

RAIL RISK MANAGEMENT PLAN

SYDNEY METRO CITY & SOUTHWEST RAIL CORRIDOR



HIGHRISE DEVELOPMENT

**THE FIVEWAYS TRIANGLE CROWS NEST
391-423 PACIFIC HIGHWAY
3-15 FALCON STREET
8 ALEXANDER STREET**

April 2025

Site:	The Fiveways Triangle Crows Nest Sydney NSW
Developer:	Deicorp Projects (Crows Nest) Pty Ltd
Builder:	Deicorp Pty Ltd
Report Ref:	GKA CRO 001
Date:	26 May 2025



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Proprietary Information Statement

This Rail Risk Management Plan (RRMP) has been prepared by Deicorp Pty Ltd (Deicorp) to satisfy the Sydney Metro Underground Corridor Protection Technical Guidelines (April 2021). The RRMP has also been prepared to address the conditions of approval under the *State Environmental Planning Policy (Major Infrastructure Corridors) 2020* and the *State Environmental Planning Policy (Transport and Infrastructure) 2021*.

The document has been produced to identify and manage the rail safety risks that are likely to arise from the demolition, excavation and construction activities at the development site The Fiveways Triangle bounded by 391-423 Pacific Highway, 3-15 Falcon Street and 8 Alexander Street Crows Nest Sydney NSW, adjacent to the Sydney Metro City & Southwest rail tunnels.

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Authorisation and Revision History

Authorisation Record

Role	Name	Organisation	Signature	Date
Approved by:	George Kruk	GKA Management		26.05.25

Document Control

Revision	Date of Approval	Summary of Change
0	20.06.23	Issued for project planning approval
1	16.02.24	Inclusion of new engineering reports and drawings
2	27.02.25	Inclusion of updated engineering reports and risk workshop details
3	05.03.25	Inclusion of updated monitoring plan and acoustic report
4	11.04.25	Inclusion of updated contact details, engineering reports and rail safety project hazard log
5	26.05.25	Amended to incorporate five level basement modification

Issue Record

Copy No	Name	Position	Company	Date
1	Andrew Coleman	Construction & Development Executive	Deicorp	
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1.0 Executive Summary

The purpose of this Rail Risk Management Plan (RRMP) is to set out the process employed to manage safety risks that are likely to arise from the demolition, excavation and construction at the development site known as The Fiveways Triangle Crows Nest Sydney NSW, adjacent to the Sydney Metro City & Southwest rail tunnels.

The risk management process follows the requirements documented in AS/NZ 31000:2009 Risk management – Principles and guidelines which are mirrored in TfNSW risk procedures and risk standard. The analysis, evaluation and treatment of risks was also undertaken in accordance with criteria documented in the TfNSW risk procedures and risk standard.

A variety of sources have been utilised to gather information for the compilation of the RRMP including engineering reports produced for the project. A total of twenty (20) events resulting in ten (10) different hazards arising from thirty four (34) possible causes have been identified. The hazards are typical in nature to those that may arise from this type of work. Safety controls have been documented for all identified hazards. Additional controls may be added after consultation with Sydney Metro.

After the application of safety controls all risks were assessed as being within a broadly acceptable region and reduced so far as is reasonably practical.

The RRMP addresses those risks that may arise from work activities associated with the development. The RRMP does not specifically address other risks, such as project risks, unless they have been specifically identified as flowing from the works or associated monitoring activities.

2.0 Project Background

The site is bounded by 391-423 Pacific Highway, 3-15 Falcon Street and 8 Alexander Street Crows Nest Sydney NSW and is approximately 240m from the Crows Nest Metro Station (see Figure 2-1).



Figure 2-1 Site Location

The Sydney Metro easement cuts across a corner of the site (see Figure 2-2).

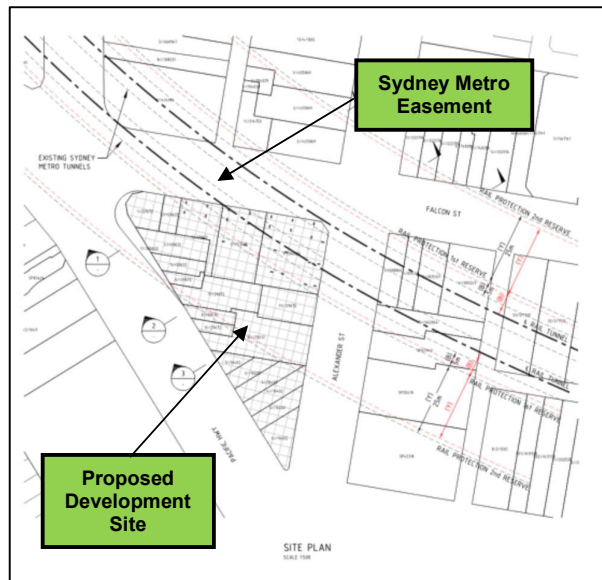


Figure 2-2 Sydney Metro Easement

The Sydney Metro City & Southwest is a \$12.5 billion investment by the NSW Government in city shaping infrastructure. The site is located some 240 metres from Crows Nest Metro Station. The site is further connected to other parts of areas by bus services with bus stops located on or opposite each of the site's boundaries providing frequent connections to the north-south and east-west.

The site consists of nineteen parcels of land which are owned by Deicorp (Crows Nest) Pty Ltd. The site has an area of 3,201m² and has frontages to Falcon Street (70m), Alexander Street (85m) and the Pacific Highway (110m). The site generally falls in a south easterly direction from its north western corner down to its south eastern corner.

The site contains a mix of one to four storey buildings. The buildings are generally constructed to their boundaries and do not have vehicular access. The Alexander Street frontage is an exception to this pattern with the buildings having staggered alignments and multiple driveway crossings. Several of the premises are vacant and have been for some time. A view of the site is shown in Figure 2-3.

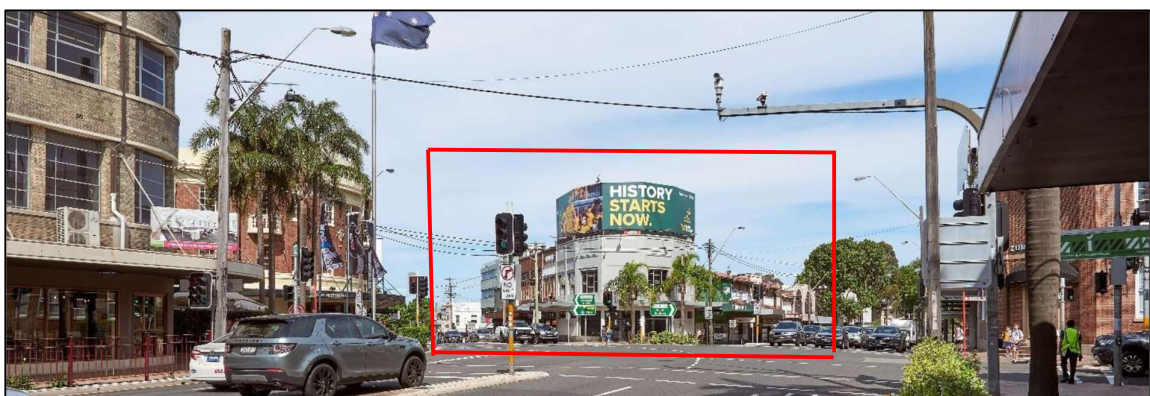


Figure 2-3 View of Existing Site

The proposed development has 21 storeys and a mezzanine level 79.5m in height. The development consists of a residential tower over a retail and commercial podium with 5 basement levels. The development will incorporate 191 apartments. A typical cross section through the development basement area indicating the location of the Sydney Metro mainline tunnels is shown in Figure 2-4.

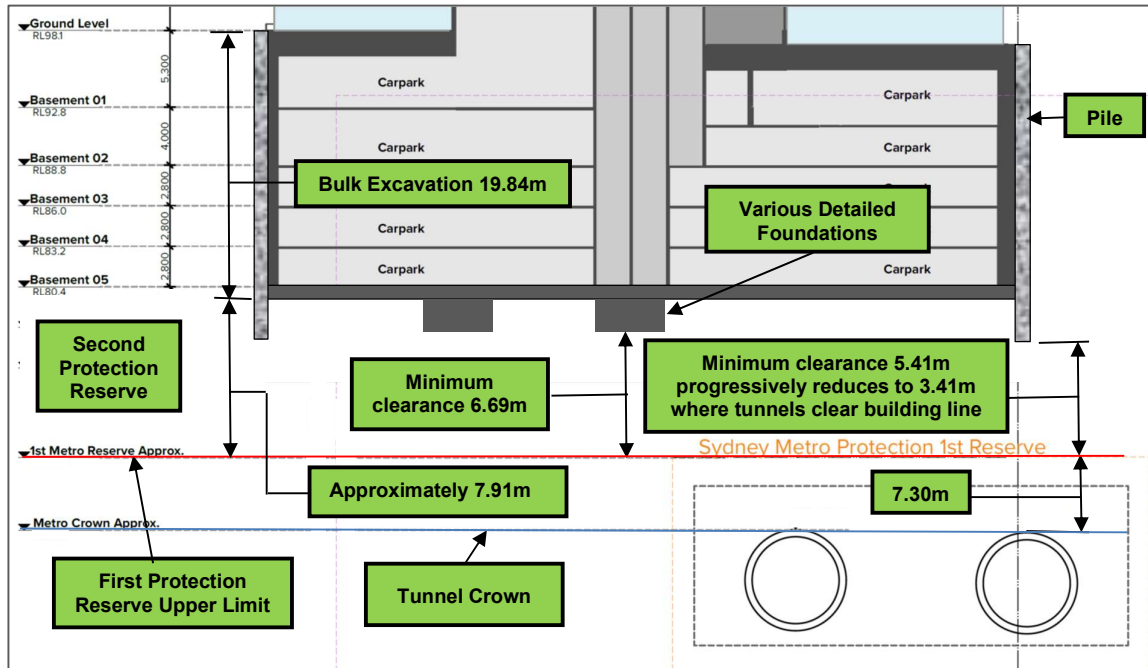


Figure 2-4 Typical Cross Section Through Basement

The Transport for NSW (TfNSW) Asset Management Branch (AMB) is an independent unit established within TfNSW and is the network design and standards authority for NSW rail assets. The AMB develops, maintains, controls, and publishes a suite of standards and other documentation for transport assets of the Transport Asset Holding Entity (TAHE).

The Sydney Metro Underground Corridor Protection Technical Guidelines (iCentral SM-20-00081444) Version 2.0 dated April 2021 (Sydney Metro Technical Guidelines) have been adopted as the governing standard for the risk assessment. The Sydney Metro Technical Guidelines are based and build on the AMB Development Near Rail Tunnels Standard (T HR CI 12051 ST).

