

Northside Clinic

CONSTRUCTION MANAGEMENT PLAN



Contents

PREFACE	1
1. Project Description	2
1.2. Site Description.....	2
The site is situated on Fredrick Street to the North with access off Herbert Street to the East. A car park and two storey brick and metal clad warehouse presently occupy the site and will be demolished. The Land (Site) is approximately 5,789 M2.....	2
2. Project Team.....	4
2.1. Organisation Chart.....	4
2.2. Key Personnel & Stakeholder/ Emergency Contact Details.....	4
2.2.1. RCC Staff Contact Details:	4
2.2.2. Client / Authorised Officer / Client Representative's Contact Details:	4
2.2.3. Emergency/Stakeholder Contact Details:	4
2.3. Roles and Responsibilities	5
2.3.1. Construction Manager – TONY GRIPPI.....	5
2.3.2. Senior Project Manager – GREGG ARMSTRONG.....	5
2.3.3. Site Manager – Ian Robinson	5
2.3.4. Site Foremen – NEIL COUBROUGH, SAM BETTISON & PETER MARSHALL	6
2.3.5. Services Manager – Gordon Leslie.....	6
2.3.6. Contracts Manager - Jake Burford	6
2.3.7. Contract Administrator	7
2.3.8. WHS/First Aid (Where applicable) – TBA	7
2.3.9. Construction workers.....	7
2.3.10. Aboriginal Participation	Error! Bookmark not defined.
3. Establishment	8
3.1. Site Establishment	8
3.2. Site Establishment and Construction Methodology visualisation	9
3.3. Lay Down / Storage Areas	14
3.4. Cranage.....	14
3.5. Hoists.....	14
3.6. Concrete Pumping	14
3.7. Scaffolding	15
3.8. Lighting	15
3.9. Environmental Measures.....	15
4. Project Management	16
4.1. Security	16
4.2. Site Access	16
4.3. Dilapidation/Existing Services Survey.....	16
4.4. Control of Employees on Site	16
4.5. Site Induction Procedures	17
4.6. Safe Work Considerations	17

4.7.	Excavations	17
4.8.	Prohibited Items	18
4.9.	Environment & Heritage	18
4.10.	Vehicle Access	18
4.11.	Works Interruption Notices	Error! Bookmark not defined.
4.12.	Asbestos	Error! Bookmark not defined.
4.13.	Approval Procedures	19
4.14.	Procurement.....	19
4.14.1.	User Group & Stakeholder Management	20
4.15.	Temporary Services	20
4.16.	Dust Control.....	20
4.17.	Water Diversions	20
4.18.	Noise and Vibration	21
4.19.	Cleaning of Construction Routes	21
4.20.	Cleaning of Vehicles.....	21
4.21.	Salvage and Waste.....	21
4.22.	Publication of Photographs/Images	22
4.23.	Site Maintenance and Cleaning	22
4.24.	Maintenance of Existing Services	22
4.25.	Signboard.....	22
4.26.	Site Records	23
4.27.	Site Storage.....	23
4.28.	Installed Equipment.....	23
4.29.	Emergency Procedures.....	23
4.30.	Fire Fighting Equipment	23
4.31.	Work in Occupied Premises.....	Error! Bookmark not defined.
5.	Communications.....	24
5.1.	Site Meetings	24
5.2.	Subcontractor Coordination Meetings	25
5.3.	Safety Committee Meetings.....	25
5.4.	Completion and Commissioning Meetings.....	25
5.5.	Internal Team Meetings	25
5.6.	Issue Specific Meetings.....	25
5.7.	Toolbox Meetings	25
5.8.	Complaints Mechanism	26
6.	Traffic Management	27
7.	Industrial Relations Management.....	28
7.1.	Legislative Compliance	28
7.2.	National Code of Practice for the Construction Industry	28
7.3.	Dispute Resolution	29
8.	Programming	30
	Appendices:.....	31

This plan has been approved for use by the following:

Approved by / Date

 Gregg Armstrong, Senior Project Manager

Approved by / Date

 Craig Richmond, Business Systems , QA/Env

James Pearce if requested
 Gregg Armstrong
 Tony Grippi

Akalan
 Richard Crookes Constructions
 Richard Crookes Constructions

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Rev Date	Revision Description	PM's Initials (acceptance of changes)
	Preliminary Issue	

Project Position	Signature	CMP Induction Original Date	Revisions			
Construction Manager						
Project Manager						
Site Manager						
Foreman						
Contract Administrator						
WHS & Environmental Co-ordinator						
Quality Co-ordinator						
Leading Hand						

PREFACE

This Construction Management Plan (CMP) has been developed in consultation with the project team to provide a detailed description for construction and management of the Northside Clinic Project.

This plan provides specific information regarding the management of project-related works and is to ensure that the project is well planned and managed.

A copy of the plan shall be readily available and subcontractors and clients associated with the project will be made aware of the location of the plan, and that it is available for inspection.

This plan may be amended where deficiencies are identified, changes occur in the Richard Crookes Constructions Construction Management System or project works change such that the information contained in the plan is no longer accurate or valid. Those parties affected by any alterations shall be notified.

DRAFT

1. Project Description

1.1. Project Scope

Design and construction of the new Northside Clinic at 10 Frederick St, Artarmon summarized below:

The Clinic will be a purpose built mental health care facility across 9 levels comprising:

- 139 Parking Spaces
- 25 Individual Specialist Consulting Suites
- An ECT Suite
- Day Patient area comprising Group Rooms and Break-out area
- 112 Single Room Inpatient Accommodation and associated support areas



Figure 1: Northside Clinic

1.2. Site Description

The site is situated on Fredrick Street to the North with access off Herbert Street to the East. A car park and two storey brick and metal clad warehouse presently occupy the site and will be demolished. The Land (Site) is approximately 5,789 M2

Initial Site Assessments have been completed which highlighted items for consideration as shown below:

Initial site assessment and considerations



- Frederick Street footpath looking west
- Pedestrian and traffic management activities
- Location of eastern end entrance into podium material handling zone



- Potential Tree protection requirements
- Overhead power cables – potential tiger tail protection required.
- Location of western end material handling zone - entrance off Frederick street



- Adjacent neighbours infrastructure protection
- Design accordingly, given we are building to the boundary



- Existing service – protection/isolation/diversion required.

2. Project Team

2.1. Organisation Chart

The project Organisation Chart has been included at Appendix 1.1 to this Project Management Plan.
 All project staff will review and initial the Matrix to indicate they understand their roles.

2.2. Key Personnel & Stakeholder/ Emergency Contact Details

2.2.1. RCC Staff Contact Details:

Position	Name	Phone (W)	Phone (M)
Construction Manager	Tony Grippi	Ph: 9902 4700	0414 301 587
Snr Project Manager	Gregg Armstrong	Ph: 9902 4700	0424 788 443
Project Engineer	Gary Yaghlejian	Ph: 9902 4700	0401 092 928
Contracts Manger	Jake Burford	Ph: n/a	0420 927 181
Contract Administrator	Anthony Nakhoul	Ph: 9902 4700	N/A
Site Manager	Ian Robinson	Ph: 9902 4700	0414 250 481

2.2.2. Client / Authorised Officer / Client Representative's Contact Details:

Organisation	Name	Phone (W)	Phone (M)
Ramsay Health Care	Alex Belcastro	9433 3408	0467362898
Akalan Projects P/L	David Duffy	9438 1300	0418285223
Akalan Projects P/L	James Pearce	9438 1300	0434 570370

2.2.3. Emergency/Stakeholder Contact Details:

Organisation	Name	Phone (W)	Phone (M)
WorkCover		Hotline for incident reporting 13 10 50	
Fire Brigade/HAZMAT	Emergency	000	
Police	Emergency	000	
Local Council's Environmental Representative	Willoughby City Council	02 9777 1000	
Department of Environment ,		02 9211 4723 Head Office	After Hours Pollution

Organisation	Name	Phone (W)	Phone (M)
Climate Change & Water			line 131 555
National Parks and Wildlife Service (NPWS)		1300 361 967 or (02) 9995 5550	
Heritage Office		9873 8500	

2.3. Roles and Responsibilities

2.3.1. Construction Manager

Provides guidance / support to the Site Team
 Oversees RCC contractual commitments and client liaison
 Oversees implementation of the RCC Management System
 Understanding of relevant Legislations and Regulations

2.3.2. Senior Project Manager

Quality

The Project Teams development and implementation of all aspects of the CMP
 All Contract obligations are met (cost / time/ quality / environmental)
 Client Liaison
 Co-Ordination and leadership of Site Team
 Trade Contractor performance
 Project Status Reporting internal and external for (QA,ENV,WHS)
 Design Performance
 Coordinate design consultants and design contractors
 Responsible for obtaining building and planning approvals
 Investigate alternative construction elements
 Oversee short term programming
 Coordination of suppliers / trade contractors

Environmental

Oversee the implementation of the project environmental plan
 Prepare and review / update the Environmental Management section within the CMP
 Coordinate preventative / disaster measures

WHS

Ongoing development of the WHS section within the CMP
 The WHS committee is effectively managed
 Employee Relations
 Union Relations

The Project Manager will be located on-site, reporting to the Construction Manager, and will be the senior point of contact on Site.

2.3.3. Site Manager

Quality

Quality Assurance - (Build and Documentation)
 Coordination and leadership of Site Supervisors
 Short term programme
 Construction Coordination
 Review design details

Environmental

Understand environmental legislation and regulation required

Implement the Site Environmental Management section within the Project Management Plan
Monitor the performance of RCC and Trade Contractor Environmental Management
Develop disaster / emergency spill response strategy
Collate Trade contractors submitted material safety data sheets where required

WHS

Prepare and assist RCC and subcontractor SWMS/Risk assessments before the commencement of each relevant task or activity.

Assist in the training of RCC site team in the CMP WHS section and relevant SWMS/risk assessments.

Establish the WHS Committee participate in and monitor the minutes and close outs of raised items.

Conduct hazard inspections complete forms and close out raised items.

Identify unsafe work practices and close out raised items

Monitor the completion of checklists by subcontractors and staff

Consider worker capabilities, the complexity of tasks and the risks associated with tasks when determining supervisory arrangements

Close out all externally raised inspections (Work cover, Council).

Report all WHS issues

Monitor subcontractor responsibilities.

Industrial

Union relations / workforce relations

2.3.4. Site Foremen

Quality

Quality Assurance implementation

Short term programming

Trade contractor and supplier control and coordination

WHS

Assist in the development and implementation of the Project Management Plan

Assist in the development of RCC and subcontractor SWMP / Risks Assessments

Attend SWMP / Risk Assessment inductions

Tasks are performed safely and as prescribed in SWMP / Risk Assessments

Identify hazards and develop control measures for these

Safety rectification items are implemented

Complete checklists as required

Incorporate WHS instructions and follow up actions

Consider worker capabilities, the complexity of tasks and the risks associated with tasks when determining supervisory arrangements.

Monitor subcontractor responsibilities.

Environmental

Environmental management implementation monitoring and inspections

2.3.5. Services Manager

Reporting to the Project Manager, the Services Manager will provide technical support to ensure that services works are fully coordinated, compliant with the contract documents and meet the requirements of our construction, commissioning and completion programmes.

The Services Manager will assist the Site Manager through progressive services witness testing and with the management of individual services and integrated services testing and commissioning regimes.

The Services Manager will also manage interface testing and commissioning.

2.3.6. Contracts Manager

Quality

Administration of Head and Sub – contracts

Letting of Sub contracts

Variation control

Cost control and reporting

Quantity surveyor liaison

Progress claims and payments

WHS

Maintain WHS records for the Project as required

Assist in the implementation of the Project Management Plan as required

Environmental

Establish pretender qualification standards in environmental management to be achieved by prospective renderers

2.3.7. Contract Administrator

Quality

Administration of Head and Sub – contracts

Letting of Sub contracts

Variation control

Cost control and reporting

Quantity surveyor liaison

Progress claims and payments

WHS

Maintain WHS records for the Project as required

Assist in the implementation of the Project Management Plan as required

Environmental

Establish pretender qualification standards in environmental management to be achieved by prospective renderers

2.3.8. WHS/First Aid (Where applicable)

WH S officer

First aid

Workplace / workforce monitoring

Heed the evacuation signal when sounded

2.3.9. Construction workers

Report all accidents and incidents to the Site Manager

Report all injuries and illnesses to the First Aid Officer

Suggest how to eliminate hazards or improve safety arrangements

Seek the help of the Supervisor if unsure of any aspect of the WHS rules

Use correct tools and equipment and do not use them if they are not in good order

Report to the Supervisor any tools / plant that malfunction and / or need repair

Use protective clothing and equipment provided

.

3. Establishment

The following summarises how we will establish on-site.

3.1. Site Establishment

Prior to commencing the main works, there are a number of critical tasks that need to take place and or be verified. These include:

1. Identify and protect existing services
2. Undertake a dilapidation report to document the existing conditions in and around the site
3. Erect hoardings and fences to protect the site and public
4. Identify and protect required trees
5. Erect appropriate signage
6. Establish material handling zones and positions (craneage, hoist etc.)

