a detailed outline of the methodology to be adopted during the works in appendix 14 of this Project Management Plan.

1.15 PROGRAMME

The Contract Construction Programme is included in appendix 5 of this Project Management Plan. Amendments will be controlled by the project manager and **will not** be updated in this Project Management Plan.

1.16 PRINCIPAL CERTIFYING AUTHORITY

The project manager shall contact the Principal Certifying Authority as soon as possible after Taylor Construction Group has been awarded the project to determine objectives and project timetable, and to agree on mandatory inspections and timing.

A copy of the Construction Certificate/ Building Permit and the approved Plans shall be kept on site. Prior to taking over a site where the client has carried out preliminary works (such as site clearing, demolition, excavation, etc.), ensure that all required inspections have been carried out and that the Principal Certifying Authority/ Building Surveyor will be able to issue an Occupation Certificate/ Certificate of Final Inspection upon completion.

1.17 PRACTICAL COMPLETION: PROJECT FINALISATION ACTION PLAN

The project manager shall prepare, approximately eight (8) weeks prior to practical completion, a site-specific **Project Finalisation Action Plan QSE-F-35.5** which will schedule all items and requirements necessary for the achievement of practical completion (refer also to contract and specifications). It shall be included in appendix 7 of this Project Management Plan and updated as required.

The Project Finalisation Action Plan must also be included with each Monthly Cost Report, commencing eight (8) weeks prior to practical completion, for management review and be included with all subsequent Cost Reports until all items listed in the Project Finalisation Plan have been completed.

2. MANAGEMENT SYSTEM

2.1 QUALITY AND HSE MANAGEMENT SYSTEM

Taylor Construction Group QSE Management System is accredited by Global-Mark Pty Ltd and certified to ISO9001, OH&S to ISO4801 and Environment to ISO14001.

2.2 PROJECT AND SITE AUDITS: QUALITY AND HSE PROCEDURES

Project audits shall be scheduled by the project manager and form part of the company's audit schedule. Refer to **Internal Audit Procedure QSE-P-14**.

Audits shall address the requirements of ISO9001, ISO14001, AS4801, Taylor Construction Group Management System and the various Management Plans. Audits are aimed at verifying compliance with this Project Management Plan and identifying improvements to this plan and the Management System.

2.3 MANAGEMENT REVIEW

The QSE Management System, including this PMP, shall be reviewed in accordance with procedure QSE-OP-21.

3. DOCUMENT MANAGEMENT

3.1 DOCUMENT MANAGEMENT SYSTEM

A Document Management System is used on a project for forms, registers, minutes, etc. identified in the Project Management Plan. Records may be held in electronic format within the Document Management System and not held as hard copies.

3.2 DOCUMENTATION ISSUED BY TAYLOR CONSTRUCTION

The project manager shall be responsible for control and issue of the Project Management Plan, project procedures, project job descriptions and other project-specific documentation. 'Controlled documents' shall be managed using the preferred Document Management System. 'Controlled documents' include:

- Project Management Plan, Project Safety Plan, Project Environmental Management Plan, etc.;
- Drawings;

- Programme;
- Specifications;
- Shop drawings;
- Inspection and Test Plans;
- Project forms;
- Safe Work Method Statements.

A transmittal receipt or a delivery confirmation is to be generated when issuing 'controlled documents' to third-parties. Superseded documentation shall be marked 'Superseded'.

3.3 PROJECT CORRESPONDENCE RECEIVED BY TAYLOR CONSTRUCTION GROUP

The project/ site manager or their nominated representative shall be responsible for controlling incoming correspondence. The project/ site manager or their nominated representative shall control amendments to the specification and shall ensure that variations are received in writing, filed and the appropriate personnel advised.

3.4 PROJECT DOCUMENTATION RECEIVED BY TAYLOR CONSTRUCTION GROUP

Project documentation received by Taylor Construction Group shall be entered into the Document Management System and hard copies filed accordingly. Superseded documentation shall be marked 'Superseded'.

Copies shall be issued to the relevant parties, either via the Document Management System or alongside a document transmittal receipt.

3.5 DOCUMENTATION ACCEPTED BY THE CLIENT'S REPRESENTATIVE

Inspection and Test Plans shall be submitted to the client's representative fourteen **(14) days prior to commencing** the activity. The ITP shall include all witness and hold points that require attendance by the client's representative, as nominated in the specification. Additional witness and hold points may be inserted, or activities not required may be deleted from the ITP.

Project Plans and Safe Work Method Statements shall be submitted to the client's representative upon request seven **(7) days prior** to the affected work commencing and will be stored in project files and the preferred Document Management System.

3.6 HANDWRITTEN CHANGES

Handwritten changes to project documentation are allowed if all copies are initialled and dated by the project/ site manager or foreman.

3.7 PROJECT DOCUMENT, RECORD AND DATA CONTROL (QSE-OP-23.00)

3.7.1 FILING STRUCTURE

Electronic records shall be filed in the preferred Document Management System. Hardcopies should follow the same structure.

3.7.2 ARCHIVING

When project has been completed, the site manager/ site foreman or their nominated representative shall be responsible for assisting the contract administrator with collection of all site records and for archiving these in accordance with **QSE-OP-36.00 Retention and Classification of Records and Archiving Procedure**.

4. PROJECT MANAGEMENT

4.1 SITE ESTABLISHMENT

The project manager, in conjunction with the site manager or site foreman, is responsible for establishing the site. This includes all signage, amenities, temporary power, etc. The **Project Launch and Staff Allocation Procedure QSE-OP-10** shall be used and **Project Pre-Commencement Checklist QSE-F-10.1** be completed and annexed to this plan in appendix 12.

4.2 UNDERGROUND SERVICE

Prior to the start of any ground works on the site, the project manager shall locate all underground services by contacting 'Dial Before You Dig'. If these are not available or doubt still exist, the project/ site manager shall be responsible for engaging the service of a specialist service locator, i.e. ground penetration radar or imaging. The information shall then be made available to relevant subcontractors and workers.

4.3 SITE SECURITY AND SUPERVISION

The project/ site manager is responsible for ensuring that a Taylor Construction Group representative who can supervise the works and provide first aid where required is available on site. Workers in a supervisory role who have received appropriate training and are approved by Taylor senior management to ensure the work is carried out in accordance with Taylor's policies and procedures include project managers, site managers, leading hands, foremen, safety advisors and contract administrators.

The project/ site manager or foreman is responsible for ensuring site security. This includes ensuring that perimeter fencing, doors and gates are secured to prevent unauthorised access to the construction site.

4.4 SITE DIARY

The site manager, site foreman and safety officer are all responsible for recording events and activities on site daily using the Electronic Site Diary. The contents of the daily diary entries should be as prescribed in the **Site Diary Procedure QSE-OP-28**.

The aim of the Electronic Site Diary is to allow for input by the Taylor Construction Group project team. Each member may have specific or multiple fields to complete. This should be done throughout the day and then saved daily by the site manager once contents are verified. The Site Diary shall also be reviewed by the contract administrator to identify extensions of time claims, etc.

Site Diary entries shall be periodically reviewed by the HSE manager for compliance and accuracy of information. Information contained in these entries shall be checked to monitor compliance with QSE System requirements, trends and conformity with corporate targets and objectives. Information gathered shall also be relied upon for the preparation of monthly and annual HSE Reports.

4.5 SITE INDUCTION

Site inductions aim to provide participants with knowledge of HSE issues and safe work practices specific to a construction workplace or site. It familiarises persons on a construction site with the principal contractor's rules and procedures for WHS and emergency management on that site, the supervisory and reporting arrangements, who the site health and safety representatives are and any other issues relevant to that site.

The project/ site manager is responsible for ensuring that site induction is carried out **for all persons** involved with construction that enter the operational construction zone. Site inductions are to be delivered by a Taylor Construction Group employee who has the authority of the PM/ SM and possesses the necessary training and/ or knowledge and industry experience to deliver the site-specific induction.

Where visitors to the construction site are required to enter an operational construction zone, it is recommended that they attend a brief site orientation session. All visitors required to enter an operational construction zone should do so only if they are supervised by fully inducted site personnel always.

4.6 SAMPLE CONTROL

The project manager shall ensure that all samples are uniquely identified and logged in the **Samples Register QSE-F-27.02**. Samples are submitted for approval using the **Sample Approval Submission Form QSE-F-27.02a**.

Approval of samples shall be made either via meetings with the client/ client representative or via email/ fax/ memo. All approvals shall be minuted.

4.7 MEETINGS

4.7.1 CLIENT MEETINGS

Client meetings are normally initiated by the client and involve the project manager. It deals with project-specific issues. The client is normally responsible for minuting the meeting, which will be distributed to the project managers.

Where required to act, it is the project managers responsibility to allocate tasks and to ensure the action has been completed in a timely manner. Evidence that the task has been completed should be noted on the minutes and reported to the client.

4.7.2 PROJECT CONTROL GROUP

The Project Control Group (PCG) involves major stakeholders in the project. The project manager shall prepare a Project Report for submission to the PCG meeting, which will be run by the client.

The project manager, site manager and contract administrator shall attend the meetings on behalf of Taylor Construction Group and a director is to be advised of the dates of these meetings.

4.7.3 SUBCONTRACTOR MEETINGS

Subcontractor meetings involve the project manager, the site manager or site foreman and the subcontractors. They shall be held at the project manager's discretion. The meeting agenda may cover the following issues:

- Safety;
- Quality
- Environment;
- Industrial relations;
- Programme;
- General business;
- Actionable items from coordination or PCG meetings.

The meetings shall be minuted by the project/ site manager or their nominated representative and be distributed to all attendees or transmittal kept. Minutes shall identify action items.

4.7.4 SERVICE COORDINATION MEETINGS

Service coordination meetings involve the project manager, the site manager or site foreman and services consultants, and shall be held as required.

Meetings will cover issues regarding the coordination of drawings and installation of services. They shall be minuted by the project/ site manager or their nominated representative and be distributed to all attendees. Minutes shall identify action items.

4.7.5 SITE COORDINATION MEETINGS

Site coordination meetings involve the site manager or site foreman and the leading hand. These meetings may be carried out informally and will be held daily to discuss site issues and to plan daily and weekly activities or pending issues.

Meeting action items may be recorded using Site Diary, toolbox talks, etc.

4.7.6 TOOLBOX/ CONSULTATION MEETINGS

These are weekly or fortnightly meetings between project/ site managers, foremen, safety advisors and workers of subcontractors to discuss **safety, quality and environmental** issues relating to their work practices and working environment.

The project/ site managers, foremen and safety advisors conducting these formal meetings are to ensure they are documented and that those in attendance have signed-off using the Attendance Register.

4.8 INSPECTION METHODOLOGY

4.8.1 DILAPIDATION REPORT

The project/ site manager shall organise for a 'Dilapidation Report' to be produced for the building at project start-up. The report, together with any photographic evidence, shall be forwarded to the project manager, who then shall forward it to the client.

At the end of the project, another Dilapidation Report shall be organised by the project manager. Any discrepancies between the two reports shall be presented to the client, who will need to decide on the actions to be taken. In addition, to avoid litigation at the end of the project, a Dilapidation Report should be conducted for all structures in, or adjacent to the project, for example, existing roads, adjacent buildings to the site, etc.

4.8.2 INSPECTION AND TEST PLANS (ITPS)

The project manager shall establish Inspection and Testing requirements at the start of the project by identifying key areas, trades and/ or stages. For each of these, the project manager must determine the level of inspection required and decide:

- What should be inspected;
- How it should be inspected;
- When it should be inspected;
- What is the risk (exposure to Taylor Construction Group?);
- The standards against which inspections and tests will be conducted;
- The competencies required by the persons conducting the inspection or test.

The project manager shall review the project specifications, drawings and contract to determine the key control points, the level of control required and the risk to Taylor Construction Group associated with project activities. They shall also review risk areas set out by Taylor Construction Management as mandatory ITP areas where relevant to the project:

- Site establishment and site set-out;
- Cavity flashings;
- Roofing;
- Dampers;
- Acoustic rating;
- Fire rating;
- Material classification for excavated/ imported materials;
- Waterproofing (all wet areas).

ITP's shall be developed by the project manager or their nominee using **New Standard ITP Format Form QSE-F-27.01**. The ITP should identify witness points, hold points, sign-off points, samples or prototypes, tests, submissions, calibration records, etc. ITP's should only include those items or processes that require control in that specific trade activity.

ITP's should allow for HSE risks involved and consider:

- The timing and nature of the high-risk work;
- Identification of site hazards including risks and controls;
- Identification of environmental risks and controls;
- The likelihood of unforeseen hazards or risks emerging between inspections;
- Instructions provided by designers, manufacturers or suppliers of product and equipment
- Any regulatory requirements.

ITP's shall be reviewed and approved by the project manager and shall be completed as the project progresses by the site manager, site foreman or the project manager. Activities **should be signed off as they are completed**. As ITP's are completed they should be introduced in the project file by the site manager or site foreman.

ITP's shall be registered in the **Inspection & Test Plan Register QSE-F-27.03** or in the preferred Document Management System (see appendix 6).

4.8.3 SUBCONTRACTOR'S INSPECTION AND TEST PLANS (ITP'S)

Subcontractors shall submit their ITP's to the project manager for review to ensure they are adequate and to identify witness and hold points. ITP's submitted by subcontractors should reflect the project and identify critical control points, including control of HSE risks.

The project manager shall advise the subcontractor of any changes that are required. The site manager or site foreman shall verify that the subcontractor has completed ITP's correctly during the project and that supporting documentation is available.

4.8.4 EXTERNAL CONSULTANT INSPECTIONS

The project manager shall define the consultant scope of work, level of inspection required, inspection frequency and deliverables.

The project manager shall issue to the consultant all relevant drawings, specifications, etc. using a transmittal note. The consultant shall issue reports to the project manager for actioning.

The project manager shall control the defects list. The list shall be issued to subcontractors for actioning and closure.

Where the consultant provides a report/ instruction to the site manager or site foreman, the site manager or site foreman shall fax, or otherwise provide a copy of the report /instruction to the project manager.

4.9 BRICK, BLOCK, CONCRETE PLACEMENT AND REINFORCEMENT REGISTERS

The location of each concrete pour shall be recorded using the **Concrete Placement Register QSE-R-15.02** by the site manager or site foreman. This shall be filed along with any mud maps, diagrams, plans, engineer signoffs and concrete test results required.

Deliveries to site of bricks and blocks, concrete placement and reinforcement shall be recorded using standard Taylor Construction registers **QSE-R-15.01 Brick and Block Delivery Register**, **QSE-R-15.02 Concrete Placement Register**, **QSE-R-15.04 Reinforcement Register** and uploaded onto the preferred Document Management System.

4.10 ASSET REGISTER

All company-owned plant and equipment shall be recorded on **Site Asset Register Q-R-33.02A** by the contract administrator. The register shall be updated progressively with plant and equipment purchased for the project.

4.11 REQUESTS FOR INFORMATION

4.11.1 TAYLOR CONSTRUCTION GROUP REQUESTS FOR INFORMATION (RFI)

RFI's shall be raised whenever a response from a consultant, client or client's representative requires tracking or in cases where if an answer is not received, it will affect the contract in terms of time or cost.

RFIs can be raised by the project manager, site manager, site foreman or contract administrator. All RFI's shall be logged in an RFI Register or using the preferred Document Management System.

RFIs shall be distributed to the relevant parties and a copy filed in the RFI file.

4.11.2 RECEIVING REQUESTS FOR INFORMATION (RFI)

Subcontractors may submit RFI's requesting information. These should be answered promptly by the person they are addressed to: project manager, site manager, site foreman or contract administrator.

The RFI and response (instruction) shall be filed in the appropriate subcontractor file. The date of the response (instruction) should be recorded on the RFI Register to enable cross-referencing.

Alternatively, RFI's and response (instruction) and submission to the appropriate subcontractor are tracked via the Aconex Project Document Management System.

4.12 CLIENT, ARCHITECT AND SITE INSTRUCTIONS

Taylor Construction Group may receive information in the form of client and architect instructions. The contract administrator shall register the instruction in the **Site Instruction Register** (Project U-Drive), together with details of the actions taken, or to be taken, to carry out the instruction.

The project manager or contract administrator shall issue any instructions to consultants, suppliers and/ or subcontractors to comply with the client's instruction.

4.13 SITE INSTRUCTIONS, INCLUDING NOTICES FOR NON-CONFORMANCE (NCR)

An Instruction or Non-Conformance QP-29 NCR Notice (SharePoint) is raised to:

- Formally advise a subcontractor to take actions associated with resources, program, quality, HSE concerns or pending issues;
- Highlight poor subcontractor performance and/ or inappropriate actions;
- Breach of Taylor Construction and/ or legislative QSE rules or procedures.

A Site Instruction Notice may be raised by the project manager, contract administrator, site manager, site foreman, HSE manager or quality manager.

4.14 BACK CHARGES AND CONTRA CHARGES

Back charges occur when a subcontractor causes damage or uses materials, plant and equipment that has been purchased or hired by Taylor Construction Group. Back charges apply when Taylor organises for clean-up and/ or removal from site of waste or material that has been created or belongs to that subcontractor or where a subcontractor is unable to complete their contracted work. A back charge will apply if an alternative contractor or supplementary labour is required to complete the work on their behalf.

The subcontractor shall be advised in writing of the impending back charge. A copy of the quotation and, where possible, photos, to rectify the issue shall be attached to the letter.

The contract administrator shall process the back charge/ contra charge with the next claim from the subcontractor using the preferred Document Management System.

4.15 EXTENSIONS OF TIME

The site manager or site foreman shall record delays in the Site Diary and advise the project manager and contract administrator. Details of the extension of time shall be recorded by the contract administrator in the preferred Document Management System.

Where the contract provides for Taylor Construction Group to claim for extensions of time, the project manager shall prepare the claim using the preferred Document Management System. The claim shall be forwarded to the client/ superintendent.

4.16 CLAIMS

4.16.1 VARIATIONS - GENERAL

Works are not to be varied unless and until the client or their representative gives Taylor Construction Group a written direction. Allowances to this clause are permitted where the contract allows for verbal directions to be given, in which case the direction still needs to be confirmed in writing by the project manager before the works are varied.

4.16.2 VARIATIONS - SUBCONTRACTORS

All subcontractor variation requests shall be passed onto the contract administrator for actioning, who shall enter details of the variation into the Subcontractor Variation Register in Cheops as either an internal (IV, SV, CC, PSA) or client variation (CV).

All variations must have been approved via an Instruction Report or Contract Adjustment.

The subcontractor's variations shall be compared with the Instruction Report or Contract Adjustments and, if approved, the variation shall be processed for payment.

4.16.3 VARIATIONS - TAYLOR CONSTRUCTION GROUP

The project manager shall identify variations against the head contract and pass them onto the contract administrator for actioning. Where required, the contract administrator shall request prices from subcontractors and price the variation. The contract administrator shall enter details of the variation into the Variation Register in Cheops.

A Contract Advice Notice shall be raised detailing the variation and cost. Copies of subcontractor quotations shall be attached as required. The Variation Order shall be submitted to the client for approval.

The Variation Register in Cheops shall be updated with the status (approved/ not approved) of the variation claim.

4.16.4 VARIATIONS - CLIENT

Variations issued by the client are passed to the project/ site manager and contract administrator for pricing. Where required, the contract administrator shall request prices from subcontractors and price the variation.

The contract administrator shall enter details of the variation into the Variation Register in Cheops.

4.16.5 SUBCONTRACTOR'S PROGRESS CLAIM

Subcontractor's progress claims shall be dated-stamped upon receipt by the accounts department and a copy issued to the contract administrator, who shall check the subcontractor claim.

Refer to the **Subcontracting, Purchasing and Hiring procedure QSE-OP-15**.

4.16.6 CLAIMS UNDER THE SECURITY OF PAYMENTS ACT

Any disputed amounts shall be identified and the subcontractor advised within ten (10) business days of receipt of the claim.

Refer to the **Subcontracting, Purchasing and Hiring procedure QSE-OP-15**.

4.17 NOTICES (NON-CONFORMANCES)

A Notice (QP-29) is raised for all non-conforming work, non-conforming product or non-compliance with site rules and procedures, including workplace health, safety and environmental issues. Notices shall be registered using the preferred Document Management System.

