Melbourne

A Level 25, 55 Collins Street
PO Box 24055
MELBOURNE VIC 3000
P +613 9851 9600
E melbourne@gta.com.au

Brisbane

A Level 4, 283 Elizabeth Street
BRISBANE QLD 4000
GPO Box 115
BRISBANE QLD 4001
P +617 3113 5000
E brisbane@gta.com.au

Adelaide

A Suite 4, Level 1, 136 The Parade
PO Box 3421
NORWOOD SA 5067
P +618 8334 3600
E adelaide@gta.com.au

Townsville

A Level 1, 25 Sturt Street
PO Box 1064
TOWNSVILLE QLD 4810
P +617 4722 2765
E townsville@gta.com.au

Sydney

A Level 6, 15 Help Street
CHATSWOOD NSW 2067
PO Box 5254
WEST CHATSWOOD NSW 1515
P +612 8448 1800
E sydney@gta.com.au

Canberra

A Tower A, Level 5,
7 London Circuit
Canberra ACT 2600
P +612 6243 4826
E canberra@gta.com.au

Gold Coast

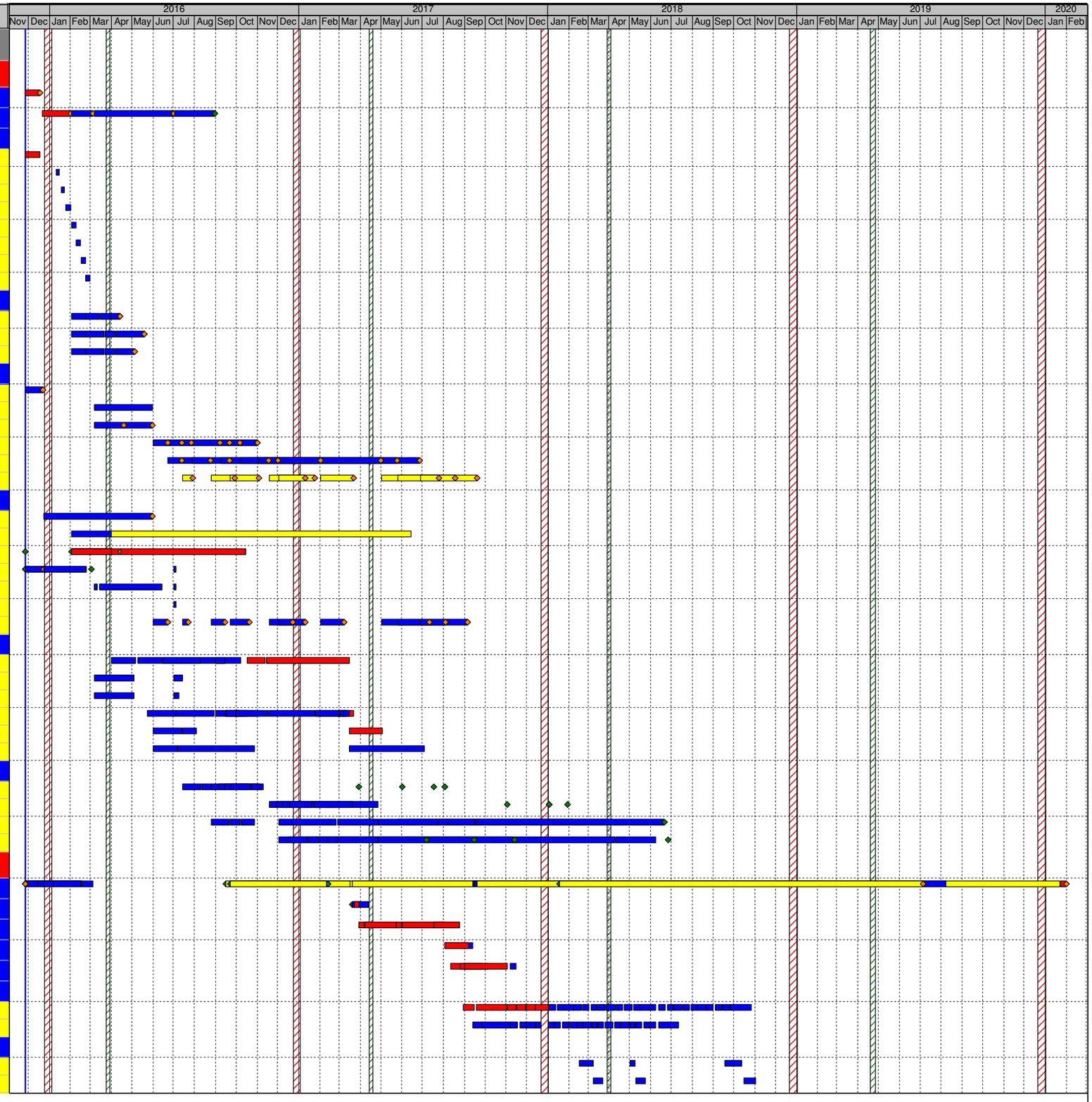
A Level 9, Corporate Centre 2
Box 37, 1 Corporate Court
BUNDALL QLD 4217
P +617 5510 4800
F +617 5510 4814
E goldcoast@gta.com.au

Perth

A Level 27, 44 St Georges Terrace
PERTH WA 6000
P +618 6361 4634
E perth@gta.com.au

D. Design & Construction Program

Activity ID	Activity Name	Orig Durn	Start	Finish
	The Ribbon Sydney			
	Pre-Construction			
	Construction Input			
	Developer Processes			
	Management Plans			
	Construction Management Plan			
	Environmental Management Plan			
	Noise, Dust & Vibration Management Plan			
	Traffic & Pedestrian Management Plan			
	Workplace Safety Management Plan			
	Demolition Management Plan			
	Quality Management Plan			
	Completion Plan			
	Site Investigations & Site Surveys			
	Dilapidation Survey (Pre-Demolition)			
	Geotechnical Investigation			
	Environmental (Soil Contamination & Hazardous Materials) Investigation			
	Design & Documentation			
	Concept Design / Revised DA Submission			
	Schematic Design			
	Early Works Design & Documentation			
	Design Development (inc. DA Design Modifications)			
	Issued For Tender			
	Issued For Construction			
	Approvals & Certification			
	NSW Government Planning & Infrastructure			
	NSW Government Transport - Roads & Maritime Services			
	Ausgrid / Transgrid (Electricity)			
	Sydney Water (Section 73 Certificate - Water, Sewer, Stormwater)			
	Jemena (Gas)			
	Telstra / Optus (Communications & Data)			
	Principal Certifying Authority (DLA)			
	Enabling Works & Early Works			
	Services Infrastructure Relocations / Head Works			
	Temporary Removal of Public Art (Robert Parr Jay Flowers Sculpture)			
	Relocation of Darling Harbour Carousel			
	IMAX & Promenade Demolition (inc. Crane No. 1 base)			
	Wheat Road Realignment			
	Harbour Street Gantry			
	Procurement			
	Substructure Packages			
	Superstructure Packages			
	Services Packages			
	Envelope Packages			
	Construction Phase			
	Preliminaries Durations			
	Site Establishment, Survey & Setout			
	Sheet Piling, Bulk Excavation, Foundation Piling, Cutting Back of Piles			
	Core Rafts, Pile Caps, Car Stacker Lift Pit, Trolley Pit, Escalator Pit			
	In-Ground Services, Ground Floor Raft Slab [5,097 sq.m]			
	Core Walls			
	East Core [224 sq.m]			
	West Core [107 sq.m]			
	Superstructure			
	Level 1 (deferred) [4,869 sq.m]			
	Level 2 (deferred) [3,544 sq.m]			



Remaining Level of Effort
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Start Milestone
Finish Milestone

Grocon

The Ribbon Sydney - Hotel / Serviced Apartment Scheme

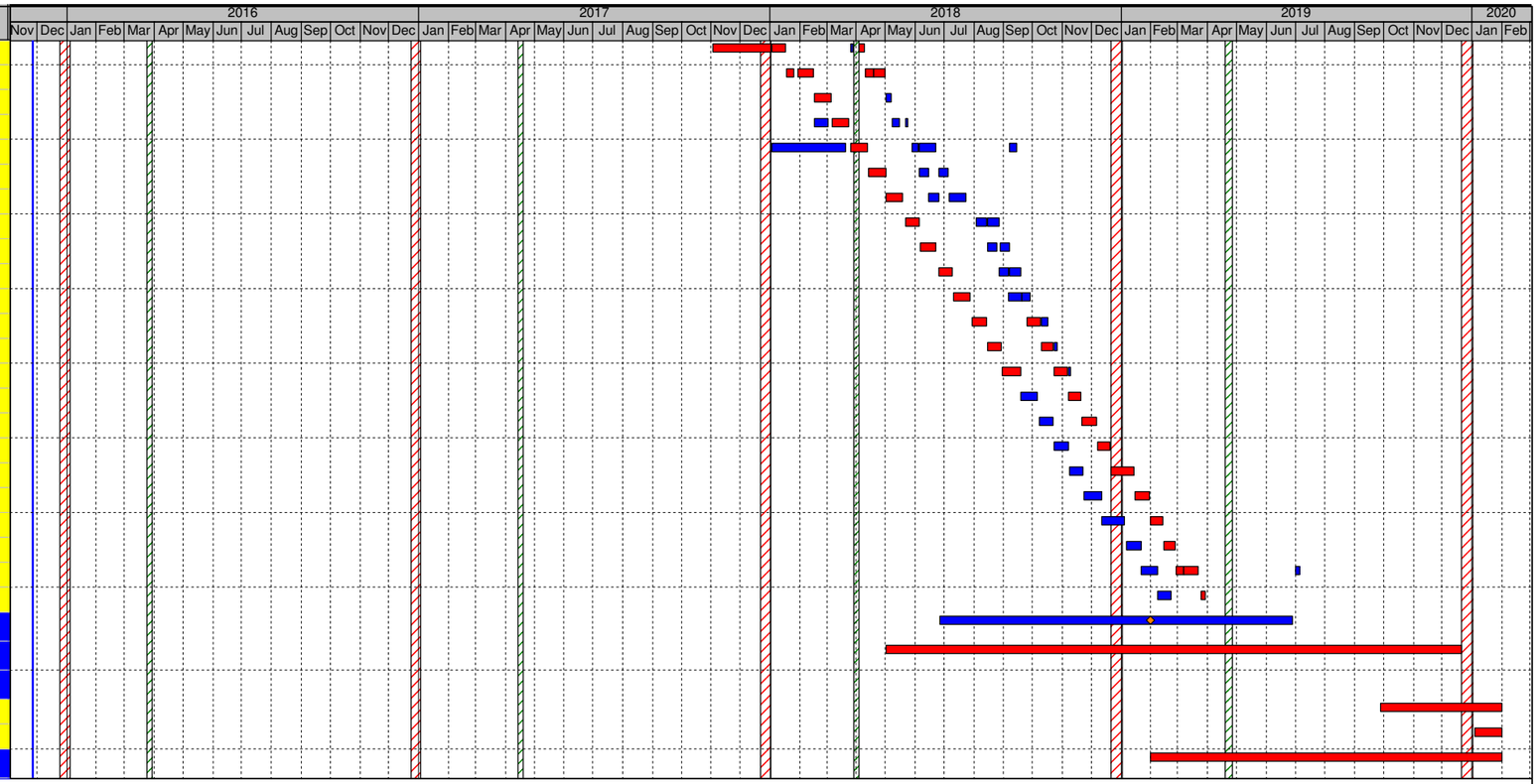
Preliminary Design & Construction Program

Project ID: TRS-1; Project Name: The Ribbon Sydney

Layout: Development Program rolled up, TASK filter: All Activities

Data Date 27-Nov-15, Print Run Date: 18-Dec-15, Page 1 of 2

Activity ID	Activity Name	Orig Durn	Start	Finish
	Level 3 (jump start floor) [2,750 sq.m]			
	Level 4 (Transfer) [3,221 sq.m]			
	Level 5 [1,914 sq.m]			
	Level 6 (Transfer) [2,479 sq.m]			
	Level 7 [3,536 sq.m]			
	Level 8 [3,349 sq.m]			
	Level 9 (Transfer) [3,442 sq.m]			
	Level 10 [3,401 sq.m]			
	Level 11 [3,341 sq.m]			
	Level 12 [3,132 sq.m]			
	Level 13 (Transfer) [3,075 sq.m]			
	Level 14 [2,995 sq.m]			
	Level 15 [2,905 sq.m]			
	Level 16 (Transfer) [2,827 sq.m]			
	Level 17 [1,897 sq.m]			
	Level 18 [2,413 sq.m]			
	Level 19 [2,158 sq.m]			
	Level 20 [1,888 sq.m]			
	Level 21 [1,026 sq.m]			
	Level 22 [1,565 sq.m]			
	Level 23 [820 sq.m]			
	Level 24 [579 sq.m]			
	Roof Framing			
	Envelope Works			
	Base Building Services & Finishes (inc. IMAX Cinema Lessor Works)			
	Lessee Fitout Works			
	IMAX Cinema			
	Retail Tenancies			
	Public Domain Works			



Remaining Level of Effort
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Start Milestone
Finish Milestone

Grocon

The Ribbon Sydney - Hotel / Serviced Apartment Scheme

Preliminary Design & Construction Program

Project ID: TRS-1; Project Name: The Ribbon Sydney

Layout: Development Program rolled up, TASK filter: All Activities

Data Date 27-Nov-15, Print Run Date: 18-Dec-15, Page 2 of 2

E. Demolition Management Plan

Project Management Plan

Demolition Management Plan (Construction Execution Plan)

Delta Pty Limited ABN: 67 007 069 794

Head Office: 83 Bourke Road
NSW, Australia. 2015
Telephone +61 2 8339 0588

PROJECT DETAILS

Date	12-05-15
Client Name	Grocon
Address	IMAX - 31 Wheat Road, Darling Harbour NSW 200
Project Description/Scope	THE RIBBON SYDNEY Demolition of the IMAX Theatre

DISCLAIMER

Controlled Documents:
The aforementioned companies have all been assessed and registered as complying with the requirements of AS/NZS4801, ISO14001 and ISO9001, therefore all documents within the Delta Group Integrated Management System (IMS) are known as "Controlled Documents".

Once a document is printed it becomes uncontrolled, it is thereafter known as an "Uncontrolled Document". Document revisions may be viewed in the document "Properties", documents will be reviewed on an as need basis. The controlled copy of all documents is on the computer network.

PMP	Name	Sign	Date
Prepared by:	Yasser Haragli		
Authorized by:	Richard Strong		
Project Manager:	Richard Strong		
Site Foreman:	James Vari		

EMERGENCY CONTACT NUMBERS

AMBULANCE:
FIRE:
POLICE:

DIAL 000

CONTACT	NAME / LOCATION	TELEPHONE
ELECTRICITY	**Energy Australia** Faults or Emergencies Below **Ausgrid**	**1800 596 517** **13 13 88**
GAS	**AGL -** 24 Hour Emergency Below **Envestra** **Jemena Gas Network**	**13 17 66** Mon to Fri 8am-6pm **1800 676 300** - 24 Hours **131 909** - 24 Hours
HOSPITAL	**St. Vincent's Hospital** 390 Victoria street Darlinghurst, NSW 2010	000 / (02) 8382 1111
DELTA PREFERRED DOCTOR	**Immex -** 561 Botany Road, Waterloo NSW 2017	(02) 9319 5999 – Mon to Fri 8am-6pm
CLOSEST GENERAL PRACTITIONER MEDICAL CENTRE	70 Pitt street, Sydney NSW 2000 OR 308 George St, Sydney NSW 2000	(02) 9231 1000 OR (02) 9231 3211
POISONS INFORMATION CENTRE	**NSW Poisons Information Centre** 212 Hawkesbury Road Westmead, NSW 2145	13 11 26
WORKCOVER	Lvl 10, Centennial Plaza Building C, 300 Elizabeth St, Sydney NSW 2000	13 10 50 / (02) 8260 5877
SECURITY FIRM	N/A	
STATE EMERGENCY SERVICE (SES)	NSW SES – 125 Railway Parade, Erskineville NSW 2043	**13 25 00 –** Storm and Flood Damage **9439 7766 –** General Enquiries
WATER SEWERAGE, DRAINAGE FAULTS	**Sydney Water**	13 20 90
ENVIRONMENTAL PROTECTION AUTHORITY (EPA)	**Department of Climate Change, Environment & Water** 59-61 Goulburn Street, Haymarket NSW 2000	(02) 9995 5000
TELSTRA EMERGENCY NUMBER	**http://www.telstra.com.au/help/contact-us/faults-technical-support/index.htm**	**13 2203**
CULTURAL/HERITAGE DISCOVERY & INCIDENTS	**Department of Climate Change, Environment & Water** 59-61 Goulburn Street, Haymarket NSW 2000	(02) 9995 5000
DELTA HEAD OFFICE	83 Bourke Road, Alexandria, 2015, NSW	02 8339 0588

Additional site information:

SITE KEY CONTACTS

☐ **PROJECT MANAGER**	Name:	Richard Strong
	Mobile No:	0458 955 166
☐ **PROJECT ENGINEER**	Name:	Angus Lumsden
	Mobile No:	0431 501 281
☐ **SITE ENGINEER**	Name:	Alex Wong
	Mobile No:	0408 571 085
☐ **OPERATIONS MANAGER**	Name:	Ben Shum
	Mobile No:	0423 796 946
☐ **SITE FOREMAN**	Name:	James Vari
	Mobile No:	0411 092 785
☐ **HSR/OHS REPRESENTATIVE**	Name:	TBA
	Mobile No:	
☐ **FIRST AID**	Name:	James Vari
	Mobile No:	0411 092 741
☐ **QSE MANAGER**	Name:	Yasser Haragli
	Mobile No:	0401 440 279

Table of Contents

1. AUTHORISATION AND CONTROL

a. AUTHORISATION

This Plan is authorised by the State General Manager. All project personnel are to ensure that their work activities and those of Project Consultants, Contractors and Suppliers are carried out in accordance with the requirements of this Plan.

b. DISTRIBUTION

This Plan is a Controlled Document and must be distributed and revised under the guidance of the Project Manager. People who hold Controlled copies are responsible for maintaining their copies up-to-date.

c. REVISION

The Project Manager will monitor the implementation of this Plan and review the need for change or improvements having due regard to:

- Change in work scope, client comments etc
- Internal and external audits
- Suggestions and comments from project personnel
- Incidence and frequency of non-conformance
- Necessity for corrective or preventative action
- Legal Update and Requirements
- Review by Delta Groups Management team
- Annual Review

All changes must be formally approved by the State Manager or Project Manager.
Changes to the recent revision will be highlighted.
The following table provides a record of amendments made to this document

Rev	*Date*	*Description*	*Page*	*Developed By*	*Approved By*
0	12-05-15	Document Creation	All	Yasser Haragli	Richard Strong
1					
2					
3					

Distribution Register			
Rev No.	*Date of Issue*	*Name of Recipient*	*Position / Organisation*
0	13-05-15	George Araujo / Anthony Baroni	Senior Project Engineer / Structure Manager - Grocon
1			
2			

2. OBJECTIVES & TARGETS

No.	Objective	Target	Evidence
1	Integration	Deliver Project as Per Delta Policies & procedures	**Project Audit Performance**
2	In Scope	100% Completion of Scope items	**Completion of ITP**
3	On Time	Deliver Project On Time as per contract	**No delay notices issued**
		Project Program developed by Delta achieved	**Achievement of Weekly Program**
4	On Cost	Achievement of Delta Budget and Cost Sheet	**Cost Sheet Reports**
5	Quality -Project delivered to a high standard -Undertake Quality Assurance & Control - Continual Improvement	Work to a standard that 0 Major (>$5k) Non-conformances issued,	**Issue of NCR requiring work exceeding $5k**
		Positive public Works feedback	**Grocon Feedback logged**
		Completed at defined intervals as determined by ITP's and Inspection frequency	**Inspections/Checklists completed**
		All Plant Materials, equipment delivered fit for purpose & on time Inspected, maintained, calibrated	**Observations and Internal Notices issued**
		Identify areas of Continual Improvement to systems or process	**Submission of improvement idea**
6	HR - Employee Management - Resource Mgt - Skilled & Competent workforce	Workers follow Deltas Safe work procedures and deliver quality workmanship	**Reduced Injuries** **SINS issued where appropriate**
		0 Industrial Disputes - regarding entitlements	**Signed EBA** **Timesheets accurately completed**
		4 Week Demand/ Capacity developed for life of project	**Delivered to Resource Manager**
		All Workers have required ticket, training, competence level to complete works	**Delivery of mandatory onsite training requirements**
7	Communication -Effective Consultation & Communication	Weekly Toolbox with standards agenda delivered	**Toolbox Talks Conducted**
		Project Coordination Conducted with standard agenda	**Meeting Minutes**
		Performance Reports submitted on Time	**Submission of Performance Report**
8	Risk Management -Provide a safe and incident free work environment	Weekly Site Inspections for duration of works	**Site Inspection Reports**
		Weekly Safe Work Observations for duration of works	**SWO completed**
		Corrective Action from Site Inspections/Audits closed out	**Outstanding Actions Report**
9	Procurement -contract Mgt -Subcontractor	Progress Claims submitted on due date both Contractor & Subcontractor	**Timely Payment of claims**
10	Environmental Management	Nil environmental breaches	**Work as per associated plans and ensure all materials treated and /or correctly disposed of.**

3. PROJECT INTRODUCTION AND SCOPE OF WORKS:

Delta has been engaged by Grocon for the demolition and civil works for The Ribbon Sydney Project.

The scope of works incudes:

1. Demolition
    a. Disconnection of services above ground
    b. Internal strip out
    c. Structural demolition including internal strip out
2. Civil
    a. Pile Platform installation
    b. Foundation piling
    c. Bulk excavation
    d. Detail excavation
    e. In ground concrete construction (footings etc)
    f. Installation of Wheat Road Diversion

Key issues of completing the project are:

- Safety- within the site and of surrounding receivers;
- Adjacent properties (including the Western Distributor);
- Environmental (Noise, Dust, Waterways);
- Programming;
- Mobile Plant;
- Access and Egress;
- Traffic Management and
- Nearby residents/businesses.

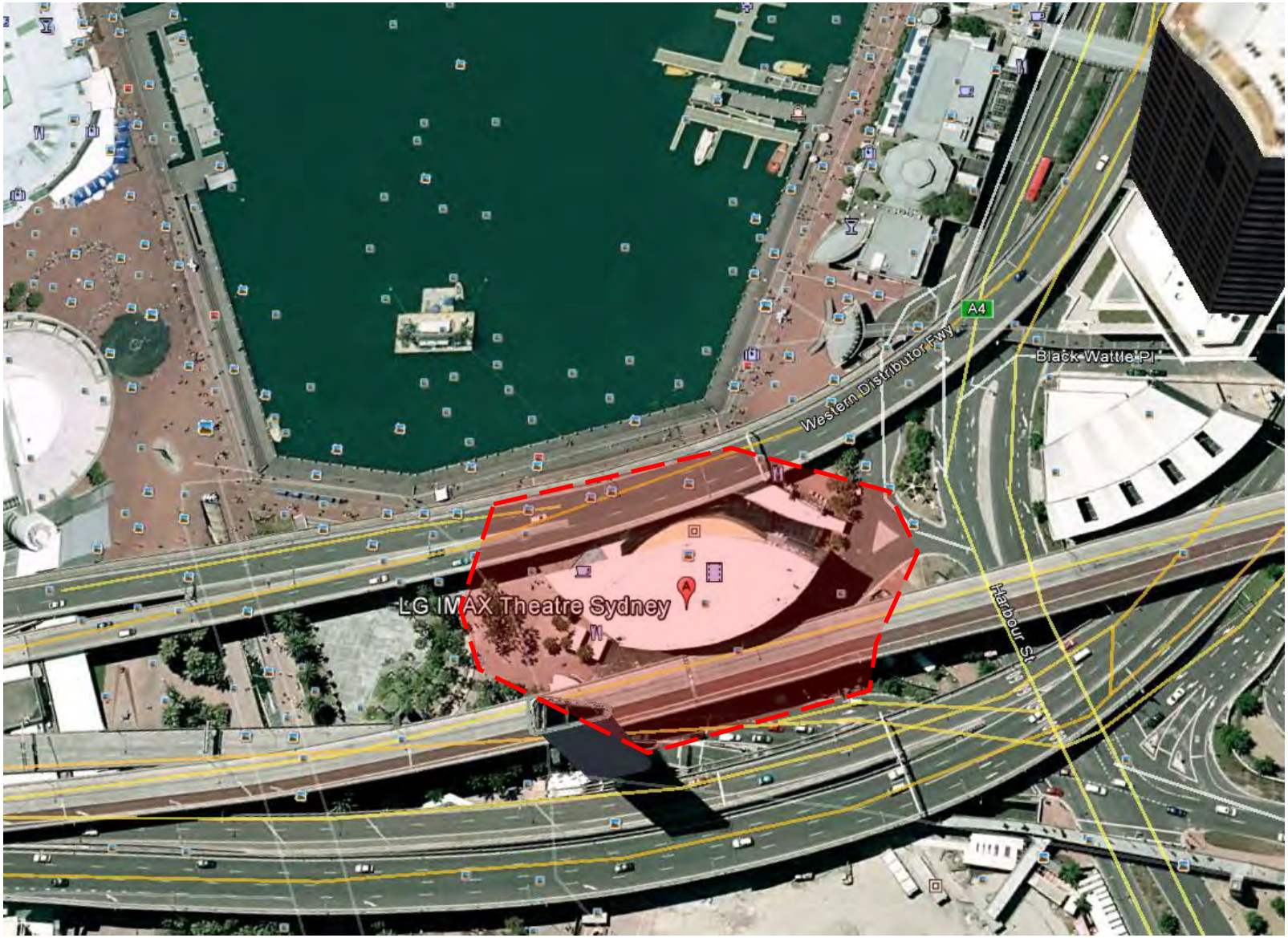
This Project Management Plan has been prepared to provide clients with a plan as to how the Delta will complete and administer the project for the duration of the works and in accordance with the requirements of relevant Australian Standards, Codes of Practice and Workplace Safety and Environmental Legislation.

This document details the procedures that need to be followed to ensure the works are delivered to Clients in accordance with the contract documents.

Delta will maintain its own records as well as comply with principal contractor requirements for the retention of records as per the subcontract, and with any legislative requirements.

This document serves as a road map to supporting documents including Site Safety, Quality and Environmental Management Systems.

4. LOCATION OF SITE



5. SITE INVESTIGATION

Proceeding preliminary investigations, the IMAX structure:

- Is a class 6 building (A shop or other building for the sale of goods by retail or the supply of services direct to the public).
- Has an approximate height of 22m to the peak of the suspended roof (from Level 1 SOG)
- Is approximately 65m in length and 35m at widest point
- Is constructed from a combination of structural steel and conventional concrete columns, concrete suspended slabs and slab on ground, internal masonry walls, external walls are a combination of concrete and cladding.
- Has a suspended roof structure by steel beams with roof cladding
- Does not have any hazardous materials identified
- Requires further clarification regarding the set out of perimeter hoardings and associated working space from boundary to structure.

6. ENGINEERING & DESIGN

Further Engineering investigation is required to:

- To determine suitable slab loads of suspended slabs for nominated plant to be used
- To determine suitability of existing Hay Lackey culvert protection structure as a interim trafficable haul road during initial stages of hand over from demolition to civil and during piling operations
- To determine suitability of Level 1 slab and subsurface geotechnical profile bearing capacity to utilise slab on ground as piling platform.

7. NOTIFICATIONS, PERMITS & INVESTIGATIONS

The following investigations and reports are required for the project:

- Dial before dig drawing
- Hazmat report/contaminated soil report
- Geotech report
- Dilapidation report (by others)
- Engineer report
- Surveyor
- Environmental report
- Service Locator
    - Gas
    - Water
    - Overhead power
    - Sewer
    - Etc.
    - Alarms/ fire service
- Underground Tanks

The following notifications are to be made and permits obtained for the project:

- Notice of Demolition to WorkCover
- Notice of Asbestos Removal to WorkCover (if found)
- Hoarding (By Grocon)
- Council DA/CC

- Occupancy Permits
- Asset Owners- Energy Australia, Trains, Busways
- Neighbours

Hardcopies will be kept in Job Folder

8. WORK METHODOLOGY

1. Site Establishment/mobilisation
    a. Obtain relevant permits/notifications
    b. Public Protection and Site Security Established
    c. Site Amenities and Site Signage Established
    d. Float machinery to site and equipment

3. Refer to *Appendix A* for Demolition Methodology

9. SEQUENCING & TIMING

Task Sequence	Program Timing(Weeks)
Site Mobilisation	Programme to be provided
Demolition	Programme to be provided
Civil	Programme to be provided
Site Demobilisation	Programme to be provided

10. INSPECTION TEST PLANS (ITP)

The following initial ITP's will be utilised on this project:

1. Demolition
2. Excavation works
3. Concrete Install

Further ITP's will be developed as required.

11. MONITORING REQUIREMENTS

Type	Conducted By	Frequency	Results cc'd to
Noise	TBC	Daily	TBC
Vibration	TBC	Daily	TBC
Water	TBC	Daily	TBC
Air	TBC	Daily	TBC

12. SITE ESTABLISHMENT

a. SITE SAFETY INDUCTION

Delta will provide a Site Safety Induction for all employees, subcontractors and personnel involved on the project.

Prior to induction, subcontractors and employees must provide evidence of all operating tickets or relevant competencies and health surveillance prior to commencement. Delta will maintain a record of competencies for all personnel under their control.

b. Working Hours

Project Working Hours as per DA	
Days	Hours
Monday	7am – 7pm
Tuesday	7am – 7pm
Wednesday	7am – 7pm
Thursday	7am – 7pm
Friday	7am – 7pm
Saturday	7am – 5pm
Sunday	N/A
Noise Respite Period	Mon – Fri 1200 hours to 1300 hours

c. Public & Property Protection

The site area will be securely hoarded (A-Class) by Grocon to delineate the work exclusion zone from any public or client areas.

d. Footpaths

Any footpaths around the demolition site will be maintained or diverted. Any disturbance created by Delta will be cleaned or rectified if able to do so.

e. Services & Utilities

All temporary power & services is to be completed by the appropriate asset owner, authorised or appropriately competent trades person.

Service sign off must be provided prior to any works or where services are to remain must be clearly identified (tales, spray paint, signs) and communicated to all site personnel through site induction, toolbox talks and site notice boards

Any works on services must follow Grocon or Asset owner Isolation & Tag Out Procedure.

The following services are the responsibility of, in conjunction with asset owner:

Service	Responsibility of
Gas	Grocon
Water	Grocon
Electricity	Delta Group (above ground) / Grocon (below ground)
Communication	Grocon
Alarm Systems	Grocon
Fire Service	Grocon

f. Signage and Amenities

When working as a subcontractor on the Darling Harbour Live Project, task and area specific signage will be provided unless directed otherwise by the Lend Lease.

Site Amenity	Location	Signage	Location
First Aid Room	TBC	TBC	TBC
Toilets (if principal contractor)	TBC	TBC	TBC
Lunchroom (if principal contractor)	TBC	TBC	TBC

Office	TBC	TBC	TBC
Change Room (if principal contractor)	TBC	TBC	TBC
Chemical Storage	TBC	TBC	TBC
Tool Shed	TBC	TBC	TBC

13. LICENSE/TICKET REQUIREMENTS

1.	Scaffold Erection		Qualified Scaffolder as per NOHSC 1006
2.	Crane Driver		Qualified Crane Drivers as per NOHSC 1006.
3.	Operation of hoist ≥ 11m		Hoist operating Certificate
4.	Operator of man hoist		Hoist operating Certificate
5.	Dogman		Dogman's Certificate
6.	Electrical Work		Licensed Electrician
7.	Plant Operator		Certificate of Competency for item of equipment
8.	Vehicle Operator		Relevant drivers licence A, B, C etc.
9.	Welding		Structural
10.	Welding	General Purpose	Certified welder
	Water and Sewer connection and supply	Licensed plumber/ Licensed Drainer	Competent Welder
11.	Gas plumbing – A/C Decommissioning etc.		Licensed gas plumber
12.	Elevated Work Platform (reach > 11m)		Certificate of competency as per NOHSC 1006
13.	Elevated Work Platform (reach < 11m)		Trained and competent
14.	Fall Arrest / Restraint Equipment		Trained and competent
15.	Confined Space Entry		Confined Space Entry trained and competent
16.	Asbestos Removal		Asbestos Removal Friable/Bonded
17.	Heights		Certificate of Competency – Working at Heights
18.	General Tools Equipment		Training in Delta Standard Operating Procedures
19.	Risk Management		Training in Risk Management
20.	Supervision		Training in Supervision

14. SUPPLIER & SUBCONTRACTOR MANAGEMENT

Required Suppliers & Subcontractors for work on this project site: -

1. Scaffold
2. Asbestos Removal (if friable)
3. Crane
4. Concrete Cutters
5. Steel supply and install
6. Concrete supply
7. Transport
8. Surveyor
9. Plant and equipment hire (if required)

Subcontractors are to provide all documents/procedures and processes as outlined in Delta Subcontractor OHSE Requirements **QF 026.**

All subcontractors are required to submit and maintain a Site Safety Plan that meets Delta minimum requirements as outlined in Delta Subcontractor OHSE Checklist **QF 027** prior to commencing works.
Subcontractors must submit all SWMS for review prior to commencing works. All SWMS must meet the Delta Audit Subcontractor SWMS criteria. **AUD 003.**

All subcontractors are to comply with all Delta Safety, Environment and Quality Procedures for the project.

Subcontractors are to ensure that they provide to Delta copies of all documents developed relating to the project e.g. Safety Plan, Registers, SWMS and provided in relevant job folder.

15. HAZARDOUS MATERIALS

A Hazardous materials survey is to be conducted prior to works commencing.

If found, HAZMAT on the project will be removed as detailed in specific HAZMAT Removal /Control Plan prior to any further works in the immediate area can occur. A clearance certificate must be provided

If further HAZMAT is identified works are to stop immediately in the area and Delta Site Foreman notified immediately, so that further investigation can take place and controls implemented.

Grocon will be notified of any suspected hazardous materials immediately to conduct additional testing if required of the materials. If deemed to be Hazardous, Grocon will give Delta instruction to mitigate the hazardous materials.

Delta will mitigate the hazardous materials accordingly depending on the type and nature of materials that are to be handled. Hygienists will be employed to inspect the hazardous materials once removed and the original location of them. If properly removed, a clearance certificate will be supplied to state that the removal has been completed.

16. RESOURCES

a. ANTICIPATED MAXIMUM RESOURCES FOR THE PROJECT

A detailed forecast will be developed at commencement and updated as project progresses.

Task	Type Of Resource	Anticipated Max Quantity
Site Management	Project manager Project / Site Engineer Site Manager	1 1 1
Operators	Excavator Bobcat Water Cart Crane Operator Scaffolders	2 2 1 1 10
Labourers	Labourer (including Riggers)	6

b. IMPORT

Imported materials to remain onsite will include steel reinforcement and concrete, and potentially include a recycled road base (i.e. DGB20) product for piling platform

c. MOBILE PLANT

1.	Excavators : Ranging from 5-47T
2.	Mobile Crane
3.	Bobcats
4.	Water Cart
5.	Roller

6.	Piling Rig
7.	Concrete Pump

d. EQUIPMENT

1.	Demo Saw	4.	Hammer, sheer, grabs, bucket attachments
2.	Oxy Set	5.	Props
3.	Hand Tools	6.	Laser Level

17. HANDLING AND DISPOSAL OF MATERIALS

It is proposed to use the following methods to handle demolished materials.

1. Excavators and bobcat to process material and stockpile material to maximise recycling
2. Excavators with bucket and grabs attachments to load out material in designated load out areas into trucks/bins
3. Trucks to transport material to approved recycling or waste management facility

18. TRANSPORT AND LOGISTICS

It is proposed to use the following transportation methods to transport materials.