On possession of the site we will mobilise and establish site facilities in the locations nominated on the Site Establishment Plan (Refer Diagram 1) as approved by the Client/Superintendent to enable commencement.

The perimeter of the site will be fenced with an 1800mm high hoarding with temporary chain mesh gates. The fencing will be used to delineate pedestrian traffic, protect the public and to deter intruders. The fencing will have signage for safety and information purposes.

Access gates will be provided in the fencing to facilitate both pedestrian and vehicle access. All gates will be chained and locked when not in use.

Through the installation of the above fencing, we aim to minimise local disruption, maintain major pedestrian/traffic flow around the site and provided physical delineation for Construction workers.

During the course of the works it may be necessary to modify the location of our fencing in localised areas to facilitate localised or finishing works. If any change is proposed, we will consult with Willoughby City Council and the Client/Superintendent prior to making modifications.

In accordance with our Contract Programme, our temporary fencing will be removed and any ground disturbance will be made good.

Working hours are as follows:

- | | |
|--------------------|--------------------------|
| • Monday to Friday | 0700 hours to 1800 hours |
| • Saturday | 0700 hours to 1800 hours |

[illegible]

Figure 2: Site Setup



DIAGRAM 2 - NORTHSIDE CLINIC DEVELOPMENT: MAY – JUNE 2016 SITE ESTABLISHMENT

Figure 3: Site Establishment and demolition



DIAGRAM 3 - NORTHSIDE CLINIC DEVELOPMENT: JULY – SEPT 2016 SUBSTRUCTURE WORKS

Figure 4: Piling and excavation

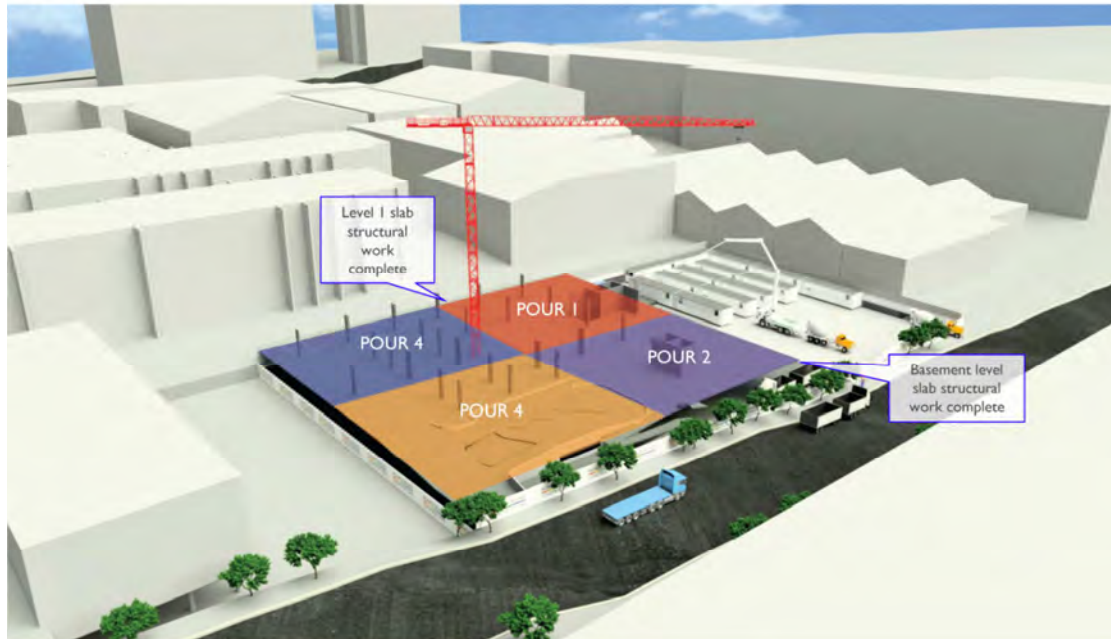


DIAGRAM 4 - NORTHSIDE CLINIC DEVELOPMENT: OCT – NOV 2016 SUPERSTRUCTURE WORKS

Figure 5: Crane & Concrete pump location

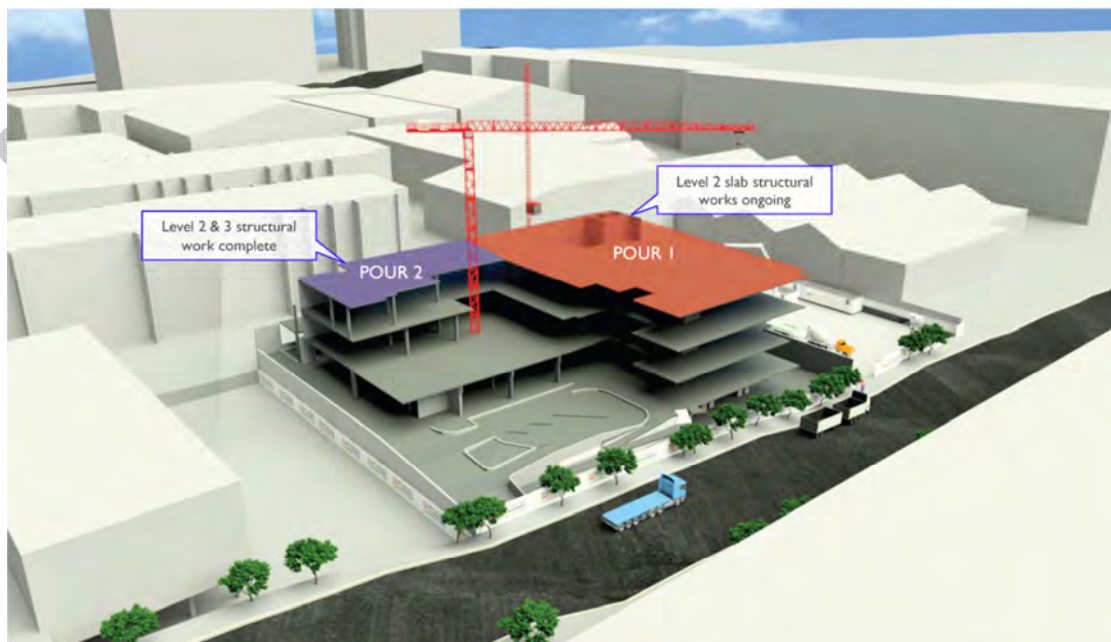


DIAGRAM 5 - NORTHSIDE CLINIC DEVELOPMENT: DEC 2016 – JAN 2017 SUPERSTRUCTURE WORKS

Figure 6: Structure Phase



DIAGRAM 6 - NORTHSIDE CLINIC DEVELOPMENT: FEB - MAR 2017 SUPERSTRUCTURE WORKS

Figure 7: Structure works

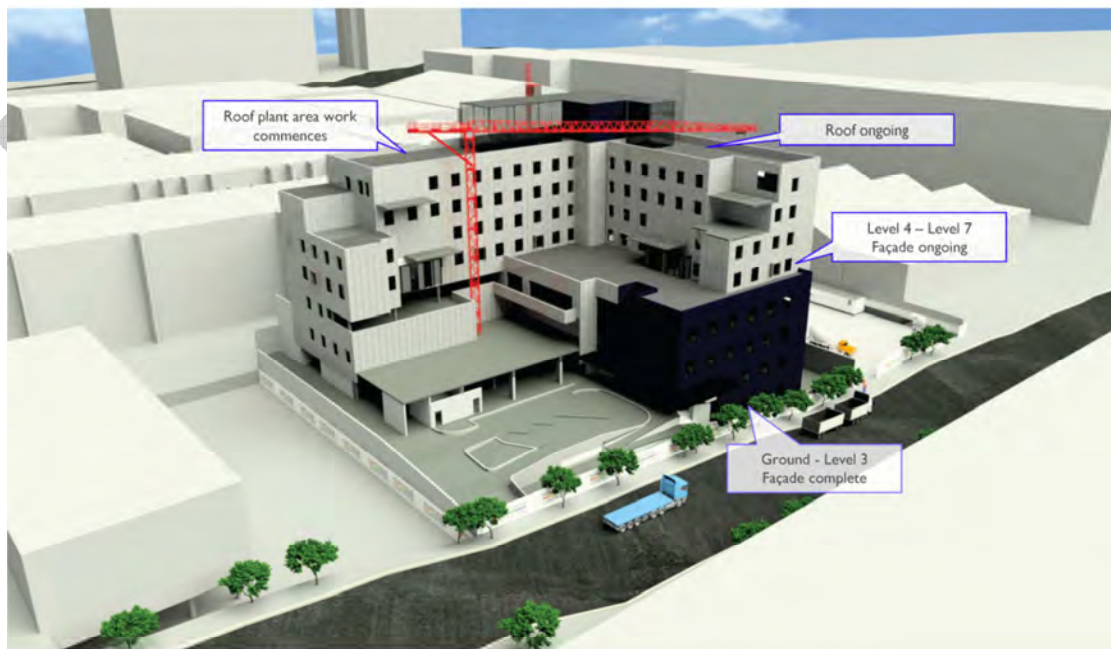


DIAGRAM 7 - NORTHSIDE CLINIC DEVELOPMENT: APR - MAY 2017 ROOFING / ENVELOPE / FACADE

Figure 8: roof and facade phase



DIAGRAM 8 - NORTHSIDE CLINIC DEVELOPMENT: JUN - JUL 2017 ENVELOPE COMPLETION

Figure 9: Envelope completion & Landscape phase



DIAGRAM 9 - NORTHSIDE CLINIC DEVELOPMENT: AUG - NOV 2017 BUILDING COMPLETION

Figure 10: Project Completion, Commissioning and Handover



DIAGRAM 10 - NORTHSIDE CLINIC DEVELOPMENT: PROJECT COMPLETE

Figure 11: Project Completion

3.3. Lay Down / Storage Areas

Storage areas have been carefully selected so as not to impede access and to minimize environmental impact. All laydown areas will be located within the site boundary. No material is to be stockpiled outside the project boundary line.

3.4. Cranage

A tower crane will be used to construct the project and will be located within the site. Vehicles will enter the site off Frederick Street to service the crane and is shown on the Site Establishment plan (Diagram 1). The Tower crane will be installed with a suitable mobile crane from Frederick Street in consultation and with the approval of Willoughby City Council; these works will be conducted over a weekend to minimise the impact on traffic. Backlight Crane signage will be installed on the crane boom, Crane tower lighting if required will be carefully sighted to ensure neighbouring properties and road users are not adversely affected.

The tower crane will only be permitted to lift material from the dedicated construction/unloading zone. No material will be lifted over the neighbouring properties.

3.5. Hoists

Hoists apply for buildings with 4 or more levels and will be established when the suspended slabs are in place to support the mast and platforms. The hoist will be removed when the permanent passenger lifts becomes available for use as a 'builder's lift'.

3.6. Concrete Pumping

Concrete will be placed primarily via a mobile pump and pump towers, augmented if required by the tower crane. Concrete pumping location for the delivery of concrete will be within the site boundary, flow of traffic on and off of the

site is laid down in the Traffic Management Plan at Appendix 3. Two main pump towers will be established one to the North and South of the lift core.

3.7. Scaffolding

Fixed scaffolding will be provided externally for the erection façade elements not able to be reached with access equipment and internally as required for the void work, cladding within the footprint of the building and the like. Erection of the internal finishes and services will be via elevating work platforms.

Any scaffold installed for Erection of the façade elements will located within the Site Boundary.

3.8. Lighting

The nature and location of the works is such that temporary lighting beyond that currently existing is not anticipated to be required along our boundary fencing. Should a specific need become apparent during the course of the works, we will of course address that need, lighting will be installed under the pedestrian gantries for public safety and will be placed on a timer to activate with the street lights in the local vicinity. There will be general flood lighting provided within the site boundaries. Access lighting will be installed in accordance with the relevant standards. Subcontractors will provide their own tasks specific lighting.

3.9. Environmental Measures

Environmental measures including shaker grids, sedimentation fences and catch drains will be installed in the locations identified on the project Sedimentation Control Plans, constructed in accordance with Richard Crookes Constructions Environmental Policy, Environmental Risk Matrix and the Environmental Actions and Monitoring Table, amended from time to time to meet the demands of an emerging construction programme These documents are at Appendix 4.. The environmental controls will be maintained for the duration of the works. We will also ensure that surrounding streets are maintained in a condition fit for use by sweeping as and when necessary.

4. Project Management

The following section outlines the method by which we intend to manage key elements within the delivery process.

4.1. Security

Site security will be provided by solid hoarding and gates in the first instance, these measures will be supplemented by a monitored security system and during Standown periods by a 24 hour static guard if required.

The Site Office should be notified of any suspicious person/s or activities. Cash and/or valuables are to be secured and kept to a minimum on site. Subcontractor should not discuss activities, vital records, amounts of cash or security procedural matters related to the site in public.