The Sydney Metro Technical Guidelines also support the requirements of the rail authority under relevant planning instruments including the *State Environmental Planning Policy (Major Infrastructure Corridors) 2020* and the *State Environmental Planning Policy (Transport and Infrastructure) 2021*.

3.0 Context

Sydney Metro is a fully automated rapid transit system. The network is controlled by the Sydney Metro agency under the umbrella of Transport for New South Wales (TfNSW) and is integrated with the broader transport network. The TAHE is the asset owner.

Sydney Metro City & Southwest Line is a 30 km section of the metro network. The project will extend the Metro North West Line from Chatswood on the North Shore, to Bankstown in the city's south-west through the Sydney central business district. Metro Trains Sydney which currently operates the North West Line will also operate the City & Southwest Line.

The 15.5km underground section from Chatswood to Sydenham has been completed and trackwork has been installed. Systems Connect (an unincorporated joint venture between CPB Contractors and UGL) has been awarded the contract to fit out the Metro mainline tunnels. Commissioning and train testing has commenced ahead of passenger services starting late in 2024.

It is essential that the structural integrity of the metro tunnels remains intact during the course of project activities generally, and throughout the life of the building. It is also essential that train operations (when commenced) continue uninterrupted. Further, it is of paramount importance that the safety of the travelling public, the operator's employees and project personnel (including contractors and consultants) is ensured.

The Delve Underground Technical Memorandum Delve (6466-DLV-MEM-001-G) Revision G dated 22 October 2024 (DU Technical Memorandum) documents calculated induced changes in deflection. The greatest deflection is noted as 3.65mm which is below the 10mm limit specified in clause 9.1.2 of the Sydney Metro Technical Guidelines.

Any access to the tunnels for the purpose of dilapidation surveys, installation of monitoring equipment and ongoing monitoring inspections will need to be under the authority of Sydney Metro or possibly Metro Trains Sydney and the provisions of the Rail Safety Act will apply.

4.0 Constraints

Constraints are matters (contractual, regulatory, physical or social) that define the environment and conditions under which the works must be undertaken. This project is subject to the following constraints:

- *Transport Administration Act 1988;*
- *Environmental Planning and Assessment Act 1979;*
- *State Environmental Planning Policy (Major Infrastructure Corridors) 2020;*
- *State Environmental Planning Policy (Transport and Infrastructure) 2021;*
- *Sydney Metro Underground Corridor Protection Technical Guidelines (iCentral SM-20-00081444) Version 2.0 dated April 2021;*
- *Work Health and Safety Act 2011; and*
- *Work Health and Safety Regulation 2017.*

The additional following constraints apply for work within the metro rail corridor:

- *Rail Safety (Adoption of National Law) Act 2012;*
- *Rail Safety (Adoption of National Law) Regulation 2018; and*
- *Metro Trains Sydney Rules and Procedures.*

This RRMP documents safety controls that will be implemented to ensure that the impact of site activities on the City & Southwest metro line is managed in accordance with the identified constraints.

5.0 Project Management

The Sydney Metro Technical Guidelines at section 7.3 state that a rail related risk assessment report must be prepared and submitted for consideration and approval by Sydney Metro. The risk assessment report is documented in the RRMP.

Deicorp entities are the developer and builder for the development. The primary rail safety objectives identified by Deicorp are:

- establish and implement a robust safety management system;
- ensure the safety of the travelling public, the operator's employees and project personnel;
- minimise impact on rail infrastructure; and
- allow rail operations to continue without interruption.

Sydney Metro and Metro Trains Sydney are viewed as the primary stakeholders in relation to rail infrastructure integrity and operations. To the extent that the public will rely on these organisations to provide a safe and reliable train passenger service they are also considered to be a stakeholder.

The continuing integrity and safety of the rail infrastructure and operations will be ensured through the implementation of safety controls documented in various engineering assessments referenced in this RRMP.

Deicorp has engaged several consultants who are subject matter experts in their relevant field to provide project management services, evaluate site conditions and to document monitoring criteria in order to ensure rail safety and integrity are maintained.

Consultants have produced reports that document the expected impact from demolition, excavation and construction works on the Sydney Metro mainline tunnels and adjacent cross passage. Potential future impact from electrolysis has also been addressed. Monitoring plans have been produced and will be finalised after discussions with Sydney Metro.

All consultant reports and monitoring plans have been submitted to Sydney Metro. Requirements documented in consultant reports and monitoring plans have been incorporated into the Rail Safety Project Hazard Log (PHL) by Deicorp including the outcome of the engineering assessments. A copy of the Rail Safety PHL is included at Appendix B of the RRMP.

Inspection and test plans will be developed by Deicorp based on the associated work methodologies and used to provide a link between planning, contractual requirements, verification activities and records.

Various Work Method Statements will be produced by Deicorp and its subcontractors, and personnel will be inducted into the content to ensure that documented risk controls are captured and implemented. Copies of Work Method Statements that relate to activities with potential to impact on infrastructure or operations will be provided to Sydney Metro as they are developed, if requested.

Individual contractors will produce their own Safe Work Method Statements (SWMSs) as required by clause 299 of the WHS Regulation 2017 (Regulation). Personnel will be inducted into the content of the SWMS(s) applicable to their work activity by a safety delegate appointed by the company that produced the SWMS.

Deicorp will be appointed as principal contractor and will review contractor SWMSs as required by clause 302 of the Regulation to ensure (among other things) that the SWMSs address specific hazards identified in the Rail Safety PHL.

All personnel working on site will be inducted to the site. The induction will include general awareness of the Sydney Metro rail corridor and relevant hazards identified in the Rail Safety PHL. Access to Sydney Metro infrastructure will be by arrangement with the Sydney Metro.

6.0 Stakeholder Engagement

The approval of the planning proposal is being managed by the Department of Planning and Environment. It is anticipated that any approval will require the Applicant to comply with the Sydney Metro Underground Corridor Protection Technical Guidelines. Deicorp Pty Ltd (being the Applicant) is consulting with Sydney Metro.

The contact for Sydney Metro is listed in Table 1.

Table 1 Sydney Metro Contact

Name	Email	Phone
Mr Peter Bourke Corridor Protection Planner	peter.bourke @transport.nsw.gov.au	0408 448 734

7.0 Risk Management Process

The following documents have been referenced in conjunction with the risk management process:

- AS/NZ ISO 31000:2009 Risk management – Principles and guidelines (ISO Risk Standard);
- AS/NZ ISO 45001:2018 Occupational health and safety management systems – Requirements with guidance for use (ISO OHS Standard);
- Sydney Metro Underground Corridor Protection Technical Guidelines Version 2 dated April 2021 (iCentral SM-20-00081444) (Sydney Metro Technical Guidelines);
- TfNSW System Safety Standard for New or Altered Assets (T MU MD 20001 ST);
- SafeWork Australia Safe Design of Structures Code of Practice;
- TfNSW Quantified Safety Risk Assessment (T MU MD 20003 GU) (TfNSW Risk Standard); and
- TfNSW Risk Criteria for Use by Organisations Providing Engineering Services (T MU MD 20002 ST) (TfNSW Risk Standard).

Section 7.3 of the Sydney Metro Technical Guidelines requires risk assessments to be undertaken in accordance with the TfNSW Risk Standard. The criteria used to evaluate the significance of risk have been adopted from the TfNSW Risk Standard as those criteria reflect TfNSW values and objectives including risk tolerances and responses. The TfNSW Risk Criteria Tables and Risk Ranking Table are included at Appendix B of the RRMP.

This risk management process follows the process documented in the ISO Risk Standard which is mirrored in the TfNSW risk procedures and risk standard. The linkage between the elements of the risk management process is documented in the ISO Risk Standard as shown in Figure 7-1.

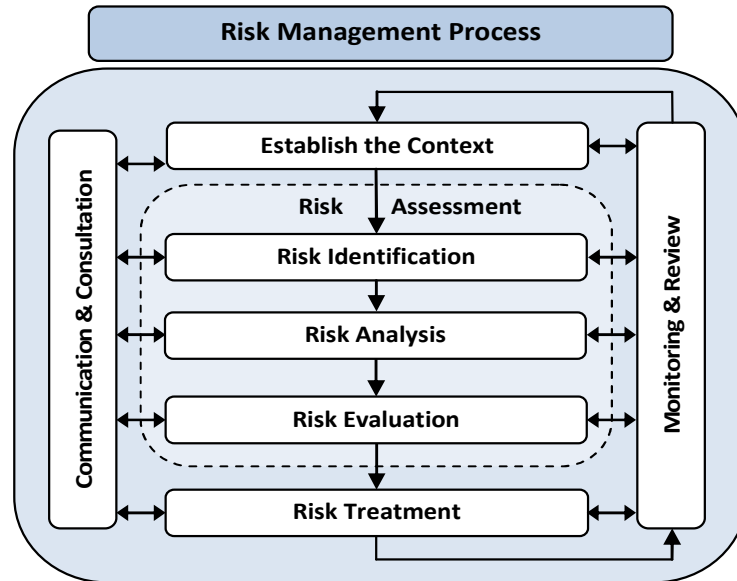


Figure 7-1 Risk Management Process Overview

The risk management process includes the following elements:

- **Communication and consultation**
 Communicate and consult with internal and external stakeholders as appropriate at each stage of the risk management process and concerning the process as a whole.
- **Establishment of context**
 Establish the external, internal and risk management context in which the process will take place. Document criteria against which risk will be evaluated and define the structure of the analysis.
- **Identification of risks**
 Identify where, when, why and how events could prevent, degrade, delay or enhance the achievement of objectives.
- **Analysis of risks**
 Identify and evaluate existing controls. Determine consequences and likelihood and hence the level of risk. Consider the range of potential consequences and how these could occur as part of the analysis.
- **Evaluation of risks**
 Compare estimated levels of risk against the pre-established criteria and consider the balance between potential benefits and adverse outcomes. Make decisions about the extent and nature of treatments required and about priorities based on this comparison.
- **Treatment of risks**
 Develop and implement specific cost-effective strategies and action plans for increasing potential benefits and reducing potential costs.
- **Monitoring and review**
 Monitor risks and the effectiveness of treatment during all steps of the risk management process and ensure changing circumstances do not alter priorities.

8.0 Main Rail Safety Events and Hazards

The ISO Risk Standard defines an event as an “*occurrence or change of a particular set of circumstances*”.

The ISO OHS Standard defines a hazard as “*a source or situation with a potential for harm in terms of human injury or ill-health, damage to property, damage to the environment, or a combination of these*”.