1. Bin Trucks (Demolition Waste)
2. Semi-Trailers (Steel)
3. Truck and Dog (Rubble and Soil)

Materials will be taken to the following facilities:

1. Genesis Eastern Creek (Demolition Waste)
2. SIMS Metal (St Marys)
3. Boral Rydalmere (Rubble)
4. Soil (TBA subject to classification)

19. QUALITY MANAGEMENT

A Quality Management Plan has been developed for this project in conjunction with this project management plan. Refer to QMS Plan

20. SAFETY MANAGEMENT

A Safety Management Plan has been developed for this project in conjunction with this project management plan. Refer to OHSMS Plan

21. ENVIRONMENTAL PLAN

An Environmental Management Plan has been developed as a further reference to this PMP. The Environmental Management Plan is located in the site foreman folders and available upon request from the Delta project team. Refer to EMS Plan

22. HAZMAT MANAGEMENT

Refer to Dangerous Goods and Hazardous Substances Management Plan

An Asbestos Control Plan will be developed for this project if required.

23. TRAFFIC MANAGEMENT AND SITE ACCESS

As per Grocon Traffic Management Plan

24. EMERGENCY MANAGEMENT

A site specific Emergency Response Plan has been developed by Grocon. All site personnel are to be inducted into the Grocon Emergency Response Plan as a part of their site induction and will follow the directions issued by Grocon in the case of an evacuation being required.

Site Key Contacts are posted throughout the workplace

25. PROJECT DOCUMENT CONTROL PROCEDURE

a. Drawings and Shop Drawings

Further to issuing and receiving shop drawings (approved, rejected, or approved with comments) and acting on all transmitted information within the time parameters provided, Delta will on a weekly basis undertake a review of all Shop Drawing and Drawings Transmittal Module modules (information types) and ensure that ALL items have been actioned.

b. Correspondence

All correspondence with Delta and Grocon will be via Aconex, in accordance with the subcontract requirements.

c. Site Instructions (SIs)

SIs are submitted to Delta and Grocon via Aconex. **ALL** fields are completed and the SI is issued to the subcontractor works/project manager (site/project engineer) and the construction manager. SI response and close out are all logged and recorded on Project Web.

d. Request for Information (RFIs)

RFIs are submitted to Delta and Grocon via Aconex. **ALL** fields are completed and the RFI is issued to the subcontractor works manager (site/project engineer) and the construction manager. RFI response and close out are all logged and recorded on *Project Web.*

e. Samples

Samples will be submitted to Delta and Grocon and logged and recorded on the Project Samples Register. The sample will be presented to the necessary consultant and the client for approval, with Grocon providing written advice as to its approval.

f. Retention of Records

Delta will comply with *Lend Lease's* requirements for the retention of records as per the subcontract, and with any legislative requirements.

26. COMPLAINTS MANAGEMENT

If there is a complaint delta will work in consultation with Grocon to resolve the issue.

27. AUDIT PROGRAM FOR PROJECT

Delta audits its HSEQ procedures on a monthly basis as per its Integrated Management System Audit Schedule to ensure effective implementation and identify areas of improvement.

At a project level, Delta undertakes complete Project Audits to ensure implementation of Project specific management plans and procedures

1st Audit	within first 2 weeks on site – Project Start Up Audit – AUD 001
Follow Up Audits	Monthly after the Project Start Up Audit

28. ACCEPTANCE OF PROJECT MANAGEMENT PLAN

This Project Management Plan has been developed and viewed in consultation with the workers and it is read and signed by all persons involved in the plan. If a variation occurs to this Project Management Plan then management will communicate and re-induct the change to the work group whilst adjusting the work method methodology accordingly.

I hereby confirm that I have read and understand this Project Management Plan and I will ensure my work process is completed accordingly.

Project Manager Approval	Richard Strong
Signature	
Date	12/05/15

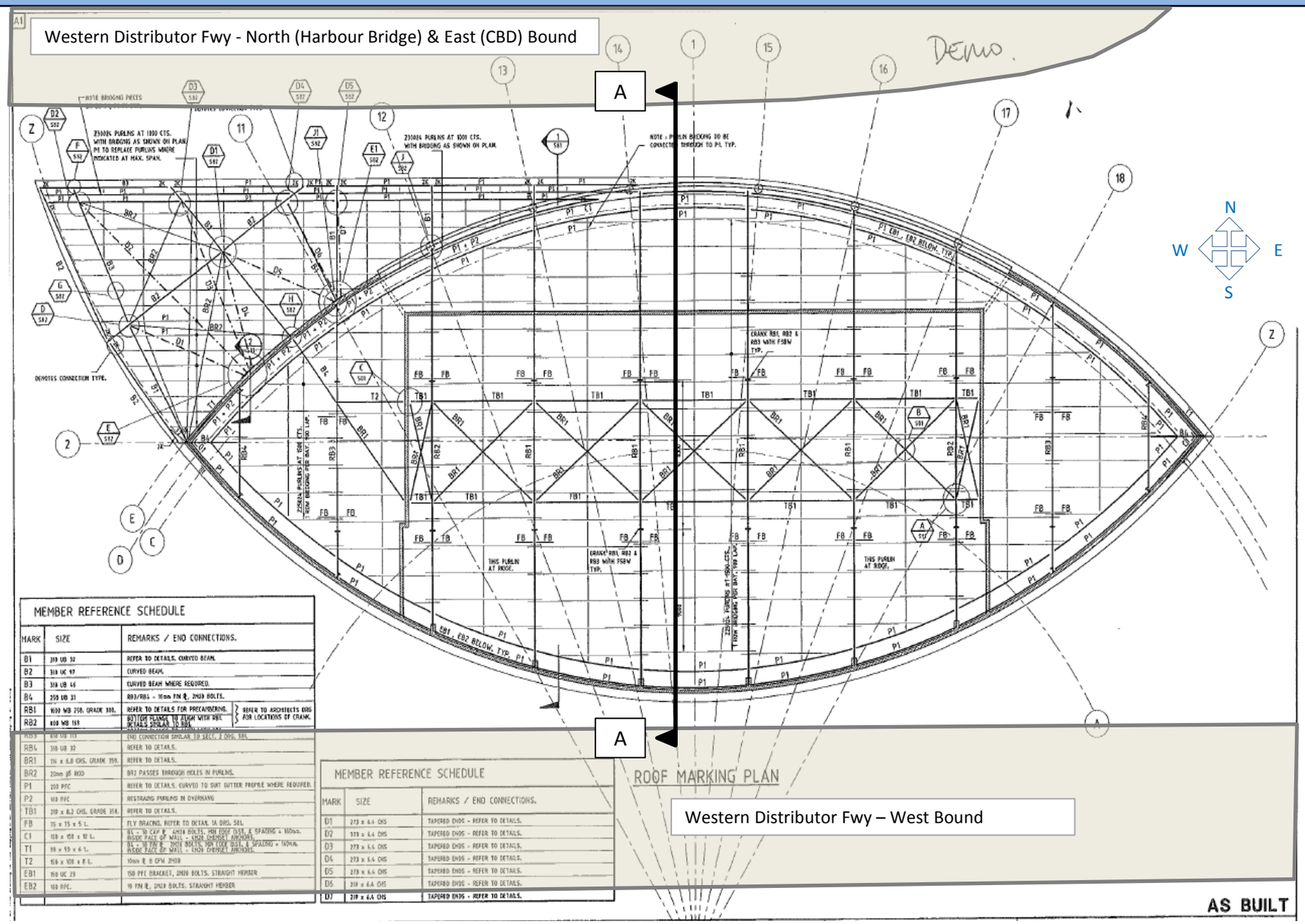
Inductee Name	Company/Title	Signature	Date

APPENDIX A: DEMOLITION METHODOLOGY

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

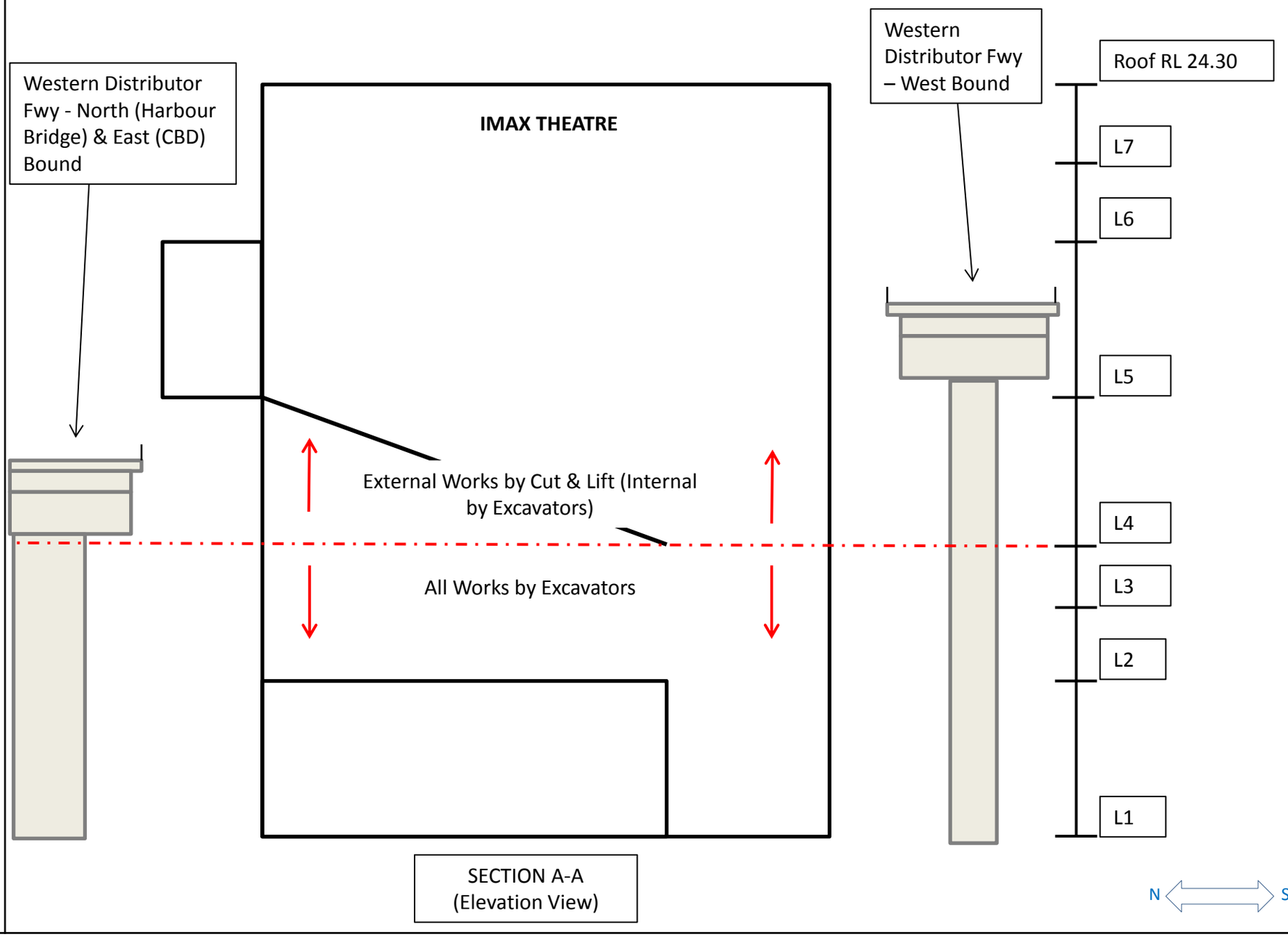
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
GN - 1	**General Notes:** • Demolition will be from top down • Harnesses to be worn during demolition process to remove roof structure • Scaffold to be erected after North/West corner removed • Internal slabs, walls and other structures to be demolished using small machines to level 3 • External walls to be demolished by cut and lift method using mobile crane (Assumed 10t blocks) to level 3 (Underside of Western Distributor) • Remainder of structure to be demolished from level 3 down using 45t excavators	

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

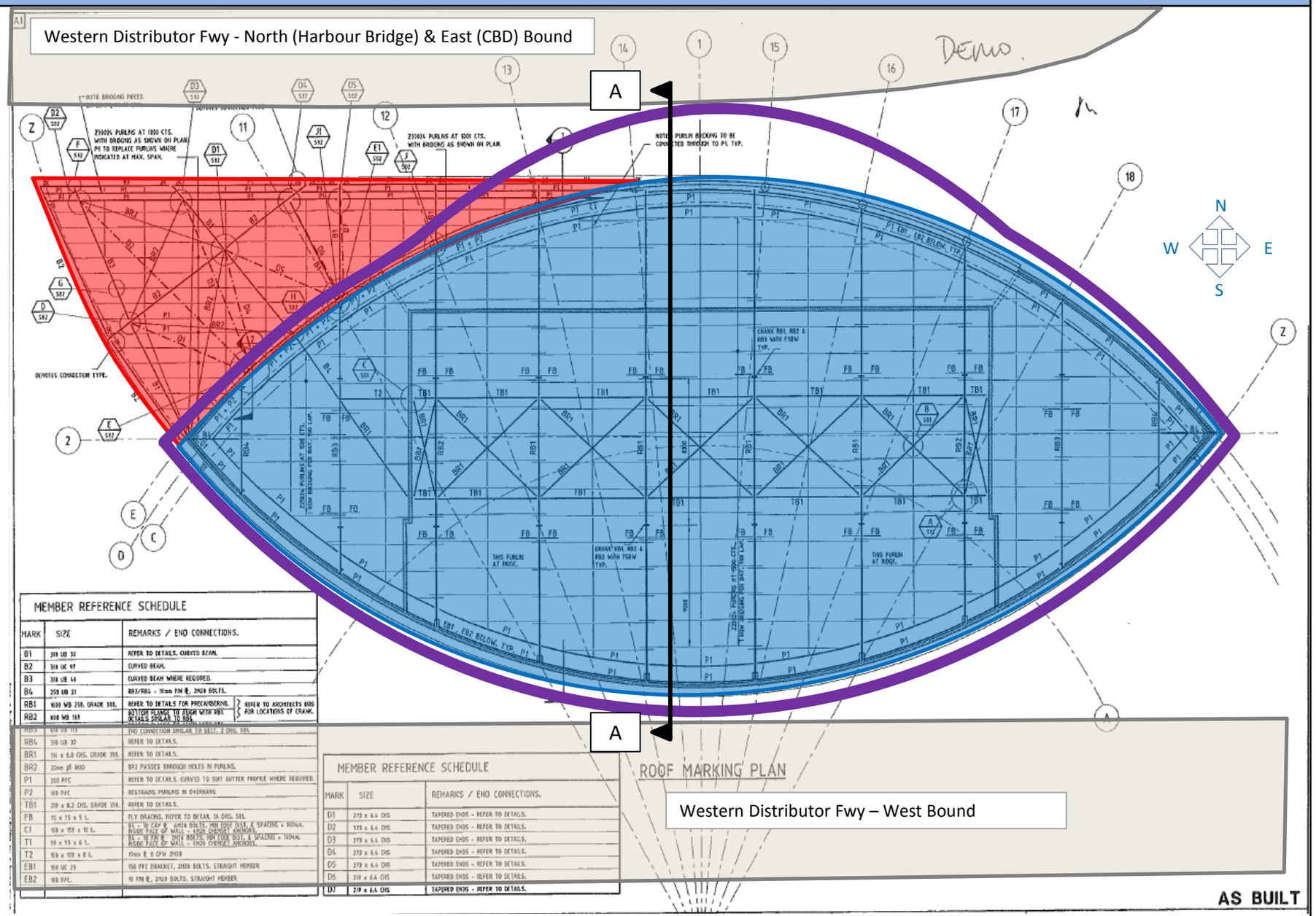
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
GN - 2	**General Notes:**	

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

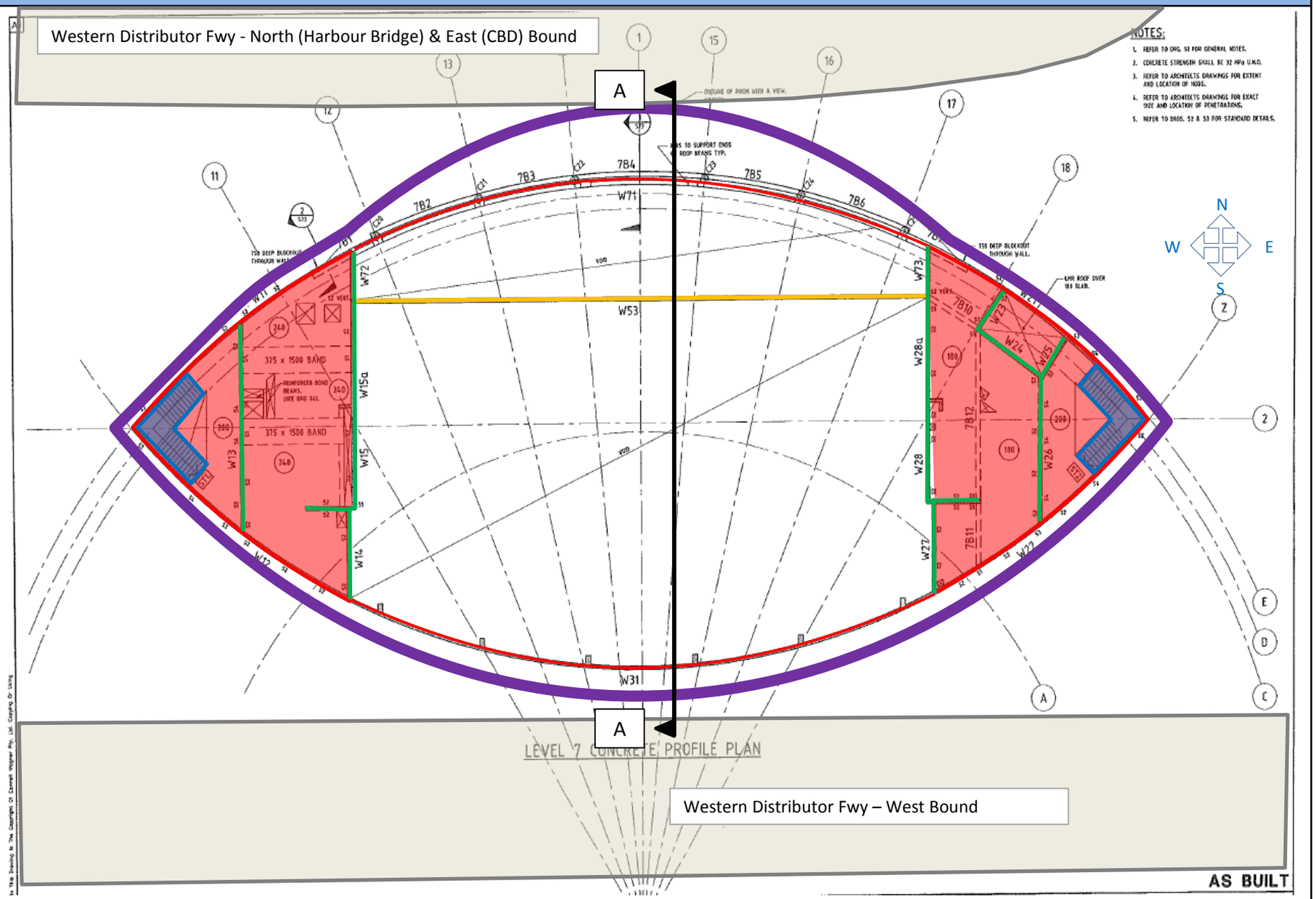
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
MD - 1	**Main Demolition (Roof):** • Red Section (N/W corner) to be removed first by peeling roof sheets back (from boom lift) and cutting and lifting steel members progressively utilising crane. • Scaffold to be erected (Shown in purple) to full extent of building. • Blue Section to be removed by peeling roof sheets back by workers working from above. • Blue section exposed steel roof members to then be cut in safe and manageable sections (from worker in boom lift or crane man box) and dropped within the building footprint under controlled conditions.	

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

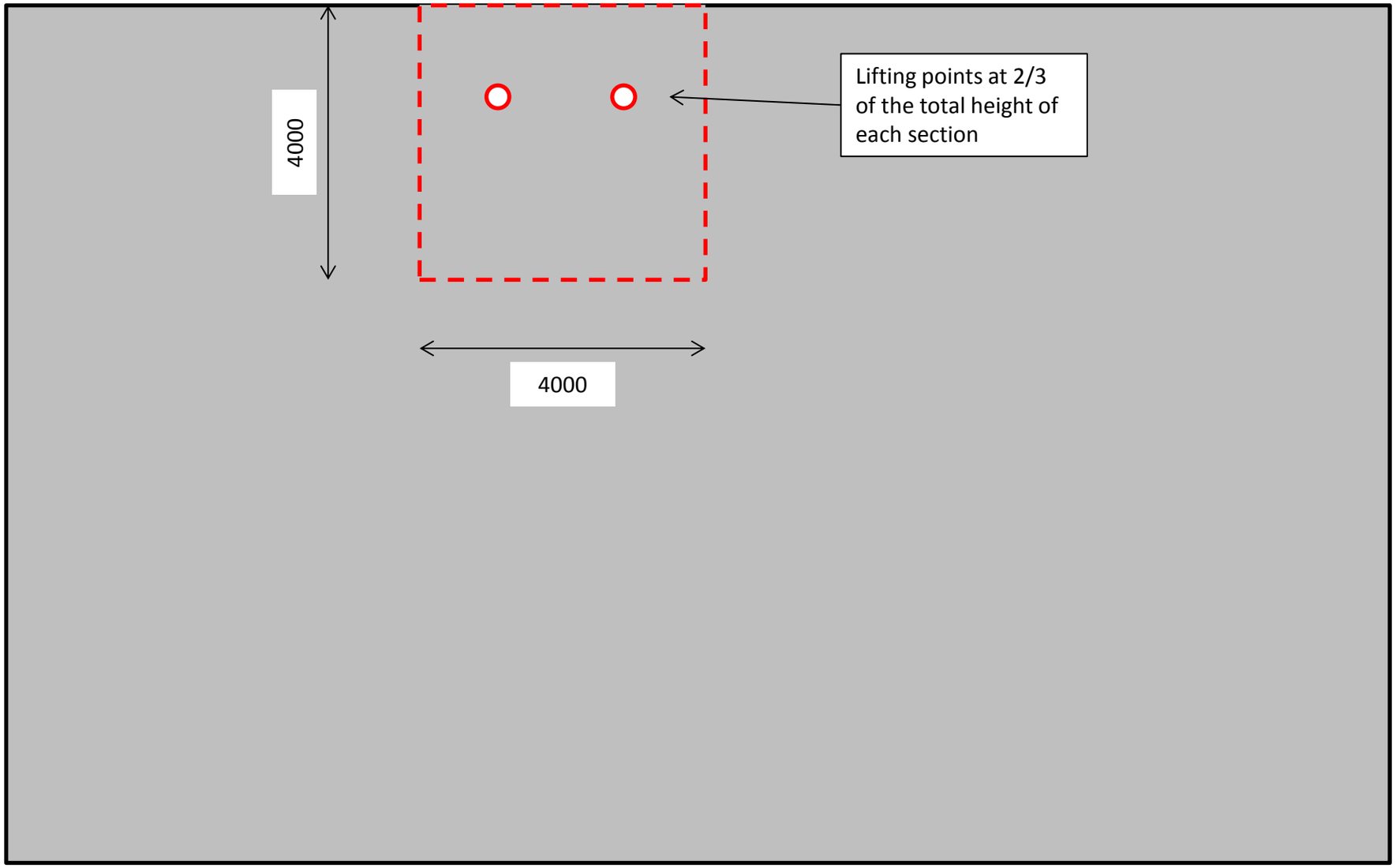
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
MD - 2	**Main Demolition (Level 7):** • 5 – 12t excavators (pending load rating of slabs) will be lifted onto the suspended slab (Red Shading). • Machines to break slab away from the middle and head towards the stair cases on the West and East. Walls in green to be demolished progressively. • Rubble will fall to the level below during this process. • Stairs to be demolished from top down as the excavators track / ramp down to the next level. • Wall shown in orange to be demolished using crushing jaw to be fitted onto crane. (detailed method shown in *Jaw Crushing Method*) • Outside walls shown in red are to be cut into 4x4m blocks and lifted down (Detailed method shown in *Cut and Lift Method*)	

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

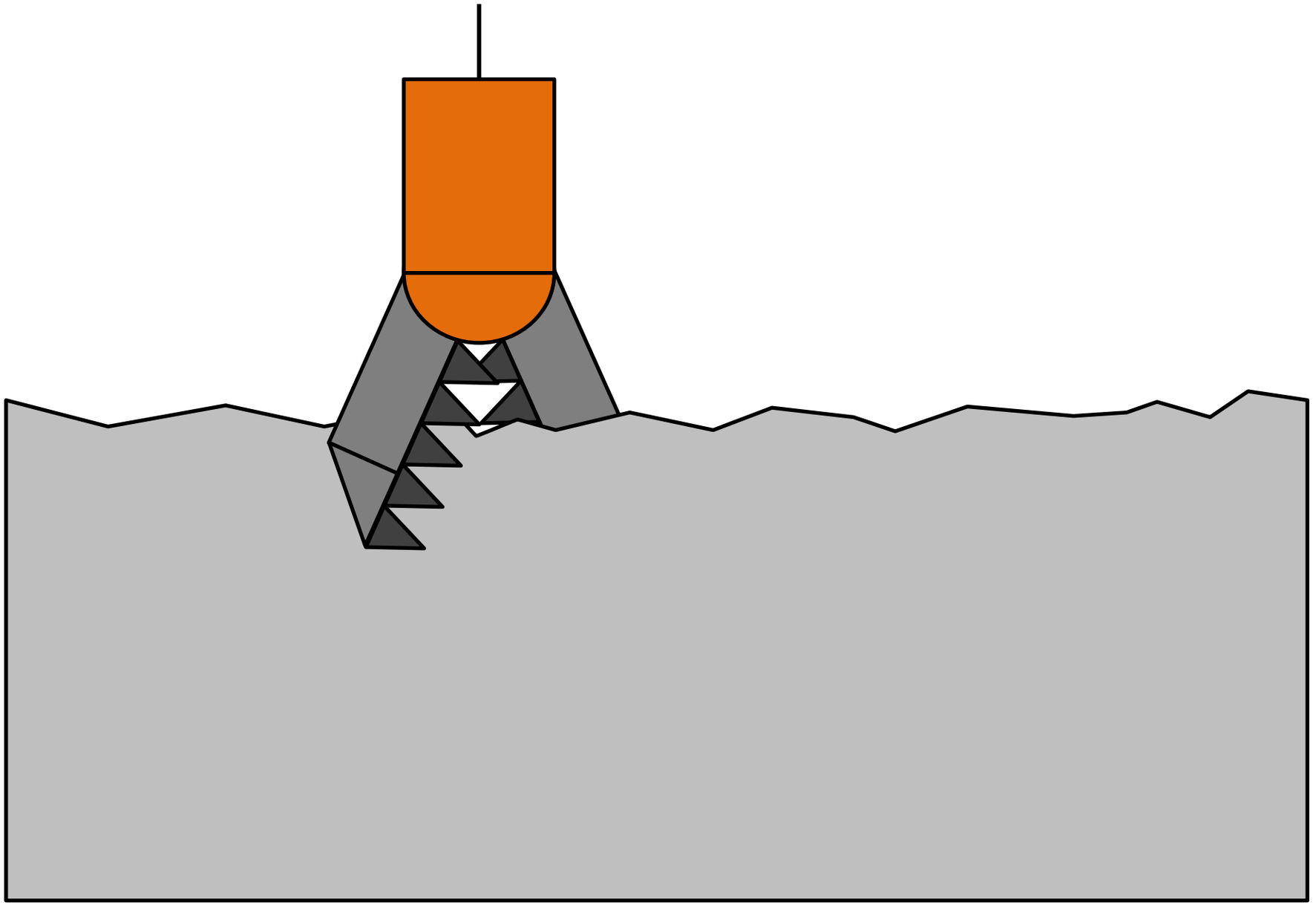
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
CL - 1	**Cut and Lift Method:** • Outside Walls to be cut into segments of 4m x 4m (Assumed 250mm thick) minimum. (Block sizes may be larger depending on capacity of crane at each radius.) • Each segments will have 2 x 100-150mm cores drilled through the sides to allow for the chains/slings to pass through. • Once the cores are made and the crane is fixed to the segment and taking the load, the perimeter will be cut to release the segments. • Once cut the crane will lift and lower the segment to a processing area.	

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

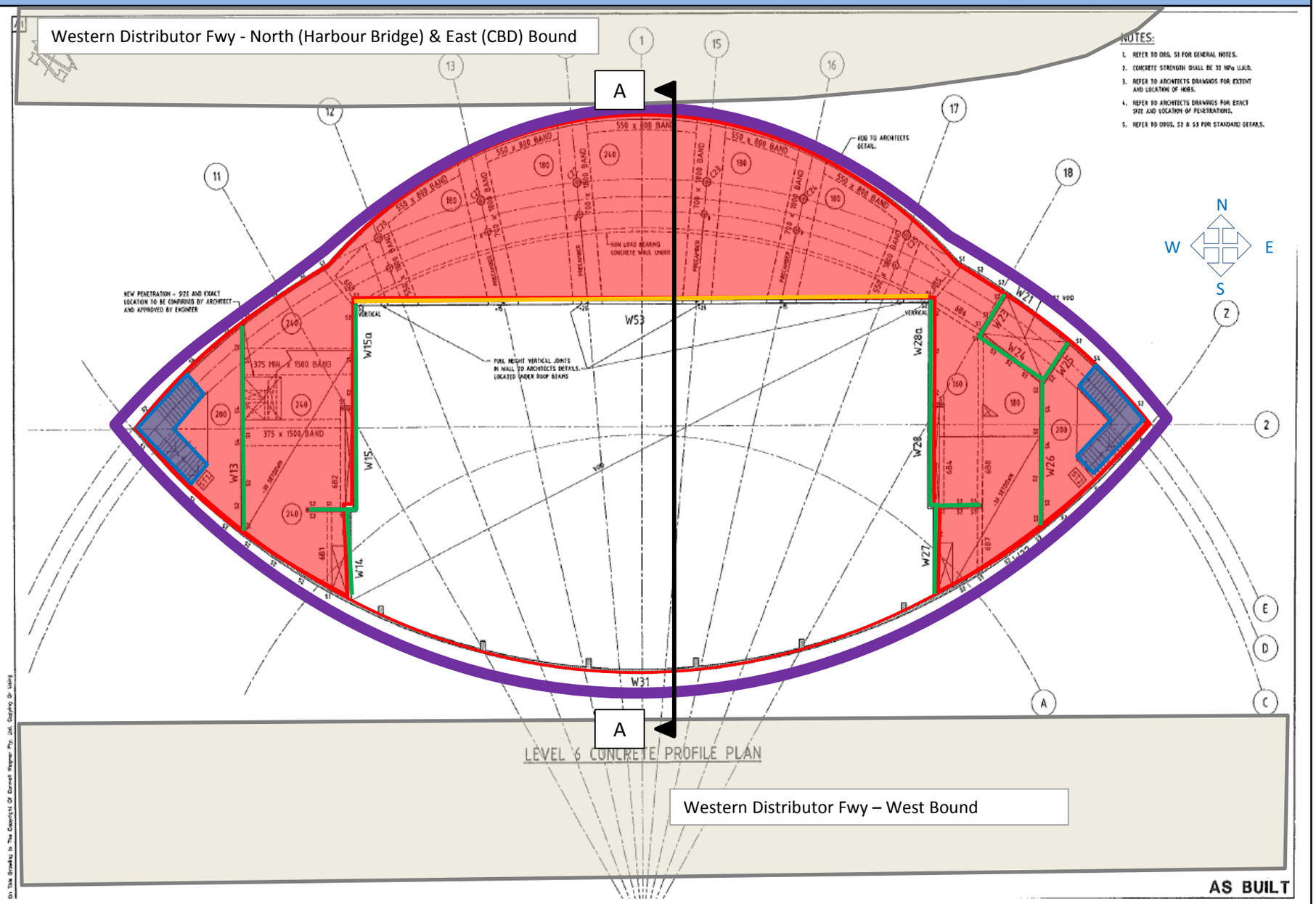
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
JC - 1	**Jaw Crushing Method:** • Jaw Crusher to be lowered by crane and fit over concrete walls. • Jaw crusher to munch wall progressively. • Hydraulics of crusher to be operated by hydraulics (from 20t excavator) from ground level.	