4.2. Site Access

Access routes to the works will be articulated in the TMP and is attached at Appendix 3 details of which will be provided to all of our subcontractors prior to appointment so that all persons will be aware of the location of the site and access provisions prior to arriving as well as copies of the plan displayed on the site noticeboards and issued to all flagmen

Speed limits, maintenance and safe operation of pedestrian and vehicular traffic, directional signage, loading / unloading locations and arrangements, are set out in the TMP and will be addressed with each subcontractor as part of their initial appointment process and with every employee as part of their site specific induction process.

Our Site Manager will ensure that we do not obstruct any roads, drain or watercourse, nor damage existing fences or gates.

4.3. Dilapidation/Existing Services Survey

Prior to commencing work on the site we will carry out a detailed dilapidation survey to identify and record salient features of the existing conditions on and adjacent to the site, of the adjacent buildings, and along the roadway around and leading to the site.

This record will also include a survey of the existing vegetation (primarily mature trees) on the site boundary and tree protection measures employed prior to commencing works.

A narrative and photographic record will be produced and copied to Willoughby Council and Client/Superintendent for record purposes. A copy of this report will be maintained on-site by the Project Manager for the duration of the works.

Prior to commencing any construction work we will undertake a review of the existing services information, consult with any existing building and maintenance services information, carry out 'Dial Before You Dig' investigations then physically pot hole to identify existing in ground services where our works will be carried out. We will then prepare an overlay drawing of those services and maintain that drawing in the induction room, noting that our induction procedures will address working with or near existing services.

4.4. Control of Employees on Site

Perimeter fencing and lockable gates will be provided as noted in Section 3.1 above.

Way finding signage will be erected to direct workers to the site and site office which will also be appropriately and clearly signed. Lockable gates and specific signage will be erected to prevent unauthorised entry. We will ensure that we do not compromise existing fencing and will ensure that our subcontractors and suppliers are fully conversant with site access rules (point of entry, go and no go zones as further noted below). This will be achieved through our procurement processes, subcontract start up meeting, and at the employee induction.

All visitors will be either escorted onsite by an inducted member of the project, or inducted by our site staff prior to going onsite.

4.5. Site Induction Procedures

Our OH&S Management Plan requires that each person working on the site will undergo a project specific induction. Regular visitors must also undergo this induction. Without exception, no person will be allowed unescorted on-site without first having completed this induction.

Prior to attending site specific induction training all subcontractors MUST have completed the statutory General Induction and be the holder of a Construction Safety "White Card" or a mutually recognised interstate equivalent.

Site Safety and Environmental inductions will be provided by our WHS & E Officer in the site meeting room each day, Monday to Friday, at 0700 am.

The induction will address issues of general safety (scaffolding, ladders, electrical safety, PPE etc.) and our site specific safety and environmental requirements as set out in the Environmental Actions and Monitoring Table attached Appendix 4

4.6. Safe Work Considerations

The subcontractor must, at least 10 days prior to commencing work, ensure that they document and implement a site specific Safe Work Method Statement to Richard Crookes Constructions' satisfaction. The subcontractor must also consider the potential environmental impacts in relation to the project and must comply with the requirements of Richard Crookes Constructions' Environmental Policy, Environmental Risk Matrix and the Environmental Actions and Monitoring Table. Risk mitigation measures are to be documented within site Work Method Statements to our satisfaction.

The subcontractor must also ensure that all persons under their control (including their own subcontractors where applicable) have been adequately trained and inducted to perform the works in accordance with Legislative Requirements and provide evidence of such training and induction to Richard Crookes Constructions.

Subcontractors, their employees and their sub-subcontractors must observe all rules, regulations, notices, instructions and health and safety requirements, which are applicable to the area in which they are working.

Insofar as the compliance with the requirements of the contract permits, the subcontractor shall:

- a) provide all resources and take all measures necessary to protect people and property, including the environment;
- b) avoid unnecessary interference with the passage of people and vehicles;
- c) prevent nuisance and unreasonable noise and disturbance; and
- d) ensure no existing services are disrupted without prior consultation and approval

It is the responsibility of the subcontractor and employees to ensure that all subcontractors under their control observe all rules, regulations, notices and instructions that are applicable to the area in which they are working.

4.7. Excavations

Before carrying out any excavation works, subcontractors are to notify Richard Crookes Constructions. In addition to the work already undertaken by Richard Crookes Constructions to identify and record the locations of existing underground services, the subcontractor must carry out its own investigations to satisfy itself that all services within the proposed work area are physically identified and protected prior to works proceeding.

Approval for any excavation must be obtained from the Richard Crookes Constructions before commencement of any excavation works in the form of a Permit to Dig.

Existing in-ground services shall be identified and 'pot holed' to verify their location before excavation proceeds.

All excavations shall have barricades erected and maintained until such works are completed. The area of work is to be kept clear and safe at all times and excavations shall comply with relevant regulations and codes, e.g. shoring of trenches etc.

4.8. Prohibited Items

The following items MUST NOT be brought into this site:

- Video Recorders
- Firearms
- Cameras (except where approved by the Project Manager)
- Tape Recorders
- Telescopes, or Binoculars
- Animals including pets
- Drugs that are prohibited by law
- Alcohol
- Any illegal substance, equipment or thing either by State or Commonwealth Law

4.9. Environment & Heritage

Subcontractors are to conduct their works in accordance with the requirements as set out in the contract documents and Richard Crookes Constructions Environmental Policy, Environmental Risk Matrix and the Environmental Actions and Monitoring Table. A copy of the Environmental Policy, Environmental Risk Matrix and the Environmental Actions and Monitoring Table is maintained in the Site Office. All subcontractors must make themselves aware of the content and comply fully with all conditions contained therein.

The transport, storage and use of fuels, oils, chemicals and other potential contaminants are to be such as to prevent leaks and spills direct to the environment. This includes minimising on site holdings and storing materials in bunded areas. In the event of a spill, and where it is safe to do so, the subcontractor is to take all practical steps to contain the spill.

If significant quantities of potential contaminants are proposed to be used during the project, the subcontractor is to provide a management proposal and as a minimum an onsite spill kit. All spills and clean-up actions conducted are to be reported to the Richard Crookes Constructions and an environmental incident report is to be completed for site and environmental records.

The removal of any vegetation, apart from that designated in the contract documents, requires the prior written approval of Richard Crookes Constructions.

All waste generated during the project is to be disposed of in accordance with relevant legislation and endorsed Waste Management Plan.

Subcontractors are to minimise waste generation and recycle waste materials where possible. Work sites are to be kept free of general litter at all times. Under no circumstances is waste, including surplus soil, to be disposed of on Client land without the express written approval of Richard Crookes Constructions.

Existing roads, footpaths and walkways are to remain clear at all times.

4.10. Vehicle Access

All Vehicles entering the site are to be registered, and are to obey displayed speed limits. Vehicles are to abide by all road traffic authority regulations; these regulations are enforced. Access to the site will be off Frederick Street with a secondary access route off Herbert Street.

Trucks and earthmoving equipment in particular must be maintained to ensure that noxious weeds are not introduced. Subcontractors are to ensure that the wheels, tracks and body of all constructional plant are free of weeds, mud or concrete slurry before entering or leaving the Site. This is a mandated access requirement.

All personnel, whilst driving or parking within the site area, are to abide by all regulatory speed and traffic control signs displayed throughout and any other restrictions considered necessary by the local authorities.

Subcontractors are to ensure that the carparks in their area are maintained in a clean and tidy condition at all times and only to park in designated areas approved by Richard Crookes Constructions.

For the sake of clarity, vehicles are not to be parked on grassed areas, on any roadway, footpath or traffic island, in any breezeway or under any building not nominated as a designated general carpark.

Vehicles are parked at the owner's risk and no responsibility will be accepted for loss or damage to vehicles in parking areas or to any goods or things carried in or on the said vehicle whether caused by negligence or in any manner whatsoever.

All directions and instructions given by a representative of the Client, in the performance of their duties, are to be obeyed. Disciplinary action may be taken against any person who disregards any direction or any instruction given by the representative in the performance of their duty.

Wearing of seat belts is mandatory.

Richard Crookes Constructions will remain responsible for all persons working on or visiting the site, and through the above processes, will ensure that workers only access authorised areas, and will respond to any issues relating to behaviour of project personnel.

Workers vehicles may not be parked within the site or along the project frontage. Workers vehicles must be legally parked in the local area.

4.11. Asbestos

The management of asbestos containing materials is important to ensure the Asbestos Containing Material (ACM) are not damaged nor deteriorate to such an extent that site workers, public, external contractors or visitors are unnecessarily exposed to airborne asbestos fibres. Refer to Asbestos Management Plan attached at Appendix 5.

4.12. Approval Procedures

We note that there are various notice and approval provisions in the Conditions of Contract and as set out in the tender documents. At the outset we will extract a list of those issues to establish schedules of when various submissions are to be presented for approval and link those dates to the Construction Programme.

Through this process we will procure project plans, samples, shop drawings, as built drawings, O&M manuals, warranties, certificates, guarantees and the like as early as is practicable, within the approvals time lines relevant to the particular issue, and will formally transmit those items to the Client/Superintendent for requisite approvals.

All of the above will be forwarded under our transmittal notice that will specify the items transmitted, the action required and the timing of the response. Samples will be tagged so that signatures can be affixed to confirm acceptance of the approved item.

We will maintain registers of all of the above, and will retain approved drawings and samples on-site for reference.

The Project Quality Plan will also incorporate all approvals requirement so that testing and witness testing can be organised, communicated and managed in accord with agreed processes and to the timing required to progress the works in accordance with the Construction Programme.

Registers of all approval submissions will be maintained and can be incorporated in Monthly reporting if requested.

4.13. Procurement

Generally all trades will be let in a single package with the bulk of the works being committed as early as is practicable.

We will also finalise the commissioning and handover plan as early as is practicable to ensure that the completion process runs as smoothly as is possible.

4.13.1. User Group & Stakeholder Management

Consultation between users and stakeholders and our team will be managed through the Client/Superintendent and with our Project Manager.

Subject to how the Client/Superintendent wishes us to interface with Users and Stakeholders, we will provide briefings on the likely consequences of upcoming activities so that users are properly informed. Works will be planned to keep disruption to a minimum.

Issues requiring this interface will include but are not limited to:

- Services cut ins / alterations
- Services installations outside the site boundary
- Work required in occupied areas
- Traffic management
- Interface with the Client's other contractors

4.14. Temporary Services

We will procure the temporary services necessary for the proper conduct of the works including power, water, sewer, telephone and data communications.

We will liaise with relevant authorities for the provision of these services, pay for their use where required throughout the course of the works and for their removal and making good immediately prior to Practical Completion.

Temporary power usage will be provided with suitable circuit breaker protection.

Temporary power, water and amenities will be provided for the use of our subcontractors as required by statute.

4.15. Dust Control

Dust control will be managed as set-out in our Environmental Actions and Monitoring Table (Section 1) and as summarised below.

We propose to :

- Install supply water sufficient to maintain effective control of dust.
- Install a shade cloth barrier to the perimeter fence to minimise the spread of dust off site
- Reduce works/stop work during moderate to high winds.
- Stockpile controls, covering and wetting down.
- Stage excavation works to minimise soil disturbance.
- Dust particle suppression to be fitted to all plant.
- Water truck/hoses to be supplied to site to suppress dust

The excavation subcontractor will be required to provide these facilities as part of their scope of works, and maintain the dust control regime for the duration of those works. Our suppression methods will be monitored on a daily basis by our Site Team to ensure standards are maintained.

4.16. Water Diversions

The works will be constructed to prevent where practicable storm water interfering with the progress of excavation and building works through implementing the water quality and conservation, erosion and sedimentation control processes set out in Environmental Actions and Monitoring Table (Sections 4, 5 & 6)

Our process includes the installation of upstream swales, down stream sediment fencing, low flow earth banks, the management of stockpiles by upstream swales and downstream sediment fencing, management of trenching with pump out pits and earth banks, and protecting the storm water system at field gully and side gully inlets.

In addition to the above, we will ensure that any pumped discharge does not deposit materials in adjacent stormwater channels or drains.

These measures will be progressively implemented in line with our Environmental Actions and Monitoring Table (Section 4, 5 & 6) and amended locally to suit the developing works programme.

Our site team will work closely with our subcontractors to ensure that these measures are maintained in effective working condition, noting that our environmental management procedures require our site team to perform formal daily site inspections and to expeditiously address any deficiencies identified in during those inspections.

4.17. Noise and Vibration

Our team is use to working in and around client occupied facilities and to managing our works to minimise our impact on adjacent users.

Our Environmental Actions and Monitoring Table (Sections 11& 12) address the management of noise and vibration on-site.

No work will be performed outside the agreed hours without the prior authorisation of the Client/Superintendent and Willoughby City Council.

Communications on-site will be managed through hand held radios and mobile phones.

Recognising that construction activities are inherently noisy and involve the use of heavy duty excavation equipment, cranes, concrete pumps, agitators, hammer drills, explosive shot tools and the like, these works will be audible.

To minimise the impact of construction, and where able to be fitted, we will ensure that tools and plant used will incorporate proprietary suppression equipment to minimise noise.