Non-conforming product or materials will be quarantined and either returned to the supplier or disposed of. Significant non-conformances will be brought to the attention of the project manager via the monthly Project Report, who will ensure that the issue is investigated and that corrective actions are taken. Records of any actions taken will be maintained; these include emails, minutes of meetings, memos, etc.

At a project level, the project manager is responsible for identifying potential improvements to the Management System, including improvements to procedures, forms, processes, etc.

4.18 INCIDENTS NOTIFICATION

The project/ site manager shall be responsible for reporting verbally to the HSE manager and the construction manager, as soon as practically possible, any **dangerous occurrence, MTI, LTI or any incident involving visitors to site or members of the public**. The project/ site manager shall also be responsible for completing and forwarding to the HSE manager any Incident or Investigation Report required within 24 hours of the incident or dangerous occurrence.

Any incident and/ or dangerous occurrence which requires authority notification by Taylor Construction shall only be completed and forwarded onto them by the HSE manager. This report will be prepared in consultation with the project and/ or construction manager.

If the incident or dangerous occurrence is a result of a subcontractor's action or involves a worker engaged by them, the subcontractor responsible shall be required to notify authorities within the required timeframe and provide evidence of notification to Taylor's project and HSE manager.

No records, notices, medical reports, photos or incident reports shall be distributed to third parties without the prior consent of the HSE/ construction manager.

All site incidents such as first aid-only, vandalism and plant damage shall be recorded in the Site Diary by the site manager or site foreman.

4.19 PURCHASING AND RECEIPT OF GOODS ON SITE

4.19.1 MATERIALS

The project manager or contract administrator is to raise purchase orders only. All purchases shall be processed using Purchase Orders in Cheops and these must be approved by the project manager except of misc. one-off minor items (e.g. Bunnings, etc.), where Cheops will accept these as an Invoice-Only payment and create a covering order value. Purchase orders should contain the following information:

- Description of goods or services required;
- Delivery requirements;
- Delivery date;
- Project details such as name, job number, trade and/ or cost reference;
- Agreed or estimated price;
- Reference to drawings, etc. (number and revision);
- QSE requirements, which may include hazardous material, labelling, handling and storage.

The Purchase Orders shall be forwarded to the supplier. Where possible, it should include conditions on reverse. Copies of the Purchase Orders shall be distributed to the supplier and original copy stored with site files.

4.19.2 PREFERRED SUPPLIERS

Taylor Construction has preferred supplier arrangements in place including, but not limited to, project signage, traffic management, temporary fencing, shed hire, waste recycling, mobile crane hire, access plant hire, concrete saw cutting, core drilling, power tool purchases, security camera, nurse call services, security guard services, amenities/ safety/ consumable purchases, labour hire, concrete testing, paint supply, fire consultant services and waterproofing consultant services.

The preferred supplier rates are fixed for a minimum of twelve (12) months, commencing from July 1st to June 30th the following year. Project teams are required to utilize, where practicable, the services of the preferred suppliers on Taylor Construction projects. In isolated site-specific cases, due to preferred supplier's inability to provide specific plant, materials or resources required for the project, then alternate suppliers may be used.

Where alternate plant hire equipment is proposed, the project manager and site manager need to liaise with the HSE manager and provide the approved safety documentation required before commencement on site.

Preferred Supplier fixed rates and services are located on SharePoint in the Subcontractor/Supplier/Consultant (SSC) Database.

4.19.3 ENGAGEMENT OF SUBCONTRACTORS

All purchases and commitments for goods and services made on behalf of Taylor Construction are authorised in accordance with individual's limits of authority (refer to Delegated Authority Matrix).

Subcontractors shall be engaged in accordance with **Subcontracting, Purchasing and Hiring Procedure QSE-OP-15**. All support documentation, including supplier's assessments, analysis of offers received and recommendations, are forwarded for approval and review.

During the tender phase, all subcontractors are to complete **QSE-F-15.23 Contractor's HSE Requirements** and provide a generic SWMS relating to the type of work they are tendering for. If they intend subcontracting out their works, they must provide a generic example of a Site Safety Plan (SSP) outlining how they intend to manage their subcontractors.

Subcontractors and suppliers must be made aware of Taylor Construction HSE requirements and agree to comply with these requirements prior to being engaged by Taylor Construction.

Meetings are then held with the best placed tenderers for the major packages and the terms of their offers negotiated. During this meeting, the **Subcontractor Tender Interview and Assessment Form QSE-F-15.06** must be completed and signed-off.

The subcontractor or supplier must not be permitted to commence work prior to signing the agreement and producing evidence of required insurances and certificates of currency or, if requested, evidence that industry employee payments and/ or entitlements are up to date.

4.19.4 RECEIPT OF GOODS ON SITE

The site manager or site foreman shall be responsible for accepting deliveries to site. Goods shall be compared against the supplier's delivery docket and the purchase order.

If goods meet requirements, the delivery docket shall be signed by the site manager or site foreman. If goods do not meet requirements, the receiver shall record the discrepancies/ issues (e.g. incorrect goods, incorrect quantity, damaged or faulty goods, etc.) on the delivery docket. Any issues should be followed-up with the supplier and/ or project manager and appropriate actions taken. Non-conforming goods shall be segregated from conforming goods and identified that they have been quarantined/ put on hold.

The marked-up/ signed delivery docket shall be forwarded to the contract administrator by the site manager or site foreman. The contract administrator shall reconcile the purchase order, delivery docket and invoice and pass them onto the accounts department.

4.20 CLIENT-SUPPLIED PRODUCT AND SERVICES

Products supplied by the client shall be identified as such and recorded. These shall be subject to the same levels of inspection, risk assessment, etc. as Taylor Construction purchased product or services.

4.21 STORAGE OF MATERIALS AND EQUIPMENT

The site manager or site foreman shall be responsible for ensuring that all materials and equipment on site are stored in a suitable and safe manner. Storage of materials and equipment shall be done in such a manner to ensure:

- Security;
- Protection from damage or deterioration;
- Adequate identification;
- They are not accessed or used by unauthorised persons;
- Potential for environmental harm (leakage, spills) is minimised.

Damaged or non-conforming goods shall be quarantined and identified as such.

The contract administrator shall print-off the latest Site Asset Register Q-R-33.02A and forward it to the site manager or site foreman to ensure accuracy. The site manager or site foreman shall update the list as required. The Site Asset Register shall be attached to the Project Monthly Report.

4.22 CALIBRATION OF SURVEY, MEASURING EQUIPMENT AND GAS DETECTION KITS

The frequency of calibration and required mandatory certification for Taylor Construction Group's equipment shall not exceed six (6) months. Subcontractor's equipment shall be subject to the same requirements. Compliance with these requirements is to be checked by Taylor Construction's site manager.

Calibration certification shall be provided in accordance with the subcontractor's scope of works. **Calibrated Tool and Equipment Register QSE-F-22** shall be used to record that the subcontractor's calibration records have been checked.

4.23 DEFECT LIST

Defects which are identified during construction shall be promptly and progressively rectified. A **Defects Register Q-F-35.6** shall be developed by the site manager or site foreman approximately two (2) months from practical completion of the trade works or project completion. All defects identified shall be added to the list.

Defects shall be sorted by trade or applicable subcontractor and distributed to the relevant subcontractors. Relevant Defects Lists shall be sent to the client for their information.

Subcontractors shall be responsible for actioning each item on the Defects List. Once completed, the subcontractor should sign-off the Defects List.

The site manager or site foreman is responsible for verifying and closing-off (sign-off) the Defects List. Once all defects have been closed-off, a copy of the completed Defects Lists shall be forwarded to the project manager and then to client for verification/ sign-off.

4.24 PRACTICAL COMPLETION

Approximately eight (8) weeks prior to handover, the project manager shall develop a Project Finalisation Action List regarding the head contract requirements.

The project manager or their nominated Taylor Construction representative shall be responsible for ensuring that all defects highlighted at practical completion have been actioned. The project manager shall control the list, updating it as actions are completed. As trades are progressively completed, final inspection will occur.

Maintenance manuals, certificates and as-built Taylor Construction Group drawings will be compiled progressively.

4.25 BANK GUARANTEE/ CASH RETENTIONS

It is the project managers responsibility to claim Taylor Construction Bank Guarantee or Cash Retention from the client. Generally, accounts will inform the project manager that Bank Guarantee or Cash retention is outstanding.

The project manager shall forward a letter requesting the release of the Bank Guarantee to the client.

Refer to **Head Contract Management Procedure Q-OP-8**.

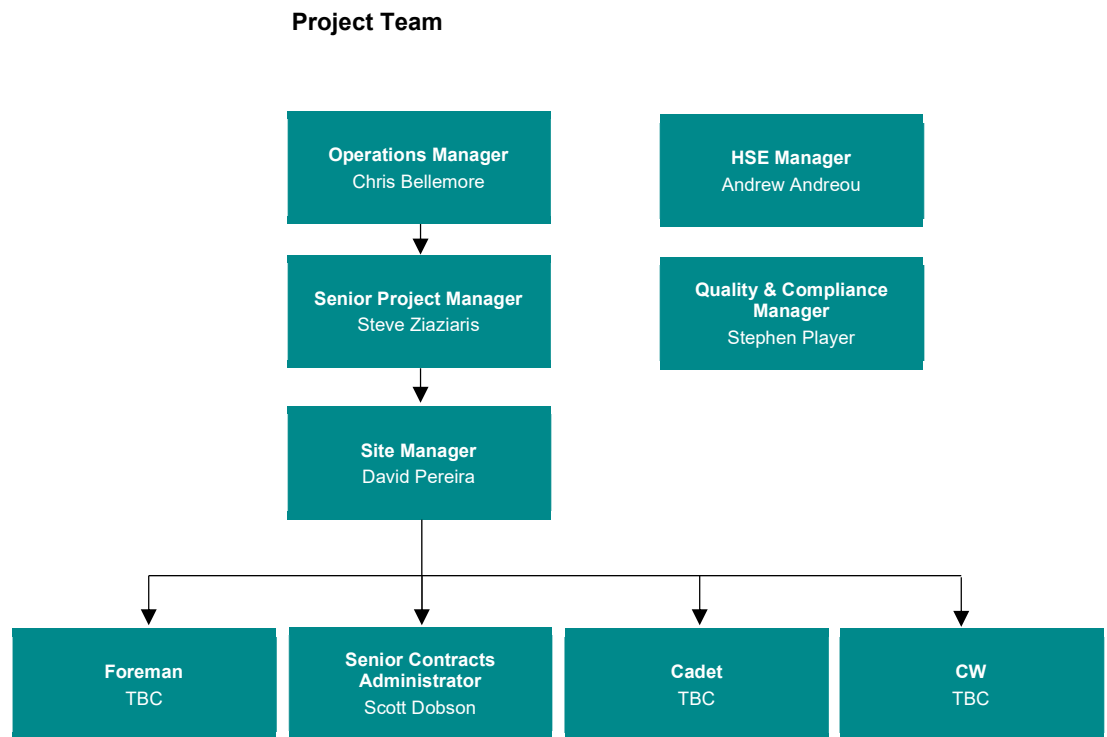
5. DEFECTS LIABILITY PERIOD

5.1 DEFECTS RECTIFICATION

Defects shall be reported to the project and site manager. The project manager shall nominate the Taylor representative to organise the subcontractor responsible to rectify the defect.

If the subcontractor is unable or unwilling to rectify the defect in the nominated timeframe, the project manager/ contract administrator shall organise another subcontractor to rectify the defect and back charge the responsible subcontractor. The project/ site manager shall ensure that any costs for labour, plant and material incurred by Taylor Construction to rectify defects are deducted from the subcontractor's cash retention.

APPENDIX 1: PROJECT-SPECIFIC ORGANISATIONAL CHART



APPENDIX 2: ROLE AND RESPONSIBILITIES

2.1 CHIEF EXECUTIVE OFFICER

The Chief Operating Officer is responsible for:

- Defining Taylor Construction workplace health and safety policies and setting their objectives;
- Providing leadership that promotes and maintains Taylor's determination to continually improve its performance in workplace health and safety;
- Demonstrating genuine interest in workplace health and safety; supporting all project managers to encourage incident prevention;
- Acquiring and keeping up-to-date knowledge of workplace health and safety matters;
- Gaining an understanding of the operations of the business and the hazards and risks involved;
- Ensuring information regarding incidents, hazards and risks is received responded to in a timely way;
- Ensuring the PCBU has, and implements, processes for complying with any legal duty or obligation;
- Being fully briefed of the safety status of all current Taylor Construction projects;
- Setting targets and allocating priorities for workplace health and safety matters for all Taylor Construction staff;
- Leading by example in all matters concerning workplace health and safety.

Name: George Bardas

Signed:

Date:

2.2 GENERAL MANAGER

The General Manager is responsible for:

- Demonstrating genuine interest in workplace health and safety; supporting all project and site managers to encourage incident prevention;
- Assessing and allocating appropriate resources and equipment within the company for the effective implementation of the Workplace Health and Safety Management System and the management of WHS related hazard/ risks relevant to the construction projects;
- Being fully briefed of the HSE status of all current Taylor Construction projects;
- Assisting in the development and implementation of continuous improvement processes for workplace health and safety.

Specific roles:

- Provide visible commitment to a safe and healthy work environment by ensuring regular reviews are undertaken. Participate in health and safety meetings and consultation regarding workplace health and safety matters;
- Consider workplace health and safety matters with other senior members of the organisation as part of normal business practice and incorporate WHS into meeting agendas;
- Allow appropriate budget allocations for HSE management and improvement;
- Encourage and promote safety within the company by participating and openly consulting with employees in respect to their health and safety.

Name: Tim Christie

Signed:

Date:

2.3 OPERATIONS MANAGER

The Construction Manager is responsible for:

- Demonstrating genuine interest in workplace health and safety; supporting all the project/ site managers to encourage incident prevention;
- Assessing and allocating appropriate resources and equipment within the company for the effective implementation of the workplace health and safety management system and the management of WHS related hazard/ risks relevant to the construction projects;
- Assisting in the development and implementation of continuous improvement processes for workplace health and safety;
- Checking that legislative obligations are met, and that Taylor Construction OHS Policy is effectively implemented throughout all company construction projects;
- Ensuring compliance with Taylor Construction accredited HSE systems is maintained and implemented across all Taylor managed projects.

Specific roles:

- Provide leadership in the development of project teams to ensure the fostering of the business culture and approach to doing business with our clients, consultants and subcontractors;
- Attend sites on a regular basis to ensure compliance with workplace health, safety, quality and programming requirements of both the head contract and the company' systems;
- Provide visible commitment to a safe and healthy work environment by ensuring regular reviews are undertaken, and by participating in safety and health meetings and consultation regarding WHS matters;
- Encourage and promote safety within the company by participating and openly consulting with employees in respect to their health and safety;
- Assist the HSE manager in allocating competent personnel to coordinate workplace health and safety within the company;
- Ensure that project/ site managers have developed and implemented systems, which will ensure subcontractors/ suppliers engaged by the company comply with the health and safety management systems and the relevant WHS legislation;
- Consider workplace health and safety matters with other senior members of the organisation as part of normal business practice and incorporate WHS into meeting agendas;
- Support the HSE manager in ensuring project/ site managers have developed and implemented systems which will ensure subcontractors and suppliers engaged by the company comply with the health and safety management systems and the relevant workplace health and safety legislation;
- Respond to non-conformance by any member of the company who fails to discharge their duties as set by the Responsibility Statement and actively participate in dispute resolution where required;
- Allow appropriate budget allocations for HSE management and improvement;
- Facilitate a systematic approach of workplace health and safety to the identification, assessment, control and monitoring of related risks that may arise through both normal and adverse operating conditions.

Name: Chris Bellemore

Signed:

Date:

2.4 PROJECT MANAGERS

The Project Manager is responsible for:

- Providing visible commitment to a safe and healthy work environment by ensuring regular reviews are undertaken, and by participating in health and safety meetings and consultation regarding WHS matters;
- Consulting with Taylor's construction manager and the HSE manager to ensure enough resources are allocated to the project to comply with legislative and Taylor's HSE requirements;
- Facilitating the process to ensure the project team and the HSE manager are consulted and participate in the development of the project specific HSE Risk Assessment. This is to be done prior to such activities commencing;
- Ensuring compliance with safety legislation, regulations, licensing conditions and authorities requirements relevant to all construction work;
- Ensuring adequate Taylor's site supervision is maintained throughout all hours of operation and those assigned with supervisory roles are competent and authorised to do so (e.g. PM, SM, leading hand or foreman);
- Developing, implementing and reviewing, in consultation with the site manager and HSE manager, the specific site safety plans;
- Identifying, planning and ensuring all safety training required for personnel is undertaken to support project needs, whether on or off-site. This task may be done in liaison with the HSE manager;
- Ensuring provisions are made for having a trained first aider present on site throughout all working hours;
- Ensuring that potential subcontractors have been issued with a copy of the **Contractor's HSE Requirements QSE-F-15.23** (letter template) at tender stage and ensuring, upon successful awarding of contract, that required WHS documents are made available by the subcontractor and reviewed by the project team prior to the subcontractor commencing;
- Supporting the site manager in the management of employee, subcontractor and supplier's performance in complying with Taylor's WHS Plan and the site-specific rules for the project;
- Selecting appropriate subcontractors, giving due regard to their ability to comply with legislative and Taylor's WHS requirements;
- Ensuring incidents are investigated and appropriate action taken as required by Taylor's site Safety Plan requirements in consultation with the HSE manager;
- Ensuring safety Notices issued and/ or visits made to the project by industrial representatives and/ or SafeWork NSW are reported to both managing director and HSE manager;
- Assisting the HSE manager when employees have been injured to evaluate suitable duties and encourage employee's early rehabilitation;
- Developing and implementing site evacuation and emergency procedures and overseeing at least one spontaneous evacuation drill every six months and assessing the results of that drill;
- Demonstrating an attitude to stimulating a high level of safety awareness at all times, leading by example and encouragement with a view to continuous improvement;
- The project manager is required to carry out at least one formal site safety inspection per month on every site under their control;
- Reporting back to Taylor's senior managers the project HSE incidents, external authority visits and/ or Notices issued.

Name: Steve Ziazaris

Signed:

Date:

2.5 HSE MANAGER

The HSE Manager is responsible for:

- Overseeing the implementation of Taylor's Health, Safety and Environmental Management System throughout all Taylor Construction activities;
- Ensuring the system is maintained and continuously improved;
- Setting targets and allocating priorities within the framework of the Safety Management System;
- Safeguarding compliance and maintenance of the company's third-party accreditations;
- Planning and delivering training in safety management and/ or arranging for the appropriate internal or external trainers/ facilitators to conduct the training;
- Researching, developing and implementing new procedures and forms, and updating the manual as required;
- Compiling safety data from weekly and monthly project reports;
- Reviewing, analysing and reporting on safety performance to Taylor's managing director, sector managers and any party as arranged by the managing director;
- Ensuring compliance with safety legislation, regulations, licensing conditions and authorities requirements;
- Monitoring construction industry safety technology and management practices;
- Ensuring Taylor's workplace health and safety is reviewed on a regular basis (i.e. arranging for internal and external audits);
- Reviewing internal and external (independent) audit reports and, in consultation with the directors and the project manager, develop appropriate Action Plans if necessary;
- Conducting or delegating internal workplace health and safety audits;
- Workers compensation and return-to-work duties, including notification, recording and first point of contact. These duties may be delegated to appropriate personnel;
- Identifying hazards, assessing risks and selecting risk control measures for site-specific situations;
- When required, acting as the lead investigator in workplace incidents/ accidents, liaise with external authorities in managing them and report back to managing director and/ or sector managers on outcomes of investigations;
- Acquiring and disseminating information associated with construction industry safety;
- Ensuring HSE policies and procedures are implemented on all projects and that a specific site Safety Plan is prepared and implemented for all projects;
- Reviewing all project's health and safety targets; keeping abreast of the changing requirements and techniques;
- At the tender stage, reviewing nominated subcontractor's ability to comply with Taylor's site-specific rules and procedures as well as their own SWMS;
- At the tender stage, ensuring that valid certificates of currency (for workers compensation) are provided by all subcontractors prior to that subcontractor or his workers commencing on any Taylor's site.