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

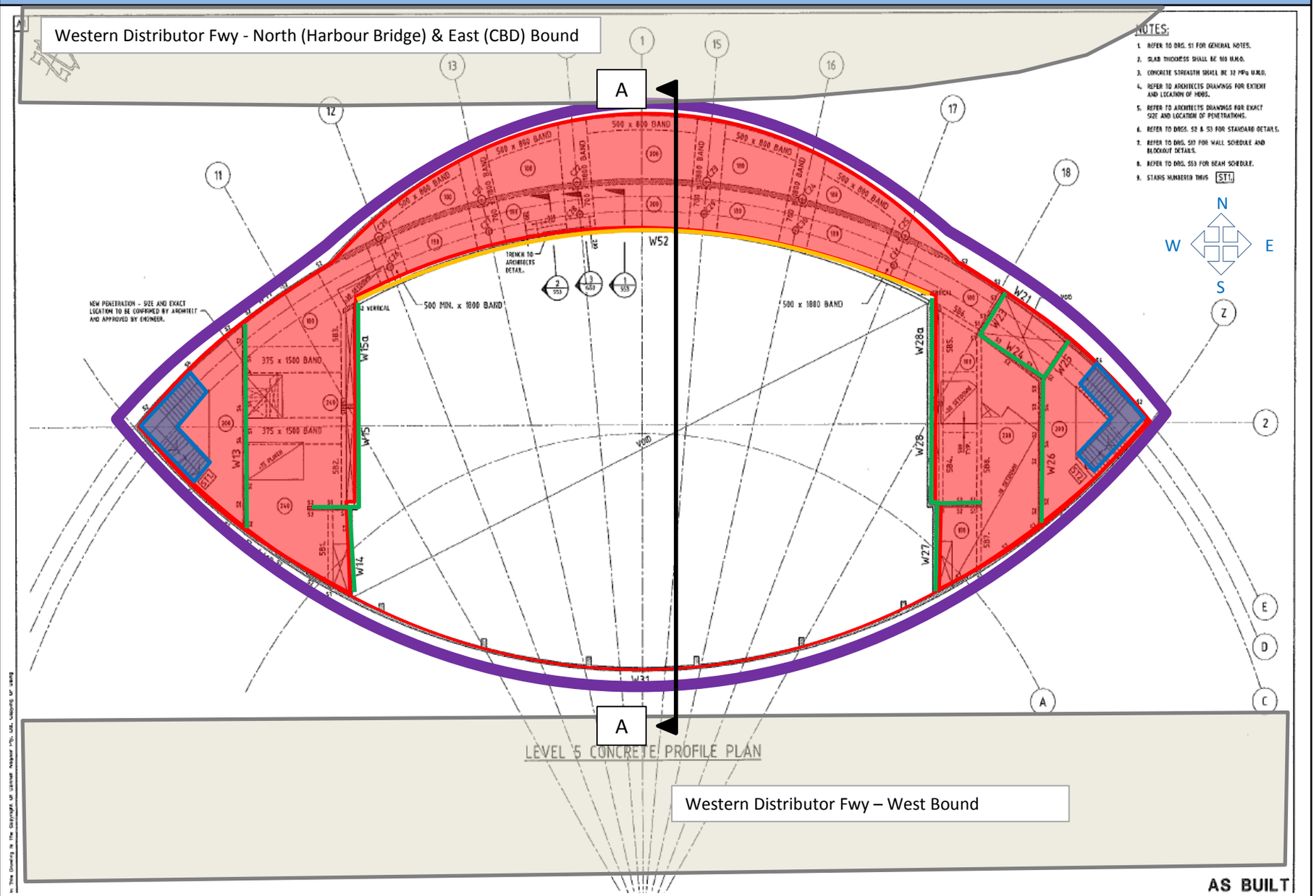
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
MD - 3	**Main Demolition (Level 6):** • Method as per step MD-2	

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

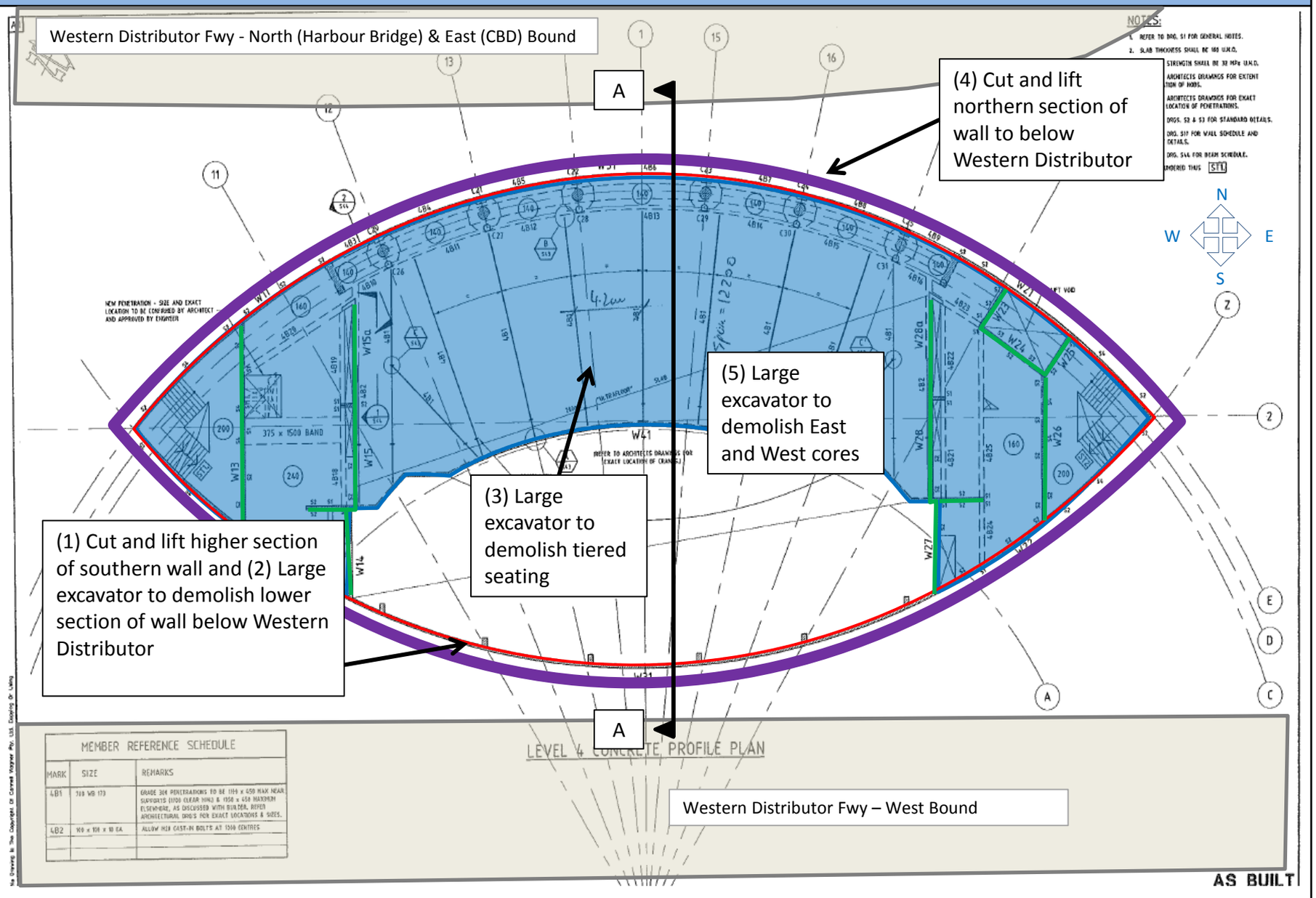
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
MD - 4	**Main Demolition (Level 5):** • Method as per step MD-2	

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

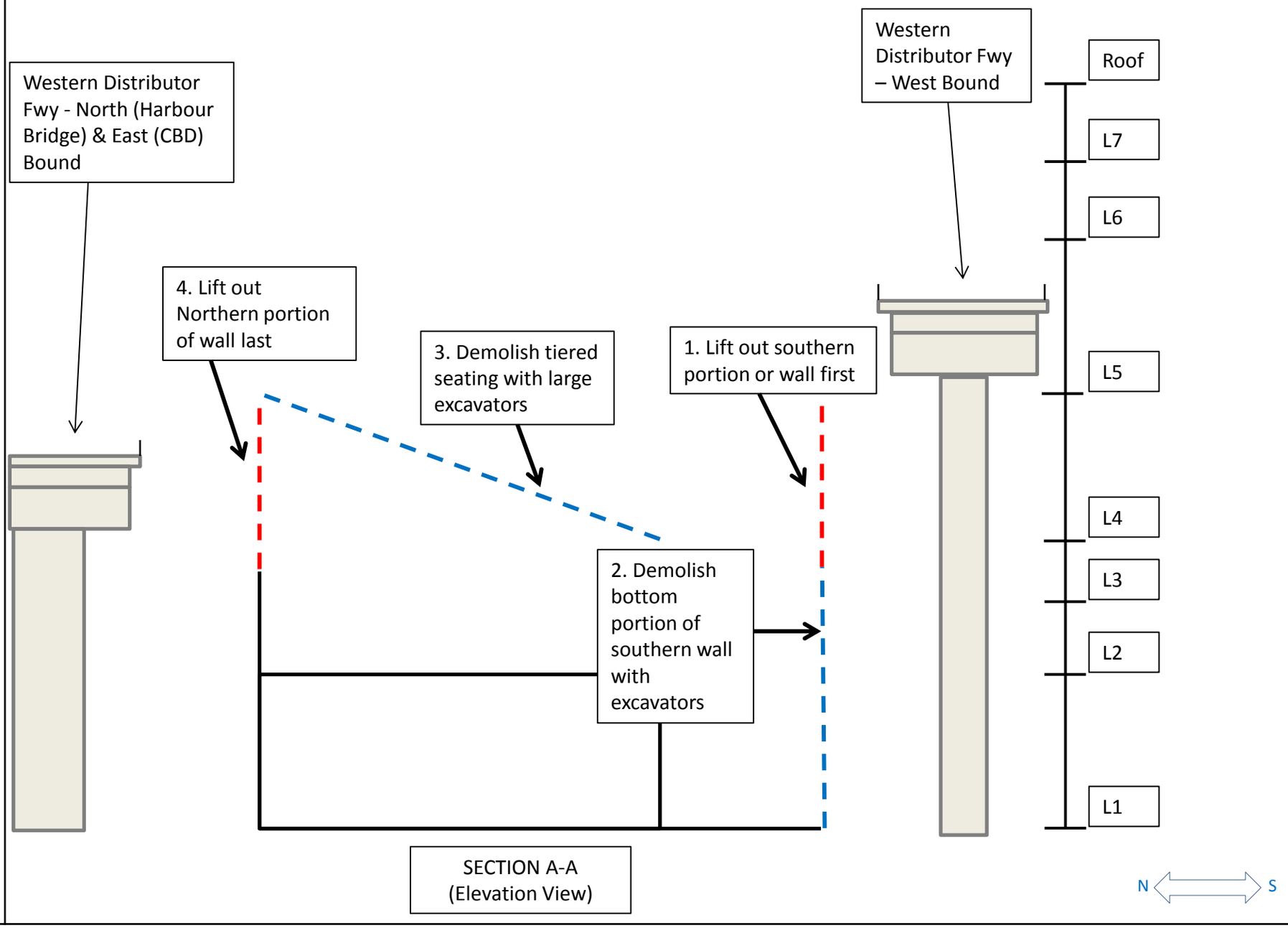
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
MD - 5	**Main Demolition (Level 4):** • Southern wall to be removed by cut and lift sequence (Detailed method shown in *Cut and Lift Method*). The southern scaffold will then be dismantled • Large excavators will then demolish bottom portion of southern wall • Large excavators to demolish the tiered seating arrangement • Northern Wall to be cut and lifted out (Detailed method shown in *Cut and Lift Method*) and remove scaffold • Large excavators to demolish the Eastern and Western cores	

Methodology

Project: The Ribbon
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
MD - 5	**Main Demolition (Level 4):** • Refer to previous slide for sequence	

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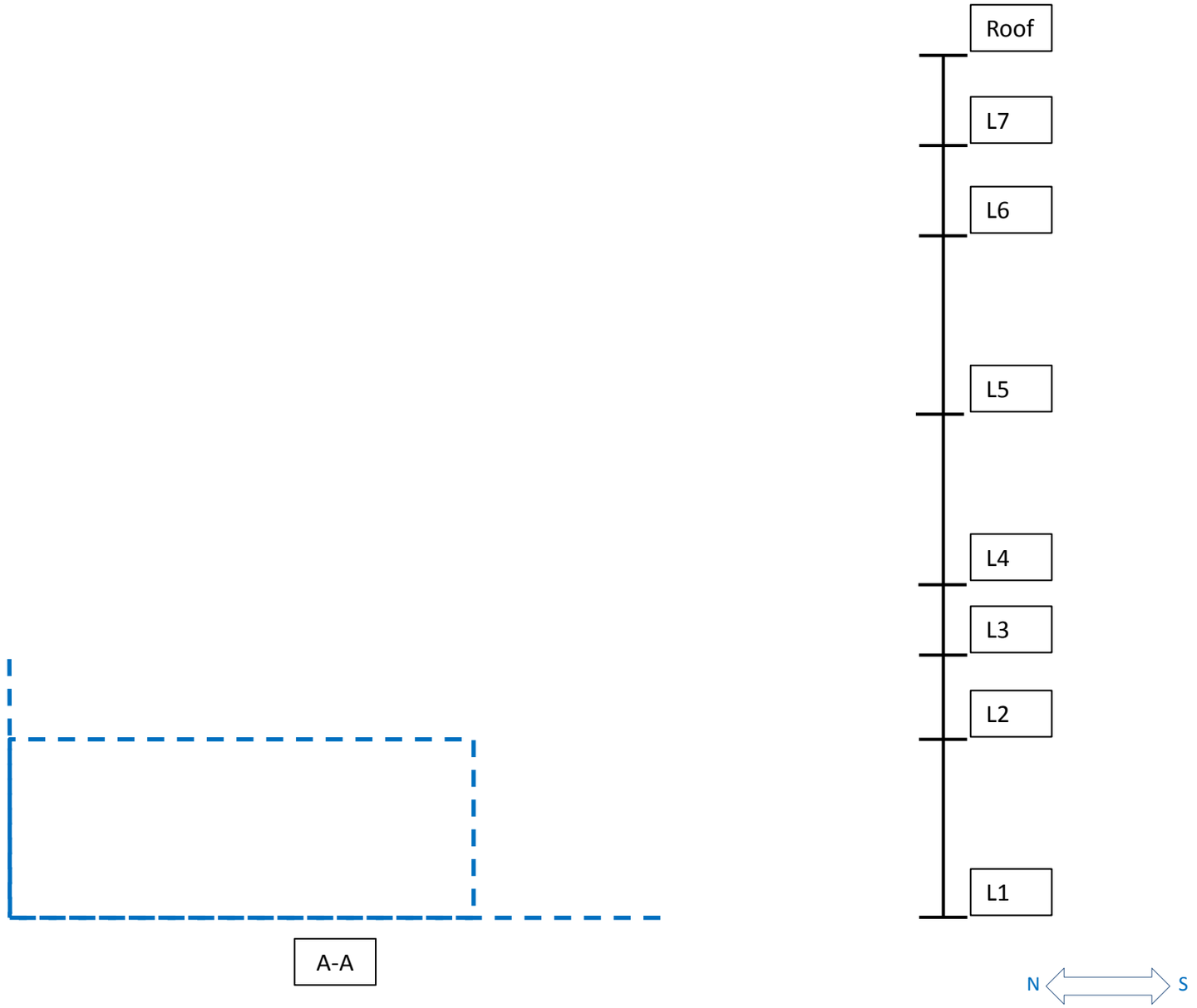
Date – Revision: 12/05/2014 – Rev 1

Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
MD - 6	**Main Demolition (Level 3 & 2):** • Once the structure has been demolished to level 3 scaffold will be removed completely • Working from South to North and top down 45t excavators using a combination of pulverises and hammers to demolish the structure to level 1 slab. • The commencement of Level 3 & 2 demolition, will initiate the commencement of a **staged demolition / civil handover**.	

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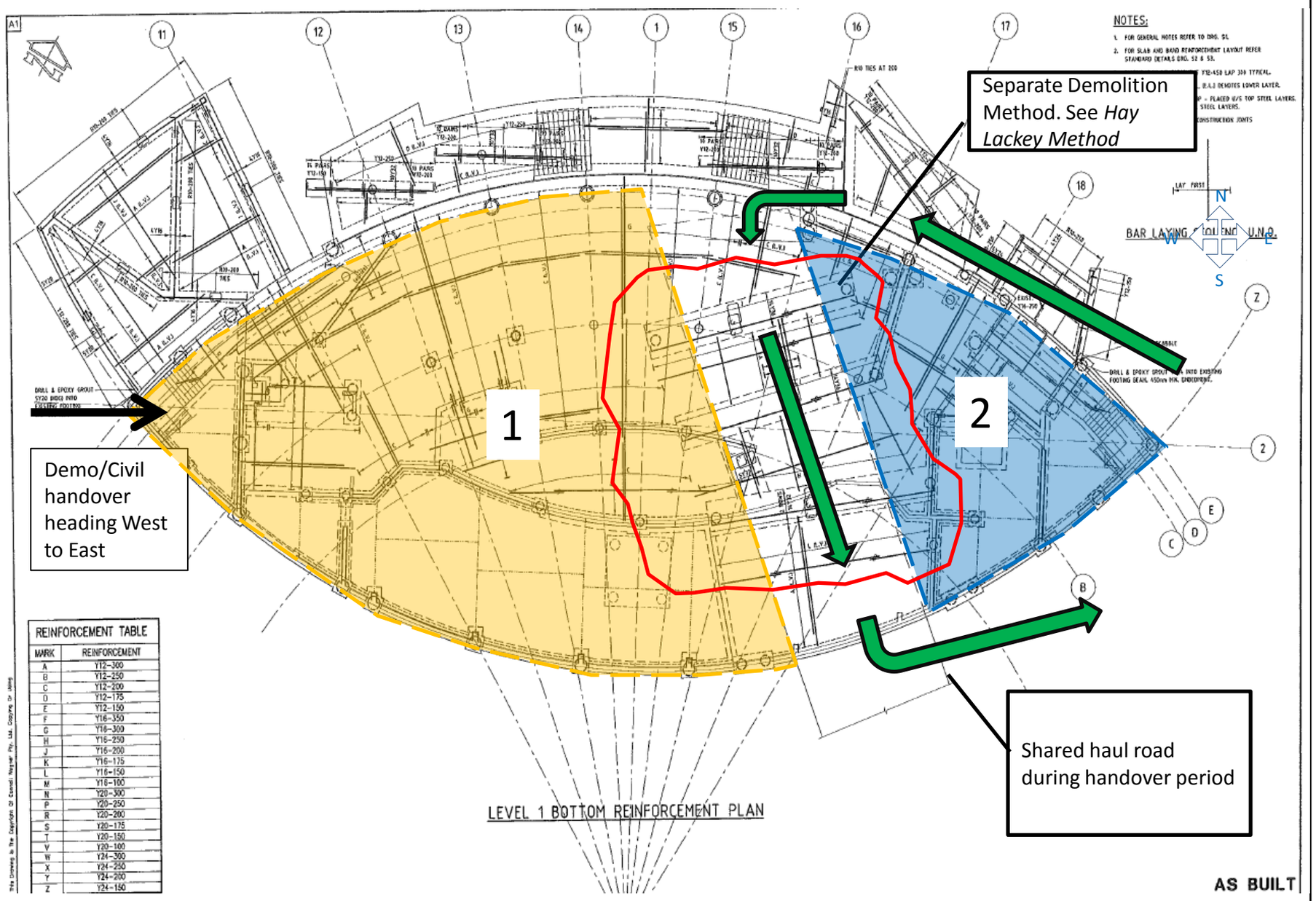
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
MD - 7	**Main Demolition (Level 1 SOG):** • As the demolition team finishes the final stages of demolition (L3 & L2), the civil team will be handed over level 1 slab on ground progressively. • Subject to geotechnical suitability, slab will be utilised as piling platform with pockets created locally for piling NOTE: Remaining sequence must be read in conjunction with *Civil Methodology* • Proceeding all piling works, Level 1 slab will be demolished using 45t excavators heading West to East. • The excavators will pull up the slab using hammers, buckets and ripping attachments. • Section show in red will be carefully demolished as shown in *Hay Lackey Method*	

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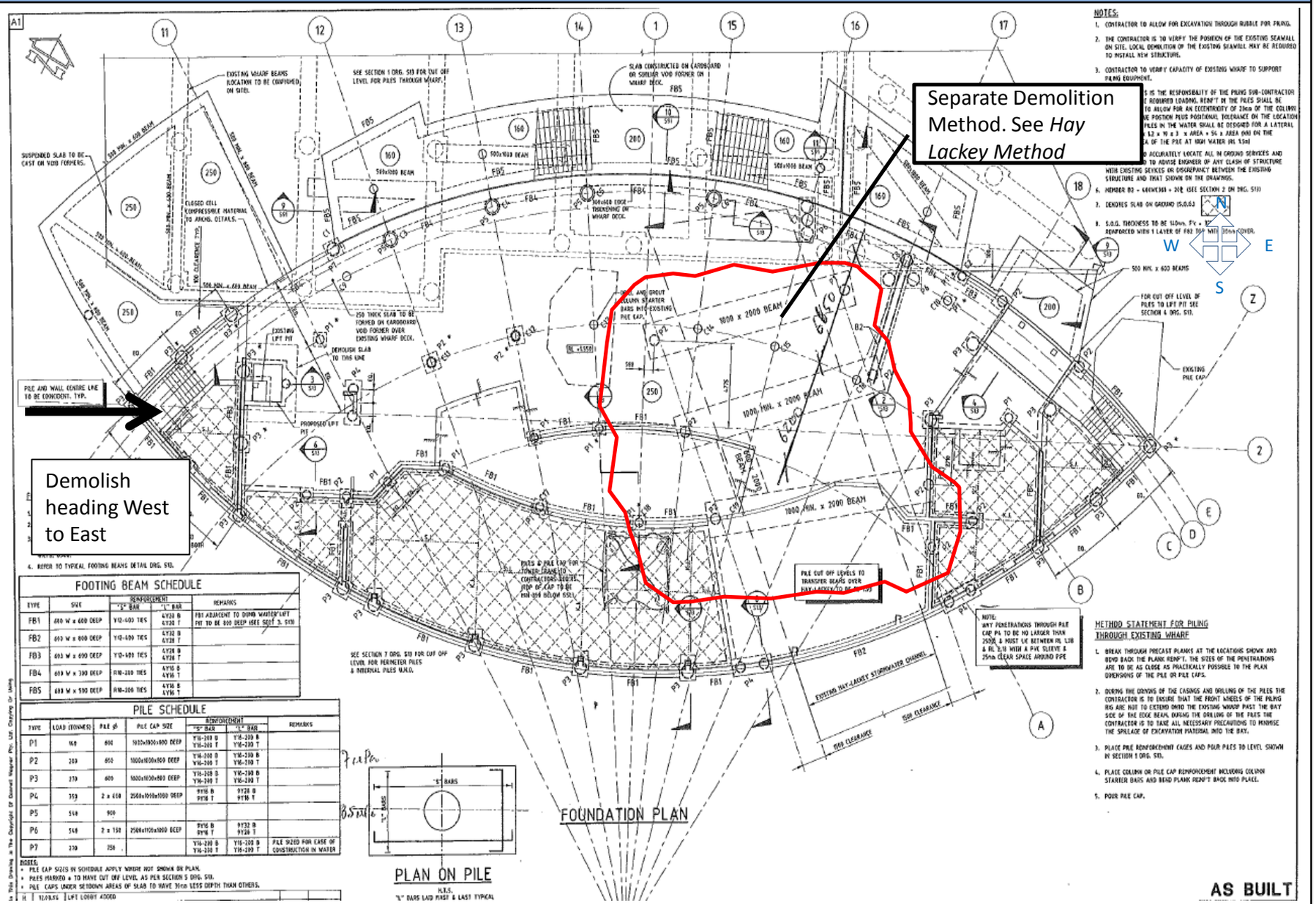
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
MD - 8	**Main Demolition (Footings):** • Footings to be removed (excluding piles) will be demolished using 45t excavators heading West to East. • The excavators will demolish the footings using hammers, buckets and ripping attachments.	

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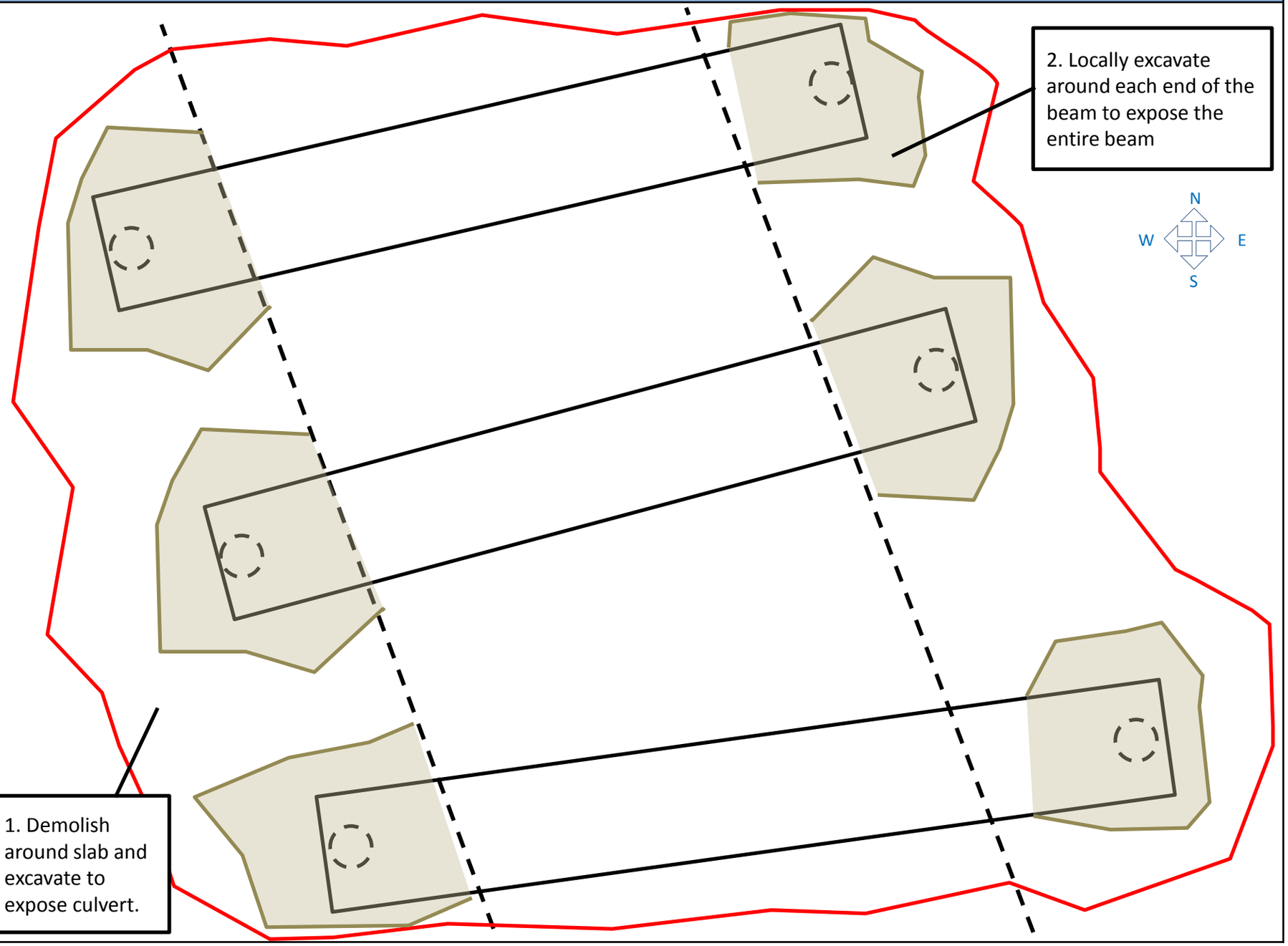
Date – Revision: 12/05/2014 – Rev 1

Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
HLM1: 1-3	**Hay Lackey Method 1:** • After proceeding as far as practical with civil works, demolish remaining 250mm slab around the Hay Lackey Culvert leaving the beams in tact. • Locally Excavate carefully around the sides of the beams to expose the piles underneath and the top of the Hay Lackey Culvert • Allow surveyor to pick up the location of the Hay Lackey Culvert	

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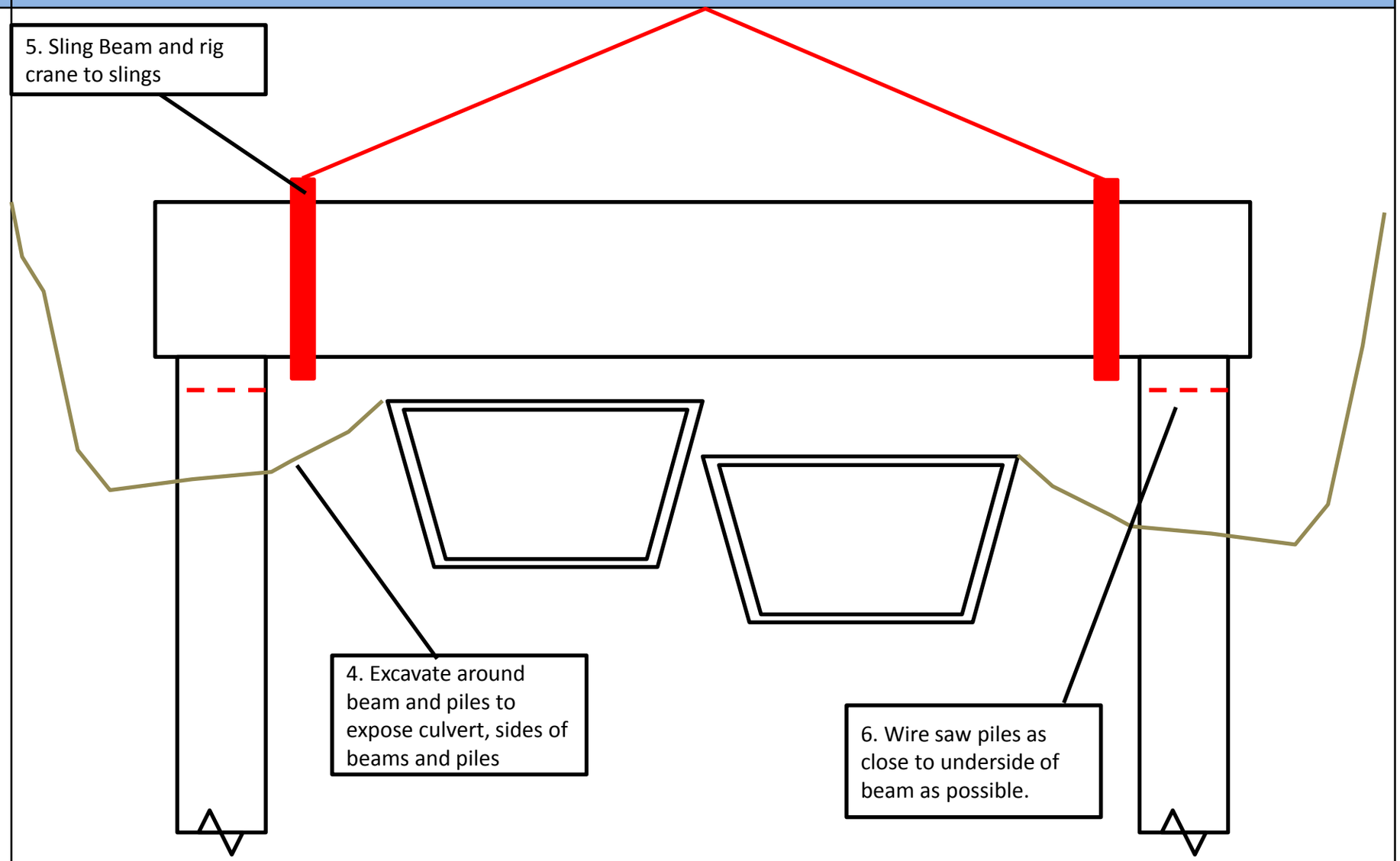
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
HLM1: 4-6	**<u>Hay Lackey Method 1:</u>** • Excavate under the beams to expose the beam entirely at each end of the beam • Sling the beam to crane ready for lifting • Use wire saw to cut through the existing pile and lift out beam.	

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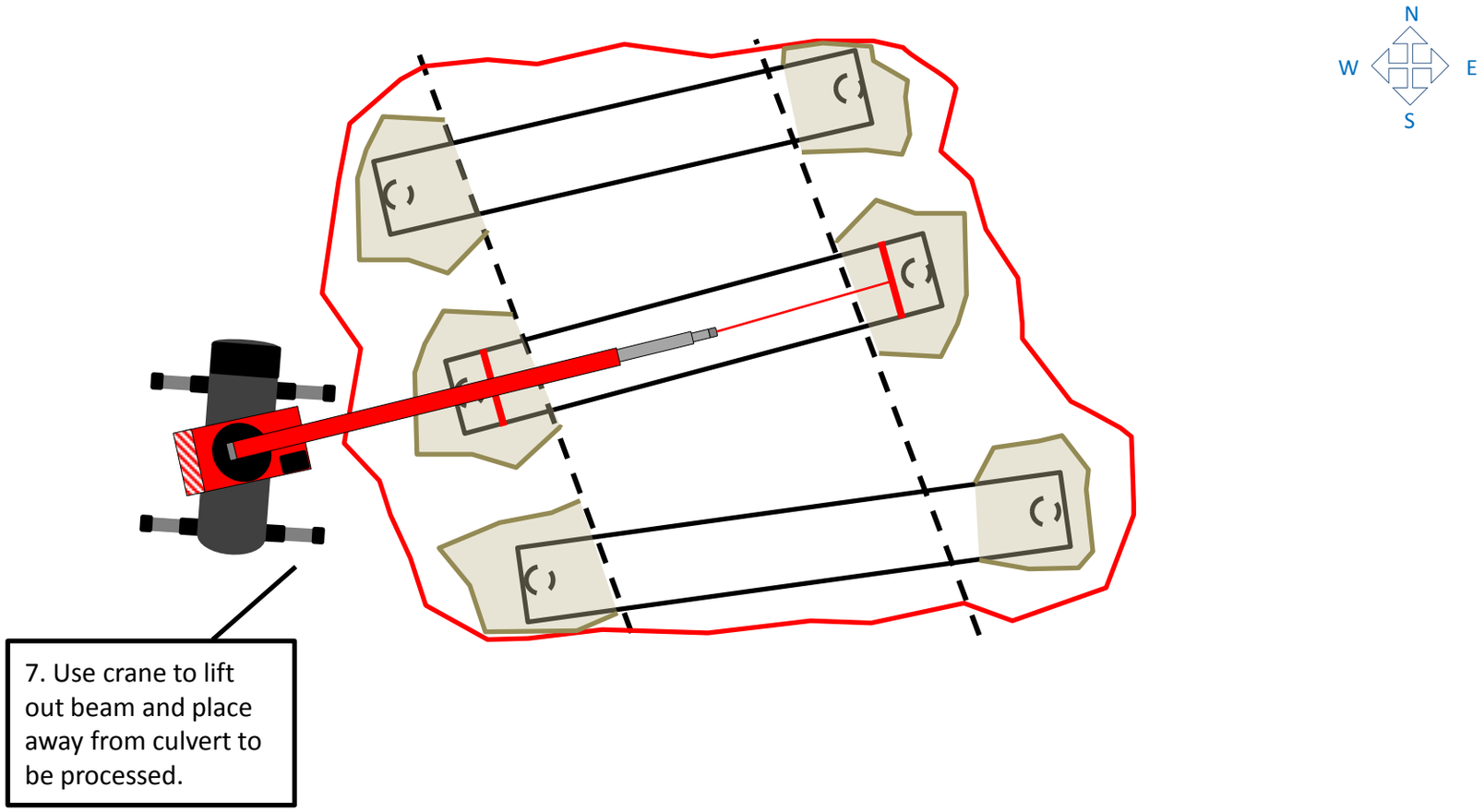
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
HLM1: 7	**Hay Lackey Method 1:** • Lift out beams to be processed by machines.	