Through these processes we aim to minimise our direct impact and assist the Client/Superintendent with user expectation management.

4.18. Cleaning of Construction Routes

Construction traffic routes outside the site will be regularly maintained to ensure the amenity of those routes is not compromised.

Our excavation contract package will include a requirement for regular street sweeping. If additional support is required, we will engage a specialist road cleaning contractor to provide that service. As a general rule crossover will be cleaned daily or as required dictated by weather conditions, roads will be swept as required.

4.19. Cleaning of Vehicles

We will establish shake-down grids, rock entry approaches, and concrete wash down facilities in order to manage mud and concrete slurry on-site and control any effect on the surrounding streets.

Our excavation subcontractor will, as noted above, maintain a street sweeping capability to provide effective remedial action in the event that there is a breach of our protocols and controls.

Only clean vehicles are to enter the site. Dirty vehicles will be refused entry.

4.20. Salvage and Waste

In summary, our subcontract packages will incorporate requirements to minimise packaging, to recycle where practicable, to place general waste in separate covered waste skips/ bins, to maintain the site in a clean and tidy manner, and to avoid placing deleterious material on surrounding roads, drainage systems or other locations. All waste will be disposed of in accordance with the endorsed Waste Management Plan.

4.21. Publication of Photographs/Images

We will take photographs or video footage every 7 days of items relevant for contractual record purposes, and or particular reporting requirements as agreed with the Client/Superintendent.

Our induction procedures specifically prohibit bringing photographic / video equipment onto site.

We will reinforce in our inductions that none of our employees, subcontractors, suppliers or other persons working on the site takes photographs of Client facilities, vehicles and or personnel without the specific prior written approval of the Client/Superintendent, nor take any photographs without carrying the relevant authorisation on their person.

4.22. Site Maintenance and Cleaning

Each area will be maintained in a clean and tidy manner. We will maintain sufficient material on-site to effectively manage the works and will ensure that materials are stacked out of the way of access pathways and in a safe and secure manner.

Our subcontracts contain provisions specifically to address the maintenance of required housekeeping standards including keeping their work areas clear and clean and contributing to whole of site cleaning activities as may be required from time to time.

Housekeeping will be critically and formally reviewed on a daily basis by our WHS & E Officer, and informally by our site management team and representatives of the Safety Committee to ensure required standards are maintained.

Cleaning will be undertaken progressively and by all on-site to maintain standards. Waste material will be deposited in bins provided for the purpose.

4.23. Maintenance of Existing Services

The maintenance of existing services is a key issue requiring effective and timely management. In order to manage the installation process, we will implement protocols to ensure that building services are maintained, and when an alteration is contemplated that the work is planned to avoid operational dysfunction.

Site Inductions note that our management strategies and protocols deal with the identification of all services, the process by which application must be made to affect proposed alterations, and the procedures that must be implemented prior to and during such alterations proceeding.

Our protocols include identification prior to digging and 'pot-holing' to accurately locate existing services within an excavation zone. These arrangements will be developed to contain project specific communication channels to keep stakeholders 'in the loop' when work such work is planned.

Another aspect that often creates considerable difficulty if not comprehensively planned is the integration of new and old services, particularly during the commissioning phase.

We begin commissioning planning well in advance of the implementation phase. We aim to ensure that services are smoothly commissioned individually and integrally where interdependent (mechanical/fire etc.) prior to final integration within the context of the completed facility.

We will be required to connect to various elements of the existing infrastructure, and are used to working with facility managers to ensure the work is understood, planned and executed effectively.

4.24. Signboard

We will provide a project signboard in accordance with the requirements of the Contract. The signboard will be removed and the area made good prior to Completion.

Any other proposed signage will be discussed with the Client/Superintendent and Willoughby City Council..

4.25. Site Records

Our administrative systems contain a standard filing system for all project records.

The records include the numbers of persons on-site and a summary of general activity being undertaken on a daily basis. These records can be made available for perusal by the Client/Superintendent.

4.26. Site Storage

The Environmental Actions and Monitoring Table deals with materials handling and storage. We will ensure that materials are stacked neatly and are maintained in a tidy manner within the site boundaries, in locations and in quantities sufficient to carry-out the works, and to maintain access to and from the works so hazards to persons and equipment are minimised (Section16).

The Environmental Actions and Monitoring Table also deals with management of flora and fauna (Environmental Actions and Monitoring Table (Sections 14 & 15). The works will be carried-out in accordance with the requirements identified more fully in the contract documents.

4.27. Installed Equipment

Installed equipment will be protected against damage from dust, dirt, shock or other cause as required in our subcontract agreements. Any equipment so damaged will be replaced.

4.28. Emergency Procedures

The Emergency Management Plan and site induction processes incorporate our emergency evacuation procedures.

Drawings showing assembly points, escape pathways and emergency contact numbers are included in the Project Safety Management Plan and will be prominently displayed at various locations around the site including the induction room, lunchrooms, amenities areas and main project office.

Escape pathways must and will remain clear of obstructions at all times and will be formally checked at least daily by our Project Safety Advisor/Coordinator as part of his site inspection regime.

The above process will form part of the induction for all workers. The Emergency Management Plan is attached at Appendix 6

4.29. Fire Fighting Equipment

Suitably sized dry chemical fire extinguishers will be provided in each site office and areas on-site where activities are being performed that may create a fire hazard. As part of our OH&S process, we require our subcontractors to obtain 'hot work permits' for such activities, noting the scope includes for the provision of fire extinguishers of a type appropriate to the hazard as set out in our procedure SWP 24 – Welding and Allied Processes.

We will ensure that existing fire hydrants are not compromised by construction activity.

After the building has reached an effective height of 12m we will ensure that the required hydrants and hose reels for the building be operational in at least every storey that is covered by the roof or the floor structure above, except the two uppermost storeys; and any required booster connections are installed.

We will also ensure that existing fire mains, hydrants and hose reels within and adjacent to the site are maintained fully operational at all times (with the obvious exception of services that have been disconnected / are in the process of alteration as required under the terms of the contract).

5. Communications

To ensure that key stakeholders are accurately informed of our activities, we will proactively participate in the proposed meeting schedule set out in the Contract and ensure that the level of our representation is commensurate with requirements.

Given the need to work in and around operational premises, it is essential that we gain an effective understanding of the Client's day to day operational needs to ensure the measures we intend to put in place to maintain service delivery during the construction process are appropriate to need.

Establishing an effective communication structure at the outset with the Client/Superintendent is an essential element to the management plan for the project and we would expect to initially manage this process through the Start-up / Induction meeting.

A comprehensive written monthly report will be published and distributed prior to each meeting as required. The Monthly project report will address at least the following:

- A comprehensive progress narrative supported by photographs
- RFI Register
- Programming and progress reporting detailing the state of work against the approved Contract Programme, and anticipated key issues to be delivered / undertaken in the following month
- Summary of the numbers of workers on-site
- Financial reporting including variations, committed cost, cash flow forecast (and actual vs. predicted), forecast additional likely costs, and total estimated cost
- A summary of QA activity including NCR register, summary of test results and audit reports
- Evidence of compliance with the EMP and other project plans
- OH&S including current and historical injury statistics (and outcomes vs. targets contained in the Project Safety Management Plan), compliance with that plan, incident and or near miss reports including remedial action to prevent recurrence, audit reports
- Industrial relations
- NCOP
- Authorities
- Security
- Complaints / remedies
- Commissioning and Handover
- Defects rectification
- Other issues as may be reasonably mutually agreed with the Client/Superintendent.

In addition to the above, we will implement at least the following meeting processes.

5.1. Site Meetings

Site Meetings provide a forum for regular and formal interaction between the consultants and our site management team.

The aim is to ensure that the participants initiate all necessary actions to maintain the quality and delivery requirements of the project.

These meetings will be minuted and will generally be held fortnightly under the chairmanship of the Project Manager. It is an obligation of the participants that all actions arising from the meeting will be dealt with and closed out by the required action date recorded in the minutes.

Depending on the way in which the [Client/Superintendent] sees the participation of key user representatives, the last agenda item at this meeting may be the forum to address that interaction. Alternatively, a separate User Interface Meeting could be facilitated. Whichever method is deemed most suitable, we would expect to address planning and coordination, services infrastructure management, traffic management, complaints, area access, fencing, handover and completion, decanting and occupation and the like in this forum.

5.2. Subcontractor Coordination Meetings

Subcontractor Meetings provide a forum for regular and formal interaction between our subcontractors and the site management team and will address issues including, but not limited to, site safety, quality management, environmental management, coordination between trades, programming, progress, technical issues, shop-drawings and sample submissions, National Code of Practice requirements, interface coordination with Client users and general industry matters.

These meetings will generally be held weekly on-site and chaired by the Project Manager.

Minutes will be taken by the Project Manager and distributed to all attendees within two days of the meeting. As with all meetings, it is an obligation of the participants that all actions evolving from the meeting will be dealt with and closed-out by the required action date recorded in the minutes.

5.3. Safety Committee Meetings

All meetings will be conducted in accordance with the requirements set out in detail in the Project Safety Management Plan.

5.4. Completion and Commissioning Meetings

These meetings will be minuted and chaired by the Project Manager and will focus on the specifics of completion and commissioning activities.

Specific issues will include, but not be limited to, the tests required to be completed; testing programming; testing responsibilities; applicable standards; timing; acceptance criteria; witnessing requirements and the like. Additionally we would address procurement of necessary certifications (consultants / building surveyor / Superintendent (and his representatives)), and the provision of warranties, as built drawings, operation and maintenance manuals, all of which will be required to ensure we demonstrate that conformance with project requirements has been achieved.

These meetings begin early in the project and will focus on progressively preparing documents within a framework we will propose for agreement with the Superintendent.

5.5. Internal Team Meetings

We will conduct weekly internal team meetings that will focus on safety, quality, progress, coordination and key planning issues.

5.6. Issue Specific Meetings

We will conduct a range of issue specific meetings to address matters including but not limited to quality, environmental and safety audits (internal, external and subcontract), planning, costing, variation, and information transfer (drawings, RFIs, shopdrawings, manuals, approval and the like).

5.7. Toolbox Meetings

These meetings focus on issues ranging from individual subcontract work practice and planning, through to whole of site management / planning issues. Toolbox meetings are generally conducted on a weekly basis and records of the meeting are maintained.

5.8. Complaints Mechanism

Our aim is to carry out our activities in a manner that minimises our impact on the normal operations of the base. Should any complaints be received, they will be logged in the project Complaints Register.

The Project Manager will be responsible to act on and deal with all complaints. The Complaints Register will be updated to note the actions implemented to close-out each issue. This register will be reviewed as part of our Team Meeting processes. Refer to the Community Consultation & Engagement Plan at Appendix 7

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6. Traffic Management

A site specific Traffic Management Plan and a project traffic route diagram by a suitably qualified person has been prepared, for the safe movement of vehicles and personnel both in the public streets and in and around the work site.

The Traffic Management Plan will be included in Appendix 3 to this Construction Management Plan.

The Foreman will display a copy of the Traffic Routs Plan on the notice board and communicated during the induction. Any subsequent revision of the plan will require site consultation as required.

Road occupancy licences are required where interruptions to traffic and pedestrian flow are anticipated in public areas.

Minimal interruptions are classed as Stop / Slow operations.

For details on RTA requirements refer to:

www.rta.nsw.gov.au/trafficinformation/downloads/road_occupancy_manual.pdf

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7. Industrial Relations Management

The Project Manager will prepare an Industrial Relations Management Plan based on the Industrial Relations Management guidelines.

The Industrial Relations Plan is included in Appendix 1 to this Project Management Plan.

The Foreman will implement the site specific requirements of the Industrial Relations Plan.

The Project Manager will include the subcontract conditions in the appropriate sections of the Industrial Relations Plan and will check that Subcontractors are fulfilling their obligations

7.1. Legislative Compliance

Legislative requirements that apply to the project are detailed in Appendix 8 legal register. The PM will amend the legal register to make it project specific.

7.2. National Code of Practice for the Construction Industry

RCC has submitted expressions of interest on projects funded by the federal government or partially funded by the federal government.

Following, RCC is required to carry out our work in line with the requirements of the National Code of Practice for the Construction Industry (2009) or "the Code". The Code applies to all RCC projects (including private clients) and business systems, and extends to our subcontractors, suppliers & consultants also being "Code Complaint" for federally or partially federally funded projects.

The RCC document "Industrial Relations Guide to Projects" provides information regarding:

- Rights of Entry
- Industrial Disputes
- Discrimination & Coercion
- Freedom of Association
- Dealing with Enforcement Inspectors
- Industrial agreements & instruments

Roles, responsibilities and authorities for managing Code compliance and industrial relations issues have been listed in Industrial Strategy and Plan which is attached at Appendix 8

For federally funded projects, the following additional processes will be employed to meet the requirements of the Code:

- Review and update site induction material for specific requirements of the project.
- Include Model clauses from Code in Invitations to Tender letters and Subcontract documents and purchase orders. Where advertised, include a statement regarding requirement for Code Compliance.
- Reporting of Union, FWBC and other visits, plus any identified non complaint behaviour by our subcontractors, as per the requirements of "Industrial Relations Guide to Projects" and on the incident report form and in the project monthly reports.
- Forums for reporting and addressing non-complaint behaviour by subcontractors include the subcontractors meetings, RCC project review meetings and one-on-one meetings with subcontractors.