Main events and hazards (together with associated causes) have been documented in the Rail Safety PHL. The purpose of the log is to ensure that all safety risks identified through the course of the project are documented and controlled.

The Rail Safety PHL:

- documents events that give rise to hazards;
- identifies potential hazards in relation to those events;
- identifies causes associated with individual hazards;
- documents an assessment of risk;
- documents risk controls; and
- identifies responsible parties.

Rail safety events and associated primary hazards identified for this project are documented in Table 1.

Table 1 Rail Safety Events and Primary Hazards

Event	Hazard
Demolition, excavation and construction on site	Structural damage to rail tunnels and / or damage to rail infrastructure
	Formation of joining crack patterns (or crack patterns and tunnel lining construction joint) resulting in isolated concrete blocks
	Drainage pumps cannot handle additional inflow of groundwater resulting in flooding of tunnels
	Groundwater flows onto electrical equipment resulting in failure of equipment
Encountered ground conditions worse than parameters modelled in geotechnical assessment	Structural damage to rail tunnels and / or damage to rail infrastructure
Construction loads applied to rail tunnels	Compression of gaskets beyond design limits with potential spalling and ingress of groundwater
Agreed work method and procedures not followed	Compression of gaskets beyond design limits with potential spalling and ingress of groundwater

Event	Hazard
Incorrect vibration limits established for work activities	Compression of gaskets beyond design limits with potential spalling and ingress of groundwater
Vibration exceeds specified limits	Compression of gaskets beyond design limits with potential spalling and ingress of groundwater
Malfunctioning vibration monitoring equipment	Compression of gaskets beyond design limits with potential spalling and ingress of groundwater
Vibration intervention limits not communicated on site	Compression of gaskets beyond design limits with potential spalling and ingress of groundwater
Incorrect vibration levels monitored	Compression of gaskets beyond design limits with potential spalling and ingress of groundwater
Track alignment outside maintenance standards	Rail network operates in degraded state
Damage to or dislodgement of services in rail tunnels	Rail network operates in degraded state
Failure of excavation support system	Compression of gaskets beyond design limits with potential spalling and ingress of groundwater
Shoring piles and / or ground support systems not installed at design locations, angles and / or length	Damage to rail tunnel lining and passing train struck by drilling equipment
Flooding of excavation	Water penetration through gaskets between mainline rail tunnel precast concrete panel joints and / or cracks in cross passage
Dewatering of excavation	Rail network operates in degraded state
Access to rail tunnels	Personnel struck by rail mounted vehicle / electrocution / slip trip fall
Strike of Sydney Metro services located in adjacent streets	Rail network operates in degraded state
Project cancelled during course of excavation works	Rail network operates in degraded state
Stray electrical traction currents emanating from the rail corridor	Corrosion of underground metallic items around the site
Building maintenance	Rail network operates in degraded state

A total of twenty (20) events resulting in ten (10) different hazards arising from thirty four (34) possible causes have been identified. Some events such as vandalism were considered but deemed not applicable due to the physical separation of the site and the rail tunnels. These events have not been included in the Rail Safety PHL.

The hazards are typical in nature to those that may arise from this type of works. Safety controls have been documented for all identified hazards. Additional controls may be added after consultation with Sydney Metro.

As the project progresses additional rail safety hazards may be identified. These additional hazards will be added to the Rail Safety PHL. Deicorp will monitor the Rail Safety PHL during the course of demolition, excavation and construction activities. Individual hazards will be monitored as they progress to final closure at project completion.

9.0 Rail Safety Risk Tolerability

The ISO Risk Standard defines risk as the ‘*effect of uncertainty on objectives*’. Risk is often characterised by reference to potential events. The ISO Risk Standard defines an event as an ‘*occurrence or change of a particular set of circumstances*’.

Risk is the combination of the frequency, or probability, and the consequence of a specified hazardous event. Risk management in the context of the RRMP is the culture, processes and structures that are directed towards the effective management of negative safety impact.

Clause 36 of the WHS Regulation 2017 documents a hierarchy of risk control measures where it is not possible to eliminate risk, namely:

- substituting (wholly or partly) the hazard giving rise to the risk with something that gives rise to a lesser risk;
- isolating the hazard from any person exposed to it;
- implementing engineering controls;
- implementing administrative controls; and
- suitable personal protective equipment.

A legislative obligation is contained within both the Work Health and Safety Act 2011 and the NSW Rail Safety (Adoption of National Law) Act 2012 (RSA) to manage safety risk, So Far As Is Reasonably practicable (SFAIRP). The RSA imposes an obligation on rail organisations and associated industry participants to ensure the safety of their railway operations.

Section 5.1 of the TfNSW Quantified Safety Risk Assessment states in part:

In practice, the application of SFAIRP requires a judgement to be made while following a risk management approach of the safety risks of an activity against the resources needed to eliminate or reduce those safety risks in terms of time, cost, or effort. No hard and fast legal definition exists of what is required to reduce risks SFAIRP and so the test of 'reasonably practicable' is applied.

The SFAIRP approach puts the onus on the duty holder to determine whether the costs or business impacts of additional measures to control the risk (over and above those risk controls already in place) would be grossly disproportionate to the risk reduction benefit that they would achieve.

SFAIRP duties of care do not require safety at any cost. The level of safety the duty holder must provide hinges on what is ‘reasonably practicable’ given the situation and context. There are three main methods for assessing reasonably practicable, namely:

- comparison with good practice;
- expert judgement; and
- through cost benefit analysis.

10.0 Risk Assessment

The TfNSW Risk Criteria for Use by Organisations Providing Engineering Services references a table of Risk Assessment Consequences Criteria (Table 1), a table of Risk Assessment Likelihood Criteria (Table 2) and a Risk Matrix Likelihood and Consequence (Table 3) which have been included at Appendix A of the RRMP. By assigning criteria to particular risks, the resulting risk ranking can be derived from the risk matrix.

The rail safety risks associated with project activities are deemed to be indirect safety risks from the perspective of Sydney Metro in that the risks can be influenced, but not fully controlled. TfNSW Risk Criteria for Use by Organisations Providing Engineering Services documents risk tolerances and responses which have been replicated in Table 2.

Table 2 Risk Tolerances and Responses

Risk rating	Response	Risk frequency
Very High 'A'	Very high risks are generally intolerable and should be avoided except in extraordinary circumstances. An alternate solution shall be found and all necessary steps shall be taken to reduce the risk below this level without delay.	Monthly update of the risk register by the risk owner.
High 'B'	High risks are undesirable. They can only be tolerated if it is not reasonably practicable to reduce the risk further. High risks are considered to be on the verge of being unacceptable and must be given immediate priority.	Monthly update of the risk register by the risk owner.
Medium 'C'	Medium risks are generally tolerable if it is not reasonably practicable to reduce risk further. Additional treatment measures should be sought if significant benefit can be demonstrated and / or there is an additional treatment measure available which is recognised as good practice in other like environments.	Two monthly update of risk register by the risk owner
Low 'D'	Low risks are considered to be broadly acceptable. If options for further risks reduction exist and costs are proportionate to the benefit, then implementation of such measure should be considered.	Quarterly update of the risk register by the risk owner

The risks associated with causes for associated hazards have been classified and documented in the Rail Safety PHL using the consequence and likelihood risk tables and the risk matrix evaluation table included at Appendix A of the RRMP. A copy of the Rail Safety PHL is included at Appendix B of the RRMP.

Engineering reports and drawings produced by consultants were considered in the development of the Rail Safety PHL and are referenced in the Rail Safety PHL. The reports and drawings are listed in section 15 of the RRMP and the drawings are included at Appendix D of the RRMP. A summary of the initial risk ranking documented in the Rail Safety PHL is shown in Table 3.

Table 3 Initial Safety Risk Ranking Summary

	Risk Classification			
	A	B	C	D
Risk Summary (37)	0	0	1	36

A total of thirty seven (37) risks were classified. The C class risk relates to penetration of the rail tunnel liner during drilling for the installation of ground anchors and / or rock bolts and drilling equipment striking a passing train. The likelihood for this risk was classified as 'Almost Unprecedented' which is the lowest TfNSW category.

In accordance with the target actions documented in Table 3 the activities were reviewed to determine if the risk could be reduced further and whether all reasonable and practicable controls had been considered and / or applied.

The hierarchy of control principle was applied to all identified hazards and associated risks. Additional controls were identified for thirteen (13) hazards however the additional controls did not reduce the risk ranking.

In summary, the works do not introduce any unmanageable risks based on information available at the time of issuing the RRMP. The risks that will be introduced are located primarily within the Low range with the drilling penetration risk located in the Medium range.

The risk ranking is subject to the implementation of nominated safety controls (including additional controls to be agreed with Sydney Metro) and acceptance of documentation submitted to Sydney Metro.

The Rail Safety PHL is a live document. Through the implementation of controls that comply with industry standards and good practice, and ongoing discussions with consultants and Sydney Metro, risks can be managed SFAIRP.

Risk reviews will be undertaken by Deicorp as a minimum on a quarterly basis for Low range risks and at intervals of two months for Medium range risks or at such other frequency as is required by the inclusion of additional higher risk classifications.

11.0 Startup Risk Workshop

A rail risk workshop was conducted to confirm that relevant safety controls have been identified, implemented and communicated. The workshop was held remotely utilising the MS Teams platform on 14 January 2025 between 10:00am and 12:00pm. The workshop was facilitated by George Kruk the Managing Director of GKA Management.

Participants were selected on the basis of being able to contribute to the process with experts including representatives from the site management team, the project geotechnical engineer, the project building and tunnel structural engineers and the project acoustic engineer. The list of participants is included at Appendix E of the RRMP.

Reference material was distributed to participants prior to the workshop. The documentation consisted of the latest engineering reports and project drawings. A project briefing and risk assessment briefing were provided to the workshop participants. The purpose of the briefings was to:

- Outline the reason for conducting the workshop;
- Provide an overview of the scope of works and the issues being examined;
- Describe the objectives and target outcomes of the workshop;
- Introduce reference material; and
- Develop an action plan to close out identified issues.

A brainstorming process was undertaken to review hazardous events, causes and outcome controls associated with the works. Outcome controls were reviewed to determine:

- If the existing control measures are relevant to the outcomes being considered;
- If any controls are rendered redundant as a result of the issues being examined; and
- If any new controls are required to address either changes to existing controls or the introduction of new outcomes.

No new events or hazards were identified during the brainstorming process. However, it was noted that there were some conflicts in the safety controls nominated in different engineering reports. Subsequent to the risk workshop Sydney Metro requested that additional safety controls be documented for installation of shoring piles and excavating below bulk excavation level where the shoring system is installed over the Sydney Metro tunnels

Relevant sections of the Rail Safety PHL have been updated accordingly together with references to current engineering reports and project drawings. The current version of the Rail Safety PHL is included at Appendix B of the RRMP.