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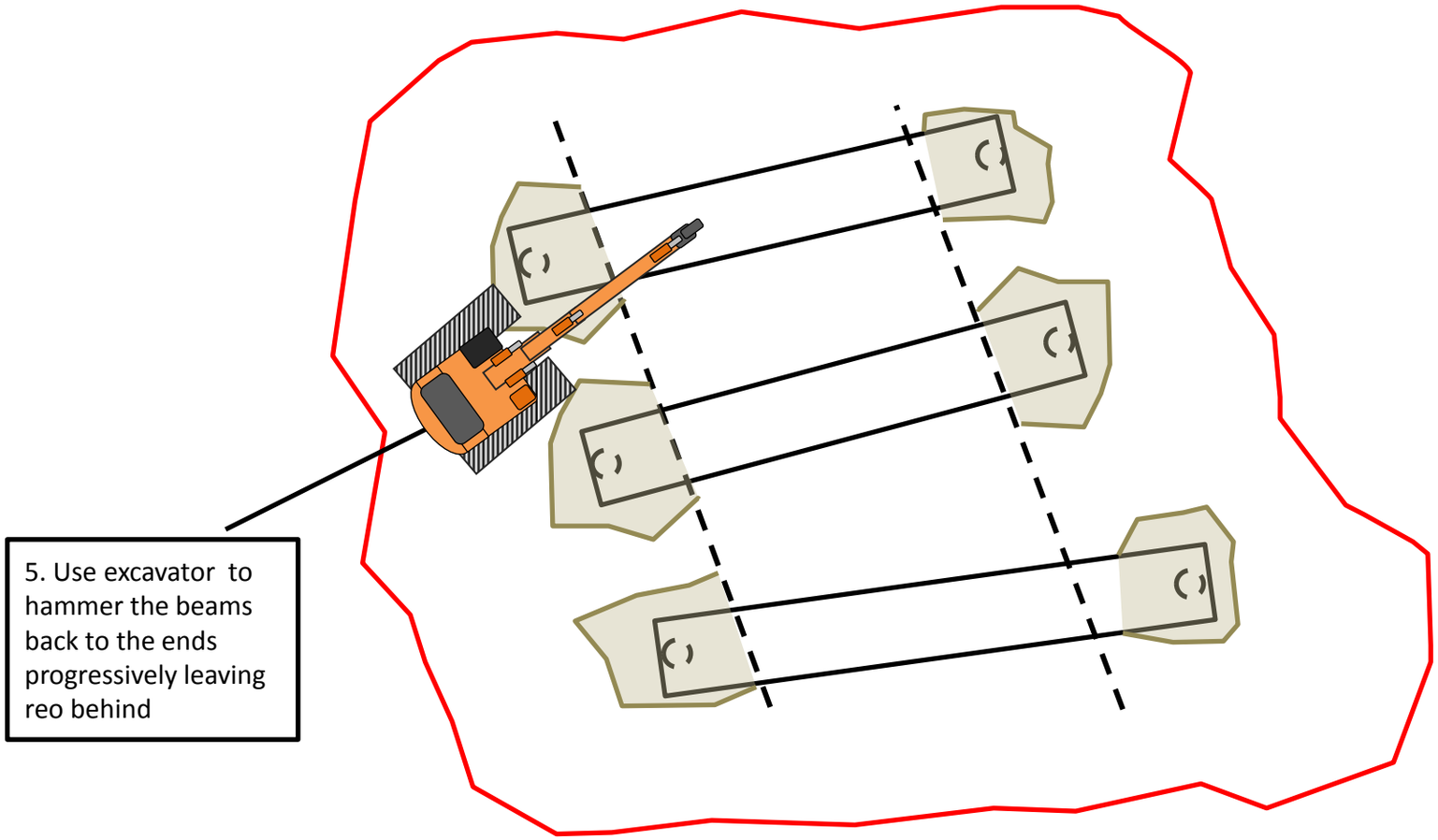
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
HLM2: 5	**<u>Hay Lackey Method 2:</u>** 1. Demolish 250mm slab around the Hay Lackey Culvert leaving the beams in tact. 2. Locally Excavate carefully around the sides of the beams to expose the piles underneath and the top of the Hay Lackey Culvert 3. Allow Surveyor to pick up the location of the Hay Lackey Culvert 4. Excavate under the beams to expose the beam entirely at each end of the beam 5. Use Excavator with hammer attachment to hammer the beam from the middle working towards the ends progressively leaving the reinforcement in tact 6. Break back the ends of the beams by hammering to the pile 7. Cut out the reinforcement using oxy/LPG sets	

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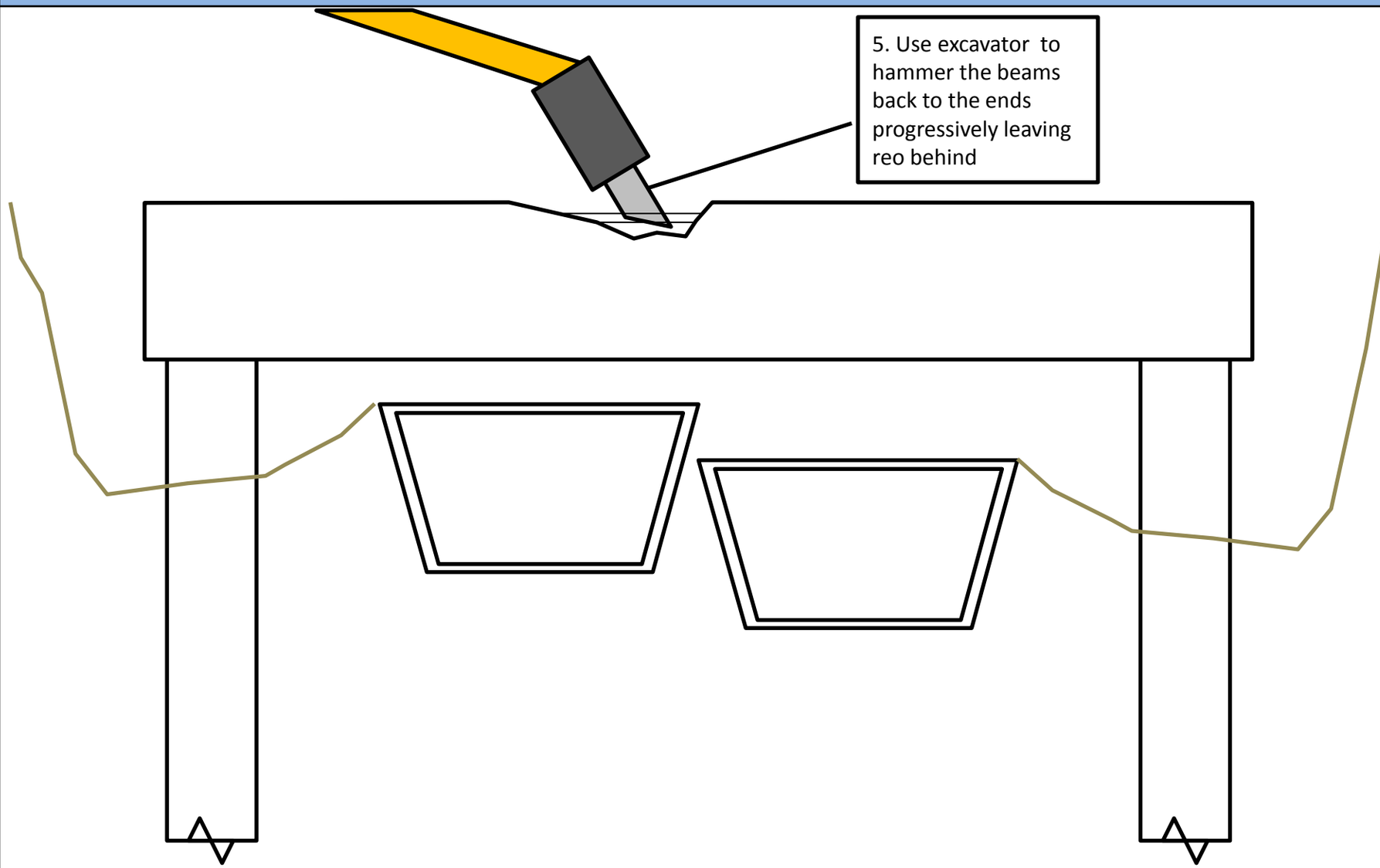
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
HLM2: 1-5	**<u>Hay Lackey Method 2:</u>** 1. Demolish 250mm slab around the Hay Lackey Culvert leaving the beams in tact. 2. Locally Excavate carefully around the sides of the beams to expose the piles underneath and the top of the Hay Lackey Culvert 3. Allow Surveyor to pick up the location of the Hay Lackey Culvert 4. Excavate under the beams to expose the beam entirely at each end of the beam 5. Use Excavator with hammer attachment to hammer the beam from the middle working towards the ends progressively leaving the reinforcement in tact	

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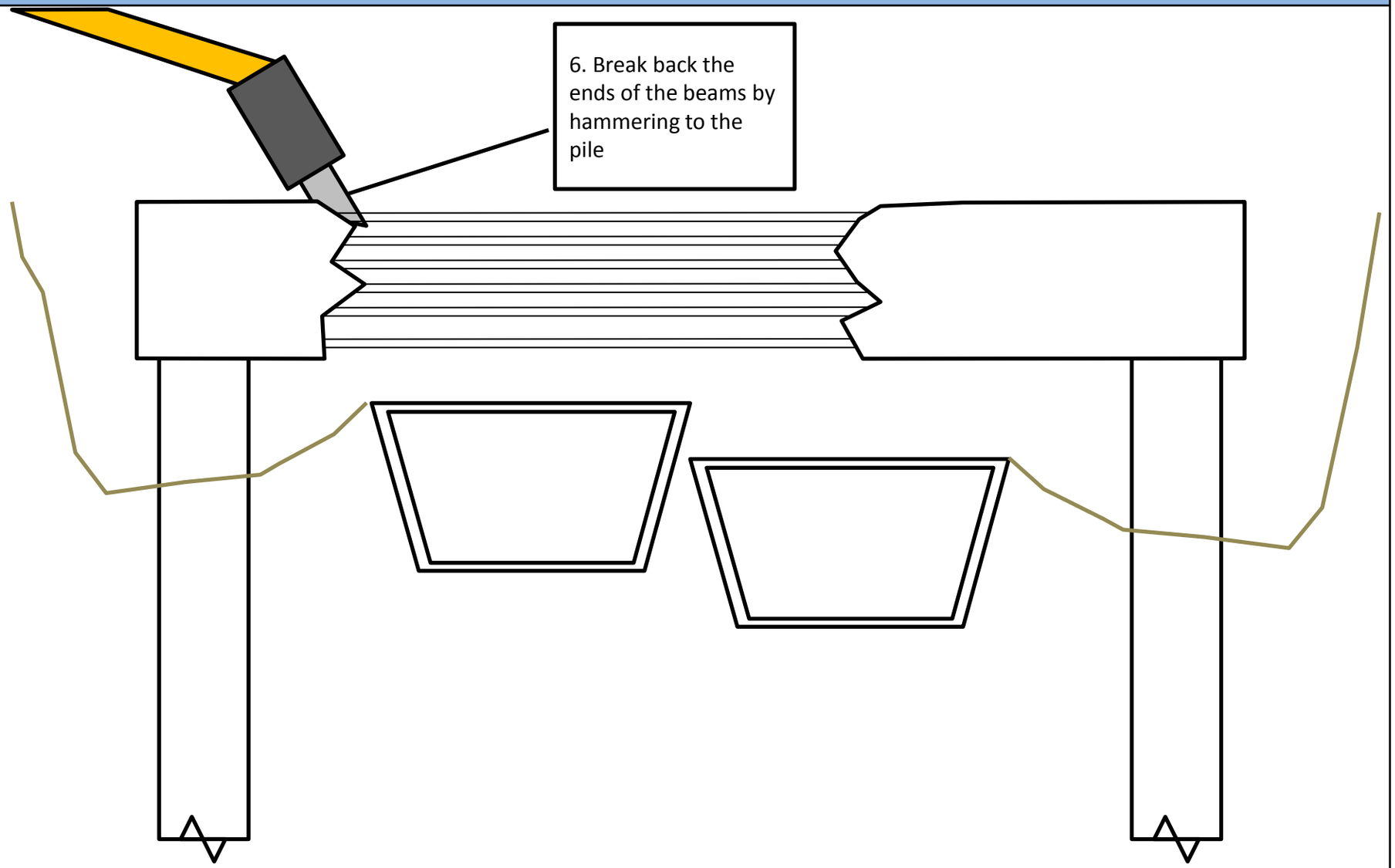
Job No: TBC
Date – Revision: 12/05/2014 – Rev 1

Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
HLM2: 6	**Hay Lackey Method 2:** 6. Break back the ends of the beams by hammering to the pile	

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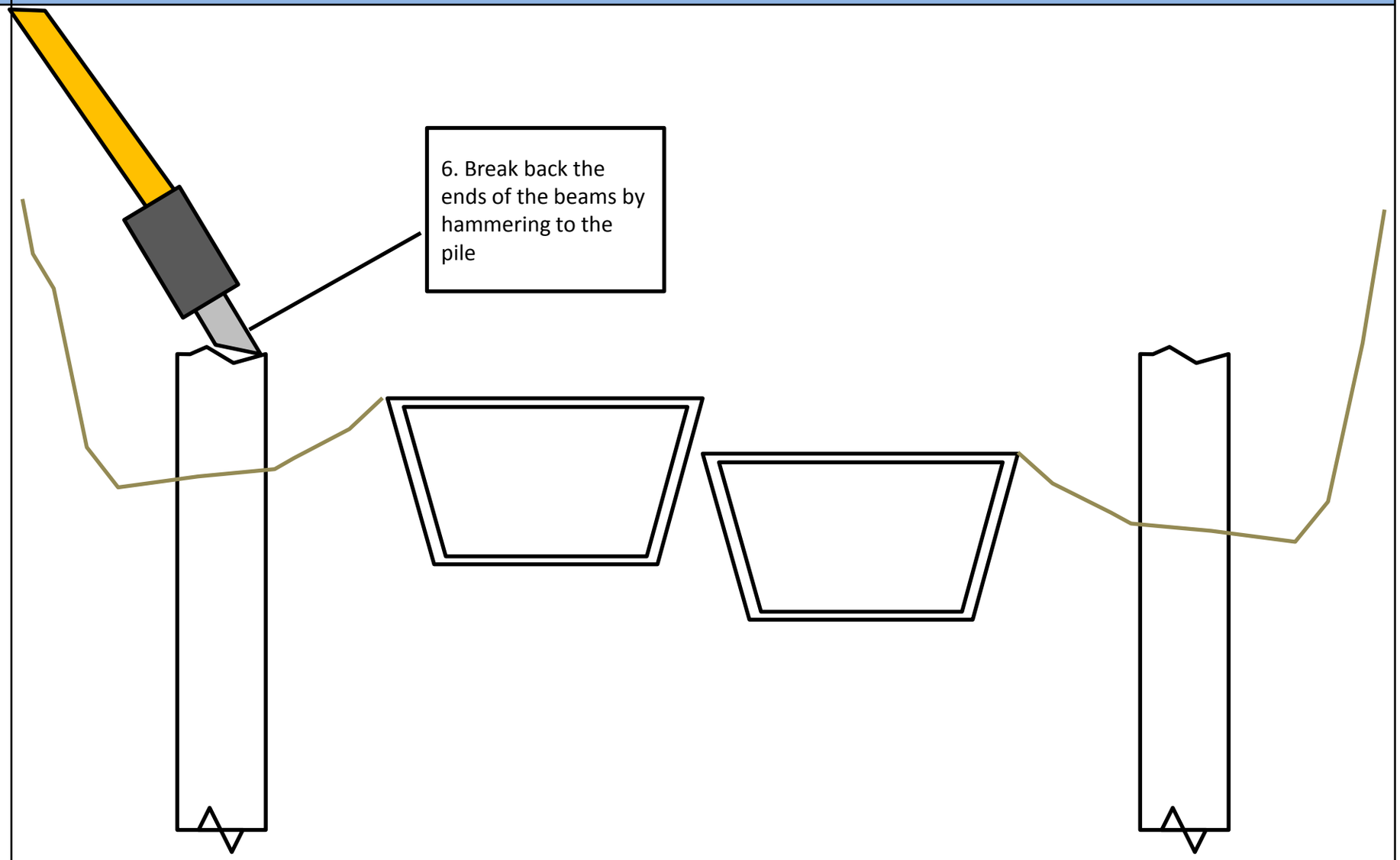
Developed By: Aaron Gatt **Revision By:** Richard Strong **Approved By:** Jason Simcocks **Task:** Demolition IMAX

Step	Description	Diagram
HLM2: 7	**<u>Hay Lackey Method 2:</u>** 7. Cut out the reinforcement using oxy/LPG sets	

Quality Management Plan

Delta Pty Limited ABN: 67 007 069 794

Head Office: 83 Bourke Road, Alexandria,
NSW, Australia. 2015
Telephone +61 2 8339 0588

"Safety is no accident!"

PROJECT DETAILS

Date	12-05-15
Client Name	Grocon
Address	IMAX - 31 Wheat Road, Darling Harbour NSW 200
Project Description/Scope	THE RIBBON SYDNEY Demolition of IMAX Theatre

DISCLAIMER

This document has been developed to assist the Delta Group to better understand and manage workplace safety and workers compensation issues in the workplace. While every effort has been made to ensure the accuracy of the material in this document, this publication is not meant to substitute for the legislation. For the specific requirements on an issue covered in this document, persons should refer directly to the relevant legislation in their location.

Controlled Documents: The aforementioned companies have all been assessed and registered as complying with the requirements of AS/NZS4801, ISO14001 and ISO9001, therefore all documents within the Delta Group Integrated Management System (IMS) are known as “Controlled Documents”.

Once a document is printed it becomes un-controlled, it is thereafter known as an “Un-controlled Document”. Document revisions may be viewed in the document “Properties”, documents will be reviewed on an as need basis.
The controlled copy of all documents is on the computer network.

Table of Contents

REVIEW OF QUALITY PLAN

Rev	Date	Description of Change	Page/s	Reviewed by	Approved by
0	12-05-15	Document Creation	All	Yasser Haragli	Richard Strong

1. INTRODUCTION

The Quality Management Plan identifies hazards and risks that Delta Group business and personnel may be exposed to during the course of work. The plan details the control measures to be implemented to regulate these hazards and risks. The risk management process involves the use of policies and procedures compliance, forms and checklists, education, training and supervision, and continual improvement in all areas required of quality. The model in AS/NZS 4581 Management System Integration and the guidelines in Standards Australia Hand Book Guidance on integrating the requirements of Quality, Environment and Health and Safety Management Systems form the basis for the Delta IMS.

2. QUALITY POLICY

DELTA GROUP
AUSTRALIA WIDE
DELTA PTY. LTD. A.B.N. 67 007 069 794

DEMOLITION
ASBESTOS REMOVAL
CONCRETE RECYCLING
CIVIL AND LANDSCAPING
STEEL RECYCLING

CIVIL CONSTRUCTION
EARTHWORKS
SITE RETENTION
TIMBER RECYCLING OUTLET
DELTA RENT & DELTA QUIP

Quality Policy

Our goal is to find and keep customers forever. It is our customers who define what good quality looks like. We must always meet or exceed our customers' specified quality standards. It is only by consistently keeping our customers satisfied that we will keep them forever.

To achieve our goal we will:

- Maintain an Integrated Management System which meets the requirements of AS/NZS ISO9001
- Constantly challenge the system for better ways of doing things
- Apply our philosophy of "Right First Time" but when we don't get it right we will learn from our mistakes
- Set objectives and targets to measure and improve our performance
- Ask our customers how we are doing and act on their advice

Signed:

Stuart Gibson
Group General Manager
Delta Group

Date: 25/6/14

Melbourne Sydney Canberra Perth Brisbane

ISO 9001 certified Equal Assurance
AS 4801 certified Equal Assurance
ISO 14001 certified Equal Assurance

Victoria
Head Office
577 Plummer Street, Port Melbourne VIC 3207, Australia
Telephone: (03) 9646 8277 Facsimile: (03) 9646 6877
Email: delta@deltagroup.com.au
Website: www.deltagroup.com.au

1800 335 824

3. AUTHORISATION AND CONTROL

This Quality Plan is authorised by the General Manager and the National QSE Manager. All project personnel are to ensure their work activities and those of Project Consultants, Contractors and Suppliers are carried out in accordance with the requirements of this Plan. Delta Group senior management acknowledges the importance of meeting customer, statutory and regulatory requirements.

a. DISTRIBUTION

This Quality Plan is a Controlled Document and must be distributed and revised under the guidance of the Project Manager. People who hold Controlled copies are responsible for maintaining their copies up-to-date. We issue this document as a guide to all those who are working to our quality standards.

b. REVISION

The Project Manager will monitor the implementation of this Plan and review the need for change or improvements on an as needs basis. This document will be reviewed annually. Document versions may be viewed in the document "Properties".

c. CONTRACT REVIEW

Before we accept a contract, a contract review is conducted to ensure that we understand what the client requires, also that the client understands what we are doing, and this will involve a client review of our project methodology. It means committing this understanding to writing and maintaining communication with the client for the duration of the contract.

4. CONTRACT CHANGE MANAGEMENT

We follow a procedure for changing contracts that includes advising all stakeholders affected by the change. Where possible, all changes are made prior to acceptance of a contract. We require at least two people to carry out any major contract negotiation and review so that we minimize the risk of misunderstandings or omissions in defining contracts. When a change occurs which has an impact on a contract we ensure that the client is advised and we review with the client how this will affect the contract.

5. MANAGEMENT SYSTEM

The Delta Group Quality Management Plan is a project or contract specific plan developed by applying an appropriate Quality Management System to plan and carry out the work involved, to ensure conformity with the requirements for the project/contract and to manage the quality risks.

The Quality Management Plan is used and updated regularly during the life of the project or contract.

Delta Group:

- Maintains an up to date version of this Quality Management Plan
- Retains all obsolete pages of the Plan
- Provides a copy of the current version of the Plan to the Client
- Reviews the Plan on an as needs basis to maintain its currency
- Ensures all amendments to the Plan are communicated to persons involved in the works
- All of our people are involved in continuously improving our Quality System, particularly in how the system meets the needs and expectations of our clients.

6. MANAGEMENT SYSTEM REVIEW

Delta Group Management will conduct regular inspections of the work activities and work environment applicable to monitor the effectiveness of this Quality Plan. A record of all inspections / audits and toolbox talks used in communicating and reviewing will be retained on-site.

Should it be necessary to expand or modify the quality system, any alterations shall be duly reviewed and communicated to persons involved in the works. The scope of the management review includes the effectiveness of the Quality System, and the stability of the system in adapting to client and business needs and its compliance with the Quality Standard and Quality System objectives.

a. CONTINUOUS IMPROVEMENT

As a minimum the continuous improvement process is comprised of audits, self-assessments, lessons-learned, procedure preparation, and training. Continuous improvement is an essential management and quality strategy in addressing customer satisfaction, product delivery, compliance, and cost savings. It is the intention of the process that areas of concern are assessed before problems develop, and before they have a significant impact on a project.

In order to ensure the continuing efficiency and effectiveness of the Management System, all members of staff have a responsibility to observe and report occasions where the organisation does not meet its specified requirements, be they imposed by customers, by regulation or nominated in the Management System. The project management will maintain an infrastructure needed to achieve contract requirements.

b. DISPOSAL OF RECORDS

On completion of a project all site file documents will be returned to the Delta office to be reviewed for archiving and confidential document disposal. Delta will ensure that for the period for which a document must be kept, a copy is available for inspection under the Act.

7. ASSESSING CONTRACT RISK

The level of risk will be determined for each contract. The probability or likelihood and consequences or impact of nonconformity with specified requirements (including quality, technical, work health and safety, environmental, financial and operational) determine the level of risk. The risk level could be determined using the methods outlined in AS 4360, Risk Management.

8. ROLES AND RESPONSIBILITIES DEFINED

For each procurement activity, Delta Group will allocate sufficient resources to manage quality, including personnel with the appropriate knowledge, skills and experience, to cover the defined practices/processes and procedures required for tender/contract documentation, management and activities generally.

Appropriate training will be provided to personnel, including in:

- The quality management requirements for construction as outlined in the Guidelines
- The principles, standards and codes applicable to Quality Management Systems
- Specification of quality requirements
- Assessment of a Quality Management System
- Review of the Delta Group Quality Management System documentation, including any Quality Management Plan, and Inspection and Test Plans, submitted in connection with a contract

- Monitoring, reviewing and auditing of the Delta Groups implementation of the required quality management, and notifying the Delta Group IMS Manager where any action is required

PROJECT MANAGER is responsible for quality at the workplace and these include:

- Implementing and maintaining the Quality Management Plan;
- Undertake a detailed review of the project documentation and prepare a Schedule of Scope Deliverables which forms the basis of the Subcontractor Inspection Test Plan (ITP) process and records;
- Ensuring that the on-site Inspection and Testing are undertaken as set out in the Inspection and Test Plan (ITPs);
- Organisation of on-site personnel with regard to their responsibilities within the Quality System;
- Identify key quality risks and opportunities to ensure high quality outputs;
- Communicating with the principal contractor to reduce quality risks;
- Being a part of the planning and design stages of trade activities;
- Ensure that all staff under their control have adequate training and experience for the work in conjunction with operations supervisor;
- Ensure that all staff under their control has adequate equipment to carry out the works in conjunction with operations supervisor;
- Maintenance of project specific registers, forms and checklists/itps;
- Periodic audits of their quality control processes;
- Manage non-conformances (SEF 052) and initiate corrective action (SEF 005) as required;
- Manage defects on site to reduce the number of defects at completion;
- Leading by example and promoting sound quality practices at every opportunity;
- Reviewing quality reports and inspections, and following up on recommendations;
- Regular attendance at on-site meetings to ensure quality related issues are raised for review.

OPERATIONS SUPERVISOR is responsible for quality at the workplace and these include:

- Work with the Site Foreman, and ensure that no unnecessary delays occur;
- Develop systems for the implementation of safe and efficient work methodologies for the completion of project tasks;
- Assist in planning the daily work procedures, resourcing and allocation of labor;
- Assist in ensuring quality procedures are adhered to;
- Ensure communication is maintained between the subcontractor representative/s and Delta operations;
- Be responsible for providing appropriately trained personnel for the project and the hiring and expulsion of personnel;
- Organise the hiring of equipment and ensure its compliance with safety requirements

SITE FOREMAN/SUPERVISOR is responsible for quality at the workplace and these include:

- Implementing the Quality Management Plan;
- Understand the requirements of the contract and ensure the works are delivered in accordance with the contract;
- Ensure that itps are being carried out properly and nominated hold points are verified prior to works proceeding
- Providing advice and assistance on quality matters to employees;
- Deciding when training is required;
- Undertaking inspection of the contracted or planned works to ensure that quality control measures are implemented and effective;
- Ensure that all defects and incidents are identified, actioned and closed out;
- Ensure that itps are being carried out properly and nominated hold points are verified prior to works proceeding

- Leading by example and promoting sound quality practices at every opportunity;
- Regular attendance at on-site meetings to ensure quality related issues are raised for review;
- Assist in developing SWMS for all tasks and ensuring the work is monitored throughout. If required, amend the SWMS to reflect work activity changes;
- Take all reasonable care to maintain a high standard of care and workmanship;
- Ensure Site Inductions are conducted for all workers and Subcontractors;
- Managing the Site Folder on and ensuring all QSE documents are correctly completed – including consultation, communication checklist and registers;
- Recording all daily site activities in a site diary;
- Other quality related duties as directed by the Project Manager.

QSE ADVISOR is responsible for quality at the workplace and these include:

- Conduct internal audits and inspections of the quality management system
- Assist in the implementation of the Quality Management Plan;
- Understand the requirements of the contract;
- Providing advice and assistance on quality matters to employees;
- Advise when training required;
- Ensure that all defects and incidents are identified, actioned and closed out;
- Leading by example and promoting sound quality practices at every opportunity;
- Regular attendance at on-site meetings to ensure quality related issues are raised for review;
- Lead the process of ensuring quality audits undertaken periodically
- Other quality related duties as directed by the Project Manager.

9. TRAINING AND COMPETENCY

Delta Group confirms that all personnel are trained and competent to perform their work in accordance with the requirements of the contract. We require all employees to undergo training in our Quality System as part of their induction and continuing training. This training is both general quality training and training related to achievement of quality standards in the particular tasks done by each employee.

Delta maintains an electronic data base for training and competency which is updated as training is completed. N:\Ticket Register\TICKET REGISTER\New ticket register. Subcontractors will provide Delta with evidence of training and competency for their employees.

A listing of Delta Employee details with the skills and competencies of the group employees will be provided to the client on request.

Induction training is oriented in assisting personnel to be aware of their quality system responsibilities to ensure that a quality product or service is delivered and that an appropriate communication and reporting system is maintained to allow verification of all facets of work produced. Records of induction and training sessions are recorded and can be reviewed by the client's Quality Manager on request.

10. RECORDS AND RECORD MANAGEMENT

A system (on-site) shall be established for the identification, collection, indexing, filing, storage and maintenance of all records pertaining to the provision of objective evidence that:

- The quality system is being implemented in accordance with this quality plan and ISO 9001;
- The products and services provided meet the requirements of the project specification;
- The records shall be available when required for review and audit by the Client.

The records referred to in this section, will be all records generated by Delta Group personnel, their subcontractors and consultants for the project which may include:

- Inspection and test records;
- Inspection reports;
- Non-conformance notices;
- Quality memos;
- Written approvals for changes to specifications by structured engineers;
- Subcontractor's records;
- Final quality reports including test and commissioning report;
- Hazard identification, risk assessments and associated safe working procedures;
- Reports of incidents and illness/injury;
- Illness/injury and incident investigation reports;
- Particulars of qualifications held by individuals;
- Minutes of WHS meetings;
- QSE audit reports,
- Worker injury management records;
- Evidence of actions taken as a result of HSR/Safety Committee meetings;
- Corrective action records and
- Work safety records generally

Records will be maintained of the following, assessments of Quality Management Systems where applicable, reviews of Quality Management Plans, and Inspection and Test Plans as applicable, audit and other reports on the implementation of Quality Management Systems, Quality Management Plans, and Inspection and Test Plans as applicable, performance reports of Delta Group and related correspondence.

As each section of the work is completed, copies of the quality record shall be collated and made available for hand-over.

11. INSPECTION AND TEST PLANS (ITP's)

For construction activities (which may include design), Inspection and Test Plans where required, Delta Group Project Manager/s will document the procedure to be undertaken and provide evidence (including reviews and verification points) that a particular work process/product or activity conforms to the specified requirements. Inspection and Test Plans may also be used to incorporate work health and safety, environmental and regulatory requirements, and identify and trace nonconforming work. For complex processes ITPs may need to be supplemented with method statements and other documentation.

The content of Inspection and Test Plans will be based on the contract drawings, contract specifications/conditions and other sources such as standards, legislation and regulatory requirements.

An Inspection and Test Plan may:

- Detail the inspections and tests required, including Hold and Witness Points
- Identify acceptance criteria, sampling and testing methods and frequency of sampling/testing
- Identify responsibilities for inspection and testing and product/service approval
- Detail the records to be provided, including those required for identification and traceability

ITP's will be developed in accordance with and recorded in the ITP Register (QF 014)

Prior to commencement of works, the activities are as follows:

- Inspection and test activities shall be planned for constituent phases of the work;

- The inspection and test records that describe the inspections, tests and verifications for the works shall be documented where required;
- Inspection and test records shall be submitted to the Client who shall, following review, authorise the inspection and test records as “approved for use”.

The inspection and test records shall include the following information:

- Identify the product or service being supplied;
- Identify the trade contract package;
- Identify the name of the trade contractor;
- Identify the nature of the inspection;
- Identify the acceptance criteria as per the specification;
- Identify who is responsible for the inspection activity.

a. IN-PROCESS INSPECTION

In-process inspection activities are carried out during the project to ensure that compliance with the specification is being achieved at all times.

In-process inspections shall be carried out in accordance with Delta procedures, specifications and client requirements for the various works. The in-process inspection shall be carried out by nominated personnel with the appropriate skills and experience.
Items found to be non-conforming shall be identified, recorded and the client notified.

Notification of a non-conformance will be issued as a corrective action (CAR) (SEF 005) and recorded in the Action Register (SEF 024). Corrective action will be monitored to ensure effectiveness.

b. MONITORING IMPLEMENTATION DURING THE CONTRACT

The contract Quality Management Plan and/or Inspection and Test Plans will be reviewed for conformity with the requirements at the commencement of the contract. Subsequent reviews, audits, inspections, and witness and surveillance activities will occur to monitor adequately the QMS, QMP and ITP implementation which will planned, resourced and undertaken.

Audit/review findings will be reviewed, with any comment obtained from the auditor, and the appropriate corrective action and verification will be actioned. If inspection, witnessing or surveillance indicated that implementation of a QMS or QMP or ITP was not satisfactory, further auditing/reviewing and other such activities to verify conformity will be undertaken.

Confirmation of the satisfactory completion of audits, reviews, inspections and tests, and the corrective action undertaken by the project management to meet contract requirements will be obtained by the auditor.

The level of risk involved with the contract, together with the performance of the service provider and the results of any 1st party reviews and audits, would be considered in assessing the need for 2nd party reviews and audits

c. FINAL INSPECTION

Where applicable, final inspection will be carried out to ensure that defective works are detected and rectified to verify the works are completed prior to hand-over.

Final inspection shall be undertaken according to the specifications for each of the products, together with a visual inspection of the completed works prior to hand-over.

The completed works shall be identified, inspected and/or tested according to the Inspection and Test Plan prior to hand over of the finished works.

If the completed works meet the accepted criteria of the contract documents identified in the appropriate Inspection and Test Plans, the package shall be handed over.

All documentation verifying that the works meet compliance with the specification shall be completed, checked and handed over to the client at a time determined by the Client Quality Manager.

Where any item fails to meet the requirements of the contract documents, a non-conformance notice shall be raised which identifies the defect and the Client-approved means of disposition. Final approval will not be given until all rectification works are complete and the final inspection has been carried out.

12. SUBCONTRACT WORKS

Subcontractors will be subject to Delta Internal Audit Planner and External Accreditation Audits for compliance with this plan and work procedures. Prior to commencement on the work site, Delta Project Management will review all Subcontractor Quality Documentation including ITP's, Training records and work methodology. During the course of the project, Delta's Project Management will monitor works to confirm that work is being conducted according to the supplied documentation and also that appropriate registers are being updated as required.

Subcontractors working on Delta sites will be monitored daily and have their works included in Site Inspections and Site Audits. This is to confirm that QSE documents submitted prior to site commencement are being complied with. Subcontractors are required to participate in Delta's Safety Walks and QSE Site Audits. Where applicable sub-contracting is subject to the prior approval of the Client and all relevant Quality Assurance Plans will be provided to the Client for review prior to work commencing.

Delta Group shall ensure that each sub-contractor has full knowledge of the scope of works and is able to comply with the relevant sections of the contract. Qualified personnel shall monitor the progress of the sub-contract program to enable assessment of any potential impact on the overall contract program. Subcontractors are and remain responsible for meeting their legal obligations.

a. SUBCONTRACT EMPLOYEES

Are responsible for the following:

- Complying with the Quality Management Plan including all itps;
- Reporting all non-conformances to the Works Supervisor.

13. PURCHASING

To evaluate potential service providers ability and selection and criteria refer to the Sub-contractor Procedure and Purchasing Procedure. Subcontract requirements will be confirmed and specified in tender documents, subcontracts and purchase orders whenever applicable. Refer to the Purchasing Procedure; section 5 Verification of Purchased Product.

14. INTERNAL AUDITS

Delta Group reviews all quality policies and procedures on an as need basis to determine the effectiveness of the Quality Management Plan in addressing quality in the workplace. Internal auditing are conducted on all sites thereby ensuring standards are maintained. This procedure provides guidance for auditing the quality management system to ensure that the system continues to conform to the requirements of ISO9001.

Audits and reviews are part of the implementation of this Quality Management System and Quality Management Plan. A Delta Group QSE Advisor is principally responsible for conducting audits however we are subject to external quality audits for our ISO9001 accreditation

15. MONITORING AND REPORTING

Delta agrees to comply with 3rd party inspections by the client or an independent party not directly involved in production to inspect, witness and monitor characteristics for acceptance. The independent party shall report directly to the management responsible.

Delta will implement the following monitoring processes on this project:

- ITP's
- Site Inspections
- Internal Audits
- Corrective Action and Close Out
- Calibration of equipment
- Document Control
- Informal checks by Site Foreman/Supervisor
- Product delivery

Subcontractors are included in all monitoring processes Delta performs. Delta will maintain records of all monitoring activities in the site files.

a. REPORTING

Delta retains records of all reporting activity in the site files and will be provided to the client on request. Delta will meet client and subcontract reporting requirements.

b. SUBCONTRACTOR REPORTING

Subcontractors must provide Delta with the following information:

- Itp's
- Induction and training records
- First aid treatment
- Incident investigation reports and any corrective action evidence.
- Hazard reports
- Internal and external non conformances issued
- Site inspection and audit report

c. TRACEABILITY

Traceability only applies where traceability is a specific requirement of the contract and specification.

Where traceability is a specified requirement, individual documentation and components of projects shall be uniquely identified in accordance with client requirements.

Traceability requirements shall be noted on the quality system documentation and the quality systems records shall be developed to enable future tracing of the work and goods to which traceability applies.

Traceability of separate items or sections of work shall be by means of a unique identification number, which shall be referred to in all process inspection and test records.

16. MEASUREMENT AND TEST EQUIPMENT

Delta group carries out regular inspections and maintenance of all equipment that requires calibration. Delta group ensures equipment is inspected and maintained in accordance with the relevant standard and manufacturer's recommendations.

Instruments shall be calibrated and adjusted against devices traceable to international or national standards; where no such standard exists, the basis used shall be recorded. Calibration records (QF 002) for each instrument shall be maintained. Calibration Reports/Records (QF 002) shall be used to show history of deviation. Calibration Requirements will be identified and recorded.

Calibration of equipment is generally a function of the Delta stores located at the state head office. Records of calibration are kept on file and can be provided upon request. Calibrated instruments shall be identified by a label indicating calibration date and when next due.

Instruments without such labels shall be considered not calibrated and shall only be used for indication purposes.

Any equipment found to be out of calibration date or damaged is to be removed from site until the equipment has been rectified and recalibrated. Calibration certificates are to be viewed to ensure they are current. Calibration certificates usually note when recalibration is due, but as a general rule certificates found to be more than 1 year old will be treated as out of date.

Calibration status of subcontractor or hired equipment shall be confirmed prior to use.

17. NON-CONFORMANCES/CORRECTIVE ACTION REPORT

Non-conformances or system defects issued by the client will be closed out and evidence provided. Proposed corrective actions will be issued to the client for approval prior to commencing rectification. Non-conformances will be rectified in a timely fashion and as stipulated in the Non-conformance Report. The non-conformance details will be recorded in the Action Register.