Reference Documents available on the RCC intranet:

- Industrial Relations Guide to Projects
- RCC Procedure QAP-7.5-012 National Code Compliance

7.3. Dispute Resolution

The Dispute Resolution Procedure is a mechanism to ensure that complaints concerning both bullying, harassment and threats of violence are managed systematically.

The procedure provides a mechanism for conflict resolution through early intervention and consultation. Refer Appendix 1 Dispute Resolution Procedure

There are four important elements to our industrial relations strategy:

- The right corporate philosophy
- Relevant project experience
- The appropriate strategy for this project
- The right people

Our approach to industrial relations, while conservative, has proven to be highly effective on a range of projects. We enjoy excellent working relationships with all the building trades unions. Our project team includes personnel who have demonstrated through their industry experience, they have the personal attributes of patience, professionalism and experience to manage the variety and scope of challenges that may arise.

- Our corporate industrial relations philosophy encompasses:
- Ensuring amenities and ablutions facilities meet industry standards and are properly maintained
- Addressing Industrial Relations in our subcontracts
- Establishing communications mechanisms on-site so that we are recognising industrial problems as early as possible and taking remedial action before they escalate
- Ensuring that all commitments made to all parties are deliverable in the first instance and are fully implemented
- Recognising the potential for safety to become an industrial issue, being diligent in identifying safety hazards and maintaining a safe work environment

8. Programming

The Tender Programme submitted with the Tender forms the basis of the Contract Programme. The Contract Programme is prepared in accordance with the Contract requirements by our Senior Planner and Project Manager. The Contract Programme is used to status the progress of the project and for all time related claims.

The Target Construction Programme is derived from the Contract Programme and is a slightly compressed programme created to develop a buffer between progress on site and the Contract Programme. The Target Construction Programme is used to identify the planned sequence of activities we will undertake during all stages of the works, and be prepared in sufficient detail to enable detailed control and monitoring of our activities.

This programme will be the prime tool by which the project team will monitor the progress of the works and manage the delivery of each stage and the works as a whole.

The programme will be prepared in Prima Vera Sure Track format and will address issues including authority approvals, subcontract procurement, mobilisation, coordination and demobilising, testing and commissioning activities, samples procurement, integration with 'other' contractors, preparation of shop drawings, key milestones including witness testing / training / the issue of occupancy certificates / staged completion dates / access for security inspections / reviews and the like.

In addition to daily monitoring by the project team, our Senior Planner will prepare independent monthly status reports of the Contract Programme for review and action as may be required by the Project Manager and Site Manager. A summary of this status report will be incorporated in our monthly report to the Client/Superintendent.

Where necessary, amendments will be made to the Contract Programme to reflect changes in circumstances and to ensure we remain on track to deliver against the overall handover requirements contained in the Conditions of Contract.

Fortnightly detailed construction programming will be prepared from the Target Construction Programme by the Site Manager and Foremen in bar chart format. These programmes will be reviewed weekly and updated as required to maintain progress and will be the day-to-day sub- programmes used to manage subcontract specific issues.

A key element of this project is the staged nature of the works. Through the implementation of our programming processes we will ensure that our team remains focussed on delivering against each and every one of our contractual commitments.

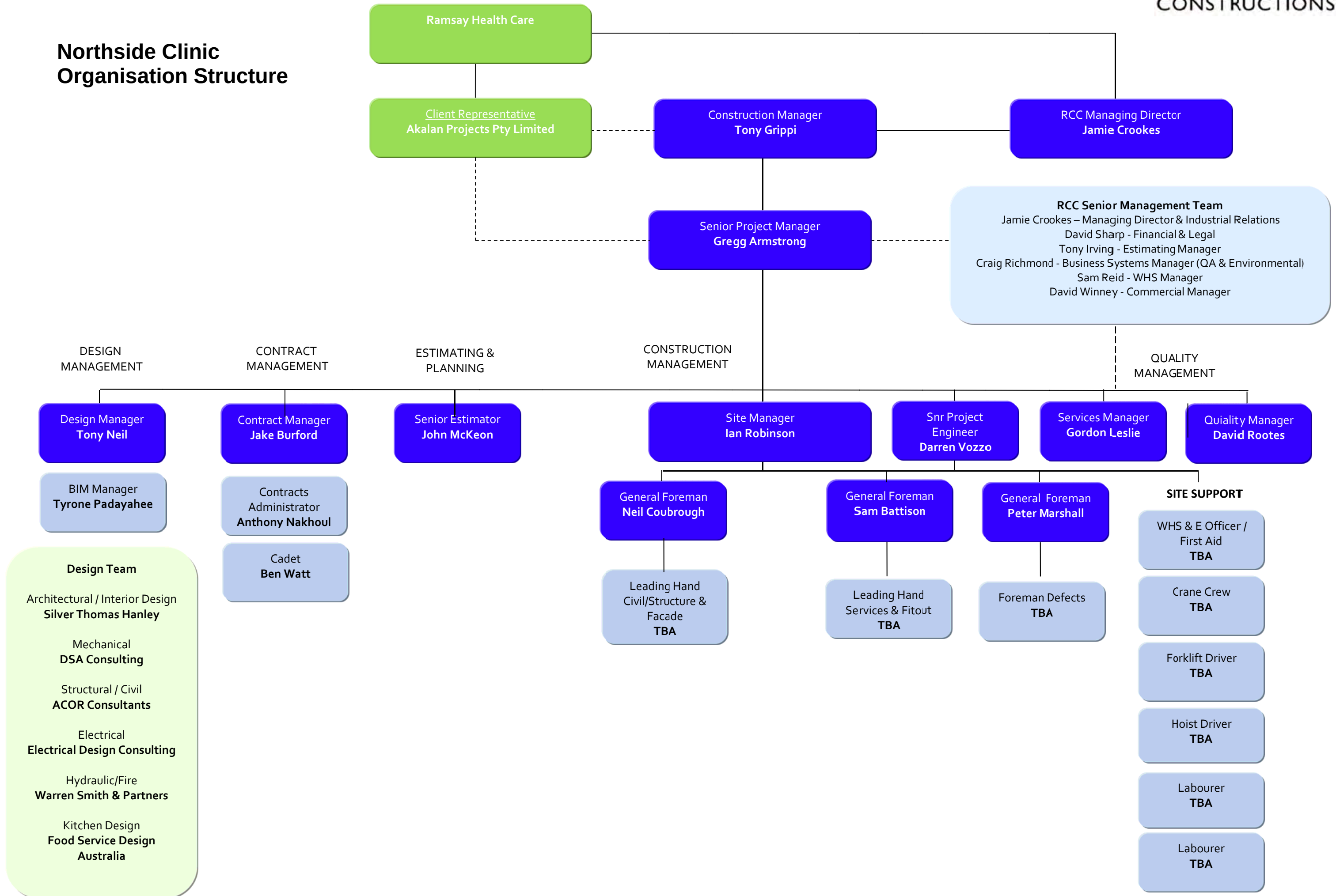
Appendices:

1. Project Organisational Chart
2. Traffic Management Plan
3. Environmental Policy
Environmental Risk Matrix
Environmental Actions and Monitoring Table
4. Asbestos Management Plan
5. Emergency Management Plan
6. Community Consultation and Engagement Plan
7. Industrial Relations Strategy & Plan

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Appendix 1. Project Organisational Chart

Northside Clinic Organisation Structure



Construction Traffic Management Plan

Northside Clinic - Frederick Street, St Leonards

COMMERCIAL DEVELOPMENT

Prepared for: RICHARD CROOKES CONSTRUCTIONS PTY LTD

Prepared By: Matthew Young
RMS Design & Inspect Traffic Control Plans
Certificate #: 2243017058 Exp: 06/02/18

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Table of Contents

1 Project Details	3
1.1 Project Summary	3
1.2 Revisions	3
1.3 Map	3
1.4 Introduction	4
1.5 Development Process	4
1.6 Demolition Phase	4
1.7 Excavation Phase	4
1.8 Construction Phase	4
2 Existing Traffic Environment	5
2.1 Roads	5
2.2 Pedestrians	5
2.3 Cyclists Route	5
2.4 Public Transport	5
3 Proposed Traffic Management	6
3.1 General	6
3.2 Demolition	6
3.3 Excavation	7
3.4 Construction	7
4 Project Impact	8
4.1 Residents / Surrounding Property Owners	8
4.2 Pedestrians & Cyclists	8
4.3 Emergency Services	8
4.4 Local Traffic	8
4.5 Public Transport	8
4.6 Impact on Community & Businesses	8

Appendix A - Traffic Control Plans

1 Project Details

1.1 Project Summary

Project: Residential Development

Location: Northside Clinic - Frederick Street, St Leonards NSW

Hours of Operation: As per DA approved construction hours

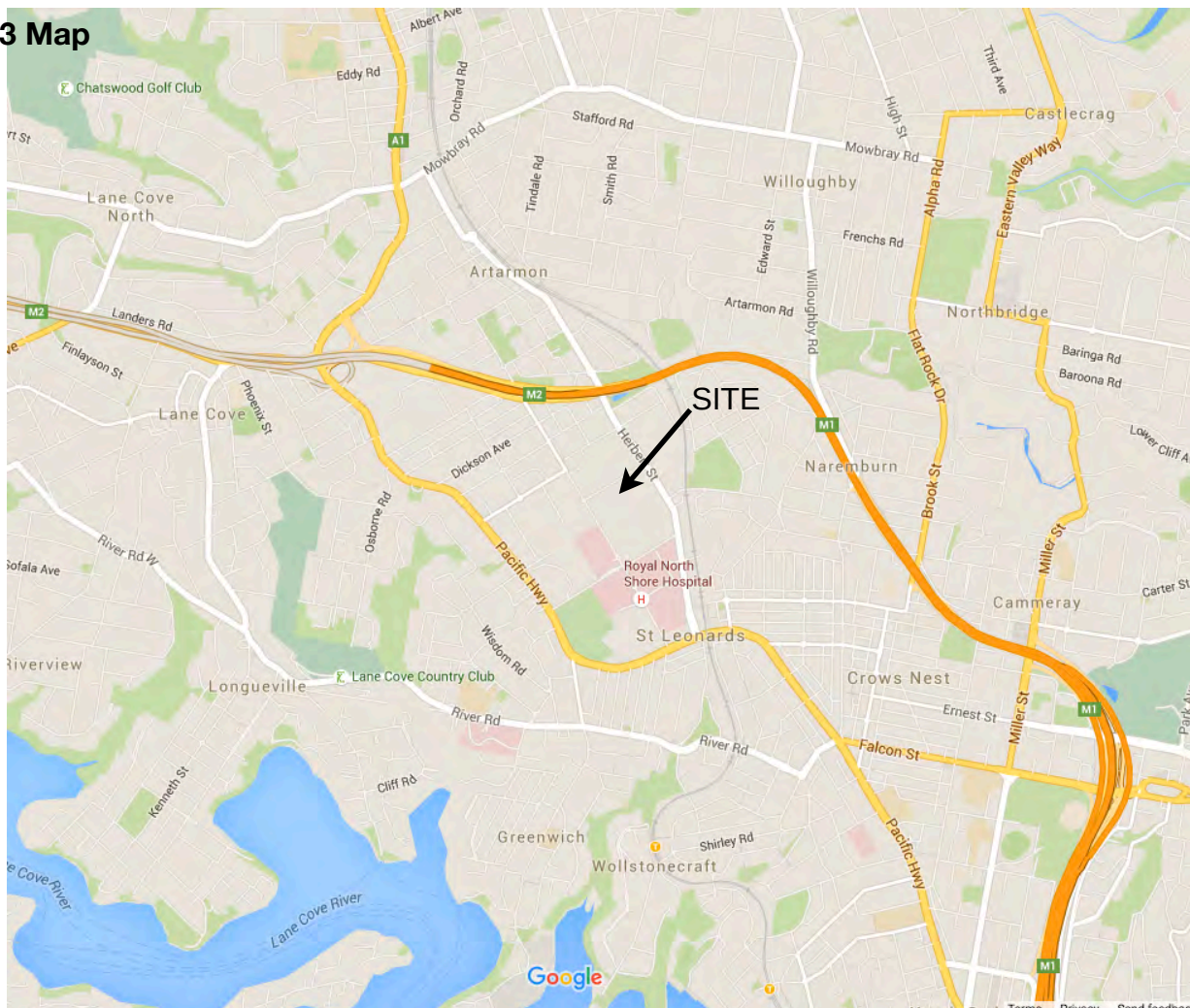
Scope of Works: Demolition of existing structures and construction of a new commercial development with off-street parking area.

This Traffic Management Plan has been prepared to satisfy standard conditions within the development consent.