Name: Andrew Andreou

Signed:

Date:

2.6 PROJECT SAFETY ADVISOR

The Project Safety Advisor is responsible for:

- Providing visible commitment to a safe and healthy work environment by ensuring regular reviews are undertaken, and by participating in safety and health meetings and consultation regarding WHS matters;
- Assisting the HSE manager and project teams in implementing Taylor's health, safety and environmental procedures, policies and project systems in line with best practice and the relevant statutory legislation;
- Reporting any serious incident or near miss immediately to the HSE manager;
- Safeguarding compliance and maintenance of the company's third-party accreditations;
- Assisting project teams and subcontractors in meeting their workplace health and safety obligations;
- Ensuring compliance to this project Workplace Health and Safety Plan;
- Monitoring subcontractor's compliance with the site Safety Plan, and subcontractor compliance to their Safe Work Method Statements by conducting regular task observation/ audits;
- Where requested, assisting the project/ site manager with completing site inductions, project reports and daily diary entries;
- Undertaking workplace inspections to identify hazards and unsafe/ unhealthy workplace conditions and practices;
- Assisting the site manager/ area foreman in the management and supervision of subcontractors;
- Reporting incidents and/ or identified hazards and appropriate risk control measures to line managers;
- Assisting the project team in obtaining and auditing subcontractor's workplace health and safety documentation;
- Ensuring all workplace health and safety documents are maintained and filed in accordance with Taylor Construction filing requirements;
- Coordinating or conducting site toolbox talks and ensure subcontractors regularly consult with their employees on matters relating to HSE;
- Following up on project-based risk assessments to ensure they are being followed and updated as necessary;
- Liaising with the project/ site manager to implement controls on hazards identified;
- Completing Safe Work Method Statement checklists for the site (task observation);
- Collating completed contractor forms and checklists;
- Acting site safety representative for the site (unless another person has been elected to perform this role as per the consultation statement **S-F-04 WHS Consultation Statement**);
- Other HSE and/ or CW's issues or activities that may require their attention.

If no safety advisor is allocated to the project, the roles and responsibilities mentioned above are to be allocated to alternative Taylor Construction persons engaged on the project who are competent or have been suitably trained to full fill these duties.

Name: TBC

Signed:

Date:

2.7 SITE MANAGERS

The Site Managers are responsible for:

- Providing visible commitment to a safe and healthy work environment by ensuring regular reviews are undertaken, and by participating in safety and health meetings and consultation regarding WHS matters;
- Unless otherwise nominated, undertaking the role of site safety advisor for safety issues and control of the site. This role is supported by the project manager and the HSE manager;
- Implementing, through consultation with the project manager, the Site Safety Plan in accordance with WHS legislation, regulations, codes of practice, Australian Standards and/ or other statutory requirements;
- Ensuring the project's site workers comply with the Taylor Construction project Safety Plan;
- Ensuring all workers and, if required, visitors, are site-specific inducted and aware of any compliance obligations;
- Ensuring site security and site-specific signage is fixed to key access, internal and perimeter areas including 24-hour project contact details, attendance details for visitors, PPE requirements and construction zone signage;
- Implementing and undertaking formal and proactive consultation measures between the project team and subcontractors;
- Ensuring items identified by safety or systems audits are rectified within specified timelines in consultation with the project manager, HSE manager and subcontractors;
- Consulting with all persons on safety issues, including changes to the workplace, and encouraging the involvement of all personnel in achieving a safe and healthy site;
- Managing any site-specific workplace health and safety issue in the first instance and discussing these with the project manager and/ or HSE manager as required;
- Developing, planning, implementing and reviewing site-specific emergency and evacuation procedures;
- Monitoring subcontractor's compliance with the site Safety Plan, in particular subcontractor's compliance to their Safe Work Method Statements, by conducting regular task observation/ audits;
- Identifying any hazards and assessing any risks on site and implementing risk control measures;
- Prior to commencement, reviewing subcontractor's WHS Plan/ SWMS with regard to the specific site task using forms **SE-F-14 Safe Work Method Statement Review Form** and **SE-F-14.1 Contractor's HSE Plan Review**;
- Ensuring that requirements contained in **SE-F-14 Safe Work Method Statement Review Form** and **SE-F-14.1 Contractor's HSE Plan Review** are met prior to works commencing on site;
- Periodically throughout the contractor's works, reviewing compliance with SWMS and sign off on the SWMS Checklist;
- Leading or participating in formal site safety inspections weekly and record results using **SE-F-02 HSE Inspection Checklist**. Daily informal inspections should be noted in site diary;
- Utilizing experience and judgement to shut down and/ or evacuate any part of the site if a major health and safety risk occurs;
- Investigating, recording and reporting incidents and initiating corrective and action plans by relevant personnel. Reporting any serious incident immediately to the project manager and HSE manager;
- Providing support and assisting with rehabilitation of employees who have been injured at work by encouraging their early return to normality through work-based rehabilitation programs;
- Completing site diaries as per project administration requirements and forwarding that data to the HSE manager;
- Reviewing, coordinating and implementing emergency evacuation procedures and participating in drills at specified intervals (quarterly);
- Ensuring that all plant and equipment used on Taylor Construction sites are safe, correctly maintained and that the operator is correctly licensed or qualified for manipulating that equipment;
- Safeguarding compliance and maintenance of the company's third-party accreditations.

Name: David Pereira

Signed:

Date:

2.8 SITE FOREMAN

The Site Foreman is responsible for:

- Implementing, through consultation with the project manager, the Site Safety Plan in accordance with WHS legislation, regulations, codes of practice, Australian Standards and/ or other statutory requirements;
- Assisting with the review and monitoring of subcontractor's Safe Work Method Statements (SWMS) in consultation with the senior site manager and site safety officer. Ensure that all requirements of forms **SE-F-14.1 Contractor's HSE Plan Review** and **SE-F-14 Safe Work Method Statement Review Form** are met and implemented on site;
- Ensuring no work is undertaken on site until the relevant SWMS has been reviewed and signed off in accordance with form **SE-F-14 Safe Work Method Statement Review Form**;
- Monitoring subcontractor's compliance with the site Safety Plan and, in particular, subcontractor's compliance to their Safe Work Method Statements by conducting regular task observation /audits;
- Ensuring periodic reviews for compliance/ suitability of SWMS relevant to works under their control;
- Ensuring that site personnel comply with the Taylor Construction project Safety Plan;
- Ensuring all workers and, if required, visitors, are site-inducted and aware of any compliance obligations;
- Ensuring that site security and site-specific signage is fixed to key access internal and perimeter areas, including 24-hour project contact details, and that they are legible and current;
- Assisting with implementing and undertaking formal and proactive consultation measures between the project team and subcontractors;
- Ensuring items identified by safety or system audits are rectified within specified timelines in consultation with the project manager, site manager, site safety advisor and subcontractors;
- Consulting with all persons on safety issues, including changes to the workplace, and encouraging the involvement of all personnel in achieving a safe and healthy site;
- First response in managing site-specific workplace health and safety issues in the first instance, and discussing these with the project manager, site manager and/ or site safety advisor as required;
- Assisting with developing, planning, implementing and reviewing site-specific emergency and evacuation procedures;
- Monitoring subcontractor's compliance with the site Safety Plan, in particular subcontractor compliance to their Safe Work Method Statements;
- Identifying any hazards and assessing any risks on site and implementing risk control measures;
- Leading or participating in formal site safety inspections **weekly** using form **SE-F-02 HSE Inspection Checklist**. **Note:** informal inspections should be noted in site diary;
- In consultation with the project manager and the senior site manager, and utilizing experience and judgement, shut down and/ or evacuate any part of the site if a major health and safety risk occurs;
- Investigating, recording and reporting incidents, and initiating corrective action plans by relevant personnel. Reporting any serious incident immediately to the project manager, the senior site manager and the HSE manager;
- Monitoring the use of personal protective equipment (PPE) by site personnel;
- Completing site diaries as per project administration requirements;
- Assisting with reviewing, coordinating and implementing emergency evacuation procedures and participating in drills at specified intervals, minimum every six months;
- Ensuring that all plant and equipment used on Taylor Construction sites are safe, correctly maintained and that the operator is correctly licensed or qualified for operating that equipment;
- Assisting with archiving project safety records and information.

Name: TBC

Signed:

Date:

2.9 CONTRACT ADMINISTRATOR / SITE ENGINEER

The Contract Administrator and Site Engineer's responsibilities are:

- Support the project and site management in the management of employee, subcontractor and suppliers' performance in complying with Taylor Construction WHS and the site-specific rules for the project;
- Assist the project/ site manager to ensure the site Safety Plans and associated documentation, including standard forms, procedures and templates, remain current and up to date;
- Where required, assist the project and site manager with site inductions;
- Include in subcontract agreement the requirement for subcontractors to carry out their works in accordance with the company's or subcontractor's approved Safety Plans;
- Forward to subcontractors a copy of HSE subcontractor requirement **Contractor's HSE Requirements QSE-F-15.23** (letter template), ensuring this is completed and returned by subcontractor prior to commencing;
- At the tender interview stage, discuss with the subcontractors their obligation for managing HSE requirements by issuing to them relevant sections of the tender interview form and ensuring this is completed by subcontractor prior to commencing on site;
- Request and obtain from the subcontractor copies of their Quality and Safety Plans;
- Using returned form to assess subcontractor's abilities to comply with HSE requirements and make recommendations to the project/ site manager;
- Request and obtain from the subcontractor copies of their Workers Compensation and Public Liability Certificates of Currency, ensuring they are current and that copies are available on site;
- Ensure that all completed copies of form **Contractor's HSE Requirements QSE-F-15.23** (letter template) are returned and filed in the project files and a copy uploaded onto U-drive;
- Ensure that the latest copies of Project Plans and HSE Risk Assessments are uploaded onto Project Centre, or preferred data control system used, and engaged subcontractors have access to these;
- Assist the project, site and safety managers in conducting project audits, reporting on safety compliance and maintaining safety records;
- Ensure all **external** complaints/ incidents are recorded on **SE-F-21 Incident Report Form** and filed in the External Complaints Register located in the OHS folder in the U-drive;
- Assist project and site management in the general administration of HSE where requested.

Name: Scott Dobson

Signed:

Date:

2.10 BUILDING CADET

The building cadet health, safety and environmental responsibilities are:

- Provide general assistance to management on an assigned project;
- Provide administrative assistance in managing site safety, quality assurance and environmental management systems;
- Maintain project registers and records;
- Provide assistance with site contract administration and tendering;
- Manage project document control and provide design management assistance;
- Assist with on-site supervision;
- Assist the project/ site manager to ensure the site Safety Plans and associated documentation, including standard forms, procedures and templates, remain current and up to date;
- Forward to subcontractors a copy of HSE subcontractor requirement form **QSE-F-15.23 Contractor's HSE Requirements** (letter template), ensuring this is completed and returned by subcontractor prior to works commencing;
- Assist the project, site and safety managers with conducting project audits, reporting on safety compliance and maintaining safety records;
- Where required, assist the project and site managers with conducting site inductions;
- Fulfil responsibilities as outlined in the 'Taylor Cadet Program Guidelines', including undertaking an approved course of study at an Australian University;
- Assist project and site management in the general administration of HSE where requested;
- Monitor the use of personal protective equipment (PPE) by site personnel;
- Complete site diaries as per project administration requirements.

Name: TBC

Signed:

Date:

2.11 FIRST AID OFFICERS

It is the job of the trained first aider to provide initial treatment to injured or ill employees, which is consistent with first aider's level of training and competency. Where the treatment required is beyond a first aider's level of competency, they should recommend that the employee seek immediate medical assistance.

The nominated site first aid officers shall possess the required level of competency (Senior First Aid Certificate or Occupational First Aid Certificate) and they shall be responsible for:

- I. Providing first aid assistance to persons ill or injured on site;
- II. Recording all such assistance provided;
- III. Liaising with the site manager and/ or site foreman to achieve first aid obligations.

First aid officer records:

The nominated first aider shall be relied upon to exercise a common sense-approach in determining what type of injuries require a first aid report to be completed. First aid/ incident reports shall only be completed for injuries or illnesses for which first aid assistance was sorted **immediately** following an event. Employees, including subcontractor's, seeking to report an injury or incident for which first aid assistance was not initially sort **shall not** be provided with a copy of the report unless this has been authorised by the site/ project manager and/ or Taylor Construction HSE manager.

Some typical injuries that may require reporting are:

- All injuries requiring off-site medical treatment;
- Impact injuries;
- Head injuries;
- Musculoskeletal injuries;
- Open wounds (cuts);
- Eye injuries.

The first aid officers shall also be responsible for the regular maintenance and replenishment of the first aid kits and equipment.

Name: Steve Ziazaris

Signed:

Date:

Name: David Pereira

Signed:

Date:

Name: Scott Dobson

Signed:

Date:

2.12 PCBU AND WORKERS

PCBU and workers are responsible for:

- Attending Taylor Construction site-specific induction prior to commencing work on site;
- Taking reasonable care for their individual health and safety and that of others on site, including members of the public;
- Familiarising themselves and adhering to Taylor Construction corporate policies;
- Performing only those works in which they possess the required competencies for, or have been suitably trained to perform;
- Taking corrective actions to eliminate hazards within the workplace and /or reporting those hazards they cannot correct;
- Reporting all injuries to a first aid officer or supervisor;
- Cooperating with Taylor Construction management in all requirements imposed in the interest of health, safety and welfare;
- Never intentionally or recklessly interfering with, misusing or removing any items and/ or equipment provided in the interest of health and safety;
- Complying with all site safety instructions and abiding by the procedures and work practices identified in the Workplace Health Safety Project Plans and/ or as directed or informed by the site manager/ foreman;
- Complying with all relevant workplace health and safety legislation, standards and codes of practice;
- Reporting promptly to a site manager/ foreman any unsafe conditions, practices or defects discovered in any control measures, including personal protective equipment;
- Maintaining safe work practices when working with, or near, hazardous substances, so that their own health and safety, and the health and safety of those around them, is maintained;
- Using personal protective equipment (PPE) as required. The equipment should be kept clean and maintained in an appropriate manner;
- Practicing a high-standard personal hygiene in and around all amenity areas such as lunch, change and toilet facilities by washing thoroughly and removing all protective clothing before eating, drinking and smoking.

Name:

Signed:

Date:

APPENDIX 3: RESPONSIBILITIES AND AUTHORITIES (RACI PLAN)

PYMBLE LADIES COLLEGE
LAST UPDATED - 21.5 2021

| | |
|---|------------------|
| R | = Responsibility |
| A | = Accountability |
| C | = Consult |
| I | = Inform |

The individual who actually completes the task - "THE DOER", this person is responsible for action / implementation
The individual who is ultimately responsible. Includes YES/ NO authority and VETO power.

The individuals to be consulted prior to final decision or action.
The individual who needs to be informed after a decision or action is taken

| | TM CHAPPEL (DM) | CHRIS BELL-MORRIS (DM) | STEPHEN WILLIAMS (DM) | ANDREW ANDREOU (HMO) | STEPHEN PULVER (DM) | STEVE ZAKARIAS (HMO) | DAVID PETERA (DM) | SCOTT DODSON (CA) | TKC (PM) | TKC (CI) | TKC (DM) |
|--|-----------------|------------------------|-----------------------|----------------------|---------------------|----------------------|-------------------|-------------------|----------|----------|----------|
| Site establishment | | | | | | | | | | | |
| Safety | I | I | I | | A | AR | R | R | R | R | R |
| Establish safety committee | | I | I | | A | R | R | I | I | | I |
| Weekly safety walks | | | I | | C | AR | I | R | I | I | I |
| Injury Management (LTI / MTI) | I | I | | C | R | AR | | I | I | I | I |
| Initial collection of HSE paperwork | | | | | | A | R | I | I | | |
| Review SWMS | | | C | | | AR | | R | | | |
| Receive (WC & PL) insurances | | | | | C | AR | R | R | R | | |
| Internal Safety Audits (PM) | | | I | | R | A | | I | I | | |
| Site Risk Observations | I | | C | | R | AR | R | R | I | R | |
| Environmental | | | | | | | | | | | |
| Dust | | | | | I | A | | R | I | R | |
| Noise | | | | | I | A | | R | I | R | |
| Sediment control | | | | | I | A | | R | I | R | |
| Monitoring | | | | | I | A | | R | I | R | |
| Accident & Incident Reporting | I | I | | C | A | R | I | R | I | R | |
| Administration | | | | | | | | | | | |
| Cost management | | I | I | | I | A | R | R | I | I | I |
| Progress claims / invoices processing | | I | I | | | A | | R | | | |
| Delivery dockets | | | | | | A | I | R | R | R | |
| Subcontract scope of work / letting | | I | I | C | C | A | C | R | I | I | |
| Documentation management / Aconex | | | | | | | | | | A | |
| Head contract admin (NOD / EOT) | I | C | C | | | A | C | R | | | |
| Subcontractor claims/invoices | | | | | | A | C | R | | I | |
| Site management | I | I | | C | | C | AR | I | I | | R |
| Relationships | | | | | | | | | | | |
| Client liaison | R | R | I | | | A | R | R | | I | |
| Authorities | | | | | | | | | | | |
| Principal Certifying Authority / Council | | | | | | A | R | | | | |
| Workcover | I | C | | IC | | A | R | I | I | | |
| Environmental | | C | | C | | A | R | I | R | I | |
| Industrial Relations | I | C | | C | C | A | R | R | I | | |
| Project Reporting | | | | | | | | | | | |
| Project Report | I | C | I | | | A | | R | R | R | |
| PCG Report | I | I | I | | | A | C | R | R | R | |
| Programme | | | | | | | | | | | |
| Contract | I | I | I | | | AR | C | R | I | I | |
| Procurement | | I | | | | C | C | AR | R | I | |
| Target | | I | | | | A | R | I | I | I | |
| Short Range | | I | | | | C | A | I | I | I | |
| Meetings | | | | | | | | | | | |
| Team | | | | | | A | R | R | I | I | I |
| Subcontractor | | | | | | A | R | R | I | I | I |
| Client | | C | | | | A | C | R | I | | |
| Toolbox | | | | | | I | AR | I | I | I | I |
| Quality | | | | | | | | | | | |
| ITP | | | | | | I | C | R | I | R | |
| Defects Management | | | | | | R | A | R | R | I | |
| QA Audits | | | | | | A | R | R | I | I | |
| OC/PC | | | | | | A | R | R | R | I | |
| Samples | | | | | | I | I | A | I | I | |
| Shop Drawings | | | | | | A | C | R | I | I | |
| RFI's | | | | | | R | R | R | I | I | |
| Design Coordination | | | | | | A | C | R | R | | |
| Resource Management | C | A | | | | C | C | I | I | I | |

APPENDIX 4: PROJECT TEAM SKILL AND TRAINING NEEDS REGISTER

TRAINING PLAN FOR:
WORK LOCATION

STAFF INVOLVED:
AND POSITION

1.

5.

2.

6.

3.

7.

4.

8.