The non-conformance register shall be updated and made available to the Client when a non-conformance notice is generated. The person or persons responsible for determining the method of disposition will be identified on the corrective action report (CAR) (SEF 005). The Project manager or the QSE department carry responsibility for issuing corrective action reports and closing out non-conformances.

Non-conforming product found at delivery shall not be accepted and returned to the manufacturer/supplier. Where the product cannot be immediately returned, the non-conforming product shall be clearly marked and segregated to prevent its use on site.

A Non-conformance report (SEF 052) will be raised and issued to the client for information. Non-conforming product found during the installation works shall be immediately rectified and re-inspected prior to proceeding.

Non-conforming product that cannot be rectified immediately shall be documented as a Non-Conformance and the client will be notified. The client will be advised of the proposed corrective action report for approval. The rectified product will be subject to re-inspection to verify its conformity.

a. DEFECTS

- Defect Rectification Process – Subcontractor;

Defects identified prior to the client's defect rectification process, will be recorded and signed off by the Works Supervisor when the defect has been satisfactorily rectified. Once all defects have been completed the client will be notified of completion of the area of work.

18. CORRECTIVE ACTION

Corrective Action Report (SEF 005) shall be initiated where a non-conformance or a potential non-conformance has been detected to prevent occurrence or re-occurrence of a non-conformance on the project.

The requirements for corrective action report result from the detection of a non-conformance or potential non-conformance.

On receipt of a non-conformance corrective action report, the management representative shall;

1. Assess the non-conformance to determine how the non-conformance occurred;
2. Develop, where possible, a revised method of carrying out works to ensure that the same non-conformance does not re-occur;
3. Regularly check operational methods following the implementation of corrective action to ensure revised methods of works are effective;
4. Submit to the Client's Quality Manager or nominated representative, all details of corrective actions implemented for all non-conformances.

Project Manager or delegate is responsible for carrying out and recording site inspections.

19. HANDLING, STORAGE AND PROTECTION OF MATERIAL PRODUCTS AND WORK

All products delivered to this project will be identified to ensure that no confusion arises between similar products where a product could be inadvertently used for an incorrect application.

Products are identified by using the applicable drawings, specifications. The handling and storage of all items will be controlled to prevent misuse, abuse, damage, deterioration or loss.

All items will be clearly identified and shipped with a delivery docket itemizing the content of the delivery. All items will be packed suitably to prevent damage during delivery.

a. DISPOSAL OF RECORDS

On completion of a project all site file documents will be returned to the Delta office for confidential document disposal.

20. QUALITY RECORDS AND CERTIFICATES

DELTA GROUP will provide the documentation in accordance with the Subcontract;

a. INSPECTION TEST PLAN

- Inspection Test Plan 1 and so on

b. OPERATIONAL AND MAINTENANCE MANUAL

- for Mobile plant

c. CERTIFICATES OF COMPLIANCE

- Provided separately

21. DEFINITIONS

The terms defined in the current ISO 9000, Quality management systems – Fundamentals and vocabulary, apply to these Guidelines. The following definitions also apply and take precedence: -

"audit" means an examination of a random or particular sample of processes to determine whether or not correct plans/procedures are being followed, and includes a document review or an examination of activities or an examination of documents and activities, to assess their conformity with requirements.

"**certification"** (of a Quality Management System) is the attestation by certificate that the QMS meets certain defined provisions of the current ISO 9001 Quality management systems – Requirements for use for a certain scope of activities. Usually this would be provided following a 3rd party certification audit by an organisation accredited under a Joint Accreditation System of Australia and New Zealand (JAS-ANZ) recognized product certification scheme or another scheme acceptable to the relevant agency.

"construction" includes all organised activities concerned with demolition, building, landscaping, maintenance, civil engineering, process engineering, heavy engineering and mining.

"ITP" means Inspection and Test Plan.

"QMP" means Quality Management Plan (including design plan).

"QMS" means Quality Management System.

"service provider" (or "organisation" as defined in the current ISO 9000 Quality management systems – Requirements) means a contractor, consultant and supplier, and their service providers, that contract with a customer to carry out asset construction, provide other products (including goods) and/or provide services.

22. REFERENCE MATERIAL

The Quality Management Plan has been developed to assist the Delta Group to manage Workplace Quality, Safety and Environmental issues across our sites. The following documents have been used in the development of this plan:

AS/NZS 4801, Workplace Safety Management Systems – Specifications with guidance for use
AS/NZS 4804, Workplace Safety Management Systems – General guidelines on principles, systems and supporting techniques
AS/NZS 4581 Management System Integration
AS/NZS 4360, Risk management
ISO 9001, Quality management systems – Requirements
ISO 14001, Environmental management systems – Specifications with guidance for use
The NSW Government Workplace Safety Management Systems Guidelines 4th edition and NSW Government Workplace Safety Management Systems and Auditing Guidelines 5th edition.

Each site, branch, state or territory should identify and apply the relevant WHS/OHS/OSH Legislation and COP's for the area that is applicable to their workplace. (Inclusive of AS/NZS)

23. ACCEPTANCE OF QUALITY PLAN

This Quality Plan has been developed and viewed in consultation with the workers and it is read and signed by all persons involved in the plan. If a variation occurs to this Quality Plan then management will communicate and re-induct the change to the work group whilst adjusting the work method accordingly.

I hereby confirm that I have read and understand this Quality Plan and I will ensure my work process is completed accordingly.

Project Manager Quality Plan Approval	Richard Strong
Signature	
Date	12/05/15

Inductee Name	Company/Title	Signature	Date

Inductee Name	Company/Title	Signature	Date

Safety Management Plan

Delta Pty Limited ABN: 67 007 069 794

Head Office: 83 Bourke Road, Alexandria,
NSW, Australia. 2015
Telephone +61 2 8339 0588

"Safety is no accident!"

PROJECT DETAILS

Date	12-05-15
Client Name	Grocon
Address	IMAX - 31 Wheat Road, Darling Harbour NSW 200
Project Description/Scope	THE RIBBON SYDNEY Demolition of IMAX Theatre

DISCLAIMER

This document has been developed to assist the Delta Group to better understand and manage workplace safety and workers compensation issues in the workplace. While every effort has been made to ensure the accuracy of the material in this document, this publication is not meant to substitute for the legislation. For the specific requirements on an issue covered in this document, persons should refer directly to the relevant legislation in their location.

Controlled Documents: The aforementioned companies have all been assessed and registered as complying with the requirements of AS/NZS4801, ISO14001, and ISO900, therefore all documents within the Delta Group Integrated Management System (IMS) are known as "Controlled Documents". Once a document is printed it becomes un-controlled, it is thereafter known as an "Un-controlled Document". Document revisions may be viewed in the document "Properties", documents will be reviewed on an as need basis. The controlled copy of all documents is on the computer network.

Table of Contents

REVIEW OF SAFETY MANAGEMENT PLAN

Rev	Date	Description of Change	Page/s	Reviewed by	Approved by
0	12-05-15	Document Creation	All	Yasser Haragli	Richard Strong

1. INTRODUCTION

The Safety Management Plan identifies hazards and risks that Delta Group business and personnel may be exposed to during the course of work. The plan details the control measures to be implemented to regulate these hazards and risks. The risk management process involves the use of policies and procedures compliance, forms and checklists, education, training and supervision, and continual improvement in all areas required of safety.

The model in AS/NZS 4581 Management System Integration and the guidelines in Standards Australia Hand Book Guidance on integrating the requirements of Quality, Environment and Health and Safety Management Systems form the basis for the Delta IMS.

2. POLICIES

a. OHS POLICY

DELTA GROUP
AUSTRALIA WIDE
DELTA PTY. LTD. A.B.N. 67 007 069 794

DEMOLITION
ASBESTOS REMOVAL
CONCRETE RECYCLING
CIVIL AND LANDSCAPING
STEEL RECYCLING

CIVIL CONSTRUCTION
EARTHWORKS
SITE RETENTION
TIMBER RECYCLING OUTLET
DELTA RENT & DELTA QUIP

OHS Policy

The safety of our people, the people who work on site with us and the community in which we work is our number one priority. All incidents can be prevented. No task is so important that risk of injury to people is justified.

Our Commitment
Through uncompromising leadership, certified management systems, behaviour and cultural reinforcement and a commitment to continuous improvement we will ensure;

No injuries to anyone, anytime

Our Actions
Delta will fulfil these commitments by:

- Foster an awareness of Health and Safety as our number one priority in everyone in Delta
- Empower and encourage every Delta team member to place their health and safety, and the safety of others, above all other requirements of their work
- Train everyone in safety awareness
- Prepare and use, for each project, a project Health and Safety Plan.
- Comply with the Legislative Safety Act, Regulations and codes of practice, within the appropriate state or territory to which Delta is involved in.
- Investigate every incident and change our practices based on investigation.
- Develop a long term improvement plan and measure our progress.
- Annually review this Policy
- No Delta employee will be reprimanded for stopping a task that they perceive in good faith to be unsafe, even if it is later proved to be safe.

Our current company objectives and targets are set out in the Delta Procedures - Objectives and Targets, which is found in the Delta Management System. The key result areas of our program of objectives and targets are:

- The elimination of incidents
- The elimination of injuries involving lost time
- Effective planning and review
- Effective training programs
- Effective consultation

Signed:

Stuart Gibson
Group General Manager
Delta Group

Date: 25/6/14

Melbourne Sydney Canberra Perth Brisbane

ISO 9001 certified Equal Assurance
AS 4801 certified Equal Assurance
ISO 14001 certified Equal Assurance

Victoria
Head Office
577 Plummer Street, Port Melbourne VIC 3207, Australia
Telephone: (03) 9646 8277 Facsimile: (03) 9646 6877
Email: delta@deltagroup.com.au
Website: www.deltagroup.com.au

1800 335 824

b. QUALITY POLICY

Quality Policy

Our goal is to find and keep customers forever. It is our customers who define what good quality looks like. We must always meet or exceed our customers' specified quality standards. It is only by consistently keeping our customers satisfied that we will keep them forever.

To achieve our goal we will:

- Maintain an Integrated Management System which meets the requirements of AS/NZS ISO9001
- Constantly challenge the system for better ways of doingthings
- Apply our philosophy of "Right First Time" but when we don't get it right we will learn from our mistakes
- Set objectives and targets to measure and improve our performance
- Ask our customers how we are doing and act on their advice

Signed:

Stuart Gibson
Group General Manager
Delta Group

Date: 25/6/14

c. CODE OF CONDUCT POLICY

Code of Conduct

Delta's Code of conduct sets out the fundamental rules and values which govern the way we operate as a company. It applies equally to our employees as well as our sub-contractors. We all agree we will:

Deliver in a safe and sustainable way by:

- Always placing health and safety as the primary consideration in decision-making
- Never putting oneself at risk
- Never physically striking another person
- Never putting other persons at risk or by inaction, leave another at risk
- Never putting the environment at risk
- Never punishing anyone for bringing a risk to the attention of management or others

Act with integrity, openness and fairness by:

- Never telling a lie to management, our client/s or others
- Always doing what we say we will do
- Complying with all applicable laws, regulations and Delta Group policies and procedures
- Protecting Delta's assets, maintaining them regularly and only using Delta's assets for legitimate Delta business purposes
- Reporting anyone who breaches this code

Believe in people and teamwork by:

- Treating each other with respect, listening to different points of view
- Never bullying anyone
- Not tolerating discrimination against any person, based on age, race, colour, creed, gender or political opinion
- Using communication to inform, motivate and engage with our people

Aspire to excellence and be passionate about success by:

- Always looking for new and better ways of doing things
- Seeking to exceed the expectations of our customers and ourselves
- Taking responsibility (individually and collectively) for our own performance and decisions
- Creating solutions not problems

We are serious about using this code to guide our behaviours. This code is agreed to by every employee. A breach of the code will result in disciplinary action. A wilful breach will result in instant termination.

Signed:

Stuart Gibson
Group General Manager
Delta Group

Date: 25/6/14

Victoria
Head Office
577 Plummer Street, Port Melbourne VIC 3207, Australia
Telephone: (03) 9646 8277 Facsimile: (03) 9646 8877
Email: delta@deltagroup.com.au
Website: www.deltagroup.com.au

1800 335 824

d. ENVIRONMENTAL POLICY

Environmental Policy

Our goal is to improve the environments in which we operate.

This goal is not limited to minimising the environmental impact of our operations but includes taking active steps to reduce our energy usage, to reduce waste, to recycle everything we can and to be rigorous about safe disposal of any residual contaminants in strict compliance with regulatory requirements. This is at the heart of our business.

To achieve our goal we will:

- Maintain an Integrated Management System which meets the requirements of AS/NZS ISO14001
- Constantly challenge the system for better ways of doingthings
- Apply our philosophy of "Right First Time" but when we don't get it right we will learn from our mistakes
- Set objectives and targets to measure and improve our environmental performance
- Strive to prevent pollution, reduce waste and recover and recycle with the aim of exceeding all relevant regulatory standards

Signed:

Stuart Gibson
Group General Manager
Delta Group

Date: 25/6/14

e. RETURN TO WORK POLICY

Return to Work Policy

Our goal is to return injured workers to employment at the earliest date following any injury or illness. We desire to speed recovery from injury or illness and reduce insurance costs.

In this policy "transitional" work means temporary modified work assignments within the worker's physical abilities, knowledge, and skills.

To achieve our goal we will:

- Wherever feasible, make transitional positions available to injured employees in order to aid rehabilitation and minimise or eliminate time loss. For any business reason, at any time, we may elect to change the working shift of any employee based on the business needs of the company.
- Provide the attending physician with the physical requirements of transitional work. Transitional positions are then developed with consideration of the worker's physical abilities, the business needs of the Delta Group, and the availability of transitional work.
- Proactively manage the process of rehabilitation in the workplace to ensure that all injured workers have the opportunity to recover and either stay at or return to work.

This policy is a shared agreement between the Delta Group and its employees.

Signed:

Stuart Gibson
Group General Manager
Delta Group

Date: 25/6/14

f. DRUG AND ALCOHOL POLICY

Drug and Alcohol Policy

Our goal is a safe workplace.

To achieve our goal we maintain the following principles:

- The misuse of legitimate drugs or the use, possession or sale of illegal or un-prescribed drugs on company premises is strictly prohibited.
- Employees and Subcontractors are not permitted to commence and or continue work if they are under the influence of alcohol or any other drug which impairs their ability to perform work safely.
- Should it come to attention of the company that an employee has a dependency issue with drugs and or alcohol then the employee will be referred to the relevant state's Drug and Alcohol program.

  Wherever appropriate, Supervisors may require personnel to undertake drug and/or alcohol tests when in their opinion, any of the following circumstances apply:
- Accidents and incidents classified as having the potential for serious injury or significant damage to property;
- Erratic, unusual or dangerous behaviour by an Individual; and evidence of possible alcohol or other drug use at work (e.g. Drug paraphernalia, alcohol containers on work locations or in vehicles)

There shall be no termination where an employee "self declares" to the company that they have an issue which places them in contravention of the Fitness for Work Procedure.

Signed:

Stuart Gibson
Group General Manager
Delta Group

Date: 25/6/14

g. WORKPLACE HARASSMENT POLICY

Workplace Harassment Prevention Policy

Our goal is a harassment and violence free workplace. By harassment we mean any repeated behaviour that a reasonable person would consider offensive, intimidating or threatening.

It does not include actions taken by a manager or supervisor to transfer, demote, promote, discipline, redeploy, retrench or dismiss where those actions are taken for a reasonable business reason.

To achieve our goal we will:

- Encourage any worker who believes that they have been harassed, or have seen harassment of others, to report that to their immediate supervisor, or their relevant Workplace Health and Safety Representative
- Maintain a complaint handling system which includes procedures for reporting, investigating quickly and fairly, resolving and appealing workplace harassment complaints
- Take disciplinary action against anyone who harasses a worker or victimises a witness or person who has made a complaint.

Signed:

Stuart Gibson
Group General Manager
Delta Group

Date: 25/6/14

3. AUTHORISATION AND CONTROL

This Safety Plan is authorised by the General Manager and National QSE Manager. All project personnel are to ensure that their work activities and those of Project Consultants, Contractors and Suppliers are carried out in accordance with the requirements of this Plan. Delta Group senior management acknowledges the importance of meeting customer, statutory and regulatory requirements.

a. **DISTRIBUTION**

This Plan is a Controlled Document and must be distributed and revised under the guidance of the Project Manager. People who hold controlled copies are responsible for maintaining their copies up-to-date. We issue this document as a guide to all those working to our safety standards.

b. **REVISION**

The Project Manager will monitor the implementation of this Plan and review the need for change or improvements on an as needs basis. This document will be reviewed annually. Document revisions may be viewed in the document "Properties".

c. CONTRACT REVIEW (REFER QMS)

d. CONTRACT CHANGE MANAGEMENT (REFER QMS)

4. PROJECT SAFETY MANAGEMENT COMMITMENT STATEMENT

Nothing is more important to us than the safety and wellbeing of our personnel. Together, our personnel form the Delta Group most powerful asset - a rich and culturally diverse team of talented, enthusiastic individuals. Safety is about people, not numbers. The standards and targets we set are important, and have been successful in assisting the Delta Group to improve our performance, but they singly they do not deliver our safety vision.

5. PLANNING

The Site Safety Management Plan identifies hazards and risks that workers may be exposed to, it details the control measures to be implemented to regulate these hazards. The risk management process involves the use of policies, procedures, audits, safety forms, checklists, education, supervision, and continual improvement in all aspects of our safety.

The Site Safety Management Plan identifies the hazards associated with the work to be undertaken and the control measures that are to be implemented to protect people and property across our worksites.

a. OVERVIEW OF LEGAL REQUIREMENTS

Workplace Safety Legislation is the principle legislation that applies to all places of work. Delta Group applies the relevant state or territory legislation to the work location of any Delta Group workplace. Additionally we reference AS/NZS 4801, ISO-18001 and Codes of Practice relevant to the work location of any Delta Group workplace.

Occupational safety and health (OSH) also commonly referred to as **occupational health and safety** (OHS) or **workplace health and safety** (WHS) is an area concerned with protecting the safety, health and welfare of people engaged in work or employment. The goals of safety in the workplace programs include fostering a safe and healthy work environment.

Safety programs also protect co-workers, family members, employers, customers, and many others who might be affected by the workplace environment.

The purpose of the Workplace Safety Legislation is to outline the legal duties of employers and employees (including all onsite contractors). Under the Workplace Safety Legislation employers have two main duties: Duties relating to incidents/ duty of care (which extends to employees and others at the workplace) and a duty to consult. The Workplace Safety Legislation extends the duty of care beyond employees to cover others at the workplace. This includes contractors or members of the public. Beyond the duty of care, the Act imposes another duty on employers: The duty to consult. This requires employers to consult with their employees on safety issues.

An employer must, so far as is reasonably practicable, provide and maintain for employees of the employer a working environment that is safe and without risks to health.

6. MANAGEMENT SYSTEM

Delta Group:

- Maintains an up to date version of this Safety Management Plan
- Provides a copy of the current version of the Plan to the Client
- Reviews the Plan on an as needs basis to maintain its currency
- Ensures all amendments to the Plan are communicated to persons involved in the works
- Ensure all our people are involved in continuous improvement of our Safety Management System

7. RECORDS AND RECORD MANAGEMENT (REFER QMS)

8. MANAGEMENT SYSTEM REVIEW

Delta Group Management will conduct regular inspections of the work activities and work environment applicable to monitor the effectiveness of this Safety Management Plan. A record of all inspections / audits and toolbox talks used in communicating and reviewing will be retained on-site.

Should it be necessary to expand or modify the safety system, any alterations shall be reviewed and communicated to persons involved in the works. The scope of the management review includes the effectiveness of the Safety System, and the stability of the system in adapting to client and business needs and its compliance with Safety Standards and Safety System objectives.

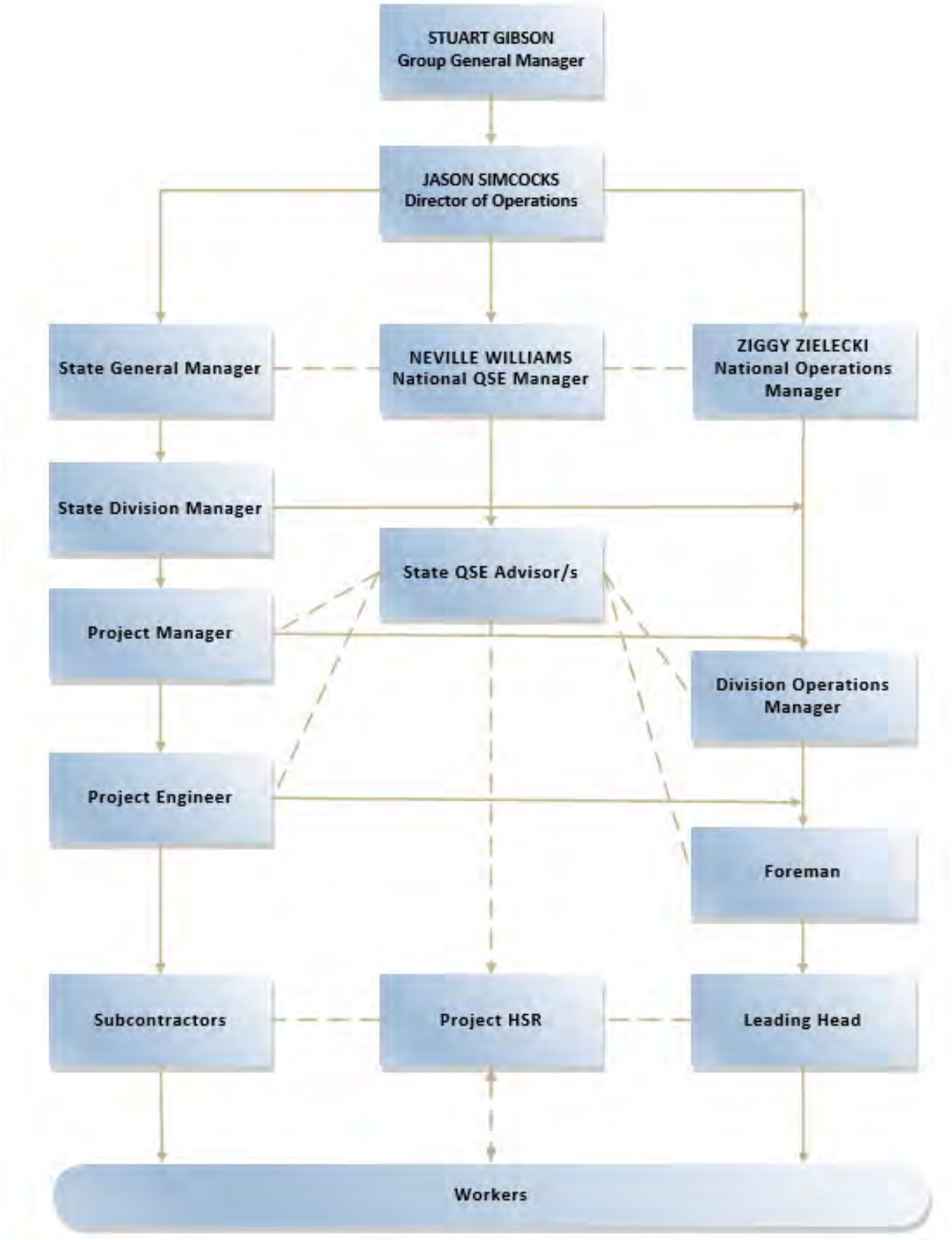
a. **CONTINUOUS IMPROVEMENT**

As a minimum the continuous improvement process is comprised of audits, self-assessments, lessons-learned, procedure preparation, and training. Continuous improvement is an essential tool of our safety strategy in addressing workplace hazards and risks.

It is the intention of the process that areas of concern are assessed before problems develop, and before they have a significant impact on a project. In order to ensure the continuing efficiency and effectiveness of the Safety Management System, all members of staff have a responsibility to observe and report occasions where the organisation does not meet its specified requirements. The project management will maintain an infrastructure needed to achieve contract requirements.

9. STRUCTURE RESOURCES AND RESPONSIBILITY

To ensure the project scope of works objectives and targets are met, Delta has allocated the following resources as identified below.



10. ROLES AND RESPONSIBILITIES DEFINED

PROJECT MANAGER is responsible for safety management at the workplace and these include:

- Implementing and maintaining the Safety Management Plan;
- Undertake a detailed review of the project documentation and prepare a Schedule of Scope Deliverables which forms the basis of the Subcontractor Inspection Test Plan (ITP) process and records;
- Ensuring that the on-site Inspection and Testing are undertaken as set out in the Inspection and Test Plan (ITPs);
- Organisation of on-site personnel with regard to their responsibilities within the Safety Management System and assist with site inductions;
- Identify key safety risks and opportunities to ensure high safety outputs;
- Communicating with the principal contractor to reduce safety risks;
- Being a part of the planning and design stages of trade activities;
- Ensure that all staff under their control have adequate training and experience for the for the work in conjunction with operations supervisor;
- Ensure that all staff under their control has adequate equipment to carry out the works in conjunction with operations supervisor;
- Maintenance of project specific registers, forms and checklists/itps;
- Periodic audits of their safety management control processes;
- Manage non-conformances (SEF 052) and initiate corrective action (SEF 005) as required;
- Manage defects on site to reduce the number of defects at completion;
- Leading by example and promoting sound safety management practices at every opportunity;
- Reviewing safety reports and inspections, and following up on recommendations;
- Regular attendance at on-site meetings to ensure safety management related issues are raised for review.

OPERATIONS SUPERVISOR is responsible for safety management at the workplace and these include:

- Work with the Site Foreman, and ensure that no unnecessary delays occur;
- Develop systems for the implementation of safe and efficient work methodologies for the completion of project tasks;
- Assist in planning the daily work procedures, resourcing and allocation of labor;
- Assist in ensuring safety management procedures are adhered to;
- Ensure communication is maintained between the subcontractor representative/s and Delta operations;
- Be responsible for providing appropriately trained personnel for the project and the hiring and expulsion of personnel;
- Organise the hiring of equipment and ensure its compliance with safety requirements

SITE FOREMAN/SUPERVISOR is responsible for safety management at the workplace and these include:

- Implementing the Safety Management Plan;
- Understand the requirements of the contract and ensure the works are delivered in accordance with the contract;
- Ensure that itps are being carried out properly and nominated hold points are verified prior to works proceeding
- Providing advice and assistance on safety matters to employees;
- Deciding when training is required;
- Undertaking inspection of the contracted or planned works to ensure that safety control measures are implemented and effective;

- Ensure that all defects and incidents are identified, actioned and closed out;
- Ensure that itps are being carried out properly and nominated hold points are verified prior to works proceeding
- Leading by example and promoting sound safety practices at every opportunity;
- Regular attendance at on-site meetings to ensure safety related issues are raised for review;
- Assist in developing SWMS for all tasks and ensuring the work is monitored throughout. If required, amend the SWMS to reflect work activity changes;
- Take all reasonable care to maintain a high standard of care and workmanship;
- Ensure Site Inductions are conducted for all workers and Subcontractors;
- Managing the Site Folder on and ensuring all QSE documents are correctly completed – including consultation, communication checklist and registers;
- Recording all daily site activities in a site diary;
- Other safety related duties as directed by the Project Manager.

QSE ADVISOR is responsible for safety management at the workplace and these include:

- Conduct internal audits and inspections of the safety management system
- Assist in the implementation of the safety management plan;
- Assist where possible to communicate to the workforce including toolbox meetings & inductions
- Understand the requirements of the contract;
- Providing advice and assistance on safety matters to employees;
- Advise when training required;
- Ensure that all defects and incidents are identified, actioned and closed out;
- Leading by example and promoting sound safety practices at every opportunity;
- Regular attendance at on-site meetings to ensure safety related issues are raised for review;
- Lead the process of ensuring safety audits undertaken periodically
- Other safety related duties as directed by the project manager.

11. SAFETY AND DESIGN

Review the designed works as per the documented information provided by the client, to identify any hazards inherent in the design and/or the construction of that design. Refer to the "Project Design Hazard Assessment" form (QF 024)

12. RISK ASSESSMENT

The Risk Assessment describes the measures to be implemented within the Project for the identification of hazards, and for the assessment and control of health and safety risks. It outlines methods for these hazards management activities, and set minimum performance standards for Delta employees and our subcontractors.
The risk assessment process is the legislated requirement to develop safety documents i.e. SWMS and SOP's. Legislation requires the employer to provide and maintain for employees a working environment that is safe and without risk to health. Risk Management Standard ISO 31000.

Risk assessment is the process of evaluating risks to workers' safety and health from workplace hazards. It is a systematic examination of all aspects of work that considers:

- what could cause injury or harm
- whether the hazards could be eliminated and, if not,
- what preventive or protective measures are, or should be, in place to control the risks.

A risk assessment ensures continual improvement whereby project management and designated individuals accept accountability for personnel skills and adequate resources to check controls, monitor risks, improve controls by ongoing risks assessing and communicating effectively about risks. Monitoring and review of risk controls is required to provide adequate data in the continual

improvement of our risk management system, and it is an integral part of all of our organisation's processes.

a. RISK MATRIX

Risk Assessment Matrix		LIKELIHOOD OF OCCURING			
		Frequent 4(76-100%)	Likely 3(51-75%)	Occasional 2(26-50%)	Unlikely 1(0-25%)
CONSEQUENCE	Catastrophic (E – Extreme)	4 E	3 E	2 E	1 E
	Critical (H-High)	4 H	3 H	2 H	1 H
	Marginal (M-Medium)	4 M	3 M	2 M	1 M
	Negligible (L-Low)	4 L	3 L	2 L	1 L

I confirm I have risk assessed this site and accept responsibility for detailing the level of control measures shown herein. Furthermore I have so far as is reasonably practicable addressed the risks of the current working environment thereby ensuring so far as is reasonably practicable a working environment that is safe and without risks to health.
So Signed and Dated below

Name Project Manager	Signature	Date of assessment
Name Supervisor	**Signature**	**Date of assessment**
Name Foreman	**Signature**	**Date of assessment**

13. SAFE WORK METHOD STATEMENT (SWMS)

SWMS (Safe Work Method Statements) - A comprehensive step by step work procedure and document, essential in the Building and Construction Industry. These should be developed in consultation with the workers when relating to high risk work.

A Safe Work Method Statement (SWMS) is an activity based process where the hazards associated with each step of a job are identified, and control measures are put in place to eliminate and /or mitigate and control the risk associated with each activity. All SWMS's (including Sub Contractors) are submitted for review by the Project Management Team (PMT) before the task begins.

A SWMS must be developed before commencing works and will be developed through consultation with workforce or workforce representative e.g. HSR's, Site Foreman and workers.

Through Delta site inspections all work tasks will be subject to a safe work observation. This process consists of reviewing stated procedure/controls in SWMS against actual undertaking of task and monitoring effectiveness. SWMS will be reviewed at a maximum duration period of 1 month. Contractor SWMS's will be audited and recorded in the delta SWMS Register (SEF 037), contractor SWMS's must be reviewed monthly. When working as a subcontractor, Delta will provide copies of relevant SWMS's to the principal contractor prior to work commencing.

14. TRAINING AND COMPETENCY

Project personnel will be trained to a sufficient level of competency that will enable each person to carry out all required tasks in a safe manner. Depending on requirements training will be provided through internal training or authorised accredited trainers / assessors.

Training will be ongoing to ensure that a continuous improvements process is maintained. Training will be awareness or competency based and provided through an authorised or accredited training agency. Competency based training is an approach to vocational education and training that places emphasis on what a person can do in the workplace as a result of completing a program of training or based on workplace experience and learning.

a. COMPETENCY

Competency is best described as a collection of competencies that together define successful performance in a particular work setting. Competency skills are the foundation for important human resource functions such as work performed throughout the construction and building industry.

Delta Group ensures all site personnel are trained and competent to perform the work in accordance with the contract and certified to execute all works in accordance with manufactures recommendations.

Where site conditions permit, Delta Group will record evidence provided of minimum competencies for works to be undertaken, these records will be maintained and available at the Delta site office

b. TRAINING NEEDS

Prior to project commencement, the division Operations Manager and Project Manager will review the Scope of Works and determine required training and competencies of site personnel. Upon determination of requirements the appropriate personnel will be selected from the **ticket register** (skills matrix) and allocated appropriately.

If additional training is required to meet contractual needs then Delta will arrange and facilitate relevant personnel to complete such training in accordance with task requirements. The type of training will depend on state authority and or competency required. Skills competency or regulated licenses are identified and detailed in task specific SWMS/JSEA's, SOP's.

c. CHANGE

During the course of the contract should a change to the project management team become necessary then those involved will carry out a suitable handover to ensure their succeeding incumbent is fully conversant with their responsibilities and work status. Personnel handing over to incumbents shall complete handover notes, which may be in the form of a diary, notes

or a checklist of responsibilities. Delta Group will so far as is reasonably practicable consult with our workers when planning to make changes that may affect their work health and safety.

15. INDUCTION

The construction and demolition industry involves people working in a dynamic and ever-changing environment. Hazards and risks change frequently on a site as construction or demolition work progresses and as workers move from project to project.

The instruction and training required to ensure people can work safely on construction and demolition sites needs to recognise the pattern of employment and the way the construction industry operates. Therefore, three types of OHS induction training may be required:

- **General induction** provides persons entering the construction industry with a basic knowledge of requirements under OHS laws, the common hazards and risks likely to be encountered on construction/demolition sites and how these risks should be controlled.
- **Site induction** provides information and instruction to anyone engaged on a particular construction site with knowledge of the contractor's rules and procedures for site safety, emergency management, the supervisory and reporting arrangements and other site-specific issues.
- **Task-specific induction** provides information and instruction to anyone undertaking a particular construction activity of the risk factors and control measures relating to that task.

The National Standard for Construction Work provides for the following exceptions where OHS induction training is not required:

- Visitors to a construction site who are accompanied by a person who has received occupational health and safety induction training, and
- Persons temporarily at a construction site to deliver plant, supplies, materials or services where a risk assessment indicates that any risks to persons can be controlled through other measures (such as restricted access to low-risk areas, visitor sign-in/out procedures etc.)

'Relevant OHS authority' means the authority of the relevant Australian state or territory jurisdiction responsible for regulating occupational health and safety in workplaces in the jurisdiction in which the work is undertaken.

16. CONSULTATION – COMMUNICATION – REPORTING

Consultation: The duty to consult is based on the recognition that worker input and participation improves decision-making about health and safety matters and assists in reducing work-related injuries and disease. Delta will consult employees (including any health and safety representatives) when deciding on the membership of the committee. At least half of the committee must be employee representatives, and should be health and safety representatives where practicable.

Delta Group management consults with our employees and our contractors and their employees, on-hire workers, volunteers and any other people who are working for Delta sites and who are directly affected by a health and safety matter.

Workers are entitled to take part in consultation arrangements and to be represented in relation to work health and safety by a health and safety representative who has been elected to represent their work group. If workers are represented by a health and safety representative, consultation must involve that representative.
If requested by a health and safety representative for a work group for that business or

undertaking, Delta will allow the health and safety representative to attend a course of training in work health and safety that is:

(a) approved by the regulator, and

(b) a course that the health and safety representative is entitled under the regulations to attend, and

(c) subject to subsection (5), chosen by the health and safety representative, in consultation with the person conducting the business or undertaking.

A **HSR** is an employee who has been elected by the members of their **Designated Work Group** (DWG) to represent them, providing a way for their views and concerns about health and safety to be heard by their employer. They are elected for a term of three years and perform an important role in helping communication/consultation between the Delta Group organization and workers. HSRs are the main point of contact for workers to raise health and safety issues or concerns.