1.2 Revisions

Rev	Date	Description
0	03/04/16	Initial Submission
1		
2		

1.3 Map



1.4 Introduction

"The Builder will ensure that the following management processes are put in place and conveyed to all relevant site personnel and suppliers involved in the delivery of materials and goods to the site:-

1. All contracted suppliers, concreting, demolition and earthmoving companies must be in receipt of a copy of this approved Construction Traffic Management Plan. A copy of which will be available to the PCA or Council upon request.
2. All contractors must be made aware of the CTMP during the induction phase for new employees/ contractors and the main contractor is to keep a copy of all signed induction documents on site for reference.
3. No building materials, work sheds, vehicles, machines, concrete pumps or the like are allowed to occupy the road reserve without a permit.

1.5 Development Process

This traffic management plan covers the stage(s) listed below, subsequent stages may require amendments and additional plans to be prepared.

Included Stages / Phases:

Stage / Phase	Duration (Approx)
Demolition	TBC
Excavation	TBC
Construction	TBC

1.6 Demolition Phase

Largest Truck Size: Truck and Dog combination up to 15 tonne tare

Expected Daily Vehicle Movements: 10-20 on peak days

Site establishment and demolition will be the initial phase of the project, the site boundary fencing and hoarding to be installed as required. The existing driveways off Frederick Street to be used for vehicular entry and exit

1.7 Excavation Phase

Largest Truck Size: Truck and Dog combination up to 15 tonne tare

Expected Daily Vehicle Movements: Up to 10-20 on peak days

The access point for the site will remain as the existing driveway as this is the ramp location for basement level access during construction.

1.8 Construction Phase

Largest Truck Size: Semi Trailer (tare up to 20 tonne)

Expected Daily Vehicle Movements: Up to 60-80 on concrete pour days - up to 6-10 on other days

Delivery vehicle movements may not be required on every day during this stage.

2 Existing Traffic Environment

2.1 Roads

a) Frederick Street

- 4 lane 2 way undivided street with varied kerb posted restrictions on both sides.
- Site located within a large industrial/commercial/retail precinct.
- Steady traffic flows of various vehicle types from passenger vehicles to heavy vehicles delivering to businesses within the local area.

2.2 Pedestrians

- Concrete footpaths along both sides of Frederick Street.
- Moderate level of pedestrian activity due to the retail / commercial properties surrounding the site.

2.3 Cyclists Route

- No marked lanes or paths, cycle route along roadway.

2.4 Public Transport

- Bus routes and marked bus stops along Reserve Road.
- St Leonards Railway Station is approximately 1km south from the site.

3 Proposed Traffic Management

3.1 General

- a) Site Vehicles
 - Site vehicles enter and exit in a forward facing direction only.
 - All drivers will be made aware of the approved routes prior to commencing work at the site as part of the site induction.
 - Vehicles will be scheduled in such a manner as to not require queuing on the road network surrounding the site.
- b) Road Occupancy
 - Approval from council and/or RMS when required will be sought prior to any works requiring road occupancy.
 - All Traffic Control Plans (TCPs) associated with this CTMP will comply with relevant Australian Standards and RMS Traffic Control at Worksites Manual.
- c) Parking for Site Workers
 - Throughout the project site workers will park within site boundaries whenever possible or use existing on-street parking on surrounding streets, however they will be encouraged to use the nearby public transport infrastructure.
- d) Public Transport
 - Surrounding public transport access maintained during this project, including the bus routes and train station adjacent to the site.
- e) Surrounding Roads
 - Site vehicles accessing the site are to use approved approach and departure routes only.
 - Construction traffic to be scheduled where possible outside of peak times such as school zone hours to minimise impact to existing traffic increases.
 - Truck queuing on surrounding streets will be minimised where possible during this project.
- f) Public Notification Process
 - Surrounding properties will be notified in writing prior to any access changes due to the development works.

3.2 Demolition

- a) Approach and Departure Routes
 - Approach Route - Traveling along the Pacific Hwy turn onto Herbert Street, turn left onto Frederick Street and then turn left into site in a forward facing direction.
 - Departure Route - In a forward facing direction turn left onto Frederick Street, turn right onto Reserve Road, turn left onto Campbell Street and then turn onto the Pacific Hwy.
- b) Vehicle Movements Within Site During Demolition & Excavation.
 - Initially vehicles to use the existing hardstand area at the north west corner to move within the site. This area will grow as the existing structures are demolished.
- c) Loading / Unloading Vehicles
 - Vehicles to be loaded from within site boundaries.
- d) Road Occupancy
 - i. Standing Plant - Demolition plant and equipment to be located within the site boundaries.
 - ii. Works Zone - None proposed during this phase, all works are within the site boundaries.
 - iii. Parking for Site Workers - All site workers will park within the site boundaries or using existing on-street parking on surrounding streets abiding by existing restrictions, however they will be encouraged to use the nearby public transport infrastructure.
- e) Storage for Equipment, Materials and Waste.
 - All located within site boundaries only.
- f) Removal of Materials from Site
 - Vehicles are to be loaded within site boundaries and then exit using the existing driveway access. This is where they are checked and cleaned as required to ensure surrounding roadways are not contaminated with spoil.

Note: Where water is used for cleaning vehicles, appropriate sediment control measures will be taken to ensure untreated water is not allowed to directly enter the storm water system.

- g) Pedestrian Management
 - Pedestrian access maintained using the existing concrete footpaths.

3.3 Excavation

- a) Approach and Departure Routes - As per demolition phase.
- b) Vehicle Movements Within Site - Restricted by the excavation area with adequate space for truck turn around within site boundaries.
- c) Loading / Unloading Vehicles - All vehicles to be loaded / unloaded from within the site boundaries.
- d) Road Occupancy
 - i. Standing Plant - All plant to be located within site boundaries.
 - ii. Works Zone - None proposed during this phase, all works are within the site boundaries.
 - iii. Parking for Site Workers - As per previous phase.
- e) Storage for Equipment, Materials and Waste - Within site boundaries only.
- f) Removal of Materials from Site
 - Vehicles are to be loaded within site boundaries and prior to exit they must be checked and cleaned as required to ensure surrounding roadways are not contaminated with spoil. Crushed aggregate and/or shaker grids will be installed prior to exit point within the site boundaries.

Note: Where water is used for cleaning vehicles, appropriate sediment control measures will be taken to ensure untreated water is not allowed to directly enter the storm water system.

- g) Pedestrian Management - Pedestrian access maintained using the existing concrete footpaths. Hoarding locations continued from Demolition Phase.

3.4 Construction

- a) Approach and Departure Routes - As per previous phases with approach route added to stop within the proposed Works Zone.
- b) Vehicle Movements Within Site - Limited vehicular access with basement to be used once its construction is complete by suitably sized vehicles.
- c) Loading / Unloading Vehicles - Vehicles to be loaded / unloaded from within site boundaries where possible or using the proposed Works Zone along the Frederick Street frontage. Concrete pumping on Frederick Street.
- d) Road Occupancy
 - i. Standing Plant - The plant proposed for use outside of the site boundaries are:
 - 1. A concrete pump which will stand within the proposed Works Zone.
 - ii. Works Zones - Proposed along the Frederick Street (subject to separate application and approval from Council).
 - iii. Parking for Site Workers - As per previous phases.
 - iv. Concrete Pour - Concrete pump and trucks to use the Works Zones proposed on Frederick Street. Traffic Management to be installed as per TCP SBMG01359-05.
 - v. Driveway Works - Traffic Management to be installed as per TCP SBMG01359-06 during these works.
- e) Storage for Equipment, Materials and Waste - Within site boundaries only
- f) Pedestrian Management - Pedestrian access maintained via the existing concrete footpath with hoarding proposed along the Frederick Street site frontage (hoarding subject to separate application and approval from Council). During concrete pumping works pedestrian access will be maintained along the existing footpaths with suitable pedestrian ramps installed over the pump lines (if required).

4 Project Impact

4.1 Residents / Surrounding Property Owners

Existing properties driveways and access points along Frederick Street to be maintained throughout the project. Surrounding property owners will therefore have limited to no impact due to this project as all existing vehicular and pedestrian access are to be maintained throughout the project.

4.2 Pedestrians & Cyclists

Cyclist routes will be as per existing conditions along the roadway. As pedestrian access maintained via existing footpaths with B-Class hoarding installed during construction phase to increase safety. The development will therefore have limited impact on existing pedestrian activity.

4.3 Emergency Services

Access along Frederick Street to be maintained throughout the project. Priority access is given to emergency vehicles as per normal procedure.

4.4 Local Traffic

Site works are contained within the site boundaries or utilise existing on-street parking lane for the Works Zone on Frederick Street maintaining traffic lanes as per existing conditions. The development should therefore have limited impact on existing traffic flows.

Site vehicles will be scheduled outside of peak times such as school zone hours whenever possible to limit impact to existing traffic flows and / or conditions.

4.5 Public Transport

No public transport facilities impacted by this project.

4.6 Impact on Community & Businesses

Impact to the community will be limited as vehicular and pedestrian access past the site is maintained. The disruption to the local area will be also minimised due to the easy access to the Pacific Hwy and then the M2 Motorway reducing the need for vehicles to travel along local roads.

Appendix A - Traffic Control Plans

SBMG01359-01 - Approach & Departure Routes - All Phases

SBMG01359-02 - Site Overview - Demolition Phase

SBMG01359-03 - Site Overview - Excavation Phase

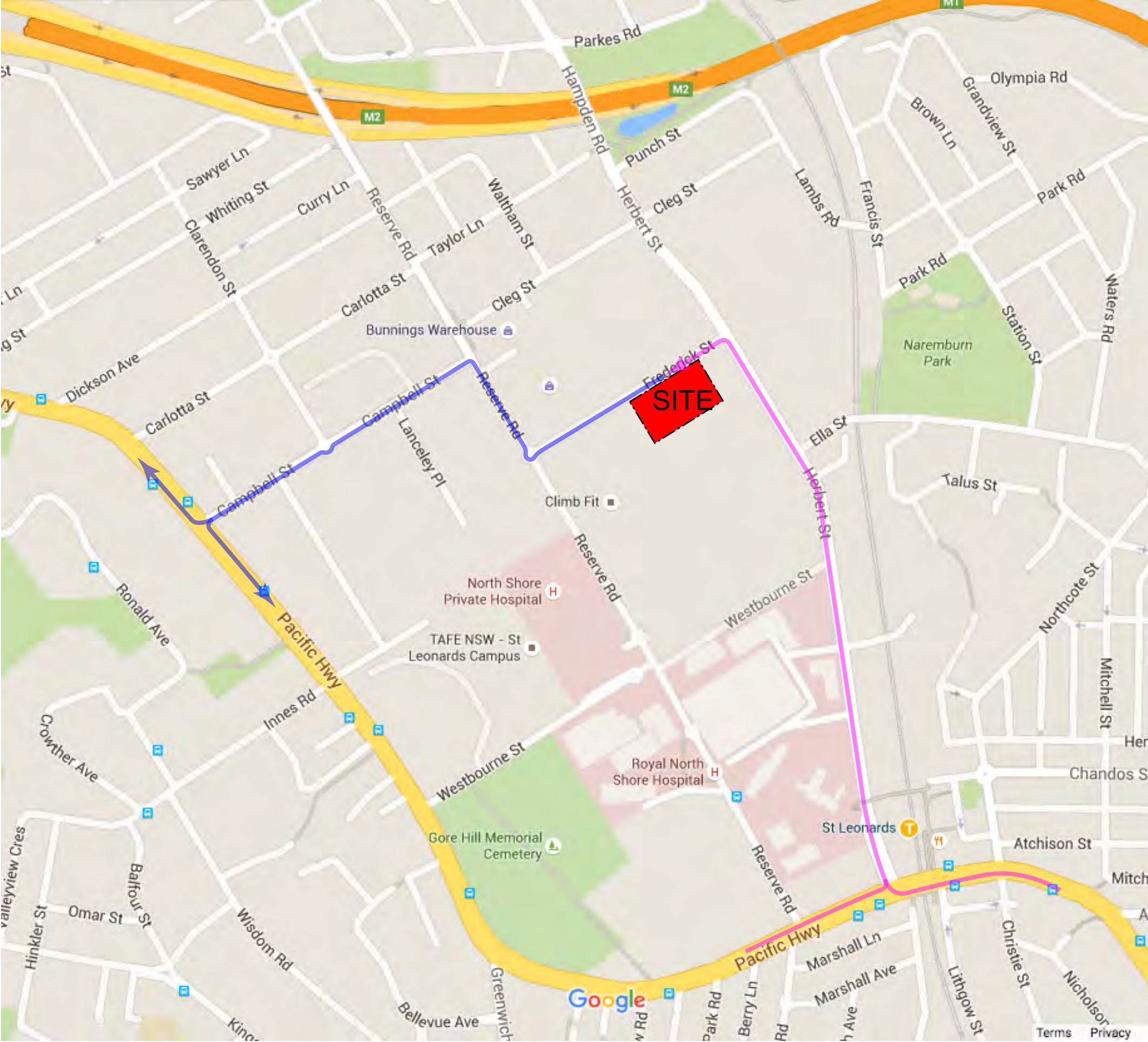
SBMG01359-04 - Site Overview - Construction Phase