The key issues that were identified are documented in Table 4.

Table 4 Risk Workshop Action Plan

Item	Responsible Party
Confirm close out of issues documented in Sydney Metro design comments register	Deicorp
Cross reference monitoring proposals in engineering reports to ensure consistency	Deicorp
Include location of rail corridor and emergency stop work protocol in the project induction	Deicorp
Two way radios to be used as communication mechanism for emergency stop work notification on site	Deicorp
Undertake dilapidation inspection	Douglas Partners
Install vibration monitoring equipment and complete baseline surveys	Acoustic Logic
Advise acoustic engineer of contact details for project personnel to be included in SMS text for vibration exceedances	Deicorp
Advise acoustic engineer of contact details for project personnel to be included in SMS text for vibration exceedances	Earthworx
Liaise with Sydney Metro to determine contact details of personnel to be included in SMS text for vibration exceedances and advise acoustic engineer	Deicorp

Item	Responsible Party
Install movement monitoring equipment and complete baseline surveys	Geodata
Review Hold Points nominated in monitoring plans and establish process for management of Hold Points	Deicorp
Review inspection frequency for excavation to determine if depth based criteria or time based criteria (eg. weekly) should be used	Delve Underground
Discuss need for track monitoring with Sydney Metro	Deicorp
At each survey array locate additional survey prisms at track level as initial indicators of track movement	Delve Underground
Communicate monitoring frequencies and intervention limits to consultants designated roles in the monitoring programme	Deicorp
Establish communication protocol for submission of monitoring reports to Sydney Metro	Deicorp
Establish emergency response communication protocol with Sydney Metro	Deicorp
Determine need for additional boreholes to assess groundwater levels	Deicorp
Finalise location of tower crane and liaise with geotechnical engineer to confirm that additional load does not affect the tunnel liner	Deicorp
Provide latest building loads to geotechnical engineer for review of modelling results	abc Consultants
Document additional safety controls for installation of shoring piles and excavating below bulk excavation level where the shoring system is installed over the Sydney Metro tunnels	GKA Management
Update RRMP and Rail Safety PHL	GKA Management

12.0 Issues Register

As a risk eventuates it becomes an issue that needs to be managed. The means of managing issues will be through the Issues Register. A copy of the Issues Register is included at Appendix C of the RRMP.

13.0 Response to Risk Control Strategies

Various risk controls have been documented in the Rail Safety PHL. Resources (materials and personnel) will be allocated by Deicorp at relevant stages of the works so that the nominated safety controls can be implemented.

The Rail Safety PHL includes an Action Statement schedule. The schedule documents actions with regard to individual matters that need to be addressed, nominates a timeframe for implementation, identifies the action owner and documents the status.

14.0 Risk Monitoring Strategy

The day to day management of hazards and risks will be through project meetings. Separate project meetings will be held with Sydney Metro as requested. Should an intervention limit be exceeded meetings will be held with Sydney Metro to review the current risk controls and determine whether any additional risk controls need to be implemented.

In the event of a stop work intervention limit being exceeded it may be appropriate to hold a specific risk workshop to address the circumstances giving rise to the stop work intervention limit being breached.

15.0 Surveillance and Review

Reviews of risks in the Rail Safety PHL will be undertaken by Deicorp depending on the ranking of each risk. In addition, reviews will be undertaken when:

- a warning or stop work limit is breached;
- there is evidence the risk assessment is no longer valid;
- events indicate the assessment of risk may not have been adequate; and
- significant changes are proposed in the work to be carried out.

Activities on site will be continuously monitored by Deicorp to ensure that documented procedures are being followed, risk controls maintained and action plans implemented.

Periodic surveillance / audit will be undertaken by Deicorp senior management to independently confirm compliance with risk controls on site and separately the overall effective implementation of the RRMP.

16.0 References

Legislation

1. Transport Administration Act 1988
2. Environmental Planning and Assessment Act 1979
3. Rail Safety (Adoption of National Law) Act 2012
4. Rail Safety (Adoption of National Law) Regulation 2018
6. Work Health and Safety Act 2011
7. Work Health and Safety Regulation 2017
8. State Environmental Planning Policy (Major Infrastructure Corridors) 2020
9. State Environmental Planning Policy (Transport and Infrastructure) 2021

Standards and Guides

1. AS/NZ ISO 31000:2009 Risk management – Principles and guidelines
2. AS/NZ ISO 45001:2018 Occupational health and safety management systems – Requirements with guidance for use
3. Sydney Metro Underground Corridor Protection Technical Guidelines Version 2 dated April 2021 (iCentral SM-20-00081444)
4. TfNSW System Safety Standard for New or Altered Assets (T MU MD 20001 ST)

5. SafeWork Australia Safe Design of Structures Code of Practice
6. TfNSW Quantified Safety Risk Assessment (T MU MD 20003 GU)
7. TfNSW Risk Criteria for Use by Organisations Providing Engineering Services (T MU MD 20002 ST)

Project Reports

1. Corrosion Control Engineering Electrolysis Risk Desktop Study dated 9 May 2022
2. Douglas Partners Report on Geotechnical Investigation Revision 1 dated 14 September 2023
3. Barker Ryan Stewart Construction Environmental Management Plan dated 11 March 2024
4. SureSearch Underground Services Utility Locating - Report & Service Docket - NEW 09/22 dated 1 September 2023
5. Douglas Partners Report on Dewatering Management Plan Revision 0 dated 6 October 2023
6. Delve Underground Technical Memorandum Instrumentation and Monitoring Strategy Revision B 25 August 2024
7. Mott MacDonald Stormwater Civil Concept Plans Revision P5 dated 27 August 2024
8. Earthworx Group Pty Ltd High Risk Work – Safe Work Method Statement 001 Excavation and Shoring Works dated 19 December 2024
9. Acoustic Logic 391-423 Pacific Highway Crows Nest NSW Metro Tunnel Construction Vibration Monitoring Plan Revision 5 dated 11 April 2025
10. Deicorp Safe Work Method Statement 1.0 Rev A (Crows Nest) Site Establishment & Erection of Hoardings dated April 2025
11. Deicorp Safe Work Method Statement 1.0 Rev A (Crows Nest) Early Works and Site Clearing dated April 2025
12. Deicorp Safe Work Method Statement 1.0 Rev A (Crows Nest) Piling Excavation Shoring Walls & Rock Anchors dated April 2025
13. Deicorp Safe Work Method Statement 1.0 Rev A (Crows Nest) Construction Activities dated April 2025
14. Deicorp High Risk Construction Work - Safe Work Method Statement dated April 2025
15. abc Consultants Shoring Wall Monitoring Plan (23012-009) dated 7 April 2025
16. Delve Underground Technical Memorandum Structural Impact Assessment Revision H dated 8 April 2025
17. Douglas Partners Sydney Metro Tunnel Geotechnical Monitoring Plan (8664545,03 R.003 Rev 3) dated 9 May 2025
18. Douglas Partners Report on Numerical Analysis Sydney Metro (86645.03.R.002.Rev2) Revision 2 dated 13 May 2025
19. Acoustic Logic 391-423 Pacific Highway Crows Nest Sydney Metro Operational Impact Assessment (20241259.6/1405A/R)/PF) dated 14 May 2025
20. abc Consultants Structural Assessment Report (23012) Revision A dated 19 May 2025
21. Geodata Koda Australia Monitoring Implementation Plan

Drawings

1. abc Consultants Site Retention Notes Drawing No. S00-005 Revision 1
2. abc Consultants Site Retention Plan Drawing No. S01-001 Revision 5
3. abc Consultants Site Retention Plan with Metro Tunnels Drawing No. S01-101 Revision 2
4. abc Consultants Site Section with Metro Tunnels Drawing No. S01-102 Revision 1

5. abc Consultants Typical Foundation Details Drawing No. S02-011 Revision P5
6. Turner Siteworks Bulk Excavation Plan Drawing No. A-013-001 Revision 4
7. Turner Siteworks Piling Setout Plan Drawing No A-013-002 Revision 5
8. Turner Siteworks Detailed Excavation Plan Drawing No. A-018-010 Revision A
9. Stantec Plan Showing Relationship of Proposed Boreholes to Sydney Metro Tunnels at Five Ways Crows Nest Drawing No. 3050-01019-001-001 Revision 03 Sheet 1 to Sheet 4
10. Stantec Plan Showing Relationship of Proposed Basements to Sydney Metro Tunnels at Five Ways Crows Nest Drawing No. 3050-01119-001-004 Revision 01 Sheet 1 and Sheet 2
11. Delve Underground Cover Page and Index Sheet Drawing No. DLV-6466-IM00-000 Revision 2 dated 28 February 2025
12. Delve Underground Proposed Minimum Monitoring Requirements Drawing No. DLV-6466-IM01-001 Revision 4 dated 4 April 2025
13. Delve Underground Typical Running Tunnel Monitoring Arrangement Drawing No. DLV-6466-IM01-011 Revision 4 dated 4 April 2025
14. Delve Underground Typical Cross Passage Monitoring Arrangement Drawing No. DLV-6466-IM01-012 Revision 4 dated 4 April 2025
15. Delve Underground Typical Excavation Wall Monitoring Details Drawing No. DLV-6466-IM02-001 Revision 4 dated 4 April 2025
16. Delve Underground Monitoring Frequencies and Trigger Levels Drawing No. DLV-6466-IM03-001 Revision 4 dated 4 April 2025
17. Delve Underground Monitoring Trigger Action Response Drawing No. DLV-6466-IM03-002 Revision 3 dated 4 April 2025

Appendix A

Transport for New South Wales Risk Criteria Tables and Risk Matrix Table

Table 1 – Risk assessment consequence criteria

Descriptor / Impact area	Insignificant (rating – C6)	Minor (rating – C5)	Moderate (rating – C4)	Major (rating – C3)	Severe (rating – C2)	Catastrophic (rating – C1)
Health and safety (injury and disease)	Illness, first aid or injury not requiring medical treatment.	Illness or minor injuries requiring medical treatment.	Single recoverable lost time injury or illness, alternate or restricted duties injury or short-term occupational illness.	1-10 major injuries requiring hospitalisation and numerous days lost, or medium-term occupational illness.	Single fatality or 10-20 major injuries/permanent disabilities/chronic diseases, or both.	Multiple fatalities or >20 major injuries/permanent disabilities/chronic diseases, or both.
Environment	No appreciable changes to environment or highly localised event or both.	Change from normal conditions within environmental regulatory limits and environmental effects are within site boundaries.	Short term or well-contained environmental effects or both. Minor remedial actions probably required.	Impacts external ecosystem and considerable remediation is required.	Long term environmental impairment in neighbouring or valued ecosystems. Extensive remediation required.	Irreversible large scale environmental impact with loss of valued ecosystems.
Customer experience and operational reliability	Short duration disruptions affecting part of one transport mode.	Minor disruptions affecting several parts of one transport mode.	Serious disruptions affecting operation of one complete transport mode.	Major disruptions affecting operations of one transport mode with network-wide effects on one or more modes of transport.	Short duration shutdowns or substantial disruptions affecting multiple transport modes with sector wide cascading effects.	Extensive shutdowns or extended disruptions with economy wide effects.