Although consultation is a legal requirement Delta Management view it as an essential part of good practice in managing health and safety risks. Where it may not be reasonably practicable to consult each worker individually, **health and safety representatives or committees** may be more appropriate. On occasions our business may engage contractors or on-hire workers to carry out specific tasks, where arrangements such as '**toolbox talks'** (short discussions on specific health and safety topics relevant to the task) may be the most practical way to consult with them.

Communication: All communication documents regards health and safety issues are to be created using the appropriate templates and are to be recorded in the site folder for future reference. Workplace Health and Safety roles, responsibilities, authorities and accountabilities are communicated to employees during induction, via email broadcast, information sheet or training session as required.

Daily pre-start records and minutes of discussion shall be recorded and maintained by the Site Foreman. Discussion of any relevant safety issues shall be a mandatory agenda item for all pre-start meetings, contractors are required to attend toolbox meetings Delta will record these in site diary (SEF 047). Delta Site Foreman, Sub-contractors, suppliers and consultants (where appropriate) will ensure that safety toolbox meetings are held on site to include all project personnel.

Reporting: Delta Group employees work within a structured and well defined management system. Delta joins related functions into manageable units to achieve the objectives of the organisation in the most efficient and effective manner. Satisfactory upward and downward reporting is essential for a successful organization because it closes the gap between superior and subordinates by increasing the levels of trust, support, and the frequency of their interactions. Delta Group personnel maintain a chain of command reporting procedure; all personnel reporting are expected to submit timely, accurate and complete reports.

Statutory Authority Reporting: Incidents at a workplace which result in the consequences described below (notifiable incidents) must be reported to statutory authority. If you are uncertain about whether an incident is notifiable under any of the legislative provisions then contact the National QSE Manager for direction.
Notification is required where an incident at a workplace results in death; or serious injury. Serious injury is used in this context to describe those incidents that result in the consequences described in the Act.

They include, but are not limited to, incidents that result in a person requiring medical treatment within 48 hours of exposure to a substance, immediate treatment as an in-patient in a hospital, immediate medical treatment for:

Amputation – serious head injury – serious eye injury – separation of skin from underlying tissue (for example de-gloving or scalping) – electric shock – spinal injury – loss of bodily function – serious lacerations.

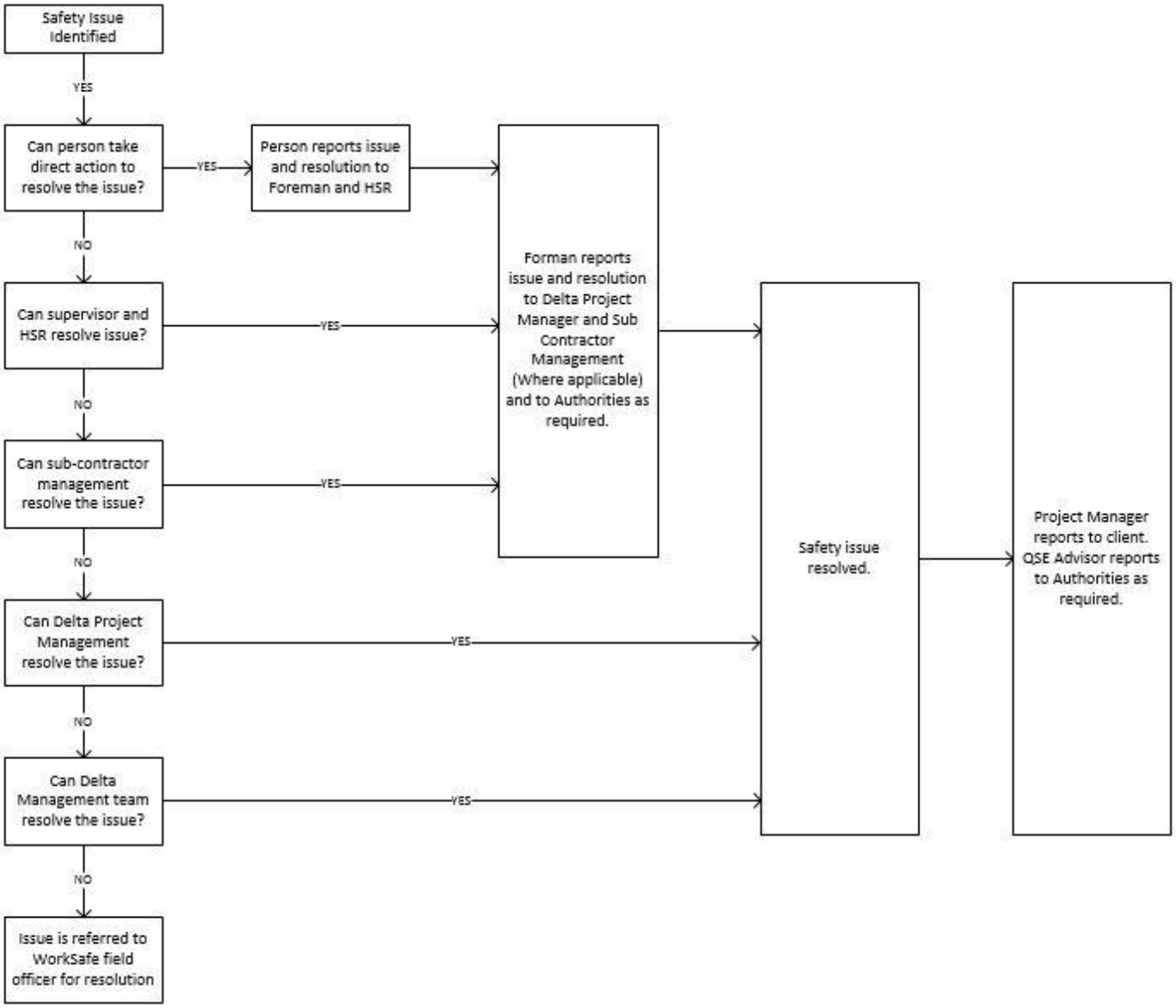
Client reporting: The timely reporting of WHS issues to the Client including:

- Worksite incidents, including such things as near misses, contact with hidden services
- Regulatory Inspector/s site visit
- Regulatory Notices issued
- Visits by Unions, FSC or similar to the site
- Results of internal reviews, site inspections and implementation of inspection and testing plans
- Results of audits, including non-conformances and the implementation of corrective actions

Incident Reporting: When injuries occur - no matter how minor - ensure they are reported to your Site Foreman or First Aider immediately. Seek First Aid Treatment on site if required - complete First Aid Treatment Register (SEF 029) and First Aid Treatment Notice (SEF 008) for minor treatment that does not require an incident report (SEF 010) (e.g. small cuts-band-aid, splinters). If medical attention is required, the Site Foreman must to notify Project Manager and National QSE Manager immediately.

RTW: Delta Supports all employees in the **Return to Work process** and is able to provide suitable duties with majority of restrictions. Employees also have an obligation to fulfill the duties as per medical certificate. Employees must also make all reasonable efforts to attend any follow up appointments and ensure they are issued with updated Work Cover medical certificates until GP certifies fit to resume normal duties. Subcontractors are and remain also responsible for meeting these legal obligations.

a. SAFETY ISSUE ACTION PROCESS



17. SITE INSPECTIONS

The Site Inspection and Compliance Team are a dedicated Team of trained and experience trades-related professionals who undertake site inspection and safety control on a regular basis on Delta sites.

a. DAILY PRE START INSPECTION

Pre-starts are an essential industry tool developed to help workers get focused and give all employees a chance to become informed on any changes to the work site. They are particularly useful for keeping track of the rapidly changing nature of on-site works, especially during the works phase and operations.

b. SITE SAFETY WALKS

The objective of safety walks is to evaluate the effectiveness of the company's safety effort and make recommendations which lead to a reduction in accidents and minimisation of loss potential. Safety walks are an important part of a company's control system and these checks ensure that deteriorating standards are detected. Examination of the defects exposed in safety walks result in hazardous conditions and potential accidents being avoided. Weekly Site Inspections are to include review/ close out of outstanding actions from previous Inspections. Site Inspections are to be conducted by Site Foreman or delegate/Safety Advisor with Safety Committee or Site Safety Representative.

c. SITE AUDITS

Site/s will be subject to Internal and External Audits, subcontractor safety management system will be included. Safety audits are intended to promote, improve and then maintain good safety performance. Safety audits (unlike accident statistics, which only record past accidents) are an instrument for the direct prevention of accidents, as they immediately generate positive actions across the whole business activity. Safety audit practice subjects each area of a company's activity to a systematic critical examination with the object of minimising human suffering and monetary loss.

Every component of the total system is included, e.g. management policy, attitudes training, features of the process, layout and construction of the plant, operating procedures, emergency plans, personal protection standards, accident records, etc. An audit, as in the fields of accountancy, aims to disclose the strengths, the weaknesses and the main areas of vulnerability or risk, and is carried out by appropriately trained personnel.

d. NON-CONFORMANCE AND CORRECTIVE ACTION REPORT

Each non-conformance will be noted in the audit form and documented in the Corrective Action Report (CAR) (SEF 005). The Corrective Action Report allows for up to five non-conformances to be documented. Each non-conformance and corrective action is loaded into the Audit Action Register for accountability by a set date.

e. SITE SAFETY RULES

The following codes reference the Site Safety Rules: SEF 058 Emergency evacuation, SEF 059 QSE Issues, SEF 060 QSE site rules, SEF 061 Syringe Stick and Scratch, SEF 062 Working near overhead electrical cables, SEF 063 Working near underground utilities.

18. PERSONAL PROTECTIVE EQUIPMENT (PPE)

All employees have a responsibility for maintaining and wearing the appropriate Personal Protective Equipment (PPE) at all times whilst on a Delta worksite. As a minimum, the following Personal Protective Equipment (PPE) shall be worn on site at all times by all site workers.

PPE Requirements									
☐ Tick if required	☐	☐	☐	☐	☐	☐	☐	☐	☐

Work wear, long sleeved shirts and pants – Mandatory

Long and Longs: It is a Delta requirement that long sleeved shirts and long length pants are worn at all times. Short sleeve top and short pants are not permitted to be worn on site.

Footwear: Approved steel-capped safety footwear to AS/NZS 2210.2 Occupational Protective Footwear worn with socks must be work at all times by all personnel whilst on-site. Lace-up over the ankle safety footwear is encouraged for all site works that form part of the project.

Hard hats: Approved safety helmets to AS/NZS 1801 Occupational protective helmets, must be worn at all times by employees working on a construction site.

High visibility: All persons working on the Project are required to wear long sleeve shirts and long pants at all times, complying with AS/NZS 4602 High visibility safety garments.

Appropriate high visibility apparel to AS/NZS 4602 High visibility safety garments and as described in AS 1742.2 Uniform traffic control devices, must be worn at all times by all personnel undertaking traffic control duties

Safety glasses: Approved eye protection to AS/NZS 1337 Eye Protectors for Industrial Applications, appropriate to the task shall be worn at all times by all personnel using grinders, oxy / acetylene, welding, power and pneumatically driven tools and equipment. Impact rating varies with eye protection equipment and must be considered when selecting appropriate eye protection for a task.

Hearing protection: Approved hearing protection to AS/NZS 1270 Acoustics – Hearing protectors, must be worn at all times where identified by the SWMS and / or risk assessment (SEF 043). All plant and equipment that exposed an employee to noises > 85dbA is required to have mandatory hearing protection signs displayed.

Gloves: Hand protection in accordance with AS/NZS 2161.1 Occupational protective gloves – Selection, use and maintenance, must either be worn or carried whilst working on the Project. When the employee is exposed to chemical contaminants or work that has the potential to cause injury to an employee's hands for example, but not limited to, cement handling, steel fixing, rigging, welding and dogging activities, gloves must be worn. The gloves provided, must suit the task and the hazard which the employee is exposed to, the gloves must be maintained in good condition and free from excessive wear.

UVR Protection: Delta will ensure to make available to their employees 30+ sun block, UV safety glasses and a broad brim for hard hats.

Additional PPE: Additional PPE may be required to be worn by personnel undertaking tasks with additional hazards. Equipment may include: goggles, face shields, fall arrest equipment, respirators, additional PPE will be identified in the relevant SWMS. . The equipment requirements for a particular task shall be determined by the Site Foreman in consultation with the OHS Coordinator and as stated in the SWMS for that particular work task.

All PPE will be freely available and replaced when worn, damaged, lost or stolen. All safety equipment provided must comply with the relevant Australian Standard. The Delta personnel issuing the PPE must record the Supply/Issue of PPE to personnel and this will be recorded in a PPE Register

19. PLANT

A Plant and Equipment risk assessment must be undertaken meeting the minimum requirements as outlined in National Standard for Plant (NOSHC: 1010 (1994)) in Particular Part 3 – General Requirements for Hazard Identification, Risk Assessment and Control of Risk and to fulfil the

requirements of section 3.5.2 of OHS Regulations 2007 (Vic). Part 4 Division 3 Occupational Safety and Health Regulations 1996 (WA) Section 3.1 WHS Regulations 2011 (QLD, NSW, ACT).

Pre-start checks, schedule of maintenance and fault reports are notified to the site supervisor, documented in plant log books and made available to relevant parties on request. The white copy is sent to the Delta Mechanical Workshop, the pink and yellow copies remain on site.

Plant logs are submitted to Delta Plant Mechanics on a weekly basis for review and for scheduling preventative maintenance. For items requiring urgent attention the supervisor is to contact the Workshop Manager. Where plant and equipment is hired, the same requirements as above apply.

All mobile plant must meet and be inducted onto site via the plant induction and recorded in the site Plant and Equipment Register (SEF 034). Where Delta is a contractor to a principle, plant will be inducted by the principal contractor unless instructed otherwise. All plant will still be recorded on Delta's plant register if inducted by the principal contractor.

20. ELECTRICAL

Delta ensures that the use of electrical wiring, equipment, portable tools and extension leads is in accordance with applicable codes and standards including AS/NZS3012, Electrical Installations – Construction and Demolition Sites and AS/3000, Wiring Rules. All maintenance and or alterations to electrical equipment will be done only by a suitably qualified electrician in accordance with relevant legislation.

All electrical equipment brought onsite must be listed in the site Plant and Equipment Register (SEF 034). The register is to be completed prior to commencement of works and will be maintained for the duration of project. All electrical equipment must be inspected prior to use and where damage is evident the equipment must be tagged 'DO NOT USE'.

Any tools or equipment that does not have a current inspection tag in place must not be used on the project. All site electrical tools and equipment must be inspected and tagged accordingly by a qualified electrician as required by AS/NZS 3760. RCDs are to be inspected and tagged monthly. All inspections must be logged on the Plant and Equipment Register (SEF 034) by the company or contractor responsible for the equipment.

21. LIFTING EQUIPMENT

All lifting equipment and Fall Prevention Equipment must have a valid inspection tag. Prior to use, all equipment is to be inspected by user for faults. Any equipment deemed faulty must be put out of circulation immediately and handed over to Project Manager/Supervisor for disposal or further inspection with "Out Of Service" or "Danger Tag" attached. All lifting gear is to be recorded in Site Plant and Equipment Register (SEF 034).

22. HEALTH SURVEILLANCE

Delta maintain a continuous health surveillance program which is a systematic collection, analysis, and interpretation of health data, essential to the planning, implementation and evaluation of employee health practice. Such surveillance serves as an early warning for impending negative trends and health and safety issues in the workplace. Pre-employment medicals are completed on all applicant employees. Ongoing medical care includes but is not limited to; audiometric testing and respiratory function tests for personnel working with hazardous substances like asbestos.

Where there is a significant risk to hazardous substance exposure, Delta Group will ensure that appropriate health monitoring by a registered medical practitioner with experience in health

monitoring is provided to any worker who is using, handling, generating or storing hazardous chemicals. The frequency of health monitoring is to be determined by the registered medical practitioner. Where Delta Group commissions health monitoring for a person, Delta will pay all expenses relating to the health monitoring.

23. FIT FOR WORK

Delta personnel will present their self as fit for work to ensure that every employee or subcontractor who is engaged and under its control, attends work in a fit state to carry out all duties that may be required. Failure to identify personnel who are not fit for normal duties increases the risk of injury to those people, and in addition, to other employees within the proximity of the impaired worker.

Delta will ensure that:

- No project personnel attend work in a condition, which precludes him or her from undertaking normal duties. This may be due to illness, injury, alcohol consumption, fatigue, or through the taking of prescription or non-prescription drugs.
- On a regular basis, all project personnel shall be assessed at the commencement and throughout the duration of the shift.
- Prompt action is taken in all instances where a worker is deemed as being unfit for duty.
- All instances shall be documented and brought to the attention of Delta QSE department.
- A person's site access may be revoked following a negative fitness for work test result.

24. WORKING AT HEIGHTS

A Risk Assessment (SEF 043) when employees are undertaking a Working at Height (SEF 020) task must be completed prior to commencement. The Project Manager and/or site supervisor is to conduct a risk assessment for each task which involves working at height in the workplace, where an employee is required to work at a height. All risk assessments are to be conducted in consultation with the employees; whilst considering the relevant standards, codes of practice, compliance code or legislation.

25. ELEVATED WORK PLATFORM

The Commonwealth, state and territory workplace safety regulators issue licenses in their jurisdiction. Delta personnel operating a scissor lift or <11m Boom will hold a EWPA industry card, EWP >11m Boom operators will hold a regulated license from the state or territory in which the work is being performed. Works will comply with AS2550.10, Elevated Work platforms. The Project Manager and/or the site supervisor are to conduct a risk assessment prior to working at height.

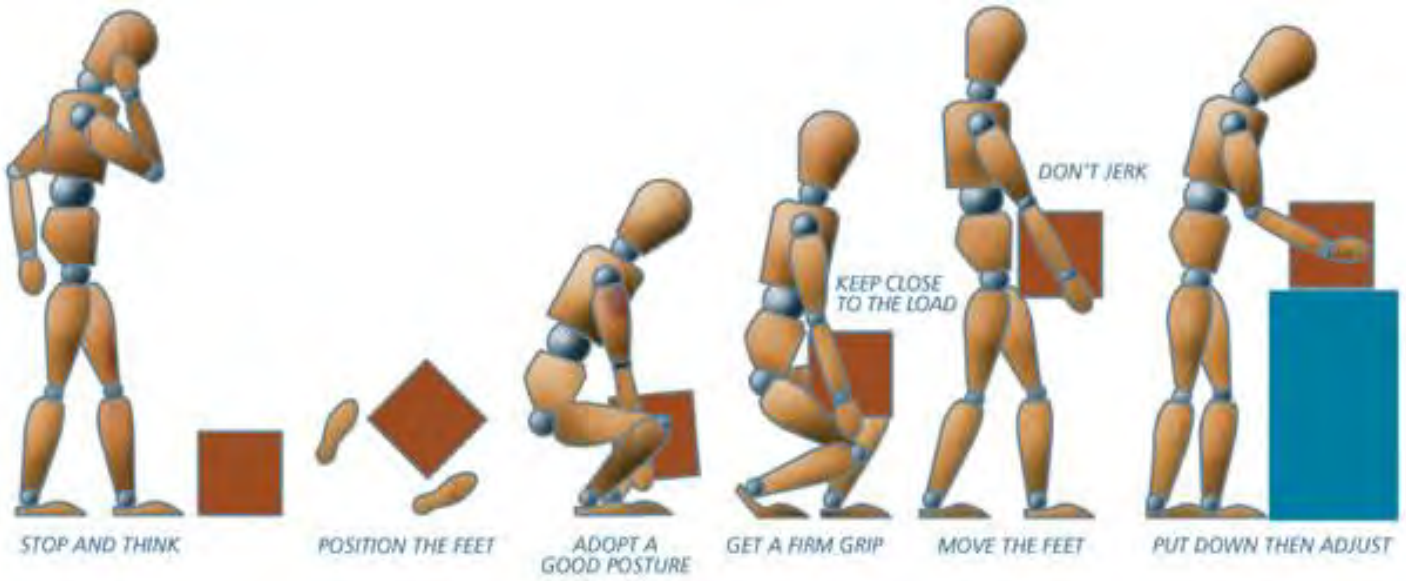
26. HOT WORKS

Hot work is any process that can be a source of ignition when flammable material is present or can be a fire hazard regardless of the presence of flammable material in the workplace. Common hot work processes are welding, soldering, cutting and brazing. When flammable materials are present processes such as grinding and drilling become hot work.

Prior to any hot works commencing the Project Manager and/or site supervisor is to conduct a risk assessment and a hot works permit will be completed by the person undertaking the works. The Hot Works Permit (SEF 019) must be approved by the site controller Foreman and is only valid for 1 day.

27. MANUAL HANDLING

(SOP 24)



28. CONFINED SPACE

Confined space is a term from labor-safety regulations that refers to an area which is enclosed with limited access which make it dangerous. An example is the interior of a storage tank, which workers may enter for maintenance but which is not ordinarily a habitable space.
AS2865 (NOHSC: 1009) Confined Space COP (Safe work Australia)

A confined space means an enclosed or partially enclosed space which is at atmospheric pressure during occupancy and is not intended or designed primarily as a place of work; and may have restricted means of entry and exit; and may have atmospheric contaminants or an unsafe oxygen level; or (ii) may cause engulfment. Entry to a confined space requires a risk assessment and entry permit (SEF 017). Only trained persons may be involved in confined space entry.

29. OVERHEAD AND UNDERGROUND ASSETS

Careful planning and preparation is an essential step to help ensure work is done safely, when preparing for this work a risk assessment (SEF 043) must be undertaken.

This should include understanding important parts of the planned work and how to deal with changes as the work proceeds, understanding what plant will be used in the operations, identifying possible hazards and risks associated with the work, consulting the electricity supply authority or asset owner about the proposed work if there is a risk of people, plant or things coming within an unsafe distance of an overhead or underground electric line, ensuring compliance with all conditions imposed by the electricity supply authority for the work, ensuring an effective communication system is in place between workers at the site, providing training and verifying qualifications and competency of workers, providing information and instruction to operators and other workers about control measures to eliminate or minimise electrical risks, supervising workers to ensure safe work procedures are followed, checking the plant and equipment including limiting

devices are working properly, checking proximity of people, cranes, mobile plant, material and tools to overhead electric lines, checking proximity of people to cranes and mobile plant, ensuring safe workplace entry and exit, checking emergency plan and rescue procedures, ensuring approach distances are appropriate for the authorisation levels of the workers undertaking the work and managing the impact of environmental factors including storms and lightning in the area.

30. EXCAVATION AND DRILLING

Safe earthworks depends on adequate pre-construction investigation of the ground and workplace, and proper interpretation of the information obtained, before commencing work Delta will obtain all available information and data acquisition for the workplace risk assessment then analyze the information for planning and construction. On sites where the nature, locations and extent of underground obstacles/services and excavations is significant or complicated or work is within 2m of an underground service / asset or within guidelines set out by an asset owner, then a formal Excavation Work Permit (SEF 018) system must be implemented.

31. HAZARDOUS SUBSTANCES

Delta and its subcontractors will provide a current (within 5 years of the date of issue) SDS for all products and substances to be used for the work activity. Before a product or substance is used for the work activity, Delta will review the Material Safety Data Sheet (MSDS). All employees involved in the use of products classified as hazardous, are provided with information and training to allow safe completion of the required task. As a minimum standard, all safety and environmental precautions for use listed on the SDS are followed when using the substance and will be included in the Safe Work Method Statement. All products and substances requiring a SDS brought onto the workplace will be documented in the Hazardous Substances Register (SEF 033). Refer to SOP for Portable Oxy-Fuel Gas (SOP 30) Equipment Operating Procedure.

32. HAZARD REPORTING

When a hazard is identified it is brought to the attention of the site Project Manager, Site supervisor, the HSR or the QSE Advisor. The hazard report form is completed and work may be stopped in the immediate area until an appropriate control has been implemented. Delta investigates all reported hazards and implements control measures to eliminate and/or minimise the likelihood of an incident or injury. Following a hazard report – the site risk assessment will be reviewed to determine if further controls are required and if the risk assessment needs to be updated. Any changes to the site risk assessment will be communicated to site personnel via toolbox talks and notice boards.

33. INCIDENT REPORTING

In the event of any person sustaining an injury or illness, near miss, property damage, unsafe act, increased environmental impact, non-conformance service/product or similar, they are be required to report the matter immediately to their supervisor (SEF 010). No matter how minor the incident must also be reported to the QSE department (24HR) so an action of investigation, corrective action or root cause analysis can take place.

34. INCIDENT CLASSIFICATION (GUIDE)

a. MINOR

An occurrence usually minor event or condition that is subordinate to another something resulting in or a near miss with the potential to cause:

- One injury requiring no more than First Aid treatment (FAI) on site
- Property damage with a value less than $1,000
- Negligible Impact to the Environment

b. MEDIUM

An Incident resulting in or a near miss with the potential to cause:

- Medical Treatment Injury (MTI) or multiple First Aid treatments
- Property damage with a value greater than $1,000 but less the $10,000
- Minor on site impact to the Environment

c. MAJOR

An Incident resulting in or a near miss with the potential to cause:

- Lost time Injury (LTI) or greater, alternate work duties, multiple MTI
- Property damage with a value greater than $10,000
- Derailment of rolling plant, collision or explosion
- Moderate onsite and minor offsite impact to the Environment

35. STATUTORY AUTHORITY REPORTING

Delta will notify the Authority immediately after becoming aware that a notifiable incident has occurred at a Delta workplace. Delta will report all notifiable incidents to the regulatory body in a timely manner, and within 48 hours after notifying the Authority, Delta will also give the Authority a written record of the incident, in the form approved in writing by the Authority

A notifiable incident will also require the site to remain undisturbed until advised otherwise by the Regulatory Authorities field officer. When a notifiable incident occurs, the Project Manager or Supervisor will immediately notify the Delta National QSE Manager so a report can be made to Workplace Services within the prescribed period.

When a Regulatory Inspector visits a Delta worksite, the Delta QSE Advisor/Foreman (as a minimum) shall accompany the Inspector, recording details of all discussions and events. A copy of the entry report must be uploaded into the Delta system for reporting purposes.

36. INCIDENT REPORTS AND INVESTIGATION

All accidents/incidents, property damage, near misses or work related illness must be documented and reported to the Delta Group National QSE Manager (SEF 010A). The incident investigation must be completed in a timely manner and submitted to the Delta Group National QSE Manager (SEF 010B). The investigator must provide in writing the following information relating to activities and those of any secondary contractor that Delta has engaged:

1. Any lost time injury/illness;

2. Details of any employee that is unable to continue with their normal duties and has returned to work on alternate duties as part of the return to work plan.
3. Details of any "serious incident" or "incident" (as defined by legislation) reported to the local Statutory Authority.
4. Copy of an accident, property damage or near miss report;
5. Name of the nominated person responsible for notifying the QSE department of any accident, "serious incident" or "incident";
6. Copy of any improvement/prohibition notice or confirmation of advice report issued by the local Statutory Authority

The investigation is intended to identify a root cause of an incident and any actions required by Delta personnel then recorded in the Corrective Action Report (SEF 005) and logged into the Delta system. The investigation procedure should be a logical and intelligent collection of information through inquiry and examination for the purpose of developing evidence which supports the root cause corrective action.

a. CORRECTIVE ACTION REPORT (CAR)

The investigation process should determine the corrective action required to prevent an incident/non-conformance from re occurring. For each non-conformance a Corrective Action Report (SEF 005) must be completed, up to five non-conformances can be documented on one Corrective Action Report. Corrective actions will be listed in site Action Register (SEF 024) for completion by nominated person within a set timeframe. Nominated person is to provide evidence of the close out of the corrective action item.

In the event that a Corrective Action requires a review/update of Policy, Procedures, the IMS Manager will be immediately notified. The IMS Manager will review report and determine appropriate action.

37. RECORDS AND RECORD MANAGEMENT

A system (on-site) shall be established for the identification, collection, indexing, filing, storage and maintenance of all records pertaining to the provision of objective evidence that:

- The safety system is being implemented in accordance with this safety plan and AS/NZS4801;
- The products and services provided meet the requirements of the project specification;
- The records shall be available when required for review and audit by the Client.

The records referred to in this section, will be all records generated by Delta Group personnel, their subcontractors and consultants for the project which may include:

- Inspection and test records;
- Inspection reports;
- Non-conformance notices;
- Safety memos;
- Written approvals for changes to specifications by structured engineers;
- Subcontractor's records;
- Final safety reports including test and commissioning report.

As each section of the work is completed, copies of the safety record shall be collated and made available for hand-over. Delta will maintain records for a period in accordance with statutory requirements.

38. HANDLING, STORAGE AND PROTECTION OF MATERIAL PRODUCTS AND WORK

All products delivered to this project will be identified to ensure that no confusion arises between similar products where a product could be inadvertently used for an incorrect application.

Products are identified by using the applicable drawings, specifications. The handling and storage of all items will be controlled to prevent misuse, abuse, damage, deterioration or loss.

All items will be clearly identified and shipped with a delivery docket itemising the content of the delivery. All items will be packed suitably to prevent damage during delivery.

a. DISPOSAL OF RECORDS

On completion of a project all site file documents will be returned to the Delta office for confidential document disposal.

39. EMERGENCY MANAGEMENT

Project personnel will as part of their induction will receive contact details of relevant site personnel regarding emergency management information. During the preparation stage of a project Delta will allocate suitably qualified personnel to fill the required roles in emergency management. A Delta supervisor and/or a Delta QSE Advisor will ensure there are wall posters with up to date names and numbers of emergency management personnel posted around the site in plain view.

Delta Group management will ensure on each project that a nominated first aid officer is available at all times whilst work is in progress. Where the assessment of a workplace location has identified significant risk, additional trained personnel shall be assigned as appropriate. This information will be communicated through inductions, pre start meetings and safety noticeboards. Each Sub Contractor may nominate an employee on site as their First Aid Representative and must have a current First Aid certificate. Adequately stocked First Aid kits relevant to the nature and size of the project will be provided by Delta. Where more than one project location is present during the project, first aid kits will be made available at each site to ensure easy and quick access to a kit when required.

The site supervisor and the first aid representative should ensure records are maintained for every first aid treatment given at the workplace. If a minor injury occurs then the first aid treatment notice must be completed and the injury logged in the First Aid Register (SEF 029), notification of the incident must be sent to the QSE Department within 24 hours of the injury occurring. If a serious injury occurs then the incident report form must be completed and the injury logged in the site First Aid Register (SEF 029), notification of the incident to the QSE Department must be immediate, with a written report (SEF 010) forwarded to the National QSE Manager within 24 hours of the occurrence.

40. INJURY MANAGEMENT AND RETURN TO WORK

Delta will assist the process to return injured workers to employment at the earliest date following any injury or illness. We desire to speed recovery from injury or illness and reduce insurance costs. In our policy "transitional" work means temporary modified work assignments within the worker's physical abilities, knowledge, and skills. Where possible we will make transitional positions available to injured employees in order to aid rehabilitation and minimise or eliminate time loss. For any business reason, at any time, we may elect to change the working shift of any employee based on the business needs of the company. The Delta Group employs a dedicated National Return to Work Coordinator to manage the process of rehabilitation in the workplace to ensure that all injured workers have the opportunity to recover and either stay at or return to work. All injured employees will receive appropriate first aid or medical treatment as quickly as possible. The injured person will be assisted by either, the QSE / RTW Coordinator, First Aider or Site Supervisor to attend a medical center, where the medical management of the injury will assist in planning the return to work process. Injured employees are offered the assistance of a Work Cover-accredited rehabilitation provider to assist in returning to their pre-injury duties. An injured employee will be provided with suitable duties that are consistent with medical advice and are meaningful, productive and appropriate to the injured employee's physical and psychological condition. Persons working modified duties will require a clearance certificate from their Doctor to return to pre-injury duties.

OH&S Legislation" means:

(a) if the project is in Victoria, the Occupational Health and Safety Act 2004 (Vic) and the Occupational Health and Safety Regulation 2007 (Vic);
(b) if the project is in New South Wales, the Work Health and Safety Act 2011 (NSW) and the Work Health and Safety Regulation 2011 (NSW);
(c) if the project is in Queensland, the Workplace Health and Safety Act 2011 (QLD) and the Workplace Health and Safety Regulation 2011 (QLD);
(d) if the project is in Tasmania, the Workplace Health and Safety Act 2012 (TAS) and the Workplace Health and Safety Regulation 2012 (TAS);
(e) if the project is in South Australia, the Workplace Health and Safety Act 2012 (SA) and the Workplace Health and Safety Regulation 2012 (SA);
(f) if the project is in the Northern Territory, the Workplace Health and Safety Act 2011 (NT) and the Workplace Health and Safety Act 2011 (NT);
(g) if the project is in the Australian Capital Territory, the Workplace Health and Safety Act 2011 (ACT) and the Workplace Health and Safety Act 2011 (ACT);
(h) if the project is in Western Australia, the Occupational Safety and Health Act 1984 (WA) and the Occupational Safety and Health Regulation 1996 (WA); or
(i) any reference made to QSE (Quality, Safety, Environment), OHSE (Occupation, Health, Safety, Environment or the like.

41. REFERENCE MATERIAL

Relevant WHS/OHS/OSH legislation to the state or territory to which the contract applies
Relevant Code of Practice or Code of Compliance to the state or territory to which the contract applies
ISO 9001 QMS
ISO14001 EMS
AS4801 QHSMS
AS4801 4.4.3 Consultation, communication and reporting
AS4801 4.3.1 Planning and 4.4.6 hazard identification, hazard/risk assessment and control of hazard/risks
AS4801 4.4.2 Training and competency
AS4801 4.4.6 hazard identification, hazard/risk assessment and control of hazard/risks
AS4801 4.4.3.3 Reporting, 4.5.2 Incident investigation, corrective and preventive action
AS4801 4.4.6 hazard identification, hazard/risk assessment and control of hazard/risks
AS4801 4.5.1 Monitoring and measurement
AS4801 4.5.4 OHSMS Audit and 4.6 Management review
AS/NZS 4581 Management System Integration
AS4801 4.4.4Documentation, 4.4.5 Document and data control, 4.5.3 Records and record management

Each site, branch, state or territory should identify and apply the relevant workplace safety WHS/OHS/OSH Legislation and COP's for the area that is applicable to their workplace. (Inclusive of AS/NZS)

For the purpose of identifying current national safety legislation and regulations Delta Group maintain an annual subscription to Workplace Safety Australia Pty Ltd.

ACCEPTANCE OF SAFETY MANAGEMENT PLAN

This Safety Management Plan has been developed and viewed in consultation with the workers and it is read and signed by all persons involved in the plan. If a variation occurs to this Safety Management Plan then management will communicate and re-induct the change to the work group whilst adjusting the work method accordingly.

I hereby confirm that I have read and understand this Safety Management Plan and I will ensure my work process is completed accordingly.

Project Manager Safety Plan Approval	Richard Strong
Signature	
Date	12/05/15

Inductee Name	Company/Title	Signature	Date

Inductee Name	Company/Title	Signature	Date

Environmental Management Plan

Delta Pty Limited ABN: 67 007 069 794

Head Office: 83 Bourke Road, Alexandria,
NSW, Australia. 2015
Telephone +61 2 8339 0588

"Safety is no accident!"

PROJECT DETAILS

Date	12-05-15
Client Name	Grocon
Address	IMAX - 31 Wheat Road, Darling Harbour NSW 200
Project Description/Scope	THE RIBBON SYDNEY Demolition of IMAX Theatre

DISCLAIMER

This document has been developed to assist the Delta Group to better understand and manage workplace safety and workers compensation issues in the workplace. While every effort has been made to ensure the accuracy of the material in this document, this publication is not meant to substitute for the legislation. For the specific requirements on an issue covered in this document, persons should refer directly to the relevant legislation in their location.

Controlled Documents: The aforementioned companies have all been assessed and registered as complying with the requirements of AS/NZS4801, ISO14001 and ISO9001, therefore all documents within the Delta Group Integrated Management System (IMS) are known as “Controlled Documents”. Once a document is printed it becomes un-controlled, it is thereafter known as an “Un-controlled Document”. Document revisions may be viewed in the document “Properties”, documents will be reviewed on an as need basis. The controlled copy of all documents is on the computer network.