SBMG01359-05 - Traffic Control Plan - Concrete Pour

SBMG01359-06 - Traffic Control Plan - Driveway Works

VEHICLE APPROACH & DEPARTURE ROUTES

ALL PHASES



NOTES:

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LEGEND:

- SITE BOUNDARY
- SITE APPROACH ROUTE
- SITE DEPARTURE ROUTE
- DELINEATION
- XXXXXXXXXXXXXXXXX PEDESTRIAN BARRIER
- XXXXXX WORK AREA / VEHICLE STANDING
- PEDESTRIAN ROUTE
- HOARDING
- EXISTING ON-STREET PARKING AREA
- WORKS ZONE

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Traffic Management Plans

Project/Event:	COMMERCIAL DEVELOPMENT			
Location:	NORTHSIDE CLINIC - FREDERICK STREET, ST LEONARDS NSW			
Client :	RICHARD CROOKES CONSTRUCTIONS PTY LTD			
Plan No.	SBMG01359-01	A	Date:	4TH APRIL 2016
SCALE: NOT TO SCALE				



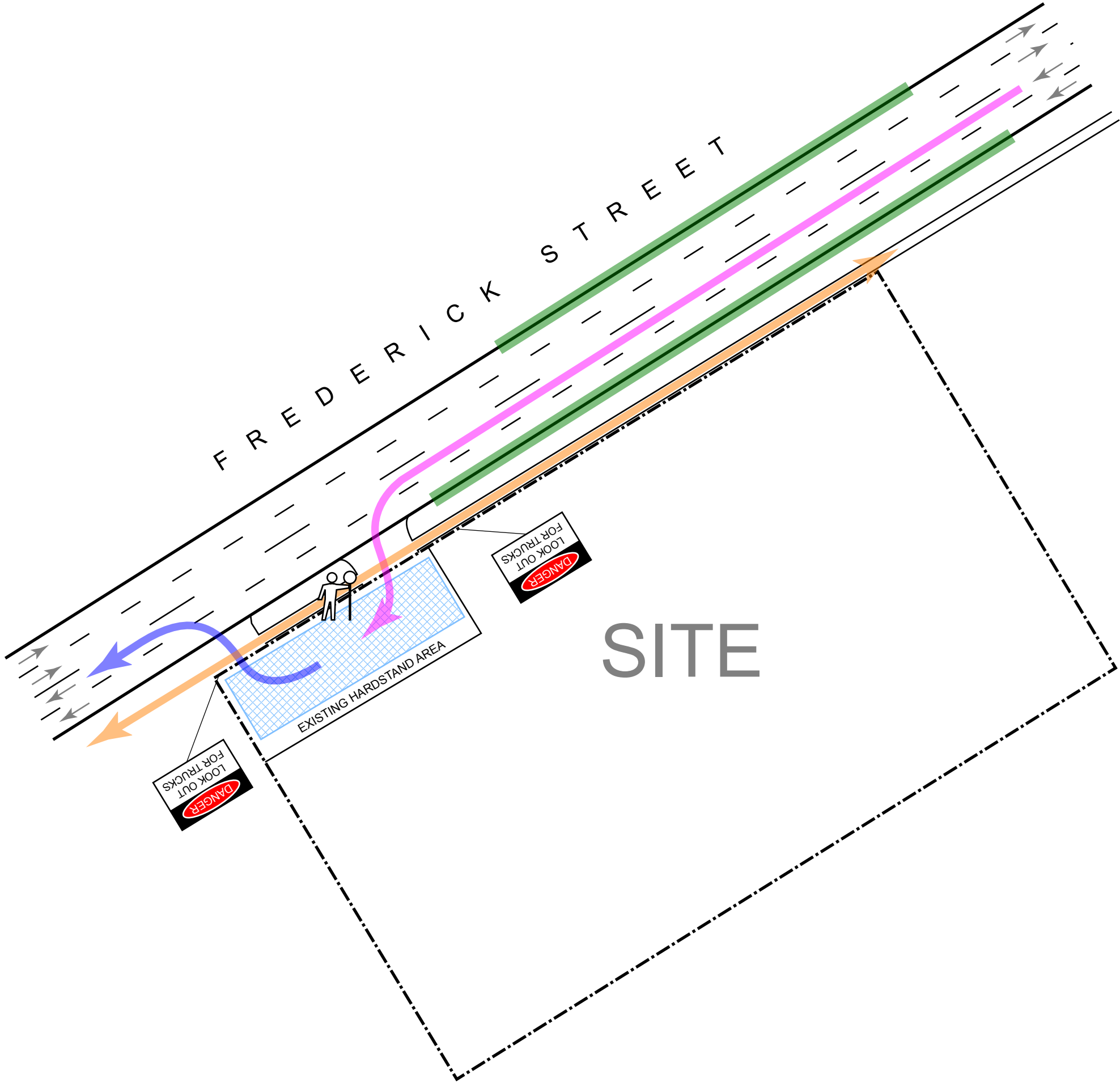
PREPARED BY: MATTHEW YOUNG
RMS DESIGN & INSPECT TRAFFIC
CONTROL PLANS
CERTIFICATE No. 2243017058
Expiry: 06/02/2018

SIGNED:

DATE		DESCRIPTION
	E	
	D	
	C	
	B	
04/04/16	A	INITIAL SUBMISSION

RECOMMENDED MAXIMUM SPACING OF CONES AND BOLLARDS			RECOMMENDED TAPER LENGTHS				
Purpose an usage	Approach Speed (km/h)	Max Spacing (m)	Approach speed (km/h)	Traffic control at start	Lateral shift taper	Merge taper	
All purposes on residential or commercial streets	<=50	4					
Center-line on approach to Traffic Controller position	All Cases	4					
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Merge tapers	51-70 / >70	9 / 12	76-85	N/A	80	130	
Lateral shift tapers	51-70 / >70	12 / 18	86-95	N/A	90	145	
Protecting freshly painted lines	51-70 / >70	24 / 60	96-105	N/A	100	160	
FIGURES EXTRACTED FROM RTA TCWS MANUAL v4.0 (TABLES 5.1 & 5.2). REFER TO MANUAL FOR FURTHER INFO			> 105	N/A	110	180	

SITE OVEVIEW
DEMOLITION PHASE



NOTES:

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- PEDESTRIAN ROUTE
- HOARDING
- EXISTING ON-STREET PARKING AREA
- WORKS ZONE

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Traffic Management Plans

Project/Event:	COMMERCIAL DEVELOPMENT				
Location:	NORTHSIDE CLINIC - FREDERICK STREET, ST LEONARDS NSW				
Client :	RICHARD CROOKES CONSTRUCTIONS PTY LTD				
Plan No.	SBMG01359-02	A	Date:	4TH APRIL 2016	
SCALE: NOT TO SCALE					



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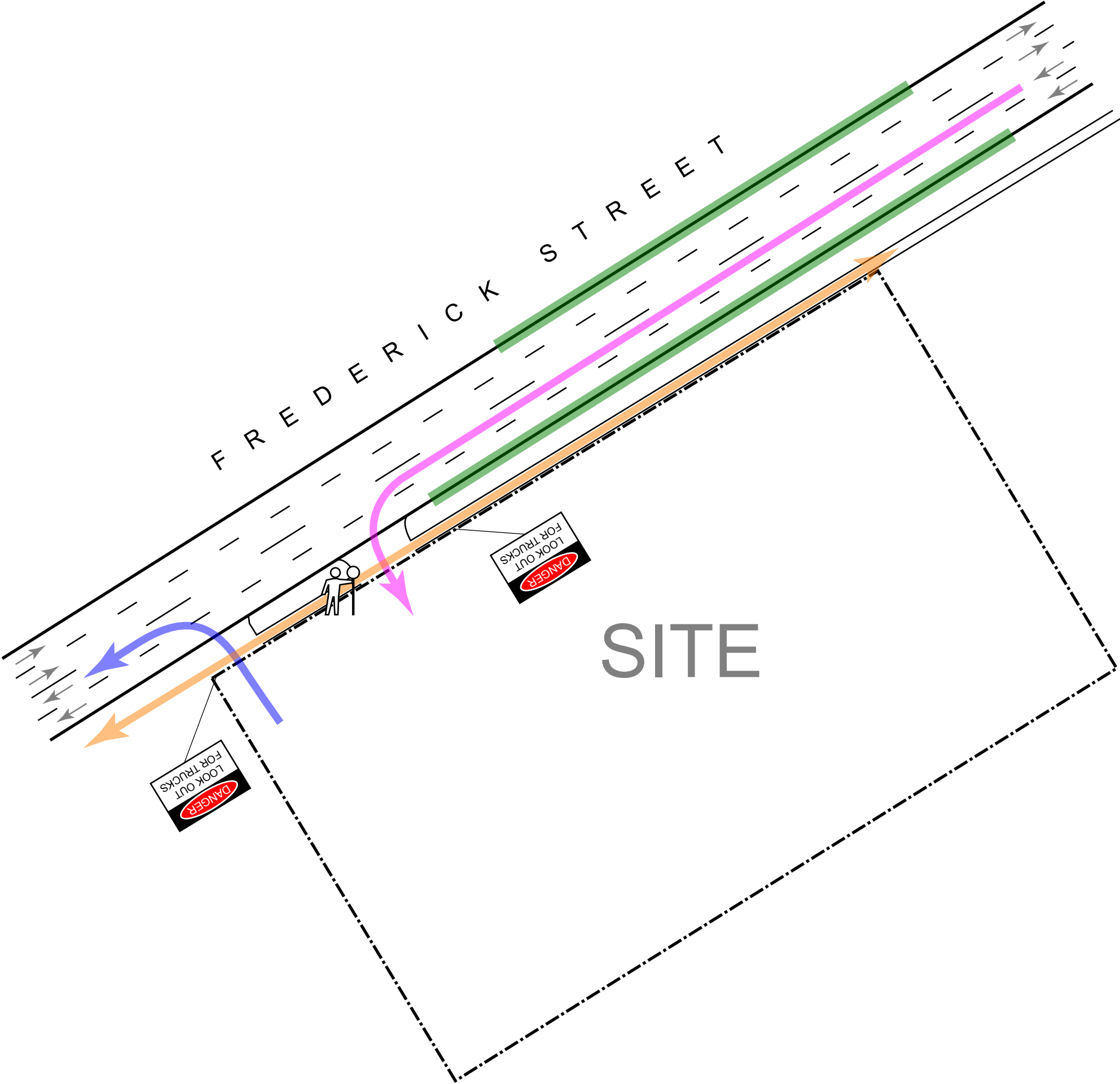
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SITE OVEVIEW
EXCAVATION PHASE



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Project/Event:	COMMERCIAL DEVELOPMENT			
Location:	NORTHSIDE CLINIC - FREDERICK STREET, ST LEONARDS NSW			
Client :	RICHARD CROOKES CONSTRUCTIONS PTY LTD			
Plan No.	SBMG01359-03	A	Date:	4TH APRIL 2016
SCALE: NOT TO SCALE				



PREPARED BY: MATTHEW YOUNG
RMS DESIGN & INSPECT TRAFFIC
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Expiry: 06/02/2018