Table 2 – Risk assessment – Likelihood criteria

Descriptor / Impact area	Almost unprecedented (rating – L6)	Very unlikely (rating – L5)	Unlikely (rating – L4)	Likely (rating – L3)	Very likely (rating – L2)	Almost certain (rating – L1)
Qualitative Expectation	Not expected to ever occur during time of activity or project.	Not expected to occur during the time of activity or project.	More likely not to occur than occur during time of activity or project.	More likely to occur than not occur during time of activity or project.	Expected to occur occasionally during time of activity or project.	Expected to occur frequently during time of activity or project.
Quantitative Frequency	Less than once every 100 years.	Once every 10 to 100 years.	Once every 1 to 10 years.	Once each year.	1-10 times every year.	10 times or more every year.

Note: When assessing risks associated with new or altered assets the term 'activity' in the above table should be considered to represent the intended operational life of the asset.

Table 3 – Risk matrix evaluation table

Likelihood	Insignificant consequence C6	Minor consequence C5	Moderate consequence C4	Major consequence C3	Severe consequence C2	Catastrophic consequence C1
Almost certain - L1	C	B	B	A	A	A
Very likely - L2	C	C	B	B	A	A
Likely - L3	D	C	C	B	B	A
Unlikely - L4	D	D	C	C	B	B
Very unlikely - L5	D	D	D	C	C	B
Almost unprecedented - L6	D	D	D	D	C	C

Risk Ratings - A – Very high, B – High, C – Medium, D – Low

Appendix B

Rail Safety Project Hazard Log

Page 1

Page

Inventory List Safety Project Request Log for Safety Works					Safety Works Summary										Safety Works Details and Maintenance Checklist																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
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Appendix C

Issues Register

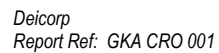
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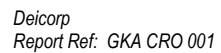
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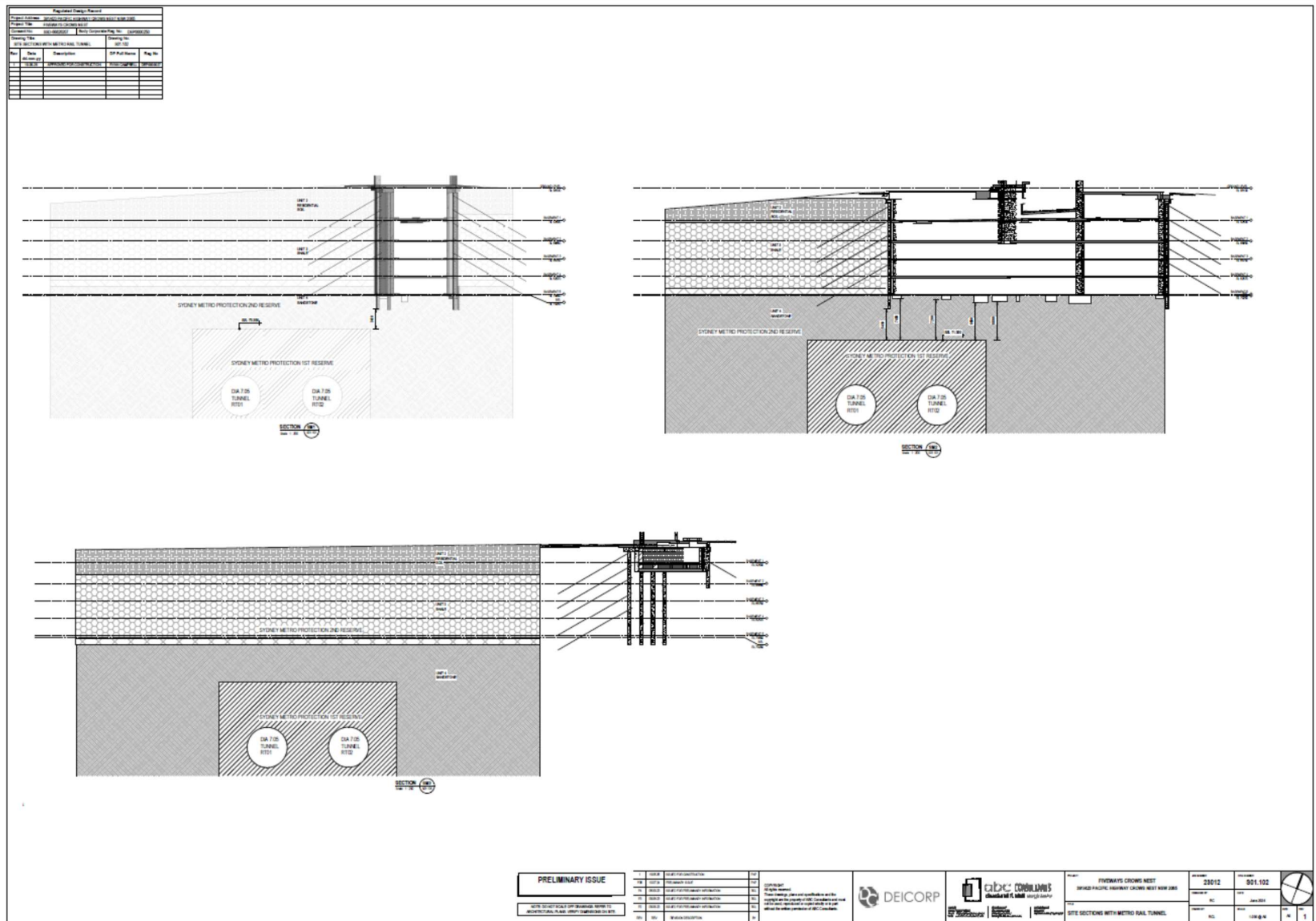
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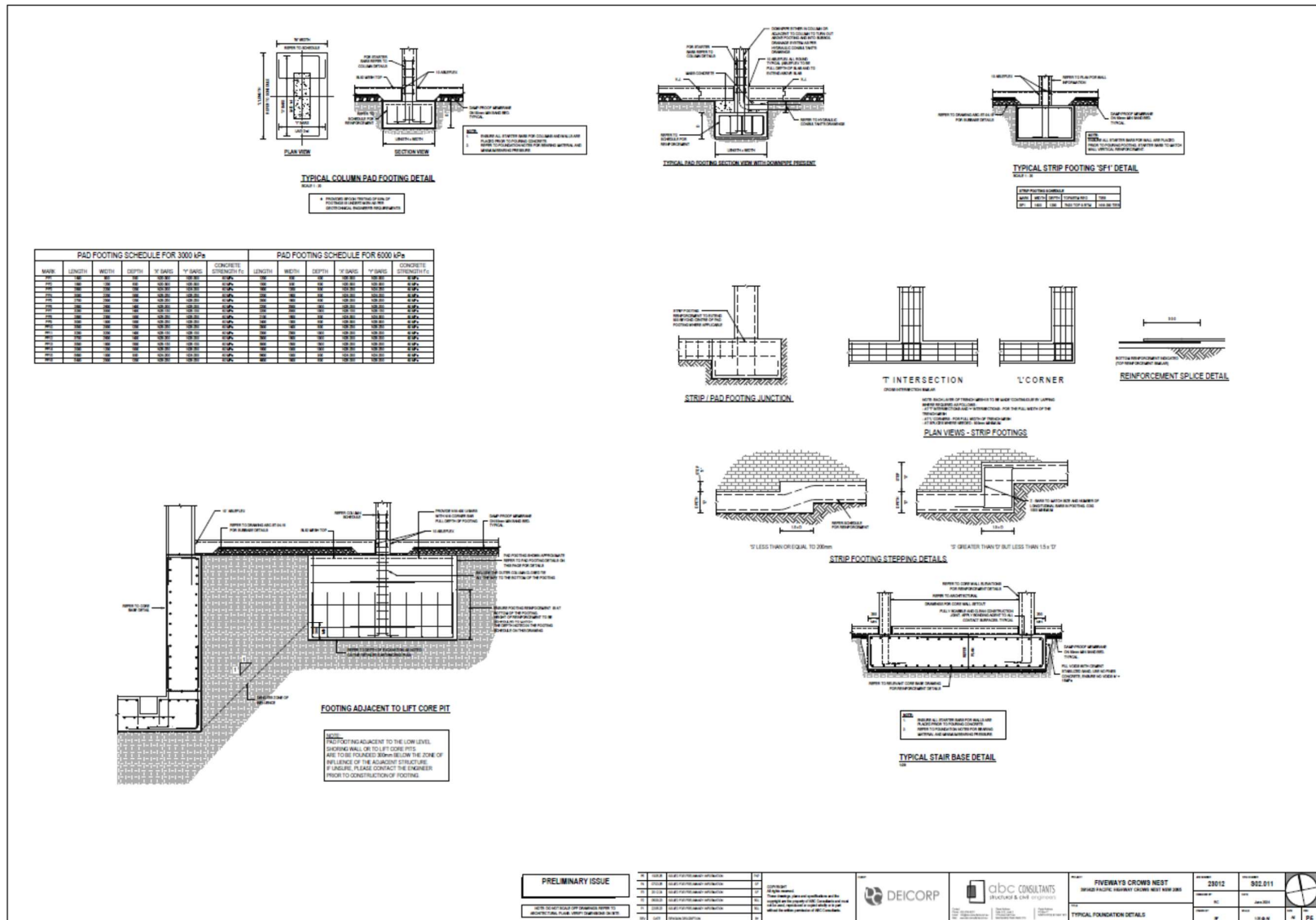
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Rail Risk Management Plan Revision 5