Table of Contents

REVISION OF ENVIRONMENTAL PLAN

Rev	Date	Description of Change	Page/s	Reviewed by	Approved by
0	12-05-15	Document Creation	All	Yasser Haragli	Richard Strong

INTRODUCTION

The Environmental Management Plan identifies hazards and risks that Delta Group business and personnel may be exposed to during the course of work. The plan details the control measures to be implemented to regulate these hazards and risks. The risk management process involves the use of policies and procedures compliance, forms and checklists, education, training and supervision, and continual improvement in all areas required of the environment.

The model in AS/NZS 4581 Management System Integration and the guidelines in Standards Australia Hand Book Guidance on integrating the requirements of Quality, Environment and Health and Safety Management Systems form the basis for the Delta IMS.

1. POLICY

DELTA GROUP
AUSTRALIA WIDE
DELTA PTY. LTD. A.B.N. 67 007 069 794

DEMOLITION
ASBESTOS REMOVAL
CONCRETE RECYCLING
CIVIL AND LANDSCAPING
STEEL RECYCLING

CIVIL CONSTRUCTION
EARTHWORKS
SITE RETENTION
TIMBER RECYCLING OUTLET
DELTA RENT & DELTA QUIP

Environmental Policy

Our goal is to improve the environments in which we operate.

This goal is not limited to minimising the environmental impact of our operations but includes taking active steps to reduce our energy usage, to reduce waste, to recycle everything we can and to be rigorous about safe disposal of any residual contaminants in strict compliance with regulatory requirements. This is at the heart of our business.

To achieve our goal we will:

- Maintain an Integrated Management System which meets the requirements of AS/NZS ISO14001
- Constantly challenge the system for better ways of doingthings
- Apply our philosophy of "Right First Time" but when we don't get it right we will learn from our mistakes
- Set objectives and targets to measure and improve our environmental performance
- Strive to prevent pollution, reduce waste and recover and recycle with the aim of exceeding all relevant regulatory standards

Signed:

Stuart Gibson
Group General Manager
Delta Group

Date: 25/6/14

Melbourne Sydney Canberra Perth Brisbane

ISO 9001 certified Equal Assurance
AS 4801 certified Equal Assurance
ISO 14001 certified Equal Assurance

Victoria
Head Office
577 Plummer Street, Port Melbourne VIC 3207, Australia
Telephone: (03) 9646 8277 Facsimile: (03) 9646 6877
Email: delta@deltagroup.com.au
Website: www.deltagroup.com.au

1800 335 824

2. AUTHORISATION AND CONTROL

This Environmental Plan is authorised by the General Manager and National QSE Manager. All project personnel are to ensure that their work activities and those of Project Consultants, Contractors and Suppliers are carried out in accordance with the requirements of this Plan. Delta Group senior management acknowledges the importance of meeting customer, statutory and regulatory requirements.

a. DISTRIBUTION

This Plan is a Controlled Document and must be distributed and revised under the guidance of the Project Manager. People who hold controlled copies are responsible for maintaining their copies up-to-date. We issue this document as a guide to all those working to our safety standards.

b. REVISION

The Project Manager will monitor the implementation of this Plan and review the need for change or improvements on an as needs basis. This document will be reviewed annually. Document revisions may be viewed in the document "Properties".

c. CONTRACT REVIEW (REFER QMS)

d. CONTRACT CHANGE MANAGEMENT (REFER QMS)

3. PROJECT SAFETY MANAGEMENT COMMITMENT STATEMENT

Nothing is more important to us than the safety and wellbeing of our personnel and caring for the environment. Together, our personnel form the Delta Group most powerful asset - a rich and culturally diverse team of talented, enthusiastic individuals. Safety and the environment are about people, not numbers. The standards and targets we set are important, and have been successful in assisting the Delta Group to improve our performance, but they singly they do not deliver our safety and environmental vision.

4. PLANNING

The Environmental Management Plan identifies hazards and risks that workers may be exposed to, it details the control measures to be implemented to regulate these hazards. The risk management process involves the use of policies, procedures, audits, safety forms, checklists, education, supervision, and continual improvement in all aspects of environmental management.

The Environmental Management Plan identifies the hazards associated with the work to be undertaken and the control measures that are to be implemented to protect people and property across our worksites.

a. RESOURCES

The resources essential to the implementation of the Delta Group environmental policy and the achievement of environmental objectives and targets are defined in the Environmental Management System and made available in its development and implementation in accordance with AS/NZS ISO 14001 clauses 4.4.1 and A.4.1.

b. OVERVIEW OF LEGAL REQUIREMENTS

Environmental Legislation is the principle legislation that applies to all places of work. Delta Group applies the relevant state or territory legislation to the work location of any Delta Group

workplace. Additionally we reference AS/NZS 4801, ISO-18001 and Codes of Practice relevant to the work location of any Delta Group workplace. The Delta Group will maintain legal and other compliance, we acknowledge the need to identify and understand the importance to address the regulatory and other requirements applicable to environmental aspects of its activities, products and services in accordance with ISO 14001 clauses 4.3.2 and A.3.2.

The goals of environmental management workplace programs include fostering a safe and healthy work environment. Environmental management programs also protect co-workers, family members, employers, customers, and many others who might be affected by the workplace environment.

The purpose of Environmental Legislation is to outline the legal duties of employers and employees (including all onsite contractors). The Environmental Management Legislation extends the duty of care beyond employees to cover others at the workplace. This includes contractors or members of the public. Beyond the duty of care, the Act imposes another duty on employers.

An employer must, so far as is reasonably practicable, provide and maintain for employees of the employer a working environment that is safe and without risks to health.

5. MANAGEMENT SYSTEM

Delta Group:

- Maintains an up to date version of this Environmental Management Plan
- Retains all obsolete pages of the Plan
- Provides a copy of the current version of the Plan to the Client
- Reviews the Plan on an as needs basis to maintain its currency
- Ensures all amendments to the Plan are communicated to persons involved in the works
- All of our people are involved in continuously improving our Environmental Management System, particularly in how the system meets the needs and expectations of our clients.

6. MANAGEMENT SYSTEM REVIEW

Delta Group Management will conduct regular inspections of the work activities and work environment applicable to monitor the effectiveness of this Environmental Management Plan. A record of all inspections / audits and toolbox talks used in communicating and reviewing will be retained on-site.

Should it be necessary to expand or modify the environmental management system, any alterations shall be duly reviewed and communicated to persons involved in the works. The scope of the management review includes the effectiveness of the Environmental Management System, and the stability of the system in adapting to client and business needs and its compliance with the Environmental Standard and the Environmental Management System objectives. Delta Group will consider and assess which aspects of our activities, products and services involve an interaction with the environment, and identify the risks and opportunities involved, and the resulting significant impacts in accordance with ISO 14001 clauses 4.3.1 and A.3.1.

This is an ongoing review process that identifies and assesses past, present and potential future impacts. The review includes revisiting existing environmental management assessments and procedures. An important part of the review is for the organisation to identify the legislation and regulations affecting the environmental aspects of its activities, products and services, and the related risks and opportunities involved.

a. CONTINUOUS IMPROVEMENT

As a minimum the continuous improvement process is comprised of audits, self-assessments, lessons-learned, procedure preparation, and training. Continuous improvement is an essential management and environmental management strategy in addressing customer satisfaction, product delivery, compliance, and cost savings. It is the intention of the process that areas of concern are assessed before problems develop, and before they have a significant impact on a project. The project management will maintain an infrastructure needed to achieve contract requirements.

In order to ensure the continuing efficiency and effectiveness of the Management System, all members of staff have a responsibility to observe and report occasions where the organisation does not meet its specified requirements, be they imposed by customers, by regulation or nominated in the Management System.

7. ROLES AND RESPONSIBILITIES DEFINED

Delta Group personnel at all levels are accountable legally and otherwise for environmental performance, within the scope of their defined and inferred roles and responsibilities, including in supporting the Environmental Management System.

PROJECT MANAGER is responsible for environmental issues at the workplace and these include:

- Implementing and maintaining the Environmental Management Plan;
- Undertake a detailed review of the project documentation and prepare a schedule of scope deliverables which forms the environmental management plan
- Organisation of on-site personnel with regard to their responsibilities within the Environmental Management System;
- Identify key environmental management risks and opportunities to ensure high environmental management outputs;
- Communicating with the principal contractor to reduce environmental management risks;
- Being a part of the planning and design stages of trade activities;
- Ensure that all staff under their control have adequate training and experience for the for the work in conjunction with operations supervisor;
- Ensure that all staff under their control has adequate equipment to carry out the works in conjunction with operations supervisor;
- Periodic audits of their environmental control processes;
- Manage non-conformances and initiate corrective action as required;
- Manage defects on site to reduce the number of defects at completion;
- Leading by example and promoting sound environmental management practices at every opportunity;
- Reviewing environmental management reports and inspections, and following up on recommendations;
- Regular attendance at on-site meetings to ensure environmental management related issues are raised for review;
- Manage responsibilities for the Environmental Impact Analysis Action Plan

OPERATIONS SUPERVISOR is responsible for environmental management at the workplace and these include:

- Work with the Site Foreman, and ensure that no unnecessary delays occur;
- Develop systems for the implementation of safe and efficient work methodologies for the completion of project tasks;
- Assist in planning the daily work procedures, resourcing and allocation of labor;
- Assist in ensuring environmental management procedures are adhered to;
- Ensure communication is maintained between the subcontractor representative/s and Delta operations;
- Be responsible for providing appropriately trained personnel for the project and the hiring and expulsion of personnel;
- Organise the hiring of equipment and ensure its compliance with environmental management requirements;

SITE FOREMAN/SUPERVISOR is responsible for environmental management at the workplace and these include:

SITE FOREMAN/SUPERVISOR is responsible for environmental at the workplace and these include:

- Implementing the Environmental Management Plan;
- Understand the requirements of the contract and ensure the works are delivered in accordance with the contract;
- Ensure that itps are being carried out properly and nominated hold points are verified prior to works proceeding
- Providing advice and assistance on environmental matters to employees;
- Deciding when training is required;
- Undertaking inspection of the contracted or planned works to ensure that environmental control measures are implemented and effective;
- Ensure that all defects and incidents are identified, actioned and closed out;
- Ensure that itps are being carried out properly and nominated hold points are verified prior to works proceeding
- Leading by example and promoting sound environmental practices at every opportunity;
- Regular attendance at on-site meetings to ensure environmental related issues are raised for review;
- Assist in developing SWMS for all tasks and ensuring the work is monitored throughout. If required, amend the SWMS to reflect work activity changes;
- Take all reasonable care to maintain a high standard of care and workmanship;
- Ensure Site Inductions are conducted for all workers and Subcontractors;
- Managing the Site Folder on and ensuring all QSE documents are correctly completed – including consultation, communication checklist and registers;
- Recording all daily site activities in a site diary;
- Other environmental related duties as directed by the Project Manager.

QSE ADVISOR is responsible for environmental management at the workplace and these include:

- Conduct internal audits and inspections of the environmental management system
- Assist in the implementation of the Environmental Management Plan;
- Understand the requirements of the contract;
- Providing advice and assistance on environmental management matters to employees;
- Advise when training required;
- Assist where possible to communicate to the workforce including toolbox meetings and inductions
- Ensure that all defects and incidents are identified, actioned and closed out;

- Leading by example and promoting sound environmental management practices at every opportunity;
- Regular attendance at on-site meetings to ensure environmental management related issues are raised for review;
- Lead the process of ensuring environmental management audits undertaken periodically
- Other environmental management related duties as directed by the Project Manager.

8. OPERATIONAL CONTROL

Delta procedures cover a specific task, activity and process, or a number of tasks, activities or processes, undertaken during the course of a contract. Our procedures serve to identify the controls to be put in place to achieve the related objectives and targets.

To ensure effective environmental management, the Delta Group have procedures that cover activities and processes contributing to significant environmental impacts with our operations, in accordance with ISO 14001 clauses 4.4.6 and A.4.6. The operations include planning, designing, purchasing, contracting, management of service providers, handling and storage of materials (hazardous or otherwise), disposal of wastes, recycling, air/water/land/heritage management, and de-contamination / remediation/restoration and asset maintenance.

9. TRAINING AND COMPETENCY

Delta Group confirms that all personnel are trained and competent to perform their work in accordance with the requirements of the contract. We require all employees to undergo training in our Environmental Management System as part of their induction and continuing training. This training is both general environmental management training and training related to achievement of environmental management standards in the particular tasks done by each employee.

The Delta Group ensures all personnel able to influence environmental performance have the necessary education, skills, experience and knowledge. This includes training all personnel; ensuring they are kept informed about changes, risks/opportunities, their roles and required procedures; and generally ensuring they are able to meet environmental management requirements.

Delta maintains an electronic data base for training and competency which is updated as training is completed. N:\Ticket Register\TICKET REGISTER\New ticket register. Subcontractors will provide Delta with evidence of training and competency for their employees.

A listing of Delta Employee details with the skills and competencies of the group employees will be provided to the client on request.

Induction training is oriented in assisting personnel to be aware of their environmental system responsibilities to ensure that an environmental product or service is delivered and that an appropriate communication and reporting system is maintained to allow verification of all facets of work produced. Records of induction and training sessions are recorded and can be reviewed by the client's Environmental Manager on request.

10. ENVIRONMENTAL ASPECTS AND IMPACTS ASSESSMENT

This procedure aims to allow environmental aspects and impacts to be identified and then assessed to determine which ones are considered to be significant. The Project Manager shall ensure that all environmental aspects and impacts are satisfactorily assessed, controlled and monitored. (SEF 006)

a. Identification of Environmental Aspects

Environmental Aspects may be seen as the cause of impacts to the environment.

The Project Manager shall conduct an assessment of any activity which will cause an impact (either positive or negative) to the environment. This will include aspects from workshops, maintenance facilities, onsite construction and office. When identifying aspects, consideration should be given to potential emergency situations, normal and abnormal operating conditions.

b. Identifying Impacts

Environmental Impacts are the consequences arising from environmental aspects. It is possible that from one aspect there may be a number of impacts on the environment. Impacts to all segments of the environment should be considered including positive impacts. (SEF 006)

11. ENVIRONMENTAL ASPECTS and IMPACTS ASSESSMENT REGISTER

Refer to SEF 068

12. RECORDS AND RECORD MANAGEMENT

The Delta Group ensure all Environmental Management System documents, including procedures, work instructions, checklists and forms, are available and appropriate before they are used, in accordance with ISO 14001 clauses 4.4.4, 4.4.5, A.4.4 and A.4.5.

A system (on-site) shall be established for the identification, collection, indexing, filing, storage and maintenance of all records pertaining to the provision of objective evidence that:

- The environmental system is being implemented in accordance with this environmental management plan and ISO 14004;
- The products and services provided meet the requirements of the project specification;
- The records shall be available when required for review and audit by the Client.

The records referred to in this section, will be all records generated by Delta Group personnel, their subcontractors and consultants for the project which may include:

- Inspection and test records;
- Inspection reports;
- Non-conformance notices;
- Environmental memos;
- Written approvals for changes to specifications by structured engineers;
- Subcontractor's records;
- Final environmental reports including test and commissioning report.

As each section of the work is completed, copies of the environmental management record shall be collated and made available for hand-over.

a. SUBCONTRACT EMPLOYEES

Are responsible for the following:

- Complying with the Environmental Management Plan including all itps;
- Reporting all non-conformances to the Works Supervisor;
- Subcontractors are and remain responsible for meeting their legal obligations

13. INSPECTION AND TEST PLANS (ITP's) (Refer QMS)

14. INTERNAL AUDITS

Delta Group reviews all quality policies and procedures on an as need basis to determine the effectiveness of the Environmental Management Plan in addressing quality in the workplace.

Internal auditing are conducted on all sites thereby ensuring standards are maintained. This procedure provides guidance for auditing the environmental management system to ensure that the system continues to conform to the requirements of ISO14001. Delta Group internal auditing system is an independent, objective assurance and consulting activity designed to add value and improve our organization's operations.

Audits assist Delta Group to accomplish our objectives by bringing a systematic, disciplined approach to evaluate and improve our effectiveness of risk management, control, and governance processes. Internal auditing assists the Delta Group in improving our governance, risk management and management controls by providing insight and recommendations based on analyses and assessments of data and business processes. With commitment to integrity and accountability, the Delta Groups internal auditing provides value to governing bodies and senior management as an objective source of independent advice.

The QSE Advisor is principally responsible for conducting audits however we are subject to external quality audits for our ISO9001 accreditation.

15. MONITORING AND REPORTING

Delta agrees to comply with 3rd party inspections by the client or an independent party not directly involved in production to inspect, witness and monitor characteristics for acceptance. The independent party shall report directly to the management responsible.

Delta will implement the following monitoring processes on this project:

- ITP's
- Site Inspections
- Internal Audits
- Corrective Action/s and Close Out
- Calibration of equipment
- Document Control
- Informal checks by Site Foreman/Supervisor
- Product delivery

Subcontractors are included in all monitoring processes Delta performs. Delta will maintain records of all monitoring activities in the site files.

16. EXTERNAL COMMUNICATION

This element is addressed in accordance with ISO 14001 clauses 4.4.3 and A.4.3. Any report on environmental performance will include statistical and quantitative information rather than just qualitative remarks. This information is linked to the targets identified so that the report is part of the process of continual improvement and verifiable by a third party.

Reports cover the outcome of reviews, performance monitoring and other activities for some or all Delta Group operations.

17. THIRD PARTY CERTIFICATION

The international standard for environmental management is the ISO 14000 series.

18. REPORTING

Delta retains records of all reporting activity in the site files and will be provided to the client on request. Delta will meet client and subcontract reporting requirements.

19. SUBCONTRACT WORKS

Subcontractors will be subject to Delta Internal Audit Planner and External Accreditation Audits for compliance with this plan and work procedures. Prior to commencement on the work site, Delta Project Management will review all Subcontractor Environmental Documentation including ITP's, Training records and work methodology. During the course of the project, Delta's Project Management will monitor works to confirm that work is being conducted according to the supplied documentation and also that appropriate registers are being updated as required.

Subcontractors working on Delta sites will be monitored daily and have their works included in Site Inspections (SEF 049) and Site Audits. This is to confirm that QSE documents submitted prior to site commencement are being complied with. Subcontractors are required to participate in Delta's Safety Walks and QSE Site Audits. Where applicable sub-contracting is subject to the prior approval of the Client and all relevant Environmental Assurance Plans will be provided to the Client for review prior to work commencing.

Delta Group shall ensure that each sub-contractor has full knowledge of the scope of works and is able to comply with the relevant sections of the contract. Qualified personnel shall monitor the progress of the sub-contract program to enable assessment of any potential impact on the overall contract program.

20. SUBCONTRACTOR REPORTING

Subcontractors must provide Delta with the following information:

- Itp's
- Induction and training records
- First aid treatment
- Incident investigation reports and any corrective action evidence.
- Hazard reports
- Internal and external non conformances issued
- Site inspection and audit report

21. SUBCONTRACT EMPLOYEES

Are responsible for the following:

- Complying with the Environmental Management Plan including all itps;
- Reporting all non-conformances to the Works Supervisor.

22. MEASUREMENT AND TEST EQUIPMENT (Refer to the QMS)

23. NON-CONFORMANCES/CORRECTIVE ACTION REPORT

Non-conformances or system defects issued by the client will be closed out and evidence provided. Proposed corrective actions will be issued to the client for approval prior to commencing rectification. Non-conformances will be rectified in a timely fashion and as stipulated in the Non-conformance Report. The non-conformance details will be recorded in the Action Register (SEF 024). The non-conformance register shall be updated and made available to the Client when a non-conformance notice is generated. The person or persons responsible for determining the method of disposition will be identified on the corrective action report (CAR) (SEF 005). The Project manager or the QSE department carry responsibility for issuing corrective action reports and closing out non-conformances.

Non-conforming product found at delivery shall not be accepted and returned to the manufacturer/supplier. Where the product cannot be immediately returned, the non-conforming product shall be clearly marked and segregated to prevent its use on site.

A Non-conformance report (SEF 005) will be raised and issued to the client for information. Non-conforming product found during the installation works shall be immediately rectified and re-inspected prior to proceeding.

Non-conforming product that cannot be rectified immediately shall be documented as a Non-Conformance and the client will be notified. The client will be advised of the proposed corrective action report for approval. The rectified product will be subject to re-inspection to verify its conformity.

24. DEFECTS (Refer to the QMS)

25. CORRECTIVE ACTION

Corrective Action Report (SEF 005) shall be initiated where a non-conformance or a potential non-conformance has been detected to prevent occurrence or re-occurrence of a non-conformance on the project. Environmental performance reviews and environmental incidents provide definite pointers to unsound work practices and performance requiring action. Incidents and performance are recorded, investigated and analysed, to facilitate improvements in policy, procedures and work practices to progressively improve the Delta Groups environmental performance.

The requirements for corrective action report result from the detection of a non-conformance or potential non-conformance.

On receipt of a non-conformance corrective action report, the management representative shall;

1. Assess the non-conformance to determine how the non-conformance occurred;
2. Develop, where possible, a revised method of carrying out works to ensure that the same non-conformance does not re-occur;
3. Regularly check operational methods following the implementation of corrective action to ensure revised methods of works are effective;
4. Submit to the Client's Environmental Manager or nominated representative, all details of corrective actions implemented for all non-conformances.

Action undertaken after reviewing past errors or anticipating future problems is part of the learning that enables the Delta Group to keep improving our environmental performance. Project Manager or delegate is responsible for carrying out and recording site inspections.

26. HANDLING, STORAGE & PROTECTION OF MATERIAL PRODUCTS & WORK (Refer to the QMS)

27. QUALITY RECORDS AND CERTIFICATES (Refer to the QMS)

28. ENVIRONMENTAL CONTROL MEASURES / EROSION AND SEDIMENT CONTROLS

Erosion and sediment will be managed in accordance with sound environmental practices to prevent sediment laden water from entering any drainage or natural waterway.

a. PLACEMENT AND MANAGEMENT OF STOCKPILES

Some material may need to be stockpiled on the site which will be controlled by Delta. All other material will be progressively removed off site and all areas will be managed to minimise erosion and dust control. All stockpiled materials will be placed in areas which minimise erosion and inconvenience.

b. MANAGEMENT OF BATTERS

Any batters which are created will be cut at a minimum angle as to reduce the risk of slope failure and erosion. Where necessary control devices will be used to stabilise and control any erosion or sediment created from the construction of batters.

c. SEDIMENT TRAPS

Sediment traps can be formed by excavating or constructing an earthen embankment across a waterway or low drainage area allowing settlement in a containment area of the water course. The remaining water can be discharged through a stabilized spill way (rock ballast)

d. COFFER DAMS

An enclosure may be constructed of an earth embankment within the surface runoff or water course to allow water to be displaced from the area to create a dry work zone.

e. DIVERSION DRAINS

Diversion drains can be constructed to divert surface runoff or water course away from amenities, work areas including stockpile and to appropriate controlled discharge points.

f. STAGING OF WORKS

Works onsite will be done in logical and environmentally friendly stages in order to reduce any erosion or pollution which may occur.

g. VEHICLE NO-GO AREAS

Areas where construction work is taking place will be blocked off to all vehicles other than construction vehicles using bunting and barriers.

h. WASH DOWN AND RUMBLE GRIDS

Trucks wash down and / or cattle grate/ rumble strip may be utilized to minimised and avoid soil and dirt being transported out onto public roads by vehicle leaving the construction site.

29. OBJECTIVES and TARGETS

Delta Group believes that environmental awareness and preservation is an essential element of all operations. As we strive towards continual improvement, Delta aims to progressively develop the environmental standards of our work.

We are committed to controlling the impacts of our operations on the environment and protecting it by safeguarding existing land, water, air, the surrounding ecology and community.

Delta's scope of operations includes the provision of project management, site supervision, small equipment and labour hire, heavy earth moving equipment operation, maintenance and cross hire, civil and building demolition works, removal of prescribed and toxic waste, asbestos

removal, civil construction including bulk earthworks, civil and landscape works.

We strive to achieve and maintain our sound environmental performance by commitment to legislative compliance and our standard practices, which include:

1. Stating in writing, for each employee, his/her responsibilities in the campaign to protect and enhance the environment;
2. Fostering a dynamic awareness of the environment in all our employees;
3. Communicating our policy and environmental standards to all employees, subcontractors and the public at large.
4. Instituting a continuous program of education and training throughout the company;
5. Performing all works with an underlying objective of reducing pollution and pollution effects;
6. Keeping adequate records, and promoting controls and feedback to maintain our sound environmental record; and
7. Providing adequate resources to ensure that all planned means and methods are utilised to maximum capacity.

We will ensure that at project level, we:

1. Develop an Environmental Management System encompassing all the controls, mechanisms, employee and management requirements necessary to carrying out works in accordance with this environmental policy and AS14001;
2. Ensure all supervisory personnel accept responsibility for the establishment and maintenance of environmental controls including emissions, run off, waste removal, water management, materials recycling and the management and disposal of hazardous materials;
3. Ensure employees across all levels of the business are appropriately trained on environmentally sound work practices to ensure they are able to recognise, understand and minimise environmental impacts when undertaking any tasks;
4. Provide a safe working environment at all times;
5. Provide mechanical and physical environmental protective measures in keeping with relevant regulations and standards;
6. Ensure that all employees and subcontractors are aware of and comply with Delta Group's environmental policy, rules & governing regulations;
7. Ensure the surrounding environment, property and public are least affected by works carried out by Delta Group;
8. Assess and evaluate the effectiveness of our environmental management system and control measures and,
9. Ensuring environmental control measures and management systems are kept up to date, revised and redeveloped where required.

30. IMPORT & EXPORT OF FILL MATERIAL

a. STORAGE AREAS

Any materials which will be used in the construction process will be placed at a safe working distance from where they are needed or alternatively directly into location where required. All materials will be stored out of the main water flow areas on high ground in case of heavy rain.

b. CONTAMINATION STATUS

Any contaminated soils found on site by the soil tests conducted by a geotechnical Environmental Consultant and be removed from the site. Contaminated soils will be removed in line with EPA requirements to an approved tip site

31. NOISE AND VIBRATION

State and Local Authority requirements must be adhered to in relation to the level of noise, vibration and working hours, to ensure that neighbouring parties to the site are not disturbed unreasonably. Control measures will consist of the following.

a. APPLICATION OF NOISE REDUCTION MEASURES

Machine noise will be unavoidable during earthworks. However Delta will aim to keep noise and vibration to a minimum and only work within the specified hours of work.

b. SELECTION OF MACHINERY

Only machinery appropriate for works being undertaken will be used throughout the duration of the project. Any other machinery which could be deemed noisy will be used to a minimum and at designated times during the day.

c. RESTRICTION OF HOURS OF OPERATIONS

No machine work will occur outside the normal working hours set unless approval has been given by Superintendent &/or Council. Furthermore the following conditions apply:

- That noise and vibration from the use of any plant equipment and/or building services associated with the premises shall not give rise to an offensive noise as defined under the provisions of the noise Control Act 1975.
- As part of the noise mitigation treatment for the project, all trucks and machinery will be checked for defective exhaust systems and general servicing.
- No works shall be conducted outside of normal working hours unless the client representative has given written approval to do so.

d. PLACEMENT OF MACHINERY

Machinery will only be working inside the perimeters of the job site unless all relevant applications and permits have been obtained for outside works.

32. AIR QUALITY

a. DUST CONTROL ON UNSEALED ROADS

Dust will be controlled by regularly wetting traffic areas if needed and periodically wetting work areas if needed. On site traffic will be minimised in order to reduce dust creation. Precautions include the use of haul tracks on site.

b. SEALED ROADWAYS

Trucks entering and exiting the worksite will be supported by the use of Street Sweepers to prevent site presence.

c. RESTRICTIONS ON HIGH WIND DAYS

Shifting of loose materials will be minimised on days of high-wind in an attempt to reduce dust creation.

33. SOLID WASTE MANAGEMENT

Litter and Waste must be contained on site, before disposal in a responsible manner

a. HAZARDOUS MATERIALS DISPOSAL

If Hazardous materials are identified, they will be managed following the Disposal and Management of Hazardous Materials Guideline ... AS/NZS 3833. The transportation of collected hazardous materials is to be undertaken by EPA approved hazardous waste transports and disposed at an appropriate EPA licensed facility. Hazardous waste removed off-site will have obtained the appropriate waste disposal consent numbers from the EPA and completed the relevant docket of the EPA's waste tracking docket system.

b. CONTAMINATED MATERIAL AND WASTE DISPOSAL

If contaminated materials are identified onsite, they will be managed following the Disposal and Management of Hazardous Materials Guideline ... AS/NZS 3833. The transportation of collected contaminated materials is to be undertaken by EPA approved hazardous waste transports and disposed at an appropriate EPA licensed facility. Contaminated waste removed off-site will have obtained the appropriate waste disposal consent numbers from the EPA and completed the relevant docket of the EPA's waste tracking docket system.

c. WASTE MANAGEMENT

All material generated from a project will be recycled where possible. Clean demolition rubble (concrete, asphalt, bricks etc.) will be disposed of at accredited waste sites, clean fill will be reused on other civil projects. All materials leaving site shall be accounted for via documentation as to where the materials shall be disposed.

d. LITTER COLLECTION STORAGE AND REMOVAL

The responsibility of litter collection, storage and removal lies with DELTA / BUILDER. Responsibility of keeping work areas clean and utilizing litter collection bins will lie with each worker.

e. WASTE MINIMISATION AND AVOIDANCE

Any extensive areas of good quality fill found will be reused onsite as backfill. All other material will be removed from site. Trucks wash down and / or cattle grate/ rumble strip may be utilized to minimised and avoid soil and dirt being transported out onto public roads.

34. WATER MANAGEMENT

The runoff and disposal of site water will be managed in accordance with sound environmental practices to prevent sediment laden or any contaminated water from entering any drainage or natural waterway.

a. STORM WATER MANAGEMENT

The protection of newly constructed or existing storm water systems will have sediment controls implemented to ensure the systems are maintained and kept unblocked during the course of the project. No materials or machinery will be stored in a flood plain.
Storm water controls may consist of the following: Filtration barriers such as geo-fabric covering grated pit inlets, silt socks covering side entry pits and hay bales in open cut drains. Sediment barriers are sediment traps, settlement ponds and settlement tanks etc. Physical barriers are coffer dams or diversion drains etc.

b. DE-WATERING SITES

Should project sites require de-watering from wet weather conditions controls such as settlement ponds/ tanks/ dams, silt sock, hay bales will be implemented to eliminate sediment laden water leaving site and entering the existing water course. A permit may be sought from the relevant water authority to discharge water into the sewer system. Water identified as contaminated must be collected by EPA approved hazardous waste transports and disposed at an appropriate EPA licensed facility. Alternatively a permit and trade waste agreement from relevant water authority may be obtained to discharge the contaminated water in to the sewer system.

c. WASH DOWN AREAS

Truck wash down areas

d. WORKING IN WATERWAYS AND FLOOD PLAINS

No materials or machinery will be stored in the flood plain. No work will be done in the flood plain during heavy rain.

e. PROTECTION OF GROUNDWATER

Any natural groundwater will be protected throughout the course of the works.

f. DISCHARGE CONTROLS

Discharge points will be protected

35. PROTECTION OF EXISTING FLORA AND FAUNA

All significant flora and fauna on and adjacent to the site must be protected unless otherwise permitted. Any removal of flora and fauna will be dealt with through the relevant authorities and with the relevant permits.

36. REHABILITATION

a. STOCKPILING OF TOPSOIL

Topsoil excavated from site can be stockpiled and reused on site. Alternatively, topsoil can be disposed at a Delta's Recycling facility.

37. CULTURAL AND HISTORICAL FEATURES

Places, sites and objects of archaeological or heritage significance must be protected at all times. Any contact with historical or cultural features will be dealt with through the relevant authorities and with the relevant permits. Permits remain the responsibility of the principle contractor.

38. PLACEMENT OF TEMPORARY INFRASTRUCTURE

a. MINIMISATION OF AREA DISTURBED

Site amenity areas which Delta use will be maintained by Delta

b. ROADS

Haul roads inside the job site will be kept to a minimum and will be kept clean and hazard free

c. BUNDING, STORAGE OF CHEMICALS AND FUELS

All fuels and chemicals will be stored in site compound as per requirements. An area will be bunded around fuels to control any spills.

d. DESIGNED RE-FUELLING AREAS

Re-fuelling area should be in the immediate vicinity to the fuel storage area.

e. CLEAN-UP EQUIPMENT (SPILL KITS)

Spill kits will be used as required

f. AMENITIES

Amenities responsibility and requirements will be determined in consultation between Delta and the principle

g. VEHICLE PARKING

To be determined in consultation between Delta and the principle

h. STORAGE OF MATERIALS

Only materials which are for short term use will be supplied and stored on site. All others will be taken to site as needed

39. EMERGENCY PREPAREDNESS AND RESPONSE

Delta procedures will address the requirements of ISO 14001 clauses 4.4.7 and A.4.7, including identifying emergency organization details and responsibilities, a list of key personnel to contact with full contact details, details of emergency services (such as ambulance, fire brigade, spill clean-up services), communications strategy (internal and external) and training plans, details of actions to be taken in the event of the various types of emergencies, accidents and other incidents possible, location of information on hazardous materials, including each material's potential impact on the environment and measures to be taken in the event of accidental release or other misuse and plan effectiveness testing, review and revision procedures.

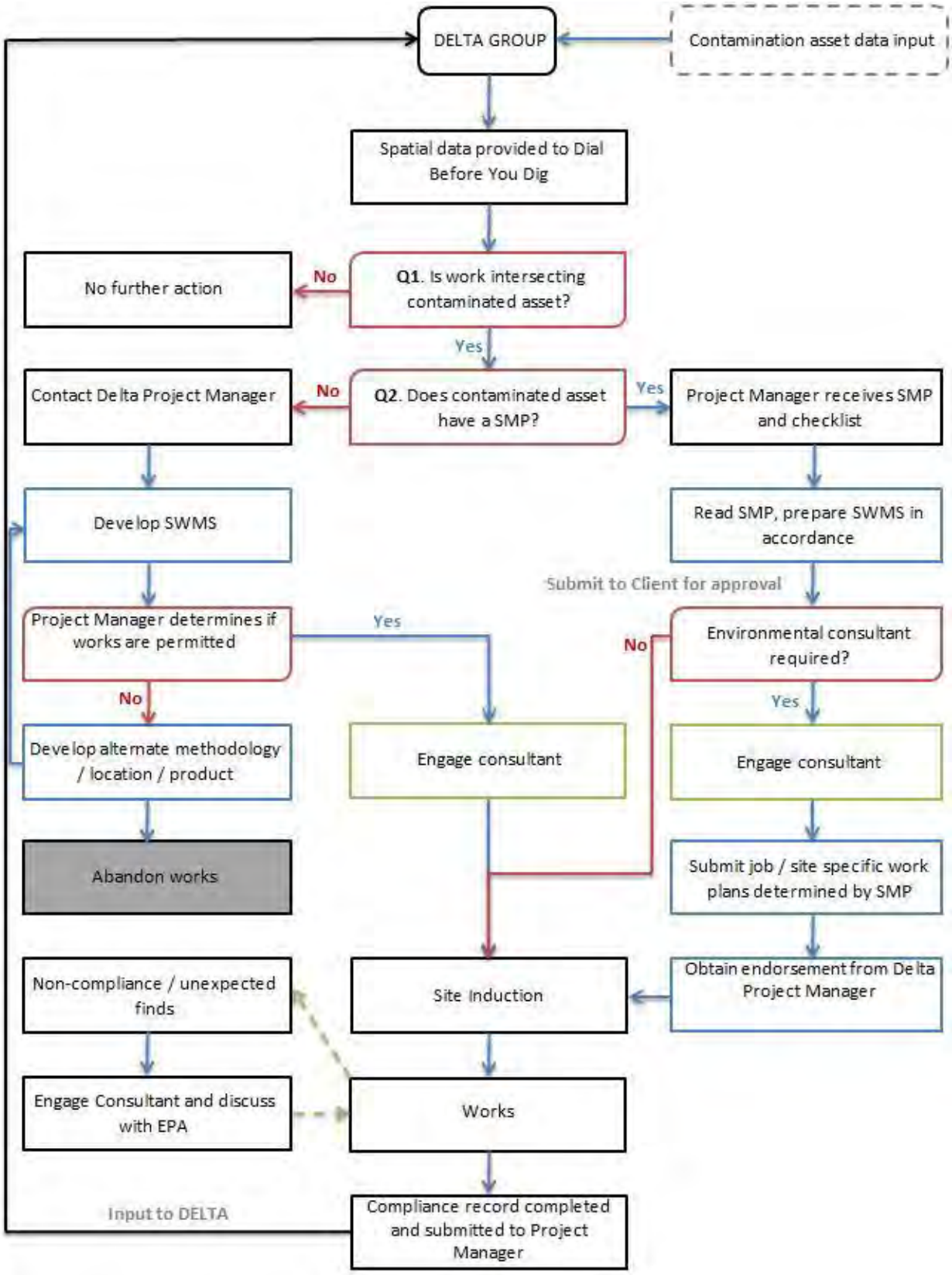
40. RISK CONTROL

Where a risk to the environment has been identified, controls must be introduced to reduce risk levels to an acceptable level. Consideration should be given to seriousness of the risk, experience and the skill of employees involved and legislative or client requirements.