INSTRUCTIONS:
PLEASE FOLLOW

THE FOLLOWING COMPETENCY IS A LIST OF REQUIREMENTS THAT INDIVIDUALS ARE REQUIRED TO HAVE IN LINE WITH THEIR POSITION DESCRIPTION. THIS REGISTER WILL FIRSTLY INDICATE (■ CORE REQUIREMENT / ■ DESIRABLE)

TO COMPLETE THIS FORM PLEASE USE THE DROP DOWN SYSTEM TO UNDERTAKE YOUR REVIEW OF TRAINING REQUIREMENTS:

C= CORE REQUIREMENT / D= DESIRABLE / A = ACHIEVED / N/A = NOT APPLICABLE

| REQUIREMENT | COMPETENCY | SENIOR MANAGERS | PROJECT MANAGER | HSE MANAGER | SITE MANAGER | FOREMAN & LEADING HAND | CONTRACT ADMINISTRATOR | PROJECT COORDINATOR | PROJECT SAFETY OFFICER | QUALITY MANAGER | DESIGN MANAGER | ESTIMATOR | CADETS | CONSTRUCTION WORKER | OFFICE ADMIN |
|---|---|-----------------|-----------------|-------------|--------------|------------------------|------------------------|---------------------|------------------------|-----------------|----------------|-----------|--------|---------------------|--------------|
| | TICK APPLICABLE > | | | | | | | | | | | | | | |
| OHS General Industry Induction (White card) | Industry Induction Card | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Project Specific Site Induction | Complete Project Site Induction (only if site based) | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Taylor Management Systems Induction | Internal Training into Systems at employment induction | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Cheops use & Cost Reporting | Internal Training into Systems | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Cheops Web Use & Site Diary Operation | Internal Training into Systems | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Senior First Aid | Senior First Aid Certificate Ticket | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Project Document Control System | Internal Training into Systems | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Security of Payments Act | Internal Training into Systems | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Contract Law (for non lawyers) | Externally delivered by recognised training organiser | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Programming | Externally delivered by recognised training organiser | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Buildsoft | Externally delivered by recognised training organiser | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Negotiation Skills | Externally delivered by recognised training organiser | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Occ. First Aid | Occupational First Aid Certificate workers. (sites with 100 or more) 3 any given time | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |

T R A I N I N G N E E D S A N A L Y S I S & C O M P E T E N C Y
REQUIREMENTS MASTER PLAN

| REQUIREMENT | COMPETENCY | SENIOR MANAGERS | PROJECT MANAGER | HSE MANAGER | SITE MANAGER | FOREMAN & LEADING | CONTRACT | PROJECT COORDINATOR | PROJECT SAFETY | QUALITY MANAGER | DESIGN MANAGER | ESTIMATOR | CADETS | CONSTRUCTION | OFFICE ADMIN |
|--|--|-----------------|-----------------|-------------|--------------|-------------------|----------|---------------------|----------------|-----------------|----------------|-----------|--------|--------------|--------------|
| Cultural Awareness Training | Internally delivered by training manager | | | | | | | | | | | | | | |
| Project hazard identification, risk assessment and risk control | One or more of the following - OHS Consultation Training, Foreman/Supervisors Risk Management, OHS Certificate IV, OHS Diploma, Risk Management Diploma + TCG HSE Training or MBA Supa Safe | | | | | | | | | | | | | | |
| Develop and/or review safe work method statements. | One or more of the following - OHS Consultation Training, Foreman/Supervisors Risk Management, OHS Certificate IV, OHS Diploma, Risk Management Diploma + TCG HSE Training or MBA Supa Safe | | | | | | | | | | | | | | |
| Risk Management for Supervisors or line Managers Super safe | Training provided by a suitably qualified trainer i.e. MBA Supa Safe | | | | | | | | | | | | | | |
| Deliver site Inductions | Nominated by Project Manager refer Site HSE plan. Internal Power point presentation | | | | | | | | | | | | | | |
| Plan & Deliver Toolbox talks | One or more of the following - OHS Consultation Training, Foreman/Supervisors Risk Management or MBA Supa Safe | | | | | | | | | | | | | | |
| Carry out formal Incident Investigations following an OHS or Environmental incident defined as High, or a Class 1, Potential Class 1. Or Class 2 related incident. NOTE: may also involve external legal or investigation services ,TCG Directors, General & Construction Manager | Mandatory for lead investigator (Accident Incident Investigation Course) One or more of the following: - Foreman/ Supervisors Risk Management, OHS Certificate IV, OHS Diploma, Risk Management Diploma, Formal, OHS Consultation Training Course. | | | | | | | | | | | | | | |
| Carry out formal Incident Investigations following an Environmental incident defined as Moderate. Mandatory for lead investigator (Accident Incident Investigation Course) | One or more of the following : - Foreman/ Supervisors Risk Management, OHS Certificate IV, OHS Diploma, Risk Management Diploma, Formal Accident Incident Investigation Course, OHS Consultation Training Course. | | | | | | | | | | | | | | |
| Critical Incident Scenario | Externally delivered by RTO | | | | | | | | | | | | | | |
| Carry out formal Inspections of workplace and work tasks | One or more of the following ; Foreman/ Supervisors Risk Management, OHS Certificate IV, OHS Diploma, Risk Management Diploma, + TCG HSE Training or MBA Supa Safe | | | | | | | | | | | | | | |
| Carry out formal inspection/ reviews of safety WHS plans | One or more of the following ; Foreman/ Supervisors Risk Management, OHS Certificate IV, OHS Diploma, Risk Management Diploma, + TCG HSE Training or MBA Supa Safe | | | | | | | | | | | | | | |
| Emergency Evacuation system and Procedures | Internal training into procedures (site specific) | | | | | | | | | | | | | | |
| System reviews / internal audits including project based | Internal training into systems | | | | | | | | | | | | | | |
| Participate / develop HSE & Design Risk Assessment | Internal training into systems / forms / templates | | | | | | | | | | | | | | |

TRAINING NEEDS ANALYSIS & COMPETENCY
REQUIREMENTS MASTER PLAN

| Requirement | Competency | Senior Managers | Project Manager | HSE Manager | Site Manager | Foreman & Leading | Contract | Project Coordinator | Project Safety | Quality Manager | Design Manager | Estimator | Cadets | Construction | Office Admin |
|---|--|-----------------|-----------------|-------------|--------------|-------------------|----------|---------------------|----------------|-----------------|----------------|-----------|--------|--------------|--------------|
| Training in GC21 contracts (if applicable to the project) | External delivered by recognised Training organisation (Required once PM SM CA are allocated to project) | | | | | | | | | | | | | | |
| Presentation Skills | Externally delivered by recognised training organisation | | | | | | | | | | | | | | |
| Letter Writing | Externally delivered by recognised training organisation | | | | | | | | | | | | | | |
| Mock trial of OHS&E Incident | Externally delivered by recognised training organisation | | | | | | | | | | | | | | |
| Conducting Performance Reviews | Externally delivered by recognised training organisation | | | | | | | | | | | | | | |
| Bid Management | Internal training into Taylor systems and expectations | | | | | | | | | | | | | | |
| Microsoft Office | MS Word, Excel and Outlook Externally delivered by recognised training organisation | | | | | | | | | | | | | | |
| Greenstar | Externally delivered by recognised training organisation | | | | | | | | | | | | | | |
| The following site based competencies as they apply to the project | | | | | | | | | | | | | | | |
| Working at Heights | Documented training in the use, inspection, maintenance and storage of fall restraint/ arrest equipment, NOTE: no fall restraint/arrest equipment in use at date of assessment | | | | | | | | | | | | | | |
| Traffic Controller: Yellow: To set up and work with Traffic Control Plans which may be issued to them. | Competency based training | | | | | | | | | | | | | | |
| Traffic Control: Blue: Personnel required using a stop/slow bat. | Competency based training | | | | | | | | | | | | | | |
| Traffic Controller: Red: Personnel to select and modify existing Traffic Control Plans to suit the work locations e.g. Work supervisor, team leaders, gangers and others. | Competency based training, | | | | | | | | | | | | | | |
| Manual Handling | Competency based training | | | | | | | | | | | | | | |
| Scaffold (basic, advance) | Competency based training | | | | | | | | | | | | | | |
| Rigger | Competency based training Training provided by a suitably qualified trainer | | | | | | | | | | | | | | |
| Confined Space Entry | Training provided by a suitably qualified trainer | | | | | | | | | | | | | | |
| Dogman | Provided by subcontractors | | | | | | | | | | | | | | |
| Fork Lift Driver | Training provided by a suitably qualified trainer | | | | | | | | | | | | | | |
| Crane Driver | Provided by subcontractors | | | | | | | | | | | | | | |
| Hoist Operator (HP) | Training provided by a suitably qualified trainer | | | | | | | | | | | | | | |
| Elevated Work Platform (EWP); Boom Type above 11m | Training provided by a suitably qualified trainer (work cover ticket) | | | | | | | | | | | | | | |

TRAINING NEEDS ANALYSIS & COMPETENCY
REQUIREMENTS MASTER PLAN

| REQUIREMENT | COMPETENCY | SENIOR MANAGERS | PROJECT MANAGER | HSE MANAGER | SITE MANAGER | FOREMAN & LEADING | CONTRACT | PROJECT COORDINATOR | PROJECT SAFETY | QUALITY MANAGER | DESIGN MANAGER | ESTIMATOR | CADETS | CONSTRUCTION | OFFICE ADMIN |
|--|--|-----------------|-----------------|-------------|--------------|-------------------|----------|---------------------|----------------|-----------------|----------------|-----------|--------|--------------|--------------|
| Elevated Work Platform (EWP): Boom Type below 11m | Training provided by a suitably qualified trainer (yellow ticket) | | | | | | | | | | | | | | |
| Elevated Work Platform (EWP): Scissor Type | Training provided by a suitably qualified trainer | | | | | | | | | | | | | | |
| Environmental Management | Cert IV in Environmental Management | | | | | | | | | | | | | | |
| Environmental Control | Internal training | | | | | | | | | | | | | | |
| Safe use of fire extinguishers (At least 1 employee on each site should be trained in their use) | Training provided by a suitably qualified trainer | | | | | | | | | | | | | | |
| Trained in evacuation procedure | Internal training, using evacuation plan and emergency control plan form SE-F-06 | | | | | | | | | | | | | | |

Identify training requirements for Taylor personnel based on the competency requirements matrix above.

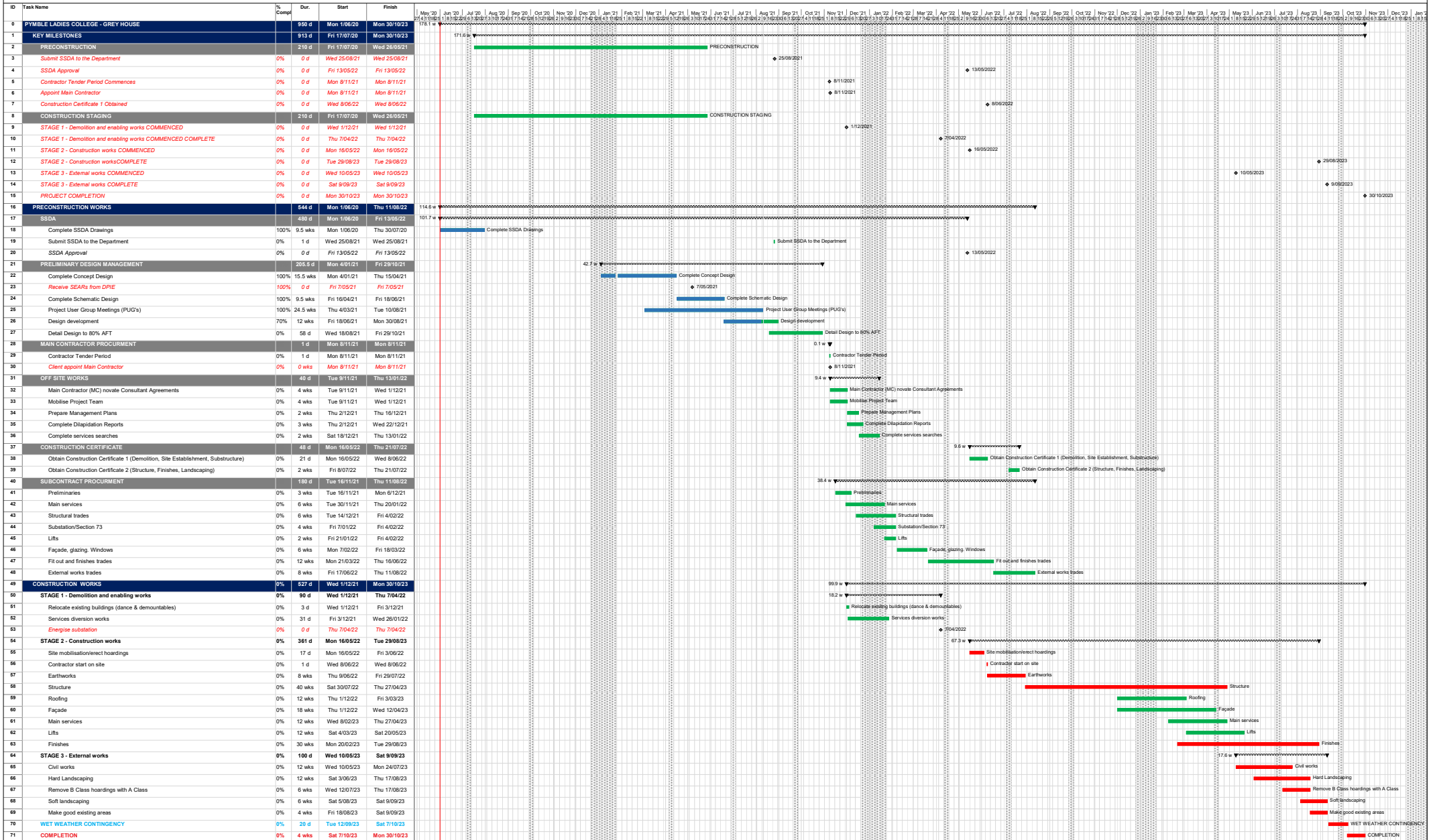
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TO BE DETERMINED UPON CONTRACT AWARD

APPENDIX 6: CONTRACT CONSTRUCTION PROGRAMME

GREY HOUSE PRECINCT- CONSTRUCTION PROGRAM



Structural trades

Note: For Taylor Construction ITPs, 'date issued' is the date ITP commenced and 'date approved' is N/A.

[illegible]

[illegible]

Note: For Taylor Construction ITPs, 'date issued' is the date ITP commenced and 'date approved' is N/A.

[illegible]

Services trades

Note: For Taylor Construction ITPs, 'date issued' is the date ITP commenced and 'date approved' is N/A.

| Folder number | ITP number | Activity/ trade | Subcontractor company | ITP prepared by | Location | Date issued | Date approved | Date completed |
|---------------|------------|-----------------|-----------------------|-----------------|----------|-------------|---------------|----------------|
| | | | | | | | | |
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Finishing trades

Note: For Taylor Construction ITPs, 'date issued' is the date ITP commenced and 'date approved' is N/A.

| Folder number | ITP number | Activity/ trade | Subcontractor company | ITP prepared by | Location | Date issued | Date approved | Date completed |
|---------------|------------|-----------------------|-----------------------|-----------------|----------|-------------|---------------|----------------|
| | 19.0 | Roof safety/ catwalks | | | | | | |
| | 20.0 | Plasterboard | | | | | | |
| | 21.0 | Aluminium windows | | | | | | |
| | 22.0 | Specialist glazing | | | | | | |
| | 23.0 | Cement render | | | | | | |
| | 24.0 | Tiling | | | | | | |
| | 25.0 | Balustrade/ handrails | | | | | | |
| | 26.0 | Louvres | | | | | | |
| | 27.0 | Facade | | | | | | |
| | 28.0 | Stainless steel | | | | | | |
| | 29.0 | Joinery | | | | | | |
| | 30.0 | Toilet partitions | | | | | | |
| | 31.0 | Vinyl | | | | | | |
| | 32.0 | Carpet | | | | | | |
| | 33.0 | Painting | | | | | | |
| | 34.0 | Specialist equipment | | | | | | |

| Finishing trades | | | | | | | | |
|---|------------|-----------------------------------|-----------------------|-----------------|----------|-------------|---------------|----------------|
| Note: For Taylor Construction ITPs, 'date issued' is the date ITP commenced and 'date approved' is N/A. | | | | | | | | |
| Folder number | ITP number | Activity/ trade | Subcontractor company | ITP prepared by | Location | Date issued | Date approved | Date completed |
| | 35.0 | Partition walls (including Hebel) | | | | | | |
| | 36.0 | Ceiling grid and ceiling tiles | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
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APPENDIX 8: PROJECT FINALISATION ACTION PLAN

PROJECT FINALISATION – ACTION PLAN

■ ■ ■ QSE-F-35.5

| | | | |
|---------------------------------|-------------|--------------------------|--------------------------|
| Project name and number: | | | |
| Meeting date: | | | |
| Position | Name | Participant | Apologies |
| Construction manager | | <input type="checkbox"/> | <input type="checkbox"/> |
| Project manager | | <input type="checkbox"/> | <input type="checkbox"/> |
| Site manager | | <input type="checkbox"/> | <input type="checkbox"/> |
| Contract administrator(s) | | <input type="checkbox"/> | <input type="checkbox"/> |
| Building cadet | | <input type="checkbox"/> | <input type="checkbox"/> |
| Project coordinator(s) | | <input type="checkbox"/> | <input type="checkbox"/> |
| Post contracts manager | | <input type="checkbox"/> | <input type="checkbox"/> |

- The project finalisation process is to commence no later than eight (8) weeks prior to practical completion.
- The project manager is to arrange a meeting with CA and SM to determine site-specific Project Finalisation Plan items and assign responsibilities and due dates.
- Attach this plan to the monthly Cost Reports. Project Finalisation Plan status subject to management review until all items have been closed-out.

| Actions | | | | |
|--|---|----------------------------------|----------|----------------|
| Item number | Requiring action | Action to be completed by (name) | Due date | Date completed |
| Note: Refer to each 'item number' for details of action required. | | | | |
| Subcontractor related requirements | | | | |
| S1 | Prepare the Site Survey Report | | | |
| S2 | Prepare a Schedule of Warranties | | | |
| S3 | Prepare an As-Executed Drawings Schedule | | | |
| S4 | Prepare a Maintenance Manual Schedule | | | |
| S5 | Prepare a Test Certificate Schedule | | | |
| S6 | Prepare a list of essential services certificates required for the project | | | |
| S7 | Prepare a subcontractor Defect List for each subcontractor to complete and sign-off | | | |
| S8 | Prepare a Service Consultant Inspection Report Schedule for Subcontractors to complete and sign-off | | | |
| S9 | Prepare a Subcontractor Variation Schedule, listing outstanding variations to be finalised for each subcontractor | | | |
| S10 | Prepare Subcontractor Deed of Release for signing | | | |
| S11 | Process Subcontractor Progress Payment after defects are complete, all documents have been received and Deeds of Release have been signed-off | | | |
| S12 | Issue Letter of Thanks to subcontractors who performed well on the project | | | |
| | | | | |
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| Actions | | | | |
|---|---|----------------------------------|----------|----------------|
| Item number | Requiring action | Action to be completed by (name) | Due date | Date completed |
| Note: Refer to each 'item number' for details of action required. | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Taylor Construction requirements | | | | |
| T1 | Review the specification, DA and CC documents and schedule documents required for project finalisation | | | |
| T2 | Prepare Operation and Maintenance Manuals (QSE-M-1.1, QSE-M-1.2) | | | |
| T3 | Provide client staff training in accordance with O&M Manuals | | | |
| T4 | Complete Inspection and Test Plan and upload all onto project U-Drive | | | |
| T5 | Close-out all outstanding Non-Conformances Notices | | | |
| T6 | Retrieve outstanding bonds and B.G's from authorities | | | |
| T7 | Arrange disconnection of temporary services (power, telephone, water, sewer). Notify service providers and finalise accounts | | | |
| T8 | Prepare occupation certificate documentation | | | |
| T8.1 | As-Built Drawings | | | |
| T8.2 | Certificates (e.g. test certificates) | | | |
| T8.3 | Warranties | | | |
| T8.4 | Registration of services (e.g. chillers, boilers) | | | |
| T9 | Prepare project-specific occupation certificate documentation | | | |
| T10 | Obtain certification from consultants and engineers confirming all defects are complete and design-compliant | | | |
| T11 | Complete all defects, submit the Operation and Maintenance Manuals and occupation certificate documentation | | | |
| T12 | Issue letter to client, requesting practical completion and release of first bank guarantee or retention | | | |
| T13 | Obtain Client Referee Report QSE-F-36.2 | | | |
| T14 | Complete this Project Close-Out Report QSE-F-35.1 and debrief meeting with management | | | |
| T15 | Archive project files scanned onto U-Drive | | | |
| T16 | Project manager to arrange practical completion handover meeting with post contracts manager, including contact details, keys and site-specific issues all in accordance with Project Finalisation Procedure QSE-OP-35 | | | |
| Note: practical completion handover meeting held only after all practical completion defects are completed | | | | |
| T17 | Arrange marketing photos with marketing department | | | |
| | | | | |
| | | | | |
| | | | | |
| Site-specific project requirements | | | | |
| P1 | | | | |
| P2 | | | | |
| P3 | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

APPENDIX 9: CONSTRUCTION CERTIFICATES/ PERMITS

Not applicable

■ ■ ■ QSE-F-27.02

| | | | |
|-------------------------|--|------------------------|--|
| Project name: | | Client: | |
| Project number: | | Client contact: | |
| Project address: | | Date: | |

Samples Register

[illegible]

[illegible]

APPENDIX 11: DA CONSENT

Pending SSDA Submission

APPENDIX 12: TRAFFIC MANAGEMENT PLAN - TRAFFIC AND PEDESTRIAN FLOW DIAGRAMS

Refer to staging plans

TO BE DETERMINED UPON CONTRACT AWARD

APPENDIX 14: DIAL BEFORE YOU DIG/ SERVICE LOCATION PLANS

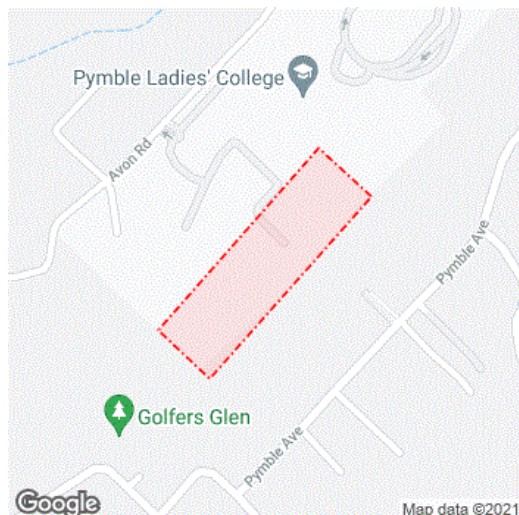
Caller Details

Contact: Mr Steve Ziazaris
Company: Taylor Construction Group
Address: Level13 157 Walker Street
North Sydney NSW 2060

Caller Id: 1744177
Mobile: 0413182641
Email: stevez@taylorau.com.au
Phone: 0413182641
Fax: Not Supplied

Dig Site and Enquiry Details

WARNING: The map below only displays the location of the proposed dig site and does not display any asset owners' pipe or cables. The area highlighted has been used only to identify the participating asset owners, who will send information to you directly.