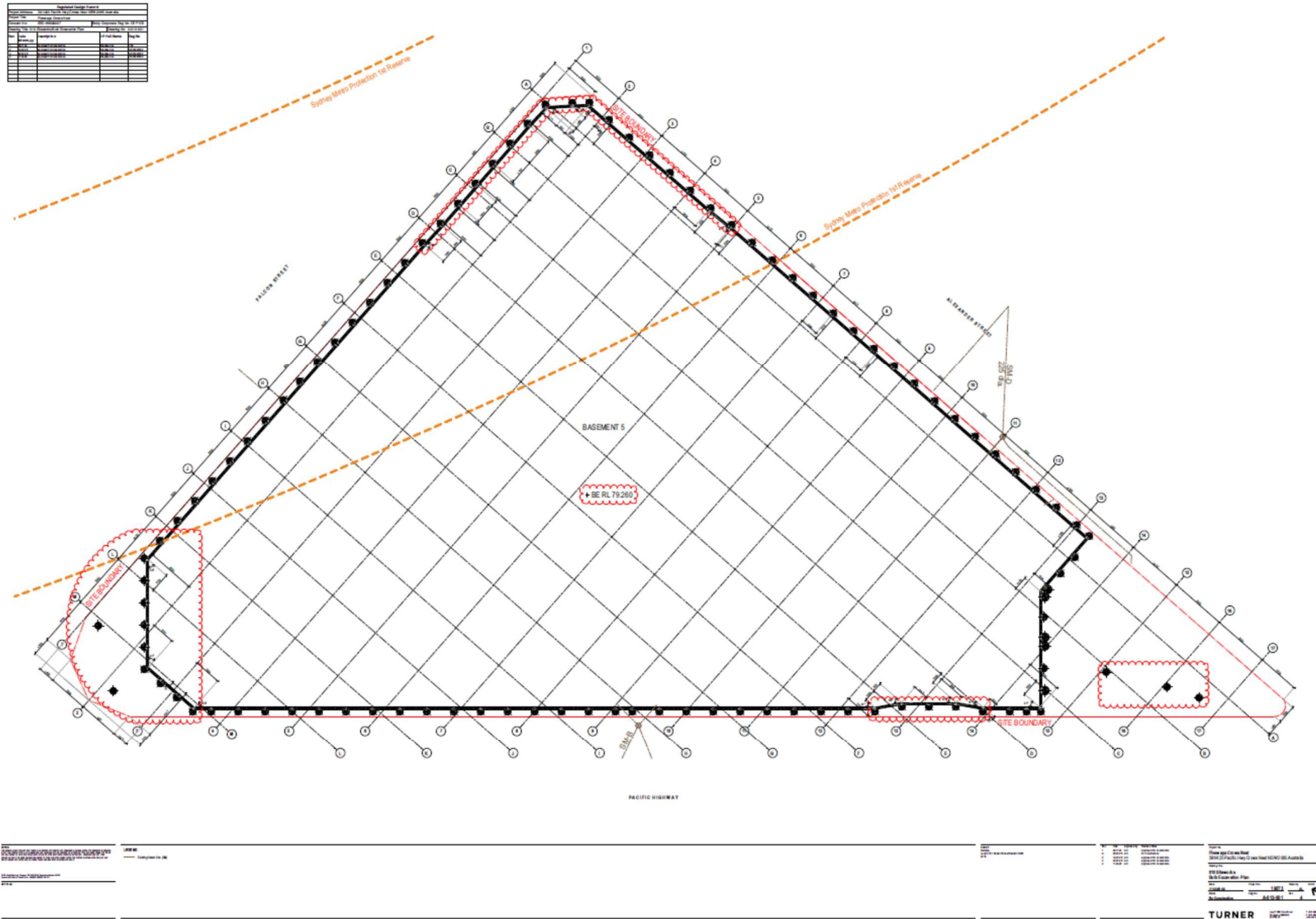
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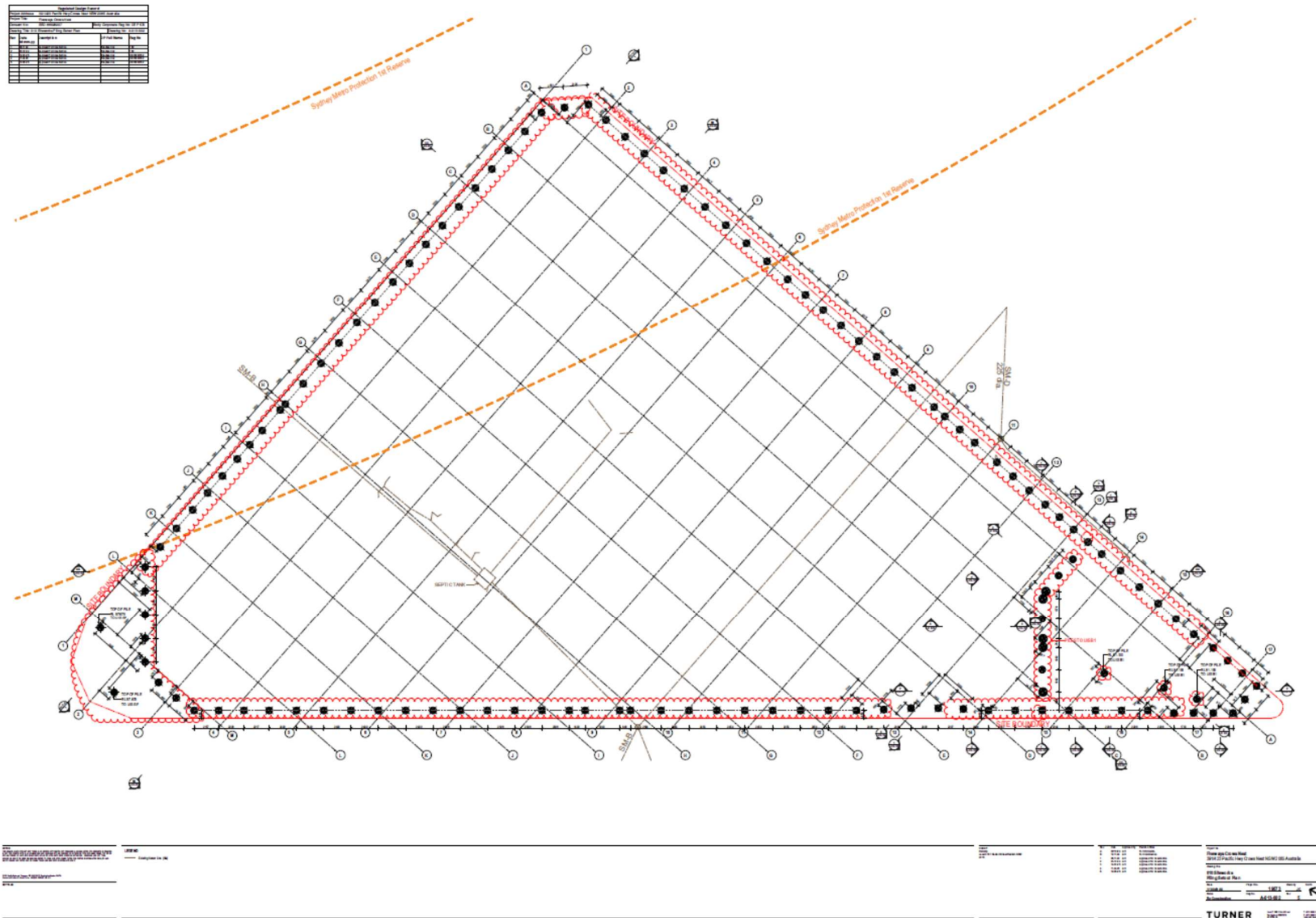