41. MONITORING

As part of the Job Environmental Assessment (SEF 006) control mechanisms will be established and consideration should be given for the need for regular monitoring which may include, checks on noise levels near the work zone, checking on the level of dust and its effect on traffic or the public, supervision of the works, checklists associated with work procedures, hold points or critical inspection points and records or regular monitoring, testing or inspections.

42. CONTAMINATED ASSETS



43. DEFINITIONS

The terms used include the following and those defined in ISO 14001 and ISO 9000.

The term **'audit' or 'review'** means an examination of a random or particular sample of processes to determine whether or not correct procedures are being followed, and includes a document review or an examination of activities or an examination of documents and activities, to assess their conformity with requirements.

The **'certification'** of an Environmental Management System is the attestation by certificate that the Environmental Management System meets certain defined requirements for use for a certain scope of activities (usually following an audit by another organisation accredited to provide such certifications, as the certifier).

The term **'client'** means the owner of the asset to be procured or project product, and representative of the end users of the asset.

The term **'construction'** means all organised activities concerned with demolition, building, landscaping, maintenance, civil engineering, process engineering, heavy engineering and mining.

The term **'consultant'** means a professional person or organisation that contracts with a customer to provide design, management or other services.

The term **'contractor'** means an organisation that contract with a Principal to carry out the work under the contract, including construction and related services, to deliver an asset or construction product.

The term **'design'** means the process (and product) of converting a brief into design details ready for documentation, including concept design and design development, and then documentation or detailing of the technical and other requirements for the project in a written form that details the project product sufficiently for it to be constructed or otherwise provided.

The term **'environmental opportunity'** means a potential for beneficial environmental impacts.

The term **'environmental risk'** means a potential for adverse environmental impacts.

The term **'management'** means the planning and interactive controlling of human and material resources to achieve time, cost, quality, performance, functional and scope requirements. It involves the anticipation of changes due to changing circumstances and the making of other changes to minimise adverse effects.

The term **'project'** means an undertaking with a defined beginning and objective by which completion is identified. Project delivery may be completed using one contract or a number of contracts.

The term **'subcontractor'** means an organisation that contract with a contractor as the customer to carry out construction and related services, and/or provide other products.

44. REFERENCE GUIDANCE MATERIAL

National Strategy for Ecologically Sustainable Development 1992;
National Strategy for the Conservation of Australia's Biological Diversity 1996;
National Greenhouse Strategy 1998; and
National Environmental Protection (Ambient Air Quality) Measure 1998

Risk: AS 4360 Risk Management
National Environmental Protection (Assessment of Site Contamination) Measure 1999 NEPC
AS/NZS 4581 Management System Integration
AS1216 Hazard Identification and Information Systems for Dangerous Goods
AS1678 Emergency Procedures Guidelines Transport
AS1940 Storage and Handling of Flammable and Combustible Liquids
AS3580 Methods of Sampling and Analysis of Ambient Air
AS2346: Guide to Noise Control of Construction, Maintenance and Demolition Sites
AS1259.2 Acoustics-Measurement of airborne noise emitted by earth-moving, Stationary test condition. Part 1: Determination of compliance with limits for exterior noise
AS/NZS 1596 – The storage and handling of LP Gas
AS/NZS 3833 - The storage and handling of mixed classes of dangerous goods.
AS 1940: The storage and handling of flammable and combustible liquids
AS 3780: The storage and handling of corrosive substances
AS 4326: The storage and handling of oxidising agents
AS 4332: The storage and handling of gases in cylinders
Heavy Vehicle National Law Regulations
NHVR Code of Practice for the Approval of Heavy Vehicle Modifications
Environmental Acts and Regulation relevant to the state or territory to which the contract applies

Each site, branch, state or territory should identify and apply the relevant WHS/OHS/OSH Legislation and COP's for the area that is applicable to their workplace. (Inclusive of AS/NZS)

For the purpose of identifying current national environmental legislation and regulations Delta Group maintain an annual subscription to Workplace Enviro Australia Pty Ltd.

45. ACCEPTANCE OF ENVIRONMENTAL MANAGEMENT PLAN

This Environmental management Plan has been developed and viewed in consultation with the workers and it is read and signed by all persons involved in the plan. If a variation occurs to this Environmental Management Plan then management will communicate and re-induct the change to the work group whilst adjusting the work method accordingly.

I hereby confirm that I have read and understand this Safety Plan and I will ensure my work process is completed accordingly.

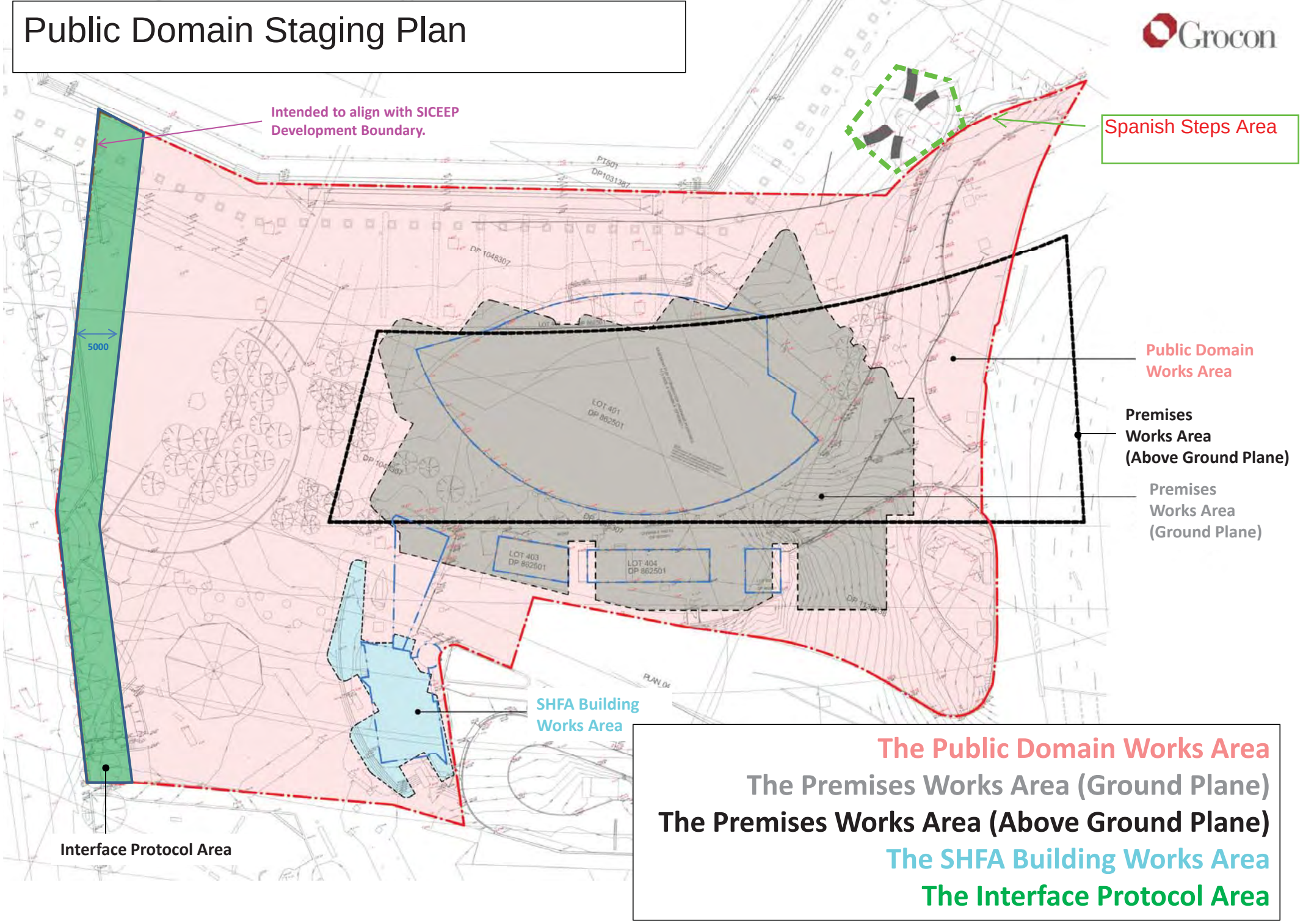
Project Manager Environmental Plan Approval	Richard Strong
Signature	
Date	12/05/15

Inductee Name	Company/Title	Signature	Date

Inductee Name	Company/Title	Signature	Date

F. Public Domain Staging Plans

Public Domain Staging Plan



The Public Domain Works Area

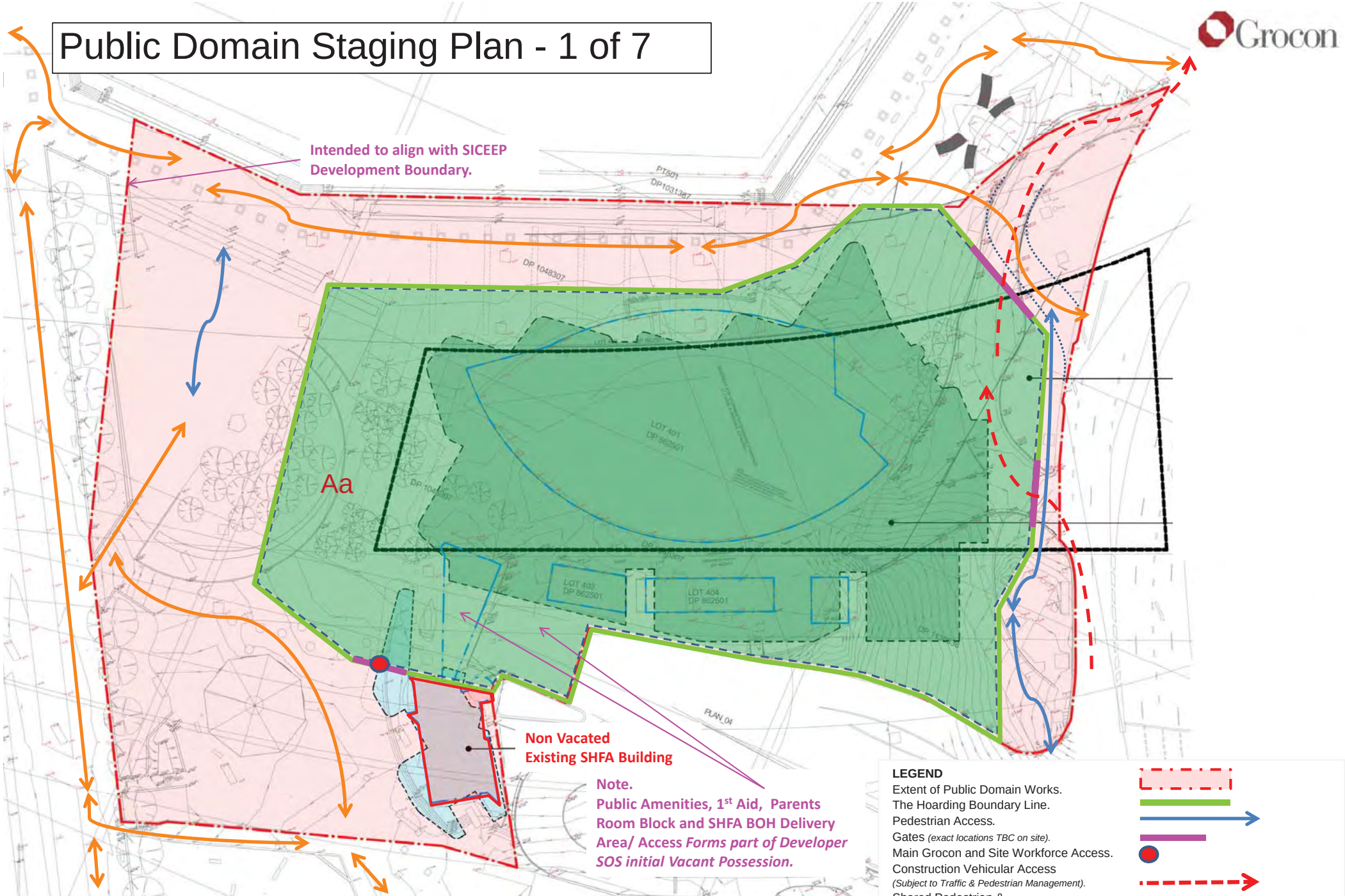
The Premises Works Area (Ground Plane)

The Premises Works Area (Above Ground Plane)

The SHFA Building Works Area

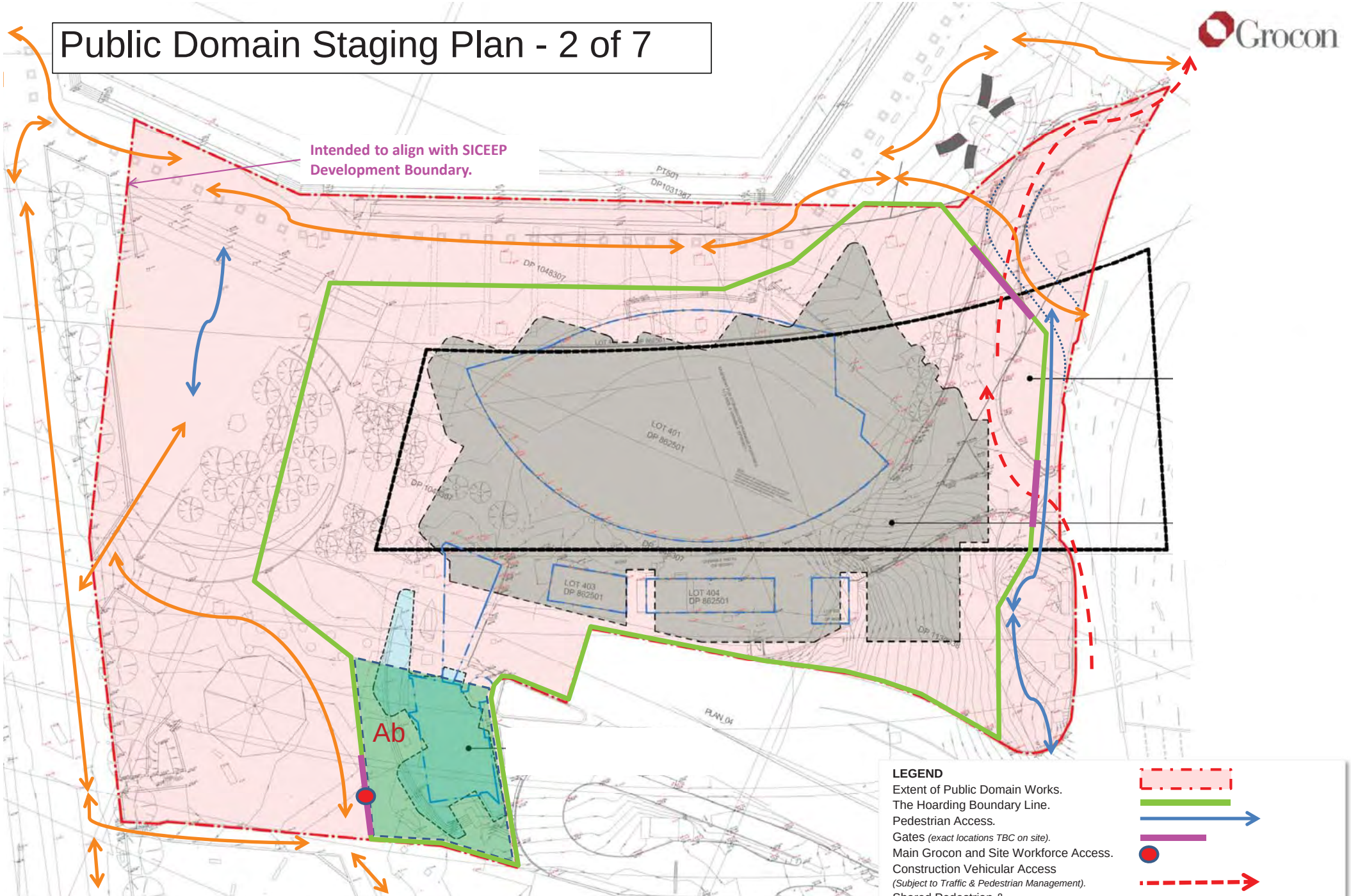
The Interface Protocol Area

Public Domain Staging Plan - 1 of 7



The Hoarding Boundary/ Premises Works Pre-Public Domain Staging (PRIOR SHFA building vacant possession) -
(Area Aa) – *Approx. 38 Months (Complete at Project Practical Completion)*

Public Domain Staging Plan - 2 of 7



LEGEND

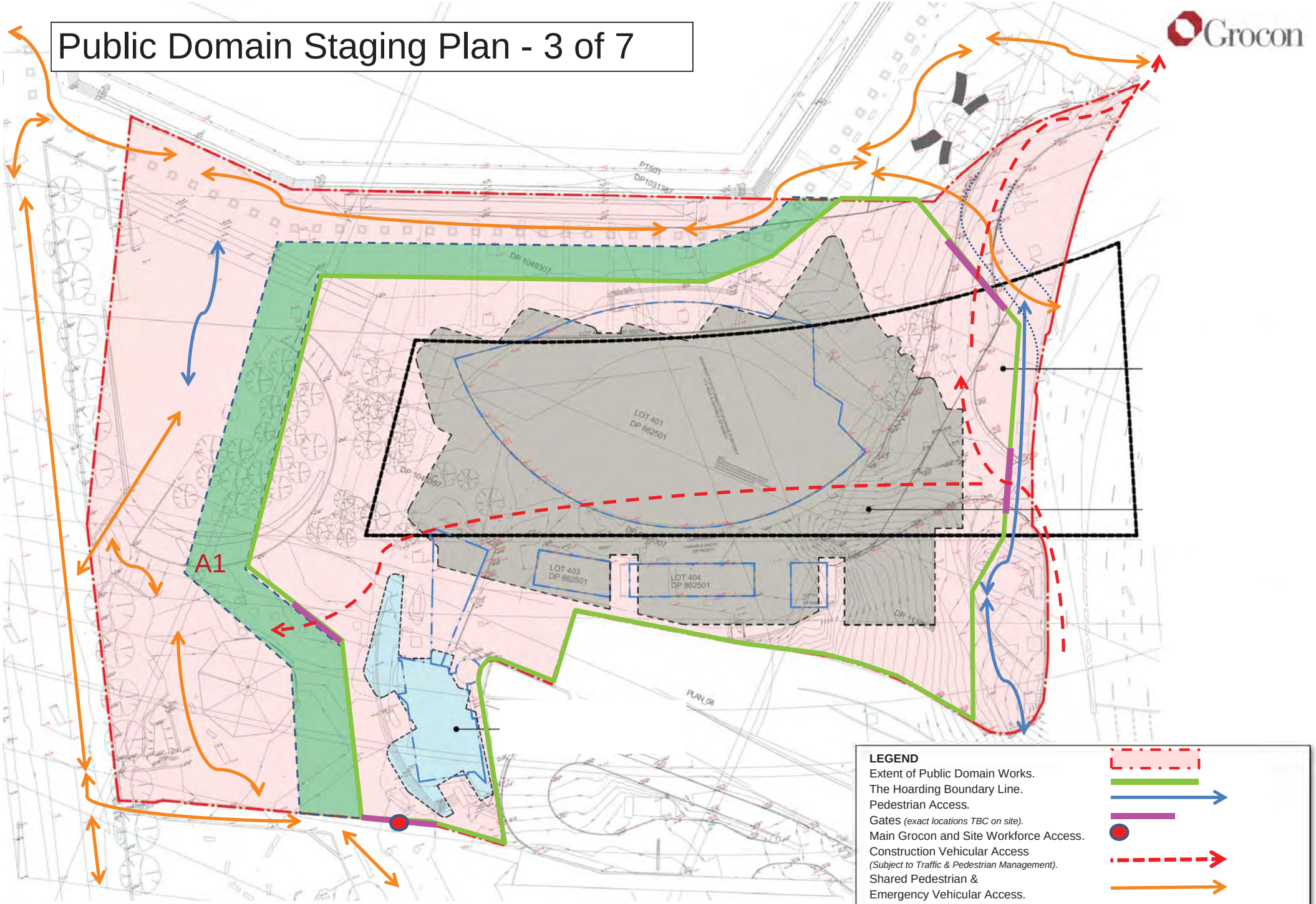
- Extent of Public Domain Works.
- The Hoarding Boundary Line.
- Pedestrian Access.
- Gates *(exact locations TBC on site).*
- Main Grocon and Site Workforce Access.
- Construction Vehicular Access *(Subject to Traffic & Pedestrian Management).*
- Shared Pedestrian & Emergency Vehicular Access.

Staging

- *Fenced off works in progress.*
- *Public Domain Works complete & accessible to public.*

The Hoarding Boundary/ Premises Works Pre-Public Domain Staging (POST SHFA building vacant possession) -
(Area Ab) – *Approx. 26 Months (Complete at Project Practical Completion)*

Public Domain Staging Plan - 3 of 7



LEGEND

Extent of Public Domain Works.

The Hoarding Boundary Line.

Pedestrian Access.

Gates *(exact locations TBC on site).*

Main Grocon and Site Workforce Access.

Construction Vehicular Access
(Subject to Traffic & Pedestrian Management).

Shared Pedestrian &
Emergency Vehicular Access.

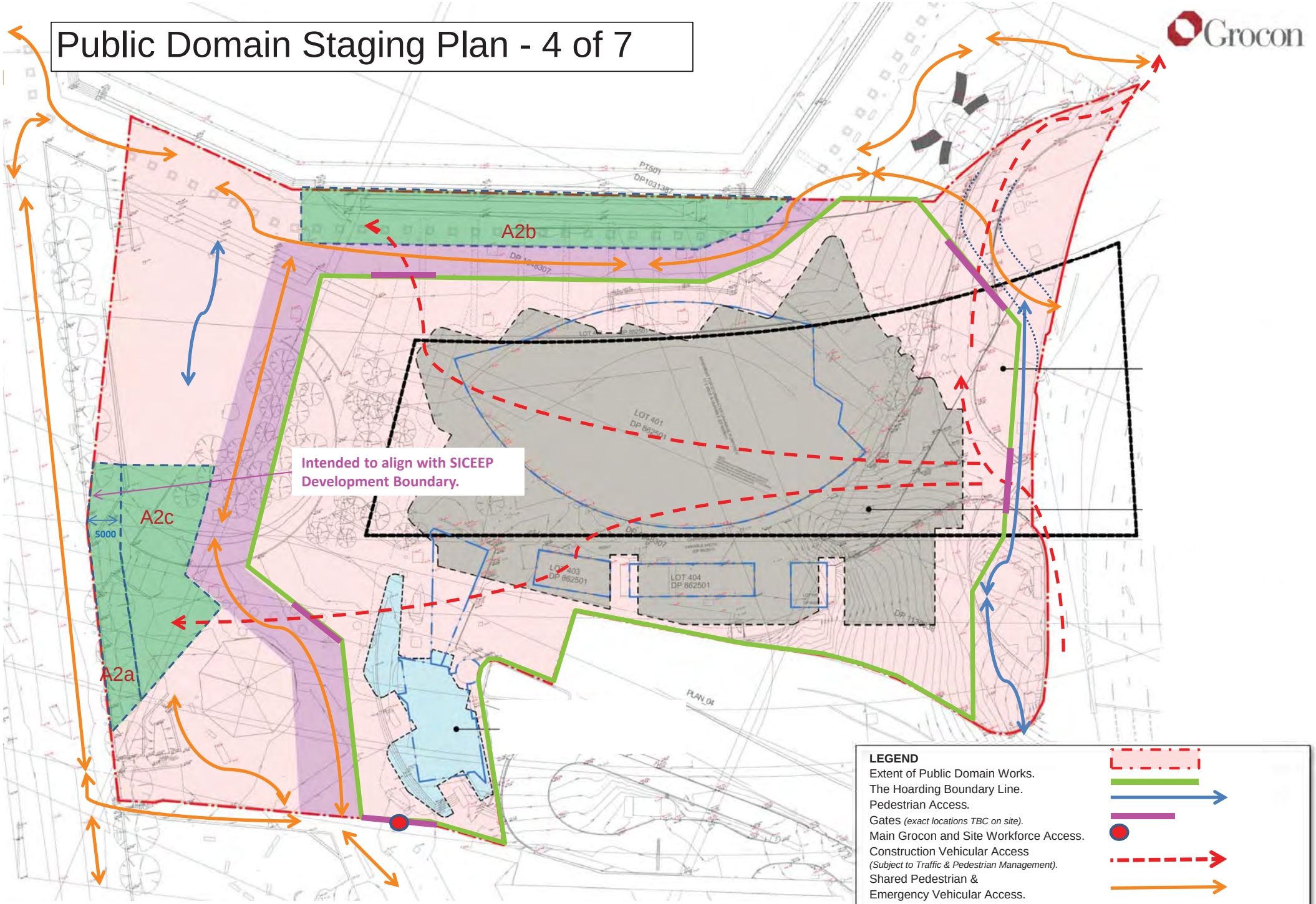
Staging

Fenced off works in progress.

Public Domain Works complete & accessible to public.

Public Domain Stage 1 (Area 1) – *Approx. 8 Weeks*

Public Domain Staging Plan - 4 of 7



LEGEND

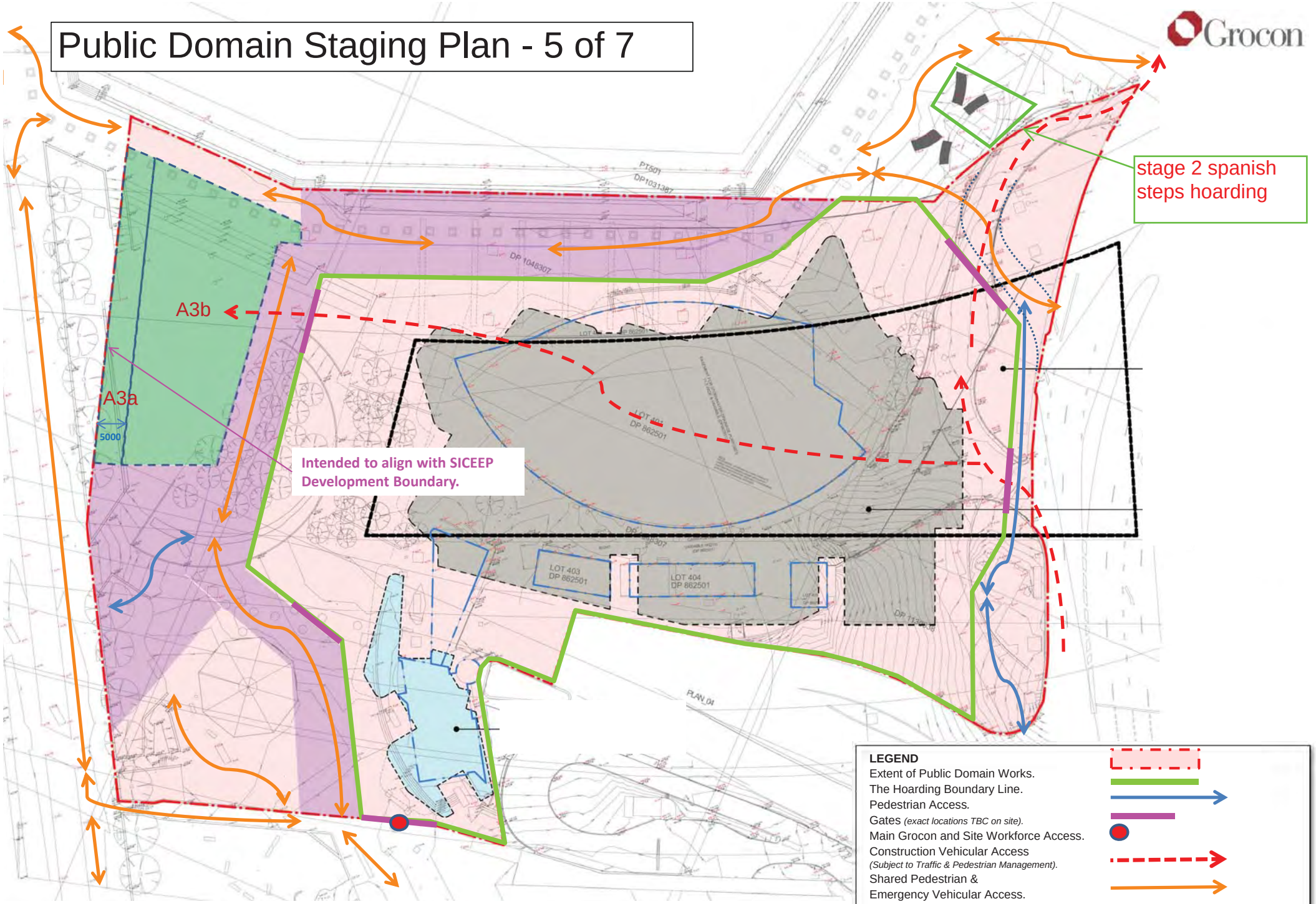
Extent of Public Domain Works.
The Hoarding Boundary Line.
Pedestrian Access.
Gates *(exact locations TBC on site).*
Main Grocon and Site Workforce Access.
Construction Vehicular Access
(Subject to Traffic & Pedestrian Management).
Shared Pedestrian &
Emergency Vehicular Access.

Staging

Fenced off works in progress.
Public Domain Works complete & accessible to public.

Public Domain Stage 2 (Area 2a,b & c) – *Approx. 8 Weeks*

Public Domain Staging Plan - 5 of 7



LEGEND

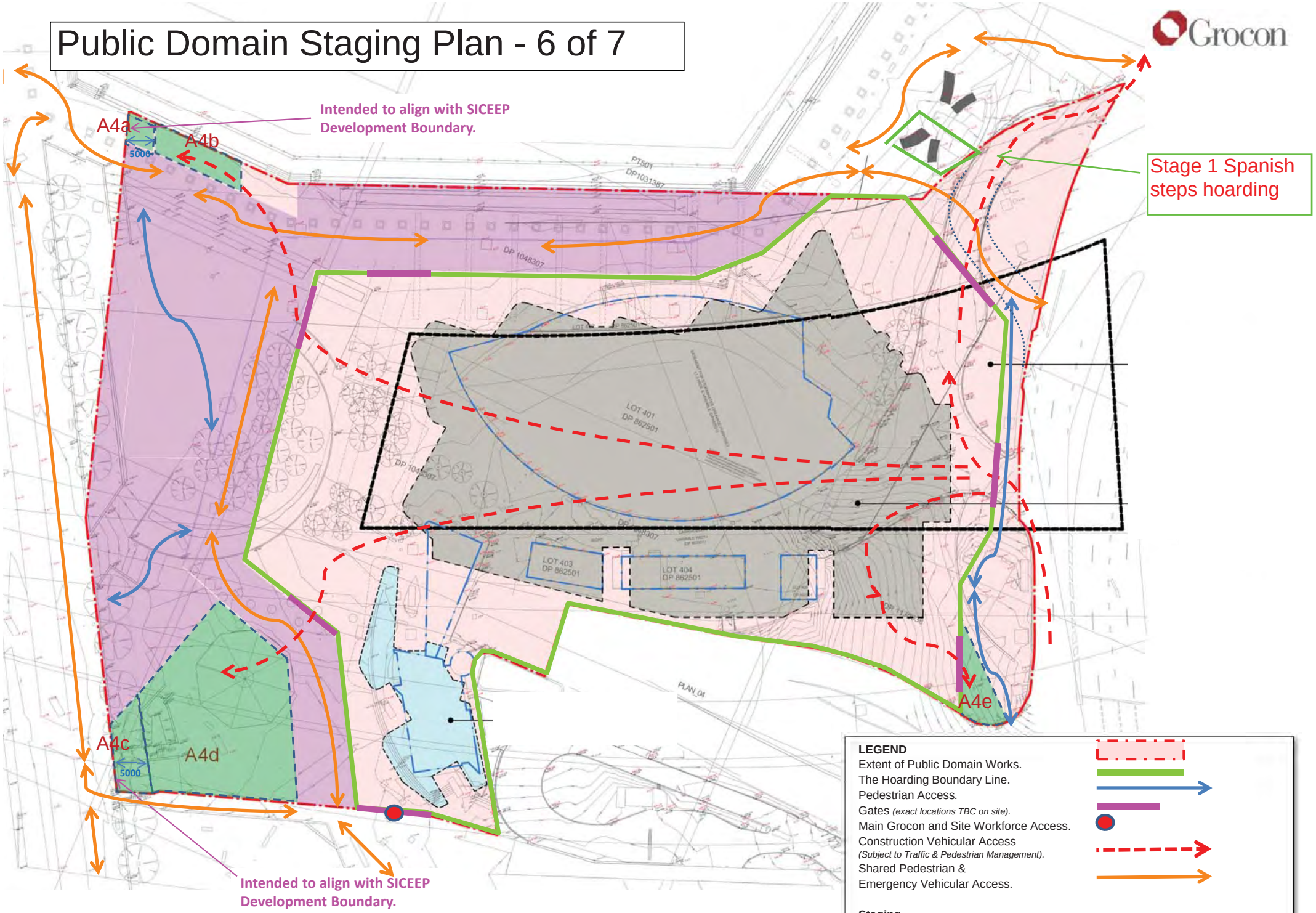
Extent of Public Domain Works.
The Hoarding Boundary Line.
Pedestrian Access.
Gates *(exact locations TBC on site).*
Main Grocon and Site Workforce Access.
Construction Vehicular Access
(Subject to Traffic & Pedestrian Management).
Shared Pedestrian &
Emergency Vehicular Access.

Staging

Fenced off works in progress.
Public Domain Works complete & accessible to public.

Public Domain Stage 3 (Area 3a & b) – *Approx. 10 Weeks*

Public Domain Staging Plan - 6 of 7



Public Domain Stage 4 (Area 4a, b, c, d & e) – *Approx. 10 Weeks*

Public Domain Staging Plan - 7 of 7

Grocon

A5c

A5a

A5b

The Spanish Steps will be demolished and pedestrian travel diverted via temporary access.

LOT 401 DP 862501

LOT 403 DP 862501

LOT 404 DP 862501

LEGEND

Extent of Public Domain Works.

The Hoarding Boundary Line.

Pedestrian Access.

Gates *(exact locations TBC on site).*

Main Grocon and Site Workforce Access.

Construction Vehicular Access
(Subject to Traffic & Pedestrian Management).

Shared Pedestrian &
Emergency Vehicular Access.

Staging

Fenced off works in progress.

Public Domain Works complete & accessible to public.

Public Domain Stage 5 (Area 5a, b & c) – *Approx. 8 Weeks*