User Reference: PLC PMP
Working on Behalf of: Private
Enquiry Date: 29/05/2021
Start Date: 30/06/2021
End Date: 30/07/2021

Address:
Pymble Ave
Pymble NSW 2073

Job Purpose:

Design

Location of Workplace:

Private Property

Onsite Activity:

Planning & Design

Location in Road:

Not Supplied

- Check the location of the dig site is correct. If not submit a new enquiry.
- If the scope of works change, or plan validity dates expire, resubmit your enquiry.
- Do NOT dig without plans. Safe excavation is your responsibility. If you do not understand the plans or how to proceed safely, please contact the relevant asset owners.

Notes/Description of Works:

Grey House Precinct

Your Responsibilities and Duty of Care

- The lodgement of an enquiry does not authorise the project to commence. You must obtain all necessary information from any and all likely impacted asset owners prior to excavation.
- If plans are not received within 2 working days, contact the asset owners directly & quote their Sequence No.
- ALWAYS perform an onsite inspection for the presence of assets. Should you require an onsite location, contact the asset owners directly. Please remember, plans do not detail the exact location of assets.
- Pothole to establish the exact location of all underground assets using a hand shovel, before using heavy machinery.
- Ensure you adhere to any State legislative requirements regarding Duty of Care and safe digging requirements.
- If you damage an underground asset you MUST advise the asset owner immediately.
- By using this service, you agree to Privacy Policy and the terms and disclaimers set out at **www.1100.com.au**
- For more information on safe excavation practices, visit **www.1100.com.au**

Asset Owner Details

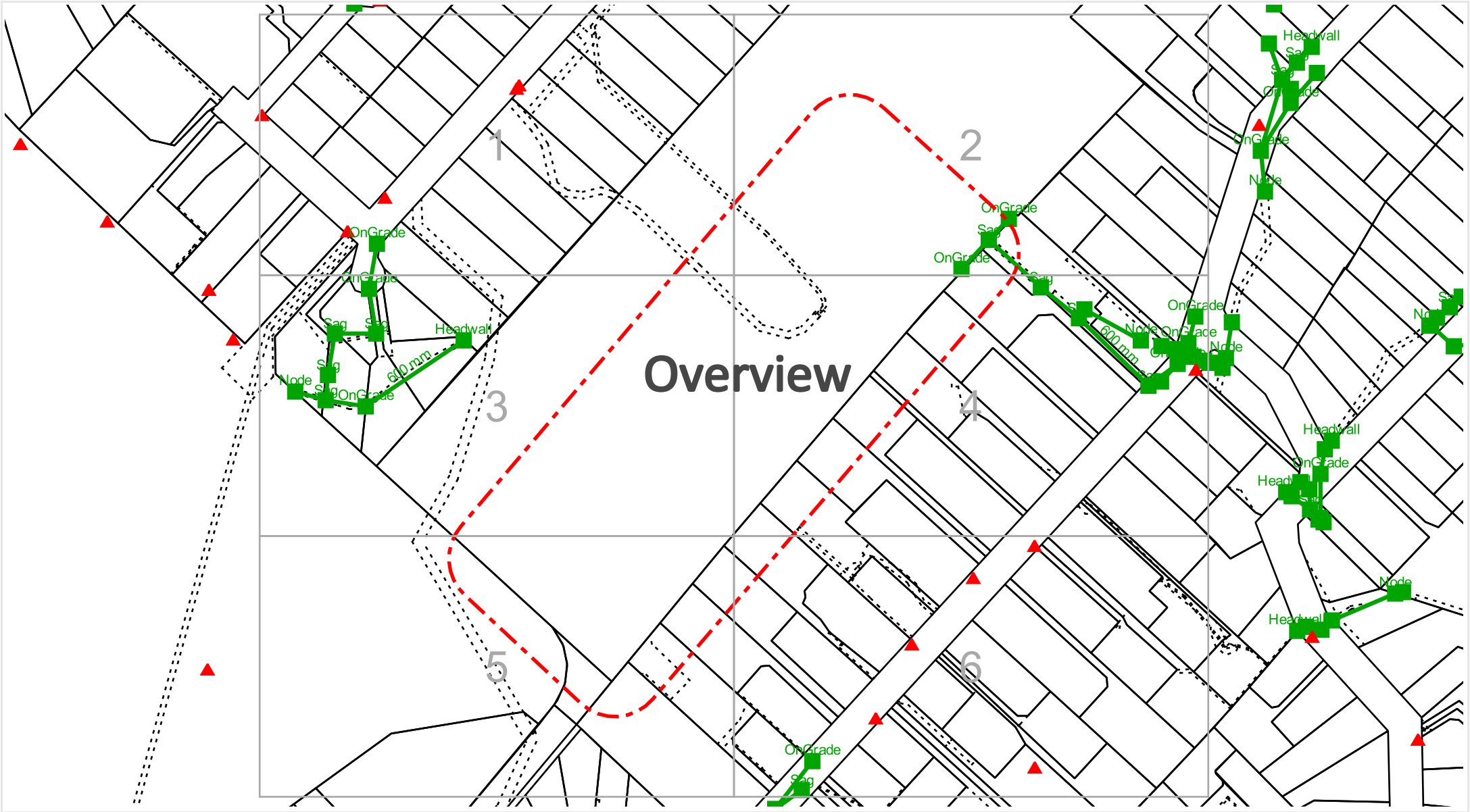
The assets owners listed below have been requested to contact you with information about their asset locations within 2 working days. Additional time should be allowed for information issued by post. It is **your responsibility** to identify the presence of any underground assets in and around your proposed dig site. Please be aware, that not all asset owners are registered with the Dial Before You Dig service, so it is **your responsibility** to identify and contact any asset owners not listed here directly.

** Asset owners highlighted by asterisks ** require that you visit their offices to collect plans.

Asset owners highlighted with a hash require that you call them to discuss your enquiry or to obtain plans.

| Seq. No. | Authority Name | Phone | Status |
|-----------|----------------------|------------|----------|
| 110258213 | Ausgrid | 0249510899 | NOTIFIED |
| 110258215 | Jemena Gas North | 1300880906 | NOTIFIED |
| 110258212 | Ku-ring-gai Council | 0294240954 | NOTIFIED |
| 110258217 | NBN Co, NswAct | 1800626329 | NOTIFIED |
| 110258216 | Sydney Water | 132092 | NOTIFIED |
| 110258214 | Telstra NSW, Central | 1800653935 | NOTIFIED |

END OF UTILITIES LIST

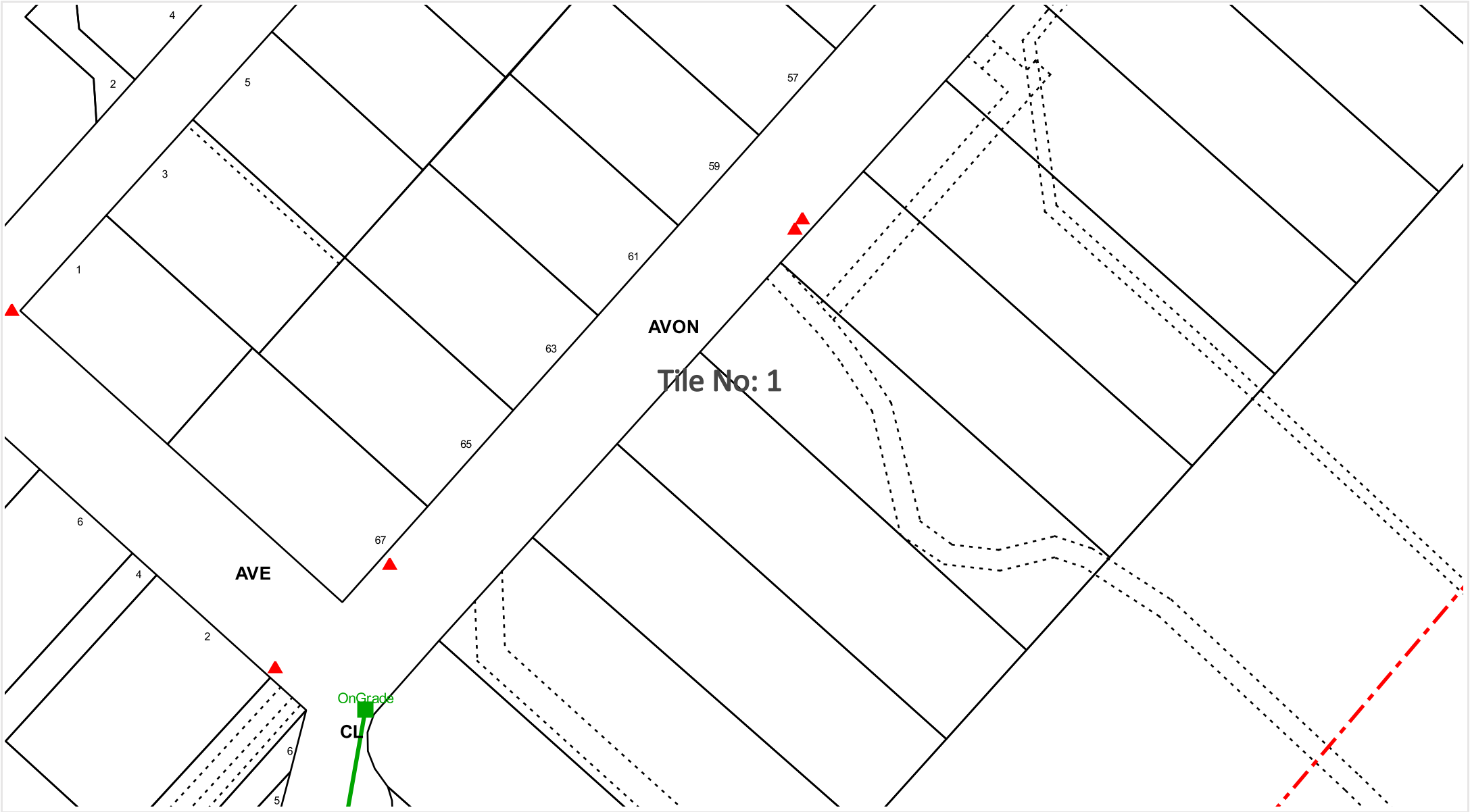


Legend | Scale: 1:3075



- | | | |
|-----------------|-----------------------------|---------------|
| Recycled Main | Irrigation Power | Rock Anchor |
| Stormwater Main | House Service Connection | Survey Marker |
| Stormwater Pit | Communication Cable | Easement |
| Sewer Main | Electrical (Lighting) Cable | Land Parcel |

DISCLAIMER: While reasonable measures has been taken to ensure the accuracy of the information contained in this plan response, neither Ku-ring-gai Council or PelicanCorp shall have any liability whatsoever in relation to any loss, damage, cost or expense arising from the use of this plan response or the information contained in it or the completeness or accuracy of such information. Use of such information is subject to and constitutes acceptance of these terms.

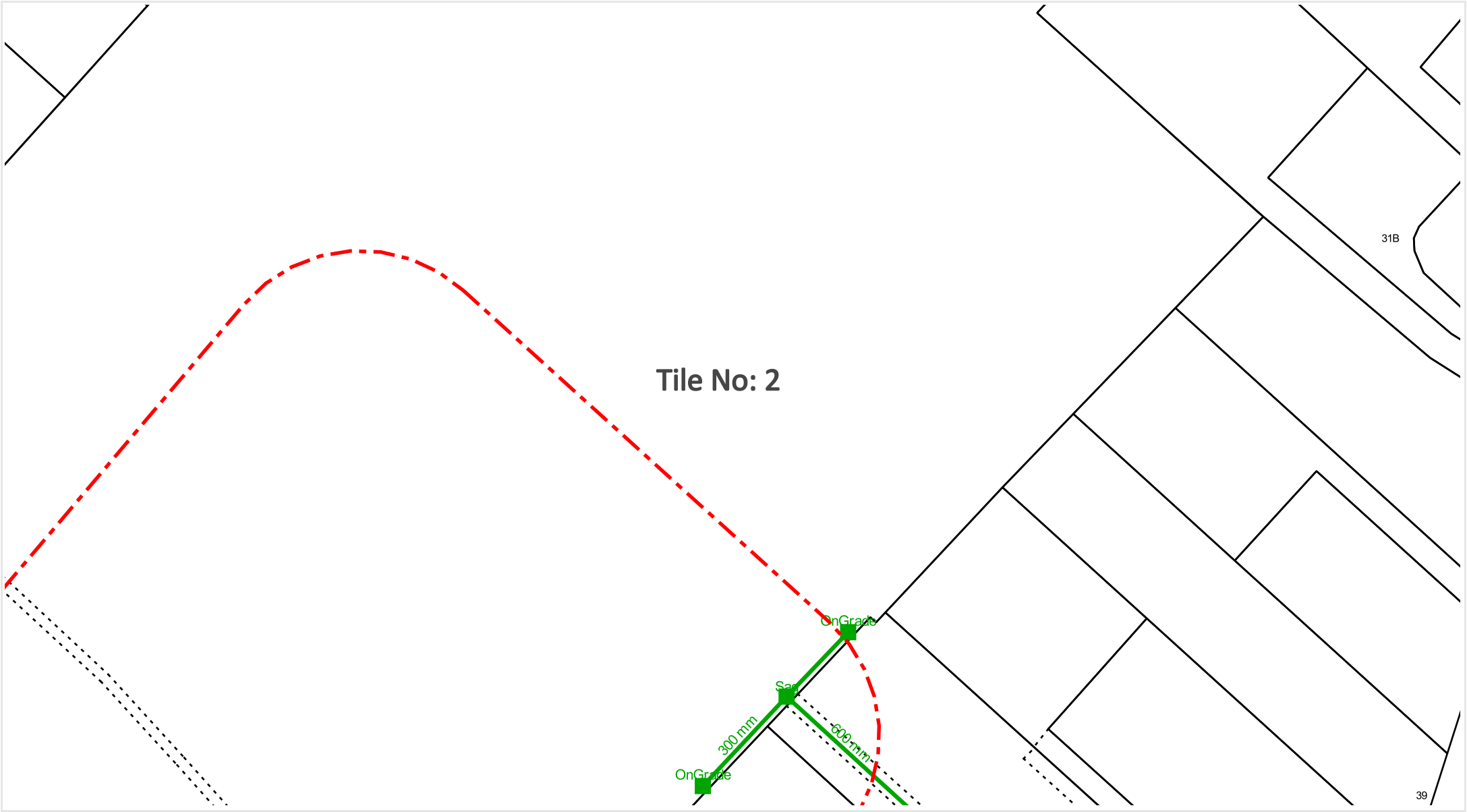


Legend | Scale: 1:1000















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|-----------------|-----------------------------|---------------|
| Recycled Main | Irrigation Power | Rock Anchor |
| Stormwater Main | House Service Connection | Survey Marker |
| Stormwater Pit | Communication Cable | Easement |
| Sewer Main | Electrical (Lighting) Cable | Land Parcel |

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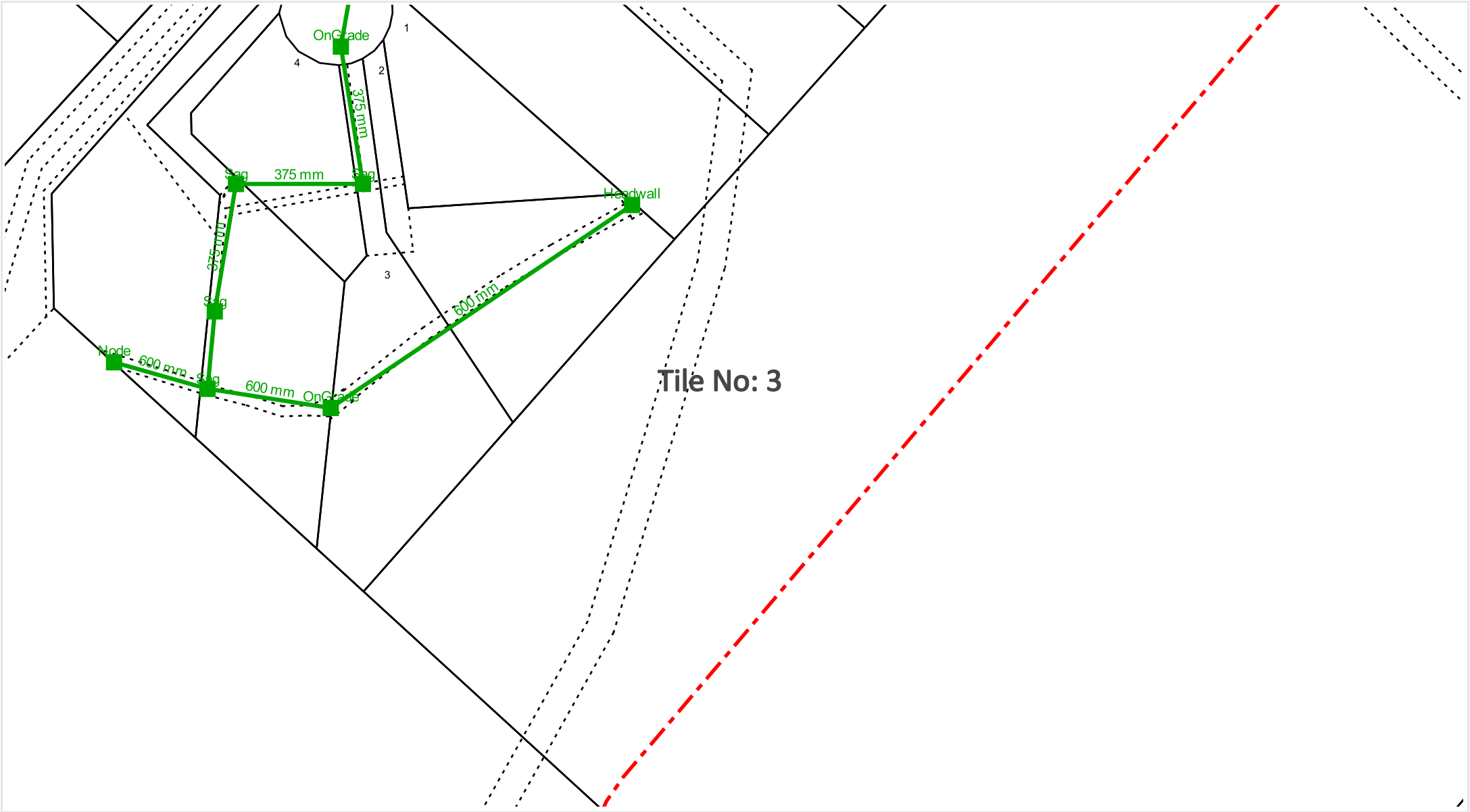