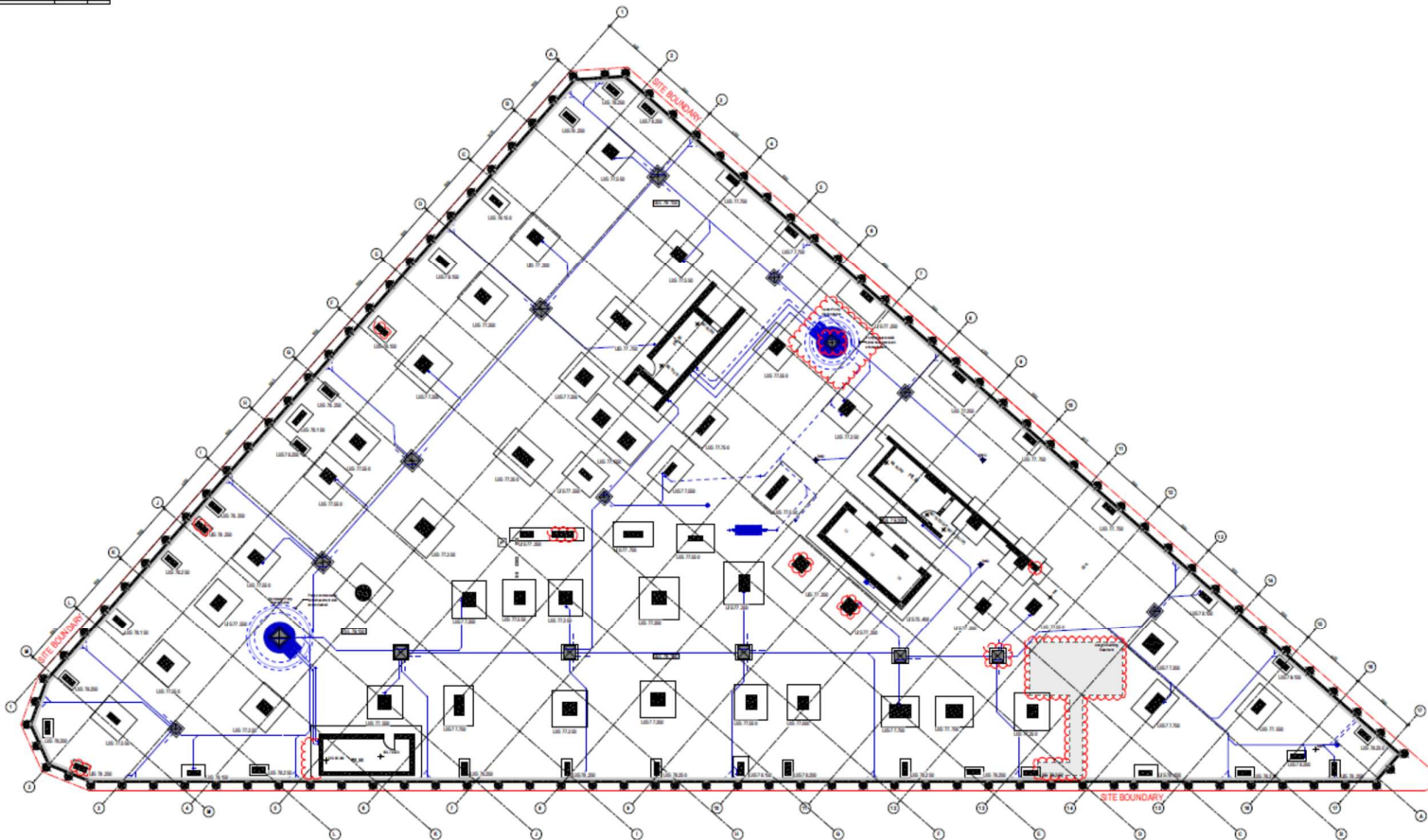






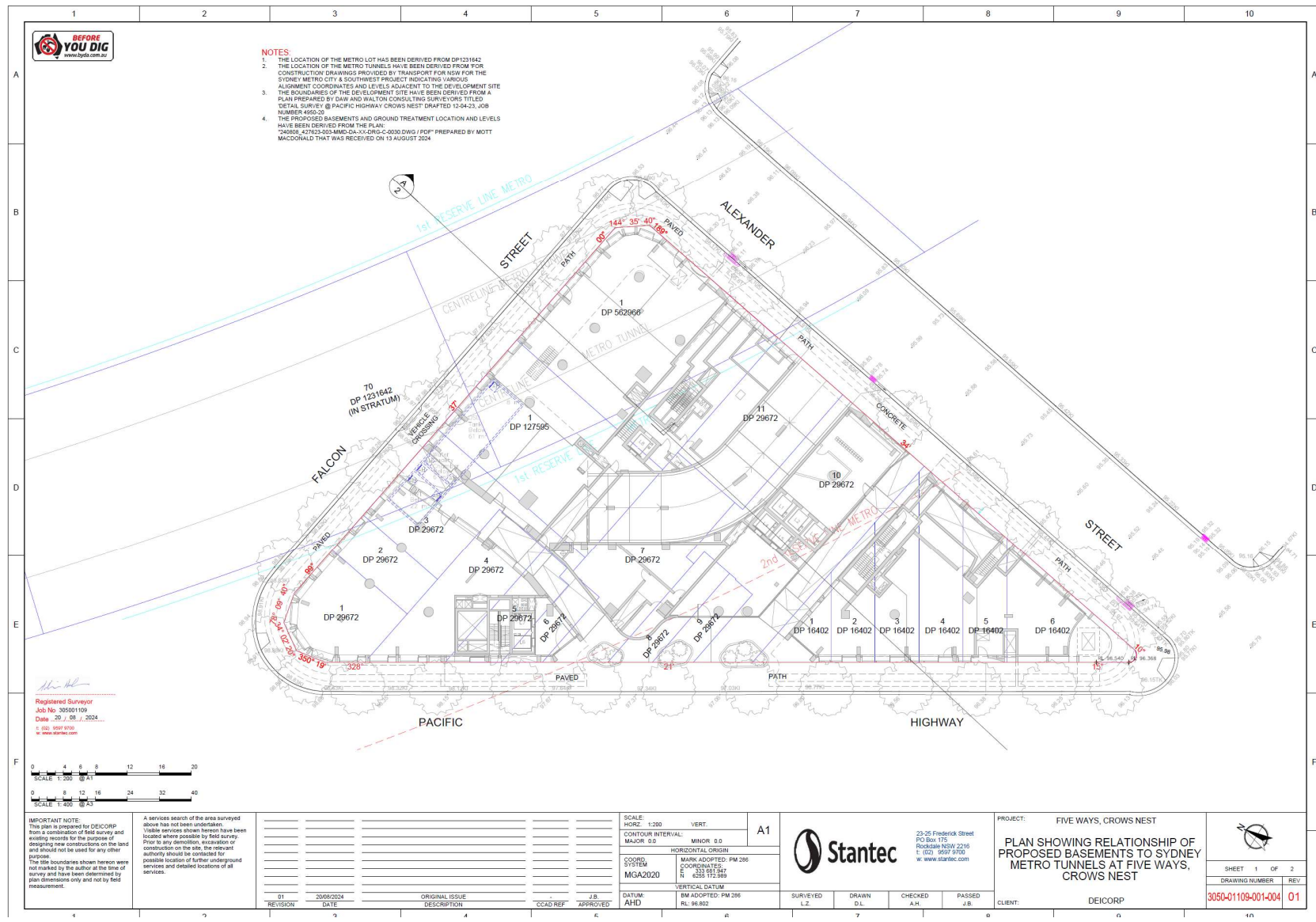




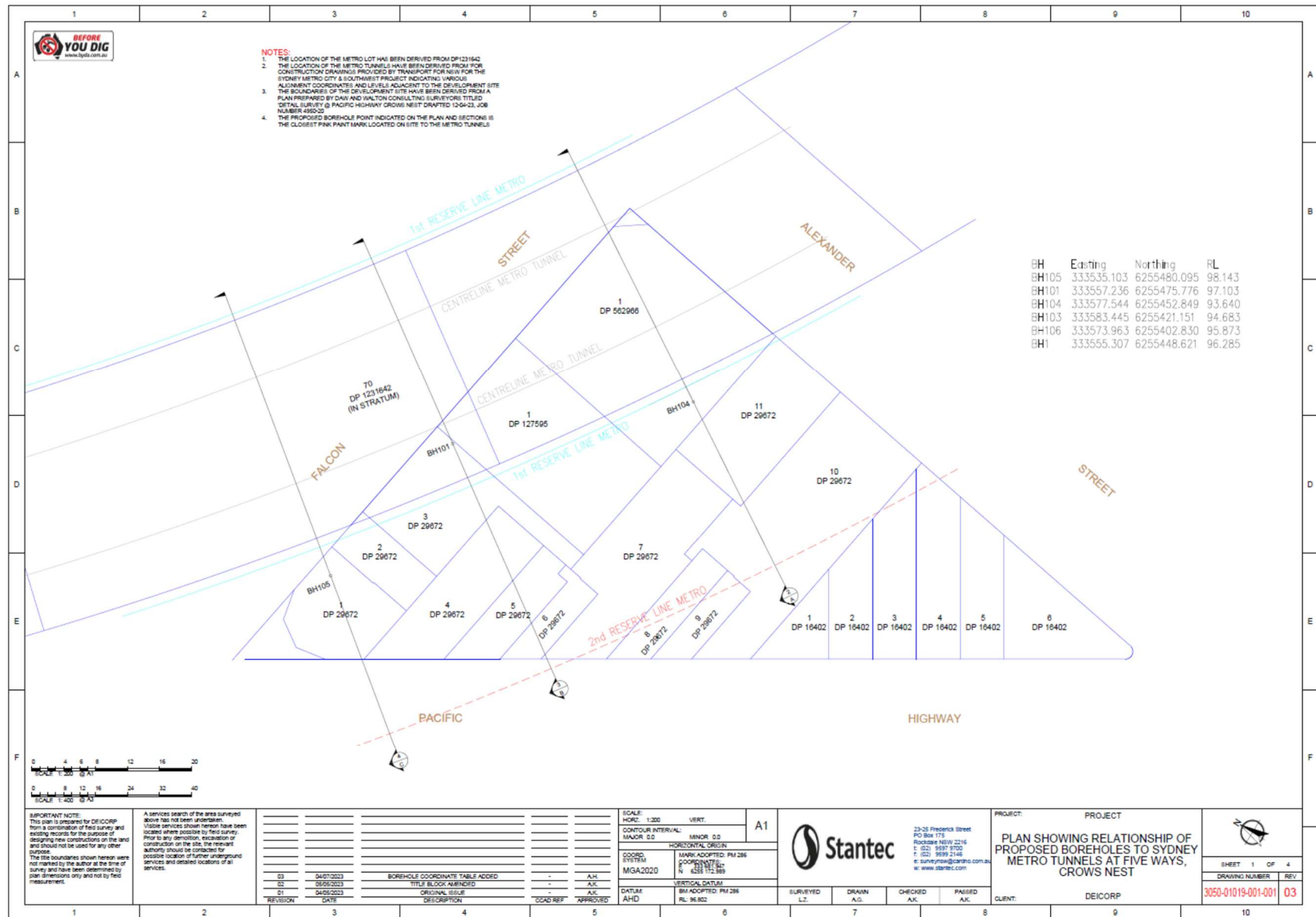
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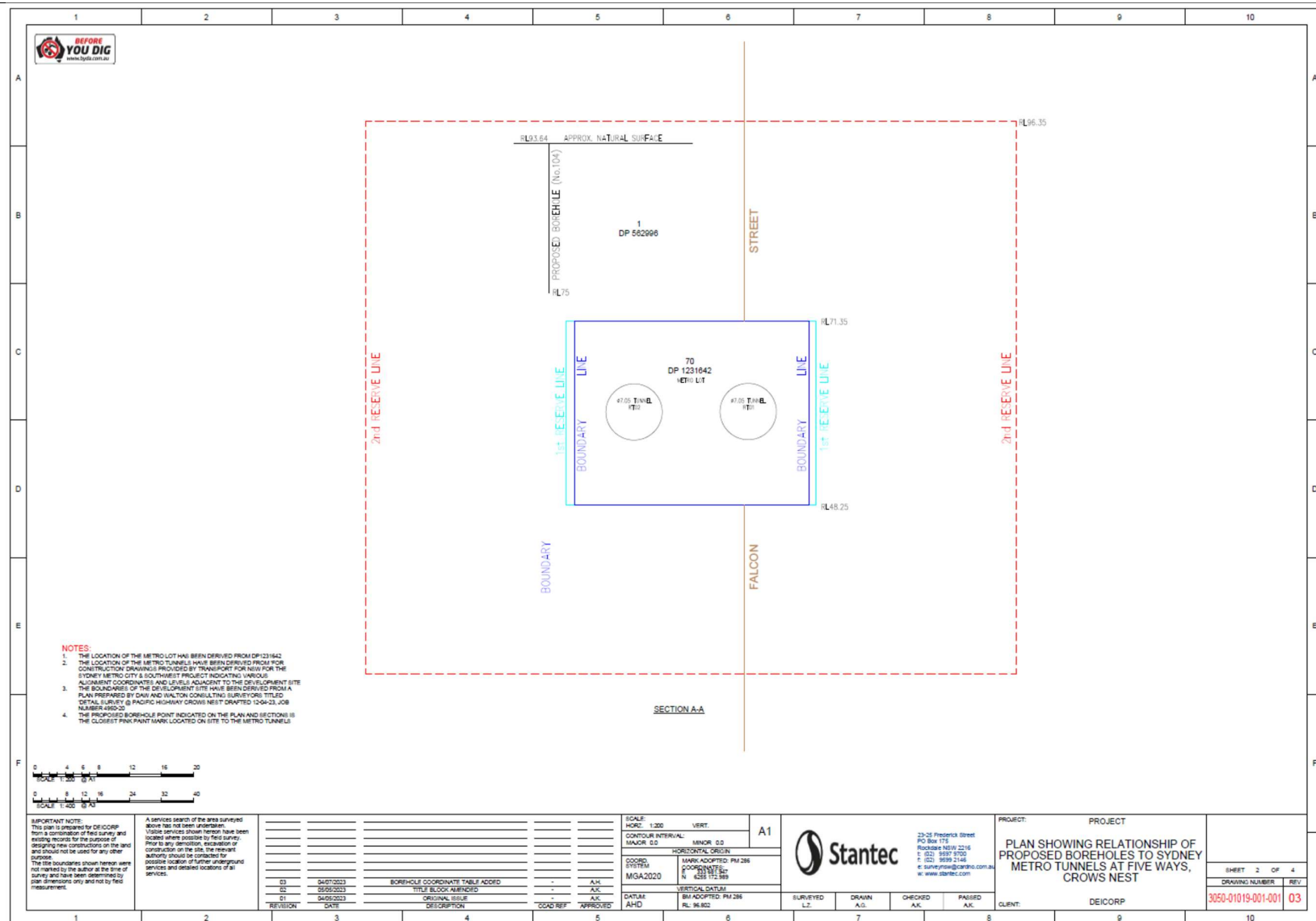
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Rail Risk Management Plan Revision 5