Legend | Scale: 1:1000



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|---|---|---|
|  Recycled Main |  Irrigation Power |  Rock Anchor |
|  Stormwater Main |  House Service Connection |  Survey Marker |
|  Stormwater Pit |  Communication Cable |  Easement |
|  Sewer Main |  Electrical (Lighting) Cable |  Land Parcel |

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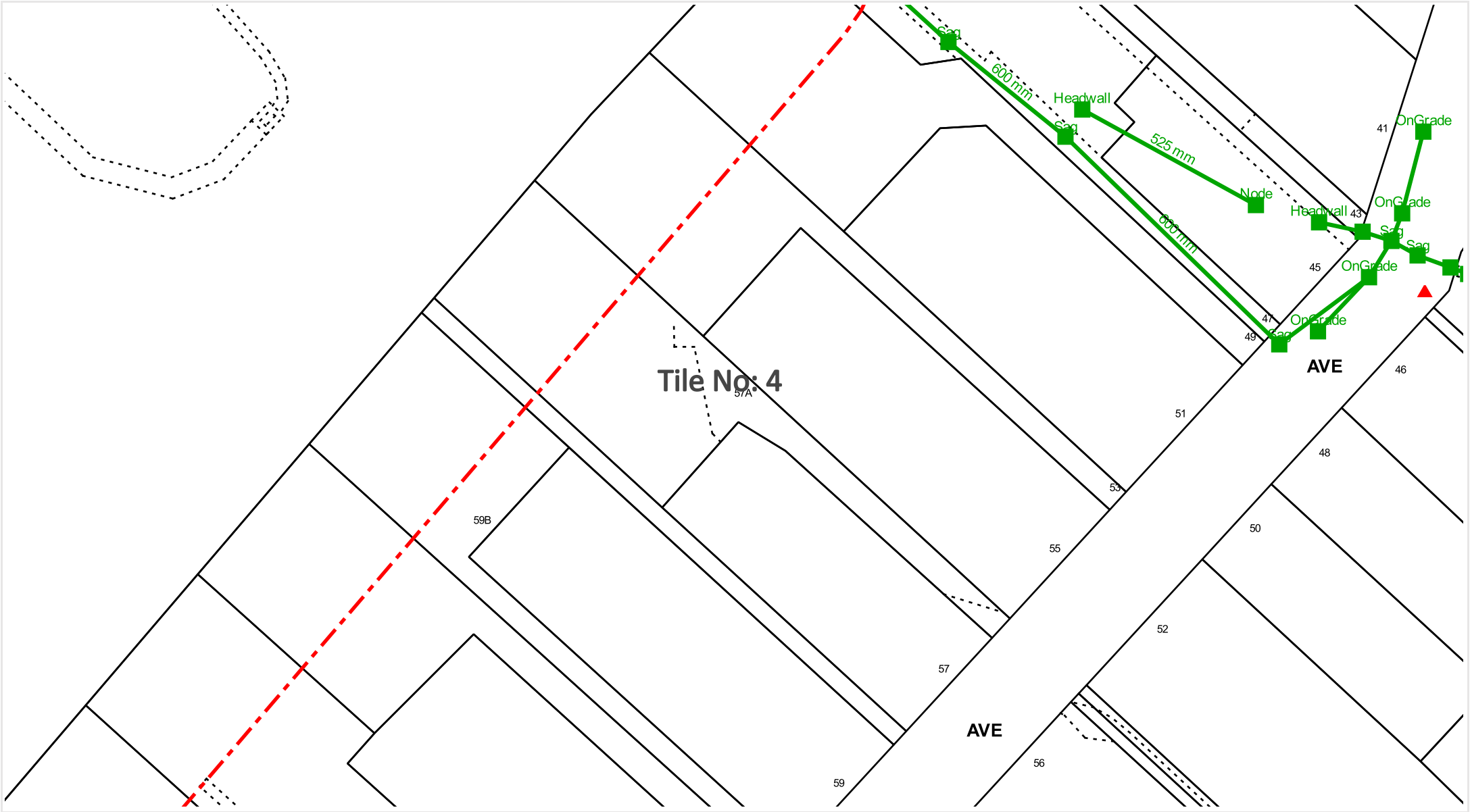


Legend | Scale: 1:1000



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|-----------------|-----------------------------|---------------|
| Recycled Main | Irrigation Power | Rock Anchor |
| Stormwater Main | House Service Connection | Survey Marker |
| Stormwater Pit | Communication Cable | Easement |
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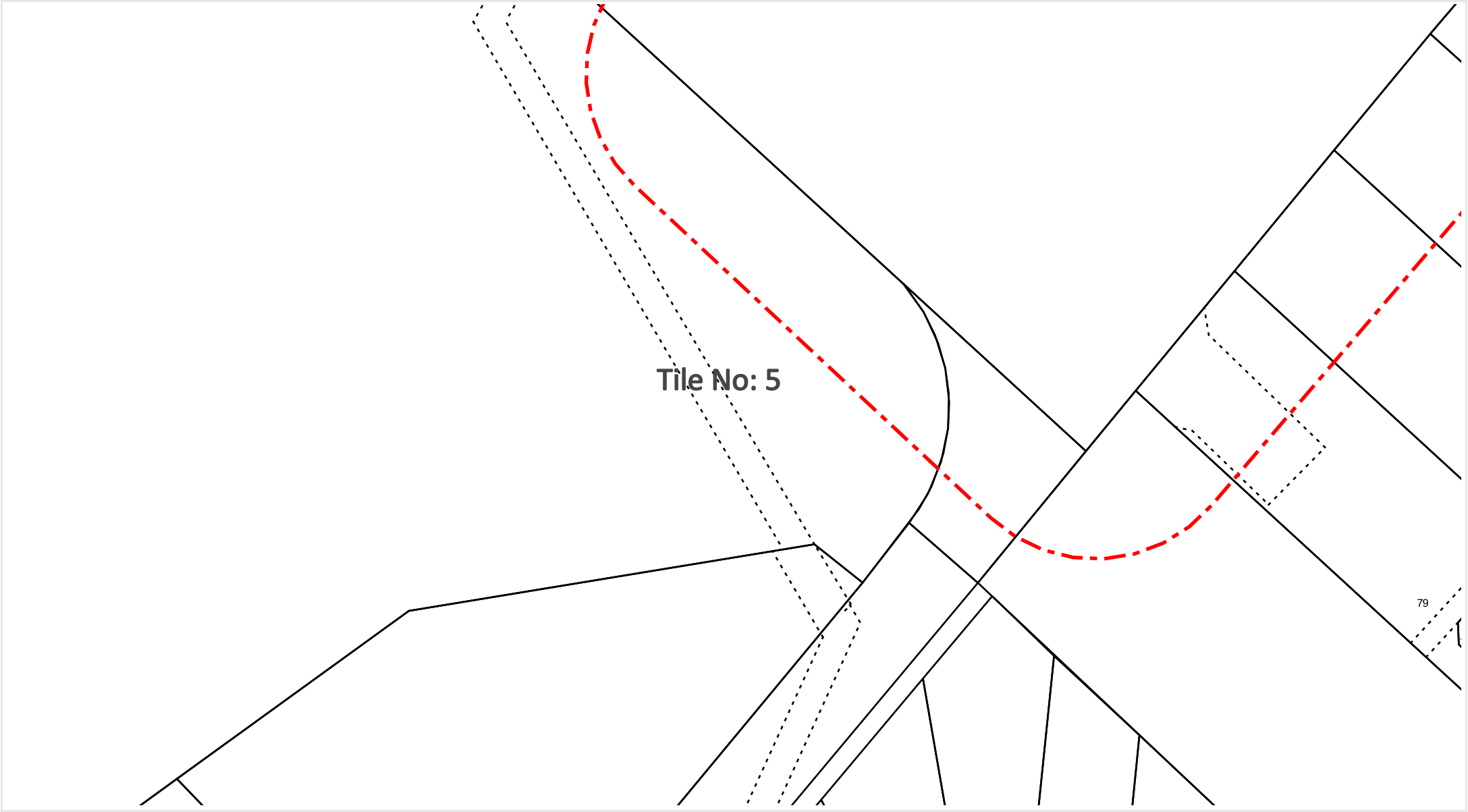


Legend | Scale: 1:1000















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|-----------------|-----------------------------|---------------|
| Recycled Main | Irrigation Power | Rock Anchor |
| Stormwater Main | House Service Connection | Survey Marker |
| Stormwater Pit | Communication Cable | Easement |
| Sewer Main | Electrical (Lighting) Cable | Land Parcel |

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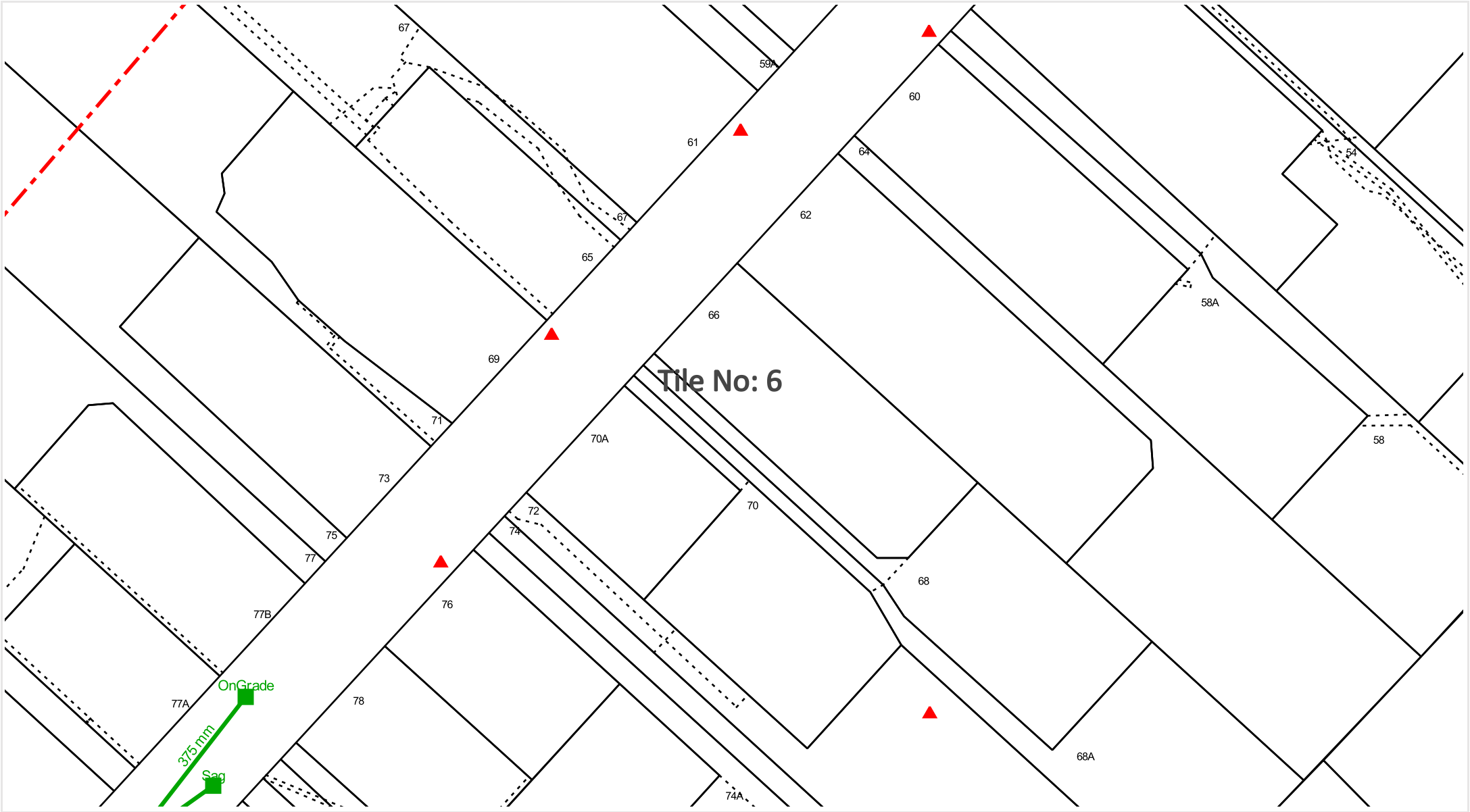


Legend | Scale: 1:1000



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|---|---|---|
|  Recycled Main |  Irrigation Power |  Rock Anchor |
|  Stormwater Main |  House Service Connection |  Survey Marker |
|  Stormwater Pit |  Communication Cable |  Easement |
|  Sewer Main |  Electrical (Lighting) Cable |  Land Parcel |

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Legend | Scale: 1:1000



- | | | |
|-----------------|-----------------------------|---------------|
| Recycled Main | Irrigation Power | Rock Anchor |
| Stormwater Main | House Service Connection | Survey Marker |
| Stormwater Pit | Communication Cable | Easement |
| Sewer Main | Electrical (Lighting) Cable | Land Parcel |

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To: Mr Steve Ziazaris
Phone: 0413182641
Fax: Not Supplied
Email: stevez@taylorau.com.au

| | | |
|-----------------------------------|----------------------------------|--|
| Dial before you dig Job #: | 21714347 |  DIAL BEFORE YOU DIG <small>www.1100.com.au</small> |
| Sequence # | 110258217 | |
| Issue Date: | 29/05/2021 | |
| Location: | Pymble Ave , Pymble , NSW , 2073 | |

Indicative Plans

1

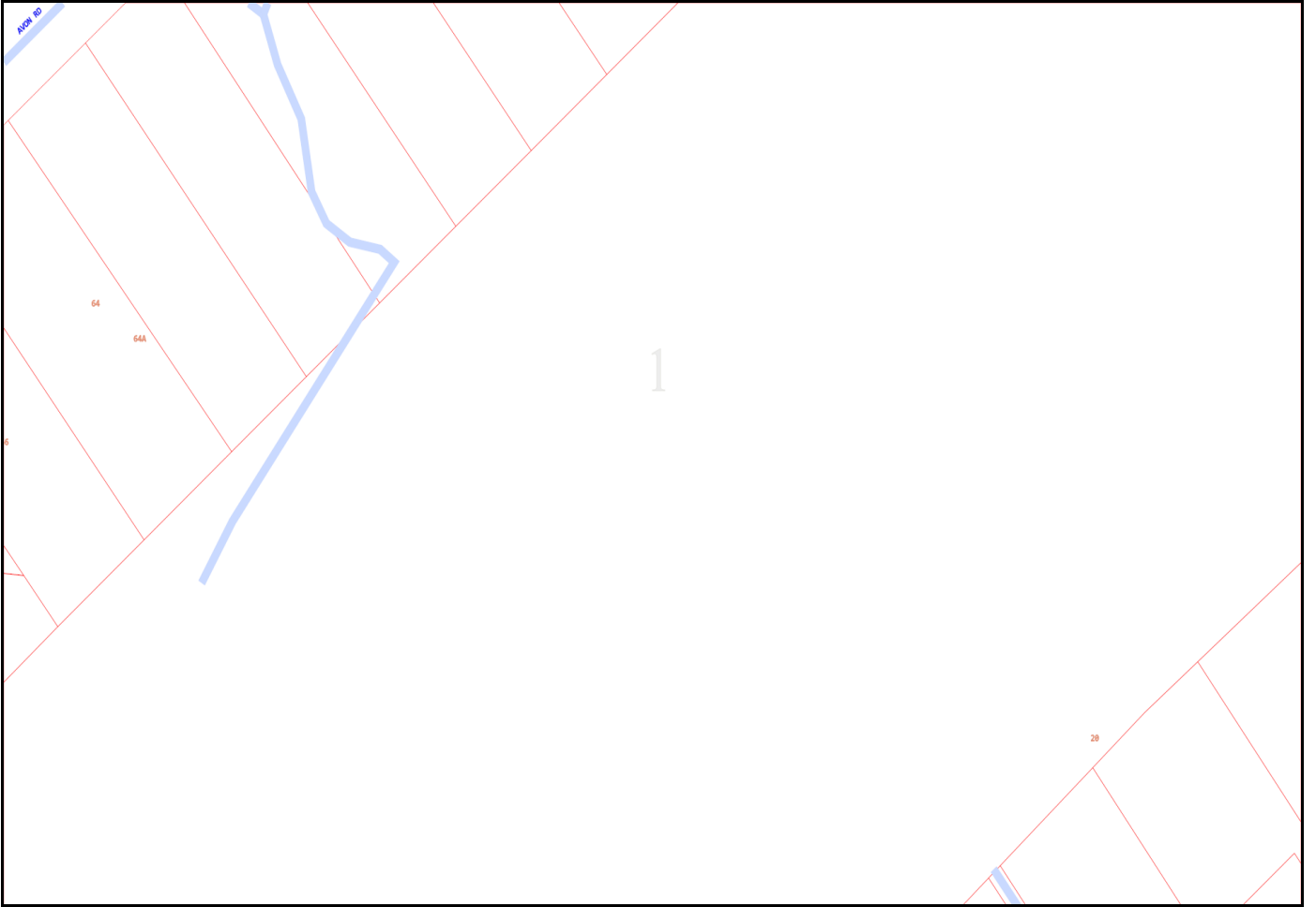
2

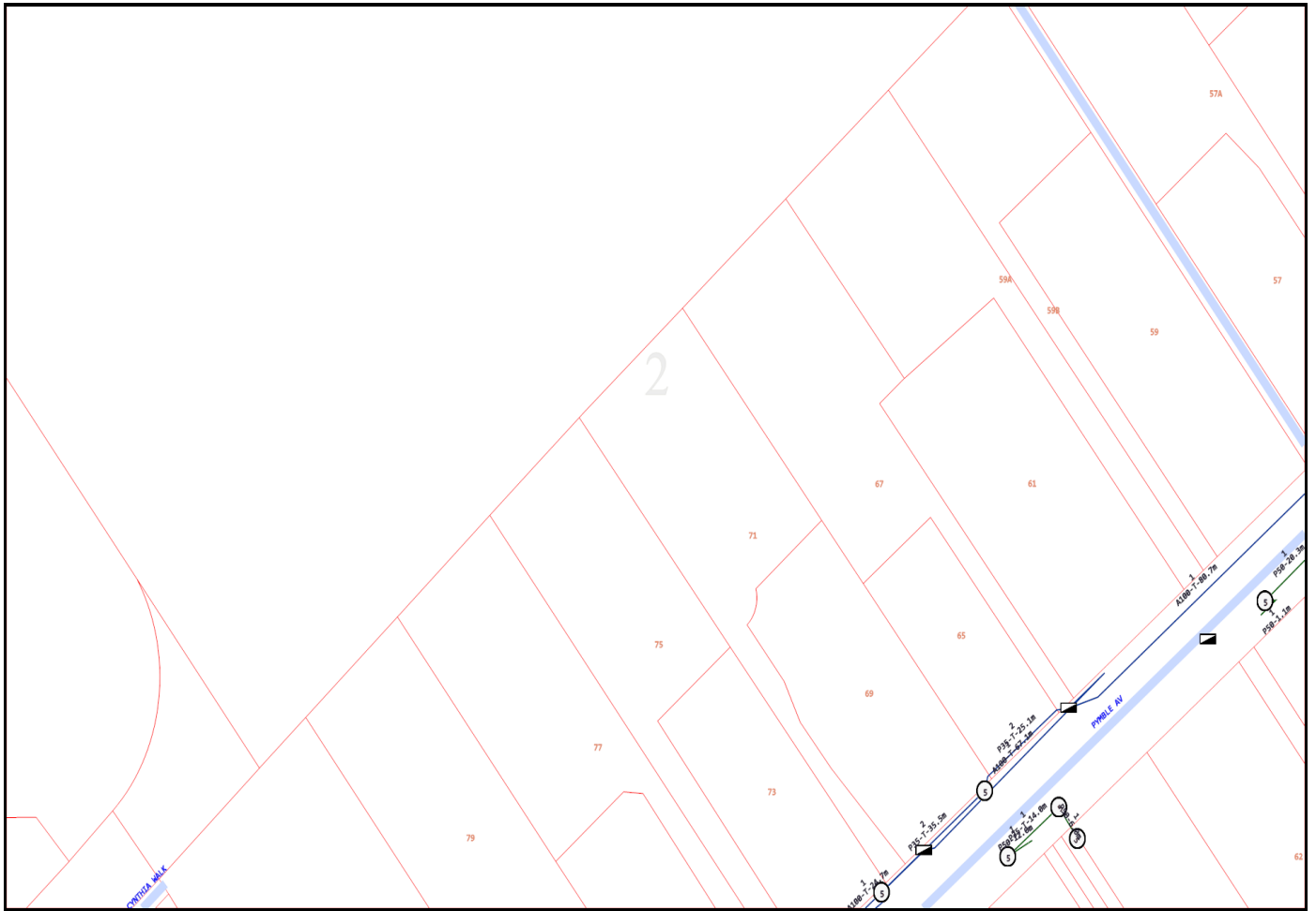


LEGEND



| | |
|-------|--|
| | Parcel and the location |
| | Pit with size "5" |
| | Power Pit with size "2E". Valid PIT Size: e.g. 2E, 5E, 6E, 8E, 9E, E, null. |
| | Manhole |
| | Pillar |
| | Cable count of trench is 2. One "Other size" PVC conduit (PO) owned by Telstra (-T-), between pits of sizes, "5" and "9" are 25.0m apart. One 40mm PVC conduit (P40) owned by NBN, between pits of sizes, "5" and "9" are 20.0m apart. |
| | 2 Direct buried cables between pits of sizes, "5" and "9" are 10.0m apart. |
| | Trench containing any INSERVICE/CONSTRUCTED (Copper/RF/Fibre) cables. |
| | Trench containing only DESIGNED/PLANNED (Copper/RF/Fibre/Power) cables. |
| | Trench containing any INSERVICE/CONSTRUCTED (Power) cables. |
| | Road and the street name "Broadway ST" |
| Scale | 0 20 40 60 Meters 1:2000 1 cm equals 20 m |





You must immediately report any damage to the **nbn™** network that you are/become aware of. Notification may be by telephone - 1800 626 329.

DBYD Address:
n/a Pymble Ave
Pymble NSW 2073

DBYD Job No: 21714347

DBYD Sequence No: 110258216

Copyright Reserved Sydney Water 2021
No warranty is given that the information shown is complete or accurate.
SYDNEY WATER CORPORATION

Scale: 1:1500

Date of Production: 29/05/2021



Plan 1 of 1

0m 7m 14m 21m 28m

A horizontal scale bar with vertical tick marks at 0m, 7m, 14m, 21m, and 28m. The segments between 0-7m, 7-14m, and 14-21m are white, while the segments between 21-28m and 14-21m are black.

APPENDIX 15: DETAILED OUTLINE OF METHODOLOGY

GREY HOUSE PRECINCT - DETAILED OUTLINE OF METHODOLOGY

Taylor understands that the key potential risk for the delivery of Grey House Precinct development, is maintaining the safe operation of the existing school along with ensuring the safety of its pupils and parents, neighbours and others who make use of the school facilities and the local community in general.

With this firmly in mind our strategy for the delivery of the works is framed around minimising the impact of the works on those stakeholders. Our site establishment and methodology for the construction of the works to each school considers the following site-specific constraints, which are identified in the tender documentation, and accommodate operational matters determined from our observations of the site:

- Accommodating the drop-off and pick-up of students particularly during peak morning and afternoon periods, with construction vehicular access to the Sites restricted during peak school traffic times from 8:00am to 9:30am and 2:30pm to 4:00pm Monday to Friday as well as Saturday sport (unless approval received from the Principal's Authorised Person);
- Accommodating the safe pedestrian routes to and from the existing drop off zones, entry and exit points, and routes within the school premises utilised by the pupils, staff, and visitors to the school;
- Pedestrian access to all areas of the school not forming part of the Site being maintained throughout the entire duration of the project;
- Safely and effectively separating the construction sites from the existing School;
- Minimising the impacts of construction works on the school and minimising the effects of the construction works on local traffic and local residents.
- Securing site frontages with chain wire mesh fencing clad in the approved banner mesh to control dust and provide visual security. Between the school and the work zone we will provide a 1.8m high timber fencing (B Class hoarding) to assist to further mitigate impacts from dust and noise as well as provide additional safety, acoustic barrier and security (sample below).
- Tree protection to be installed to all retained trees within the site area (sample below).



- At locations of entry gates or vehicle movements in the proximity of the fence line, concrete or water filled barriers are to be installed as a further layer of barrier protection.
- Site access points designed for vehicles to enter and leave the site in a forward direction, allowing a direct line of sight of any potential hazards and clear visibility of traffic controllers.
- Shared internal roads, driveways where pedestrians cross will be managed by traffic and pedestrian controllers.
- Perimeter scaffolds will be installed to give edge protection to the buildings during construction and allow the construction of the façade system. The scaffold will also avoid debris being blown off the building and into the school yard.
- During construction Taylor will monitor site rubbish and ensure there is no rubbish blown into the school yard and will have a clean-up team available to ensure no rubbish is tracked onto the street and surrounding community.
- At project commencement Taylor will convene a risk management workshop with key representatives of the project team to review critical items on the project including project risks and their mitigation. This will cover items including safety, quality, time, cost and environmental issues. Further workshop reviews will be completed during the project to adjust the draft risk table and monitor the mitigation measures that have been implemented to



ensure effectiveness. It will be essential that our construction program and staging strategies acknowledge and contain these risks.

Taylor Construction Group Pty Ltd has a documented Health, Safety and Environmental (HSE) Management System. While the management systems are integrated, key documents such as the Project Workplace Health & Safety Plan (PWHSP) and the Project Environmental Management Plan (PEMP) are developed as separate documents to give each area a strong individual focus. The Hierarchy of System Documents diagram below provides an overview of where the PSP fits in the management system hierarchy.

The HSE management system will share some procedures and policies with the Quality Management System as there are many activities that are common to both, examples include Document Control, Records Management, Training, Audits and Corrective Action.

The (PWHSP) shall be referenced to assist the Project Management Team and Employees in implementing and maintaining the required level of WHS requirements on the Project in compliance with Taylor Construction Group Construction Policies, Procedures and Guidelines Governing Laws, Regulations, Standards and Codes of Practice.

The Taylor Construction Group HSE Management operational procedure is subject to continuous improvement through enhancing the skills, knowledge and commitment of its work force, and is relayed by way of site monitoring and training to all appropriate site employees, staff, subcontractors and their on-site personnel.

The PWHSP shall define the Project specific requirements for Workplace Health, & Safety to be implemented during the project and is developed to comply with the requirements of the Work Health and Safety Laws 2011 and using Taylor Construction Groups standard WHS Procedures

OUR CLIENT FOCUSED APPROACH AND PROCESSES

Guided by our client focused, relationship driven approach, we believe that completing quality projects on time and on budget is a given, we strive to do more. The steady growth enjoyed by Taylor is the result of strong partnerships. It is the belief in strong relationships that continues to underpin the Taylor culture and as a result we are proud that over 80% of our projects are repeat business.

Our strategy for managing the relationship will be framed around a transparent collaborative approach which will include sharing information and expertise, identifying opportunities for innovation and value add, fostering cooperative relationships and identifying areas of risk and mitigation strategies to limit exposure to the client.

Our strategy will include:

- Being open, honest and transparent in all our dealings;
- Developing strong and trusting relationships created by effective and regular communication;
- Providing early warning of any issues that have the potential to impact the school and other stakeholders; and
- Working closely with all stakeholders affected by the works in a way that limits the impact of the construction works on the users of the school.

Stakeholder Management is a key aspect of this project due to the existing schools that will be operating throughout the works. Taylor has completed many projects in similar live environments and we are familiar with the key constraints and limitations most of these projects pose. We believe that the stakeholders need to be intimately addressed and concisely updated with our activities on an ongoing basis which will promote better harmony between the existing school operations and construction.

Taylor will play a key role in delivering on stakeholder engagement and communication for the Grey House Precinct.

We will use the following overarching principles to guide the communications and consultation approach:

- **Proactive stakeholder engagement.** Identification and engagement of stakeholders from the outset of the project to ensure everyone is informed throughout the project phases;



- **Proactive communications.** Direct contact with targeted stakeholders to build trusted relationships prior to any works or planning commencing;
- **Relevant information.** Information is current and accessible to all impacted stakeholders as and when required in accordance with the scheduled and agreed communication delivery dates; and
- **Collaboration.** Internal collaboration is encouraged for all members involved in the delivery of the project to ensure a unified approach.

Taylor will enable this by adopting a proactive approach to communications with the school community and other stakeholders. By adopting the stance that the team is 'always available' Taylor will provide opportunities for stakeholders to communicate their concerns and seek understanding about the construction process, which will assist work planning and help to minimise potential disruptions.

On engagement, Taylor will develop a Stakeholder Management Plan including Communications and Approvals Protocol & Contact detail advice. This will be issued to the PCG, management staff and other relevant project stakeholders advising of general communication lines, communication methods and provide general construction activity information. We feel it to be extremely important to uphold a consultative approach throughout the entire duration of the project, especially due to the sensitive nature of the site location and access constraints.

To enhance cooperation stakeholder engagement will be carried out via a structured "workshop" process where proposed initiatives are rigorously tested and agreed with all key decision makers.

Workshop processes will be established for the following:

- Planning of the work to minimise the impact of the works on the users of the school;
- Planning of the works to minimise risks to delivery;
- Management of the school drop off zone interfaces;
- Communication and complaints management;
- Planning and preparation of the commissioning, testing, handover phases; and
- Planning and preparation training for operation of the facility.

A key role of the Taylor team will be to ensure issues and concerns raised are addressed in a timely and efficient manner. All stakeholders involved will have a clear understanding about how their feedback and comments are to be used.

'Personal and targeted communication' will be focussed at a strategic level with stakeholders to create robust, respectful relationships with the School community members most directly affected by the project. The Taylor Site Manager for each site will be appointed as the single contact point for all stakeholder issues and responsible for the contact and complaints register. The Site Manager will report back to the Project Manager and is responsible for the implementation of the Stakeholder Management Plan and the contact/complaints register.

Taylor will have a weekly meeting with the school staff / Principal to keep open communications. This meeting will involve explaining the upcoming works and potential impact on the school, its children, staff, parents and the general community. These meeting will be above and beyond the construction meetings held with the project team. We have inserted below a sample of this weekly site report from our current education project at Homebush West Public School as an example of this important and effective weekly meeting process.

Any works requiring disruption to the school or surrounding community will be advised a minimum of two weeks prior to the proposed commencement. All Stakeholders will be involved in this proposal and any potential impact will be minimised. Please see below for a real example of this Disruption Notice and Work Method Statement communication process.

Taylor will implement the daily noise indicators, which will advise all the expected noise levels from the project ranging from low level to moderate and high-level noises. This indicator will include the activity expected to be completed during this period.



As with all Taylor projects, the project team moral and community focus will be paramount. Taylor will include the school community in its site BBQ's, along with the site completing fundraising for the school community during the project.

Stakeholder Management

Taylor has a works management and communications procedure that will be used to ensure issues or concerns associated with construction works can be registered by users and stakeholders of the School and that mitigation strategies are implemented by Taylor. A system will be implemented to manage and respond to issues in a timely and effective manner. The main aims of the system are to reasonably satisfy the concern or issue raised and to reduce future occurrence and provide confidence to the stakeholders that a proven system is in place which will form clarity regarding correct procedure in lodging a complaint.

Effective complaints management requires a structured, timely and knowledgeable response. Protocols will be established to ensure the correct person handles the issue, clear lines of communication are in place and project members who have the authority to respond are always available.

Concerns will be monitored on a regular basis through the client and internal project communications. The process will include reports detailing management and close-out of issues, and evaluation of the effectiveness of community relations activities, environmental management systems and corporate responsiveness.

Complaint Management Register, Complaints Process and External Impacts Plan

A complaints and issue management register will be used throughout the project to ensure accountability, review and evaluation of our performance in satisfying the schools stakeholders.

Concerns raised by the school's stakeholders, and the surrounding community will be assessed and recorded on the Management Register by Taylor. Details will include:

Taylor has undertaken a preliminary project risk analysis of the three school projects. Mitigation measures have been identified and will be detailed in the Project Management Plan (PMP) and Construction Management Plans (CMP) for the project.

A sample of a current Incident Management Framework Plan and External Impacts Management Plan has been included below.



| INCIDENT MANAGEMENT FRAMEWORK - Redevelopment of Homebush West Public School | | | |
|--|--|---|--|
| Category 1 | Category 2 | Category 3 | Category 4 |
| Critical Incident | Significant Incident | Minor Incident | Local Incident |
| Code Red | Code Orange | Code Green | Code Blue |
| Incident involving fatality or severe injury or incident resulting in potential severe corporate reputational damage or major impact on the school | Incident involving major detrimental impact to the project, including damage to civil structures, extreme weather impacts and threats to life or property or major environmental impact or significant impact to school operations | Minor incident involving impact on project delivery which may involve regulatory investigation eg: injury resulting in hospitalisation or minor environmental impact | Routine incident on work site eg: Medical Treatment injury or worker attending medical centre or hospital without ambulance |
| Step 1 - Immediate - Site Manager calls 000 emergency services Step 2 - Immediate - Site Manager calls the school Principal <u>only if</u> the incident causes disruption to the school immediate operations or places students/staff or parents at risk. If the Principal does not answer her call, the Site Manager will call the office or the Deputy Principal Step 3 - Immediate - Site Manager calls/sends SMS to the Taylor Project Manager, Construction Manager and HSE Manager where they will immediately attend site Step 4 - Immediate - Site Manager, Project Manager or Construction Manager will call the Superintendent, Mace Representative Step 5 - Immediate - Mace or Taylor to call DoE Representative | Step 1 - Immediate - Site Manager calls 000 emergency services Step 2 - Immediate - Site Manager calls the school Principal <u>only if</u> the incident causes disruption to the school immediate operations or places students/staff or parents at risk. If the Principal does not answer her call, the Site Manager will call the office or the Deputy Principal Step 3 - Immediate - Site Manager calls/sends SMS to the Taylor Project Manager, Construction Manager and HSE Manager where they will immediately attend site Step 4 - Immediate - Site Manager, Project Manager or Construction Manager will call the Superintendent, Mace Representative Step 5 - Immediate - Mace or Taylor to call DoE Representative | Step 1 - Immediate - Site Manager calls 000 emergency services if an ambulance is required Step 2 - Immediate - Site Manager calls the school Principal <u>only if</u> the incident causes disruption to the school immediate operations or involves a student/staff member or parent. If the Principal does not answer her call, the Site Manager will call the office or the Deputy Principal Step 3 - Immediate - Site Manager calls/sends SMS to the Taylor Project Manager, Construction Manager and HSE Manager Step 4 - Immediate - Site Manager, Project Manager or Construction Manager will call the Superintendent, Mace Representative | Step 1 - Immediate if LTI otherwise within 1 hour - Site Manager calls/sends SMS to the Taylor Project Manager Step 2 - Immediate if LTI otherwise at next Site Meeting - Project Manager to report to superintendent |

CONTACT PERSON INFORMATION

Main Contractor - Taylor Construction Group

Homebush West Public School

Superintendent -

Department of Education

N.B. If the first contact person is not reached, then the second person must be contacted and so on

TAYLOR

SCOPE OF WORK

The Grey House Precinct development will be a high quality and unique architectural building for students in Years 5 and 6, a dance academy with six new studios, Out of School Hours Care and an Early Learning Centre.

The existing Health demountable buildings will be removed, and a new purpose-built health and wellbeing centre will be created within the development. The Years 5 and 6 Junior School component will provide high quality general and specialist learning, with a focus on STEM (Science, Technology, Engineering and Mathematics).

The project will also require the following tasks to be implemented, managed and controlled by the main contractor:

- Retention and protection of trees and habitat items not nominated for removal that are located within or adjacent to the works.
- Procurement and installation of a new substation.
- Enabling works including locating, disconnecting and redirecting o=f services to allow for the future development to proceed without interruption to the existing school.
- Removal of trees permitted for removal.
- Preparation of internal roads for construction traffic.
- Preparation of the subcontractor car park, access and amenities.
- Installation of hoarding to delineate workers and school population.
- Sediment controls compliant with SSDA conditions and EPA guidelines.
- Removal on completion of all temporary controls and structures.
- Reinstatement of all external areas to their original condition.

STAGING OF WORKS

The construction methodology is consciously planned so each stage of construction identifies the impact on pedestrians, property and the environment. This planning is based on specific knowledge of the school via research and consultation as well years of combined experience in delivery similar projects. The Staging of the construction program is detailed in the Construction Program and the Staging Plans included in this plan.

Staging of the construction of the Grey House Precinct has been divided into the following three stages:

- Stage 1 – Demolition and enabling works
- Stage 2 - Construction works
- Stage 3 - External works

Stage 1 – Demolition and enabling works

Stage 1 involves preparing the site for construction whilst keeping the school operating as per normal. Commencement will be authorised by the Certifier based on the SSDA requirements. It is most likely that most tasks designated for Stage 1 will require formal approval of the SSDA conditions before they can commence. These tasks include removal of existing structures such as the demountables and the removal of existing trees.

Other tasks designated for Stage 1 include preparing the site for vehicular access such as shoring up paths, setting up site accommodation and onsite car parking, sediment controls, signage and placement of safety barriers. Stage 1 will also include identification and relocating of existing services (enabling works). Therefore, it is ideal that these works are completed in the school holidays to ensure the school operations are not impacted.

STAGE 2 - Construction works

Stage 2 involves the main construction works. These works include the substation procurement and installation, civil works, structure, main services including lifts, finishes and façade works.

During this phase, clear delineation between the school and the construction site will be in place to prevent any possible interaction. Hoardings will be erected for safety, security, dust and noise controls. This stage will start with the civil works, i.e., the removal of spoil from site and conclude with removal of scaffold and façade completion. Dust can also be suppressed via water spraying if required.

Once the façade of the building is relatively complete and access to the ground level external works is available, Stage 3 will be able to commence.

STAGE 3 - External works

Stage 3 includes remaining civil works, services connections, external pavements, hard and soft landscaping. It involves the commissioning of all services and coordination with the school's IT department and authorities.

It also includes the eventual removal of site amenities, temporary structures and B Class hoardings to allow us to complete the remedial works to restore occupied areas back to their original condition. The final task of Stage 3 is to remove all builder's materials from site ready.

The project achieves completion once stages 1 to 3 are complete and all SSDA requirements are satisfied meaning Occupation Certification is obtained.



DEVELOPMENT NEAR RAIL CORRIDORS AND BUSY ROADS

Any works near the rail corridor must adhere to the guidelines set out by Planning NSW. These guidelines must be considered for any development located near the rail corridor. Relevant Clause for works near the rail corridor include the following:

- Clause 85: Any development on land that is in or immediately adjacent to a rail corridor, if the development is: likely to have an adverse effect on rail safety; involves the placing of a metal finish on a structure and the rail corridor concerned is used by electric trains, or; involves the use of a crane in air space above any rail corridor.”
- Clause 86: Any development (other than development to which clause 88 of the Infrastructure SEPP applies) that involves the penetration of the ground to a depth of at least 2m below ground level (existing) on land that is: within or above a rail corridor; or within 25m (measured horizontally) of a rail corridor; or within 25m (measured horizontally) of the ground directly above an underground rail corridor Note: the consent authority must not grant consent without consulting with the rail authority and obtaining concurrence consistent with clauses 86(2)–(5).

Although the northern boundary of the school abuts Avon Rd near Pymble Station, the Grey House Precinct development is located further south, approximately 500m from the rail corridor and Pymble Train Station meaning it is outside the zone of influence for the rail corridor. Therefore, there will be zero impact on the structural integrity of the transport infrastructure and its engineered structures.