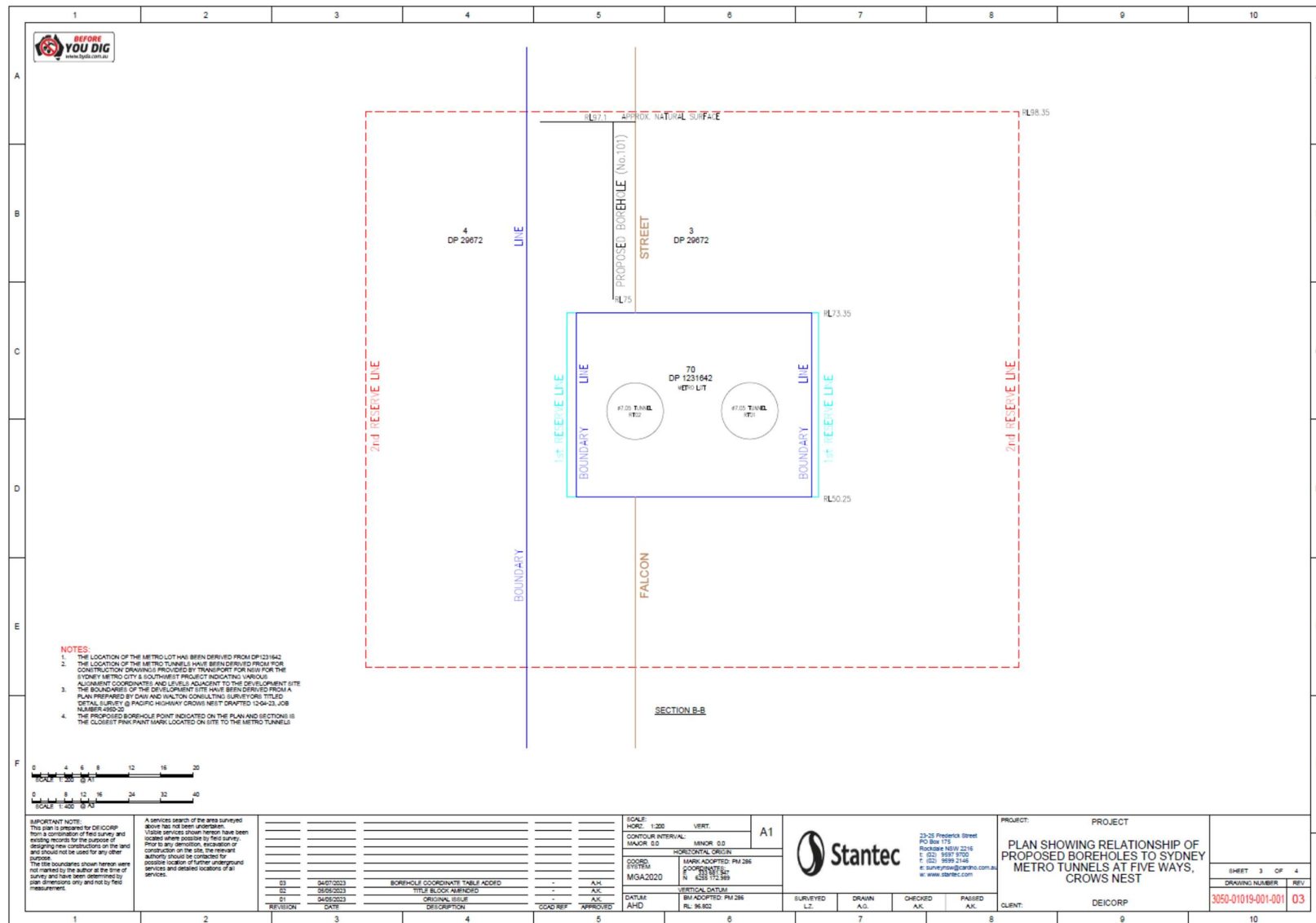
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Rail Risk Management Plan Revision 5



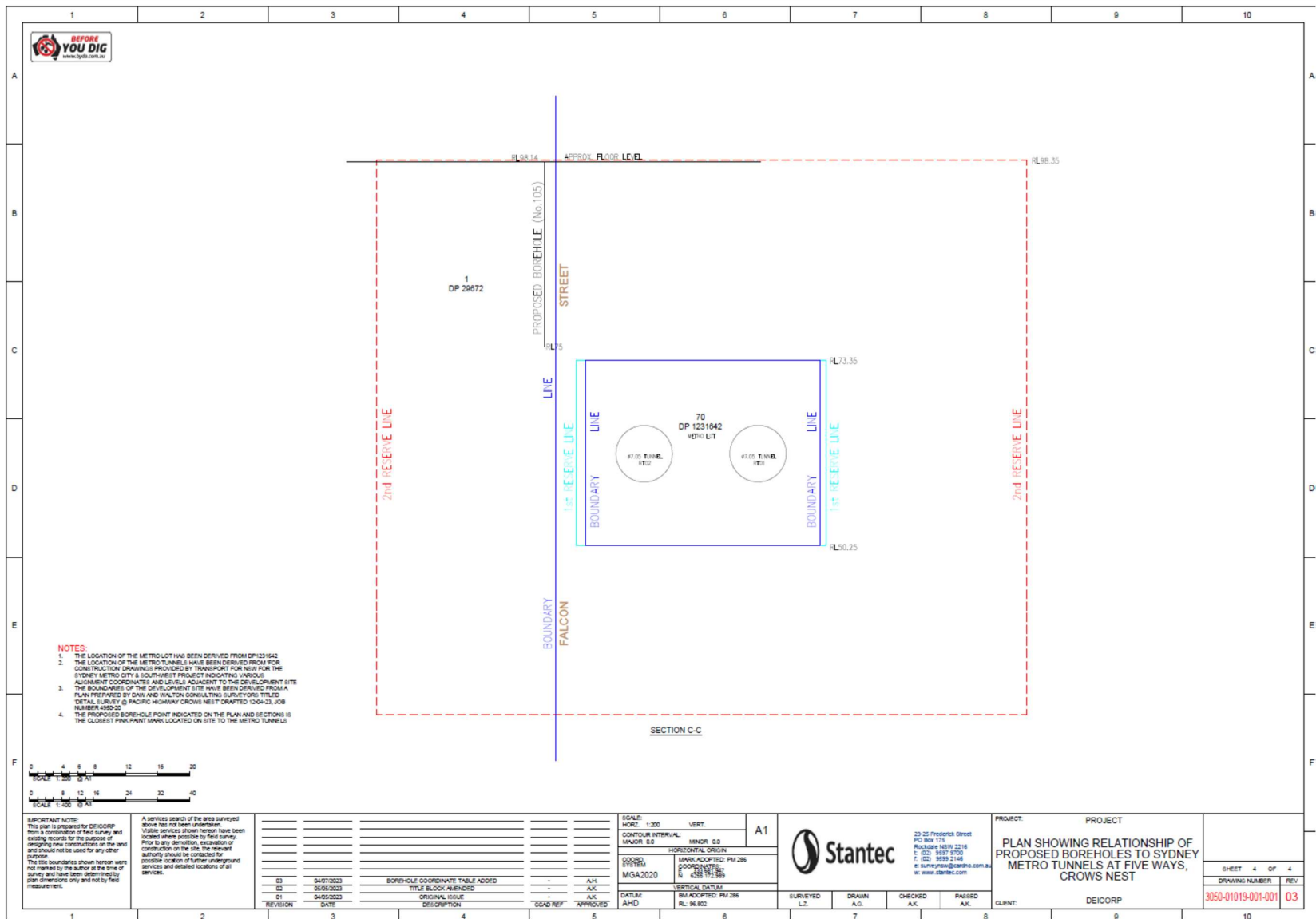
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Rail Risk Management Plan Revision 5



The Fiveways Triangle Crows Nest Sydney, NSW
Rail Risk Management Plan Revision 5



The Fiveways Triangle Crows Nest Sydney, NSW
Rail Risk Management Plan Revision 5



Appendix E

Risk workshop attendance

Name	Organisation	Role	Email Address
Andrew Coleman	Deicorp	Construction & Development Executive	acoleman@deicorp.com.au
Mitchell Correia	Deicorp	Construction Manager	mcorreia@deicorp.com.au
Punit Shah	Deicorp	Senior Contract Administrator	pshah@deicorp.com.au
Andre Alba	Deicorp	Contract Administrator	aalba@deicorp.com.au
George Kruk	GKA Management	Managing Director and Workshop Facilitator	george@gkamanagement.com.au
George Wei	Acoustic Logic	Director and Acoustic Engineer	gwei@acousticlogic.com.au
Ryan Campbell	ABC Consulting	Building Structural Engineer	ryan@abc-consultants.com.au
Shanon Ramsay	Delve Underground	Tunnel Structural Engineer	ramsay@delveunderground.com
Mark Trim	Delve Underground	Tunnel Structural Engineer	trim@delveunderground.com
Charles Marais	Douglas Partners	Geotechnical Engineer	charles.marais@douglaspartners.com.au
Ernesto Vega	Douglas Partners	Geotechnical Engineer	ernesto.vega@douglaspartners.com.au
Anthony Maroun	Earthworx	Managing Director	anthony@earthworx.com.au
Joseph Ishac	Earthworx	Project Manager	joseph@earthworx.com.au