SITE SPECIFIC CONTROLS

Construction Site Parking, Access and Vehicular Movement

The construction site is located deep into the school and away from its main entries. This makes it a challenging site to control access for workers whilst maintaining clear delineation with the school population. This is overcome with agreement with the school on the location of all hoardings and gates, areas where there will be shared access and areas where no access is permissible for workers.

The school is bordered by Avon Rd to the north and the west, Pymble Ave to the east and private property to the south. Parking around the school is limited due to its proximity to Pymble Train station and due to the existing population of the surrounding suburb who require street parking.

- There are time restrictions on all local nearby streets. Avon Rd is used for vehicle kiss and drop whilst there is a narrow public path from Pymble Ave which is used for student and parent access also. This path is adjacent to the Grey House Precinct construction site.
- Vehicles delivering or removing materials from site and /or workers parking on site will enter via Gate 3 on Avon Rd and head toward nearby Gate A
- Taylor will develop a vehicular movement, subcontractor movement and parking strategy in consultation with the school before construction begins.
- Taylor expects that during peak construction, that approximately a hundred workers will attend site. Vehicles will enter site via Gate 3 on Avon Rd and drive to the designated parking area agreed with the school. This will reduce the number of parked cars on the street. This car park will be separated from the school population with chain wire fencing. Some existing and some new. (Please refer to the staging plans).
- A traffic controller will receive vehicles at Gate A (refer to staging plans) and direct them to Gates B and A.
- On busy days such removal of material during excavation or concrete pours, additional traffic controllers will be used to manage traffic on Avon Rd as well as Gate C to reduce congestion.
- Speed limit signs will be used to remind drivers to drive safely as this road will be shared with PLC maintenance staff. Speed limit signage will be posted at each gate and along the internal road.
- Other strategies to limit parking on the streets to reduce congestion include:
 - Contract all subcontractors to encourage their workers to use public transport.
 - Confirm with the school the exact number of parking spaces available for workers in the available sports court toward the south of the school and nearby the site.
 - Use overflow parking on the school premises as agreed with the school in advance.
 - Restrict parking to specific numbers per trade for fairness.
 - Allocate specific parking spots.

- All inducted workers to confirm car registration numbers so cars parked illegally can be identified quickly.
- Encourage carpooling.
- Communicate regularly with workers to remind them of the site driving and parking arrangement and to be respectful of neighbours, parents, students and locals when walking up to the site or parking in front of their homes.
- Communicate any events or changes during the school year to all workers via regular toolbox talks, notice boards and email to avoid congestion or disturbance during these times.
- Maintain cleanliness of residential areas by undertaking period inspections and clean ups.

Once the strategy is approved by the school, it will be included as part of our contractor procurement and induction processes. Parking and vehicular movements arrangements will then be included in the final Traffic Management Plan.

School Dropoff and Pickup Times

- Accommodating the drop-off and pick-up of students particularly during peak morning and afternoon periods is critical. Construction vehicular access to the Sites will be restricted during peak school traffic times from 8:00am to 9:30am and 2:30pm to 4:00pm Monday to Friday (unless approval received from the Principal's Authorised Person).
- To facilitating safe pedestrian routes for pupils, teachers and the public in general to and from the school, safe pedestrian routes to and from the existing drop off zones will be created at entry and exit points, and routes within the school premises utilised by the pupils, staff, and visitors to the school;
- As shown in the profiles below, Taylor understands that no deliveries can be received during the peak drop off and pick up times to reduce the risk presented to students and parents as they approach the school.
- All deliveries will be organised in advance and recorded on the Delivery Board in the site office. Deliveries that are not prearranged will be sent away at the discretion of the site team.
- All delivery vehicles will sign a "Memorandum of Understanding" outlining the site access rules and Traffic Management Plan.

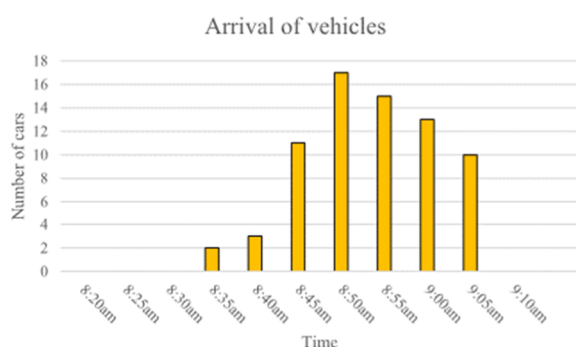


Figure 8: Arrival profile of vehicles observed during school drop-off period

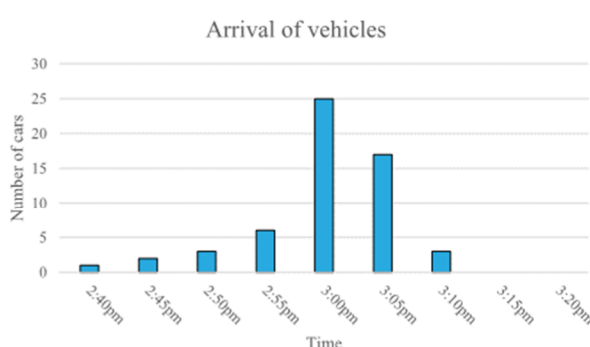


Figure 14: Indicative arrival profile of vehicle picking up students

Amenities

- Taylor must meet its NSW OHS Regulations in providing safe access for workers between the site and the site amenities. For this reason, we are proposing to locate the site amenities adjacent to the site on the sloped grass area to the north as per the staging plans. This area has no structures presently and will be ideal for safe covered access to the work area for workers and will reduce worker movement around the school.
- Amenities will change location during the three different stages of construction as follows:
 - During the Stage 1 early works when the site is being prepared for construction and less workers will attend site, Taylor will set up amenities on the available sports court as shown on the Stage 1 Plan.
 - When Stage 2 commences, site amenities will be located adjacent to the site. This will maximise parking spaces on the sports court, allow the project management team to be closer to the site as well as offer immediate access to the work area for workers.

- At the conclusion of the project and when numbers reduce on site, site amenities will return to the sports court to allow for all external areas to be completed and for Taylor to work our way of the school.

Dust Control

Taylor will implement the following strategies to mitigate the effects of dust:

- 1.8m high timber ply A Class hoarding will be installed to the site boundary on the boundary between the School and the construction sites;
- 1.8m high chain wire fence with banner mesh will be installed to the site boundary on the other site boundary sides;
- Water will be used during the demolition, bulk excavation and loading out to reduce dust pollution;
- Full height scaffold with chain and shade to assist with the management of dust created during construction;
- Installing cattle grids at site exit point for the bulk excavation to minimize tracking excavated material onto the roads;
- Monitor and manage incidences where excavated material is tracked on to the road by sweeping clean by hand or using bob-cats with brush attachment;
- Using road sweeper when necessary;
- Minimizing dust generating activities during periods of high winds; and
- Covering of dampening stockpiles.

Noise and Vibration Controls

A weekly meeting will be held, and noise indications discussed and conveyed to all stakeholders. Where possible noisy work will be restricted to avoid impacting the school community and neighbours. Should noisy works occur where it will impact on the school and neighbours, noise indicator notices will be provided, and the duration will be limited. Communication between the project team and the school will be critical to ensure a harmonious project is delivered.

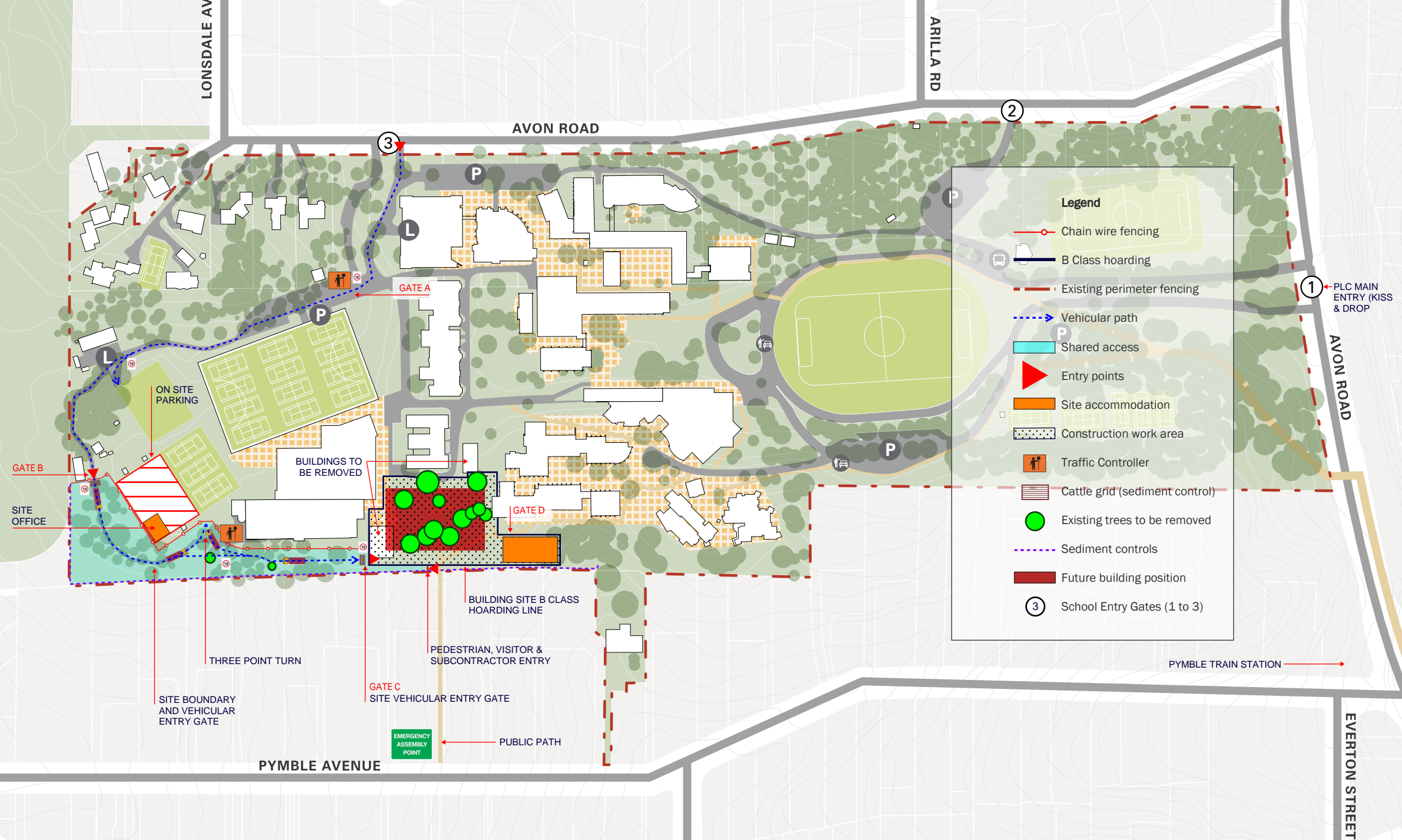
Taylor's methods for managing noise and dust on the site will include the following control measures to mitigate these impacts:

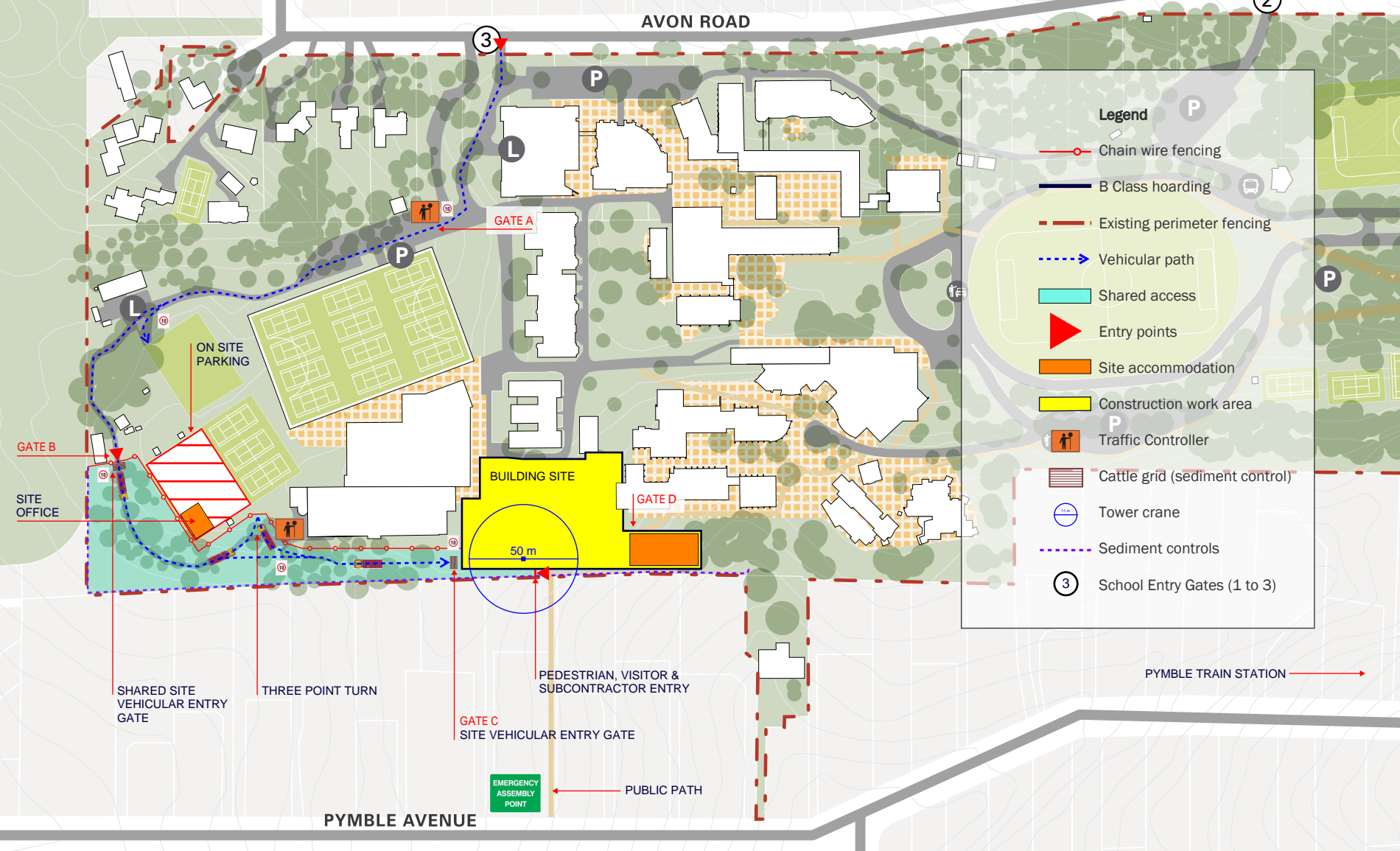
- We will consult with the school to determine the noise sensitive areas of the school and close neighbours;
- Noise on site will be managed by the weekly noise indicators, this will include constant communication with the school and staff to ensure the impact of the noise is limited
- Identify suitable acoustic and vibration controls where possible or management techniques (scheduling of noisy works, respite periods, vibration monitoring) when levels are considered excessive;
- Where controls or management techniques alone cannot guarantee compliance with acceptable noise levels, we will implement our Disruptive Works Procedure to advise the school and stakeholders of the expected time and duration of these activities
- Plan noisy works to occur outside school hours where possible;
- Model noise emissions with acoustic testing to determine the effects in noise sensitive areas of the school campus to refine control measures;
- Taylor will prepare a site-specific Environmental Management Plan (EMP) before commencing work on site which will identify the key risk and appropriate management controls.
- Use diamond blade cutting and ripping methods for the bulk excavation, and limit the use of hammer methods to detailed excavation and trimming where possible;
- Turnoff plant when it is not in use;
- Load excavated material within the site and away from the existing school boundary where practical to do so;
- Introduce respite periods during noisy construction activities when they are expected to be prolonged and involve machinery likely to generate noise with intermittent, impulse, tonal, or constant low frequency emissions;
- Where possible, without affecting the progress of the works, accelerate or defer noisy work during school holidays or other less noise sensitive periods. Close consultation will be required with the school and the neighbours;

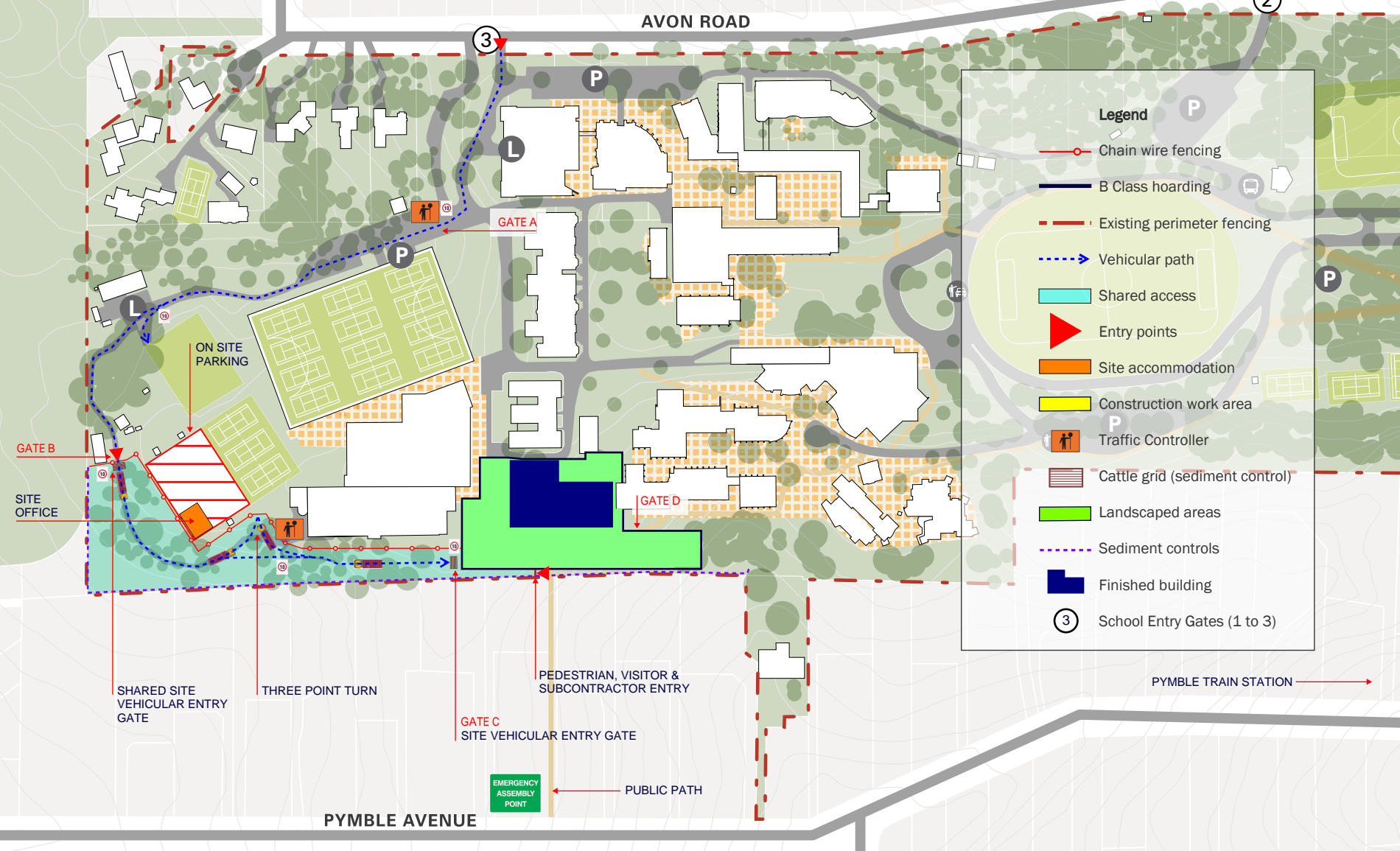
- Ensure compliance with traffic management plans (forward entry and exit) to minimize the use of reversing alarms on vehicles; and
- Training of staff and subcontractors in noise mitigating work practices.



Site Noticeboard sample







TO BE DETERMINED UPON CONTRACT AWARD

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TAYLOR