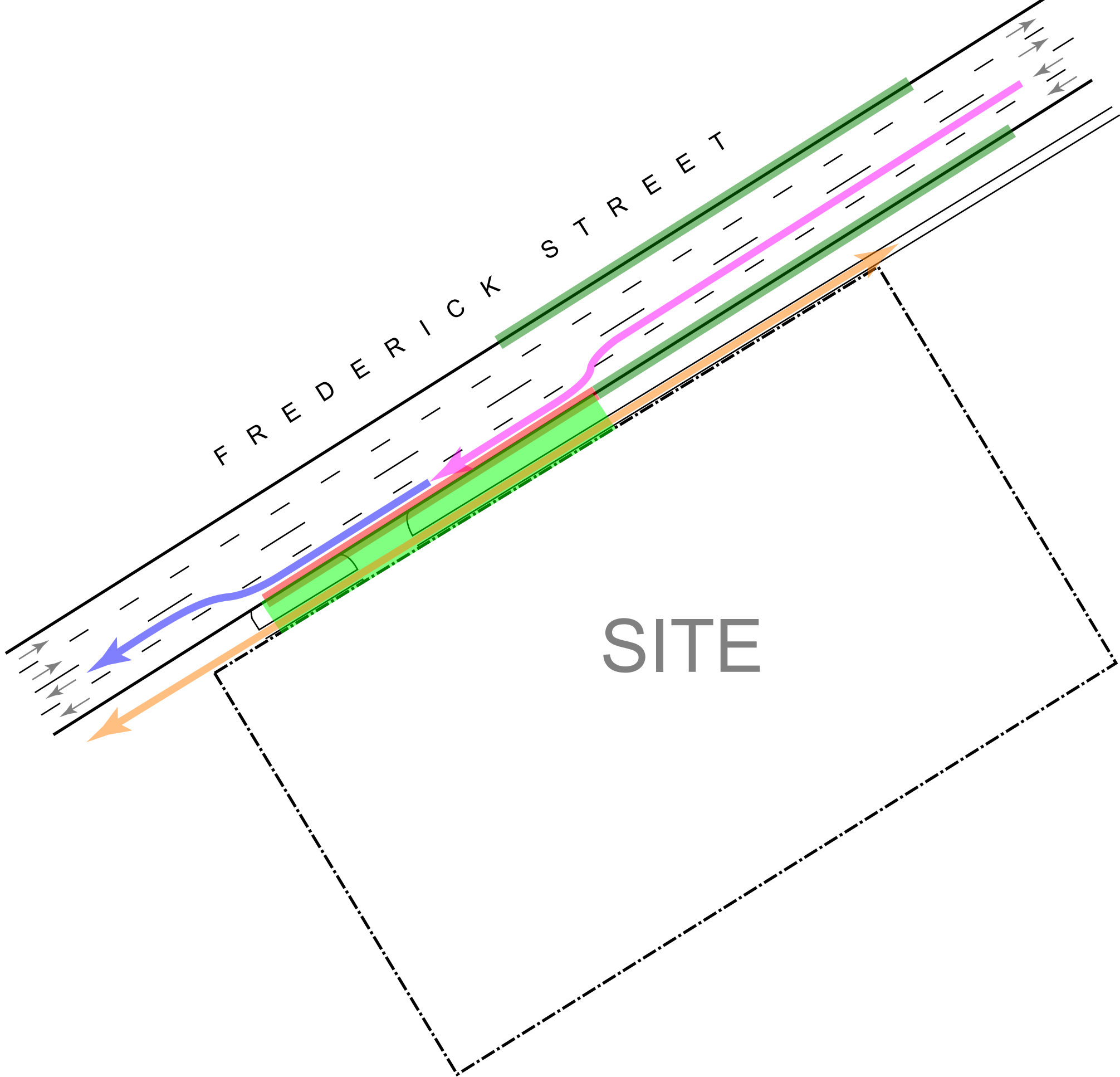
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SITE OVEVIEW

CONSTRUCTION PHASE



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- PEDESTRIAN ROUTE
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Location:	NORTHSIDE CLINIC - FREDERICK STREET, ST LEONARDS NSW				
Client :	RICHARD CROOKES CONSTRUCTIONS PTY LTD				
Plan No.	SBMG01359-04	A	Date:	4TH APRIL 2016	
SCALE: NOT TO SCALE					



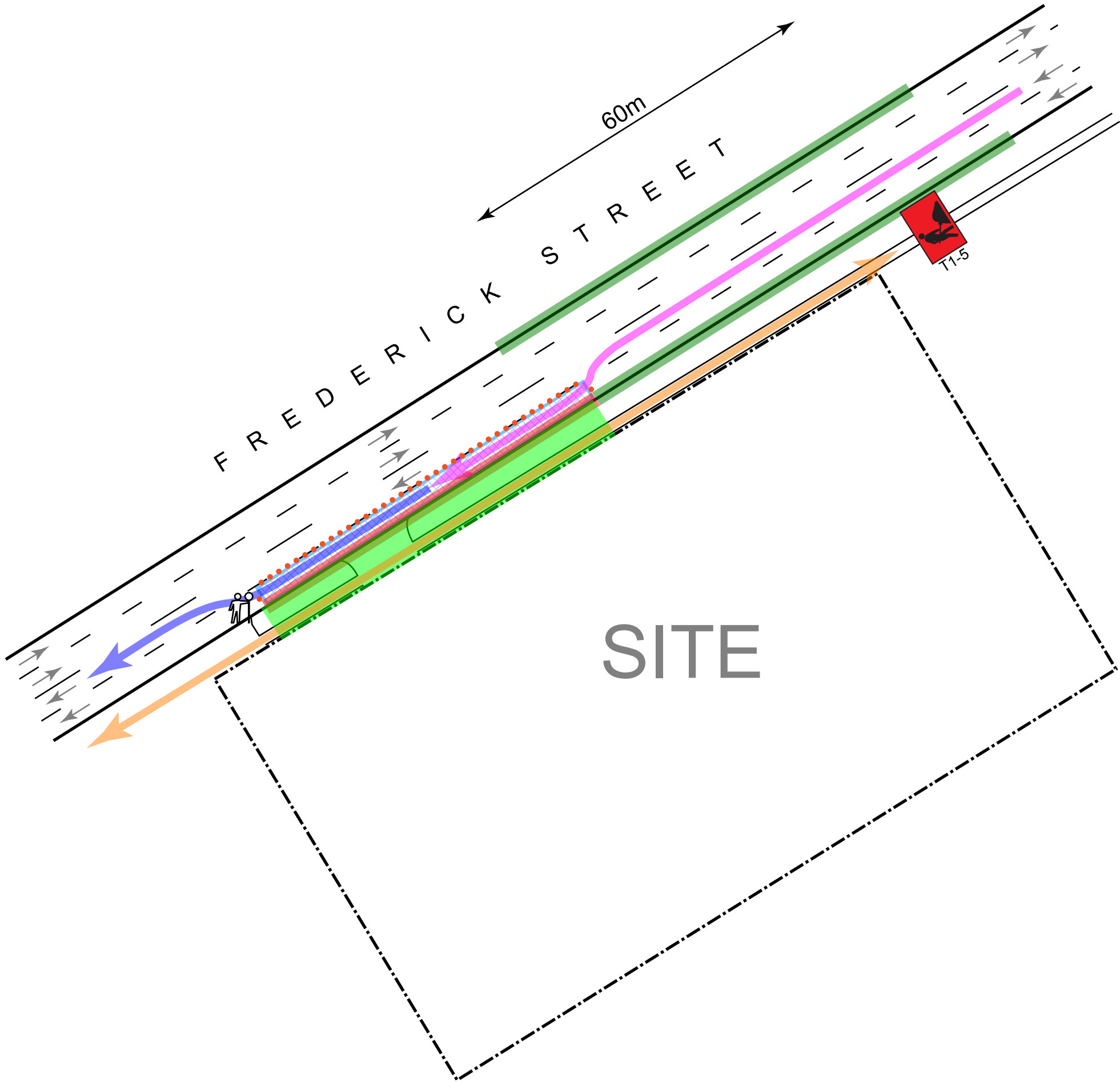
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TRAFFIC CONTROL
CONCRETE POUR



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Project/Event:	COMMERCIAL DEVELOPMENT				
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Client :	RICHARD CROOKES CONSTRUCTIONS PTY LTD				
Plan No.	SBMG01359-05	A	Date:	4TH APRIL 2016	
SCALE: NOT TO SCALE					



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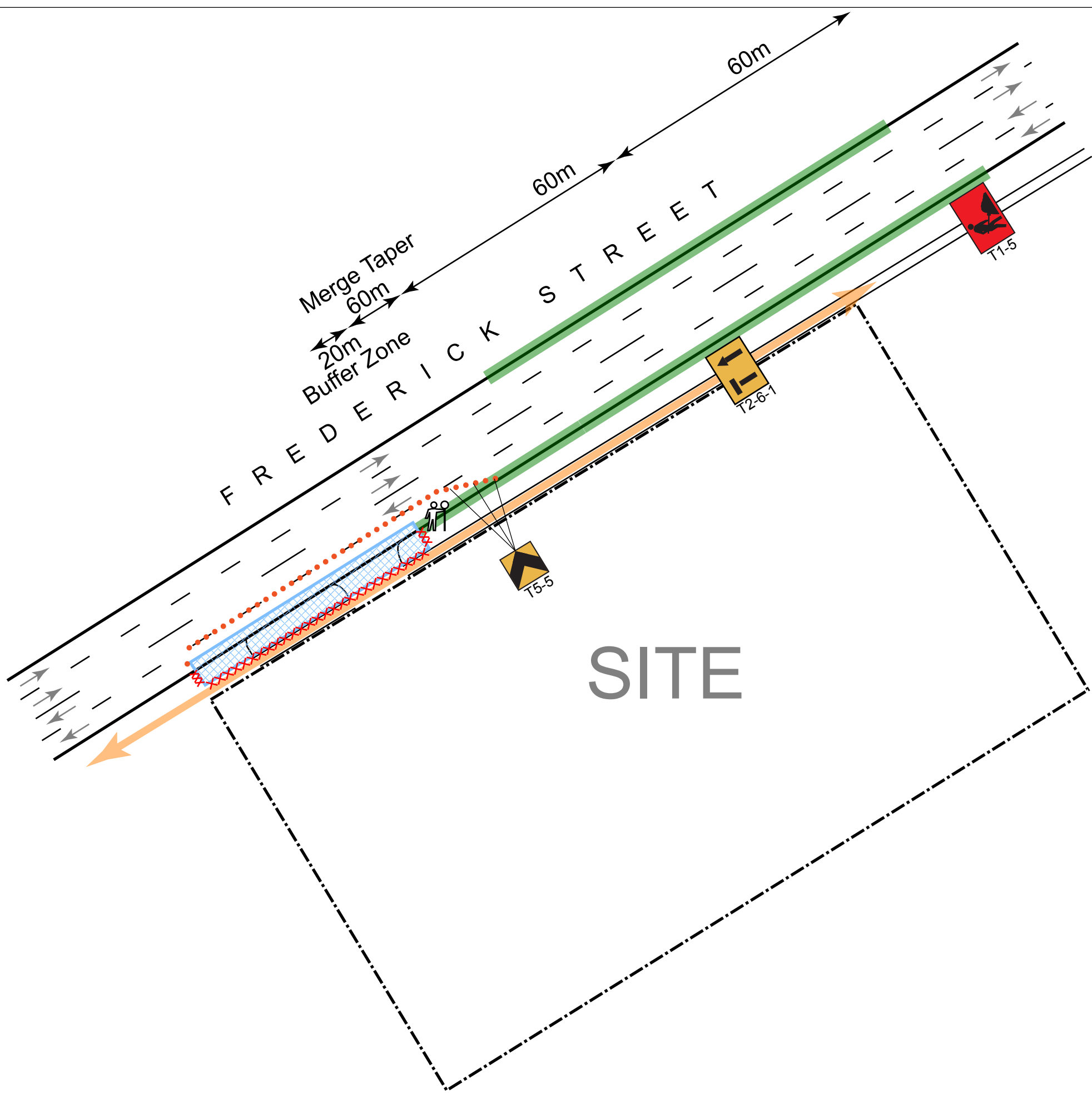
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TRAFFIC CONTROL

DRIVEWAY WORKS



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3. TRAFFIC LANES MAINTAINED AS PER NORMAL CONDITIONS WITH ON-STREET PARKING MAINTAINED.
4. PEDESTRIAN ACCESS MAINTAINED ALONG THE EXISTING FOOTPATH.

LEGEND:

- SITE BOUNDARY
- SITE APPROACH ROUTE
- SITE DEPARTURE ROUTE
- DELINEATION
- PEDESTRIAN BARRIER
- WORK AREA
- PEDESTRIAN ROUTE
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Project/Event:	COMMERCIAL DEVELOPMENT				
Location:	NORTHSIDE CLINIC - FREDERICK STREET, ST LEONARDS NSW				
Client :	RICHARD CROOKES CONSTRUCTIONS PTY LTD				
Plan No.	SBMG01359-06	A	Date:	4TH APRIL 2016	
SCALE: NOT TO SCALE					



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ENVIRONMENTAL POLICY

Richard Crookes Constructions Pty Limited promotes and encourages a sustainable environment throughout our business activities and sources our supplies and services in ways that prevent pollution and promote compliance with legal and other requirements.

The company's Environmental Management System is certified by Global-Mark as meeting the requirements of AS/NZS ISO 14001:2004 Environmental Management Systems.

These form part of the company's Project Management Plans and are supported by company procedures and guidelines.

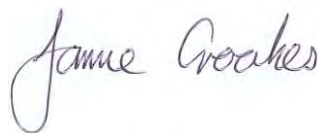
Management intends that all employees of our company, relevant subcontractors and suppliers, are made aware of their environmental responsibilities and the environmental impacts associated with their activities, products and services.

Our company objectives for continual improvement in environmental management include:

- Reducing the number of environmental notices issued on the projects by implementing a program of inductions, training and monitoring.
- Minimising the impacts to the community through the development of project specific traffic management plans, stakeholder consultation plans and by timely and appropriate response to complaints.
- Minimising impacts on the environment using dust, soil and water, waste and chemical management practices that are regularly inspected and maintained.
- Achieve a waste minimisation figure of 80% through monthly reporting

The effectiveness of the project environmental management plans and progress with achieving the company's objectives will be reviewed during management meetings, project reviews and following the results of internal and external audits.

The Policy will be made available to the public and interested parties on request. This Policy will be reviewed every two years.



Jamie Crookes
Managing Director

26th February 2014

Appendix 3 Environmental Risk Matrix
Construction - Northside Clinic

RCC Objectives and Targets / KPIs:
<3 Environmental Notices issued by DECC or Local Council annually
Action community complaints within 24 hours, no repeat complaints for same issue
Investigate non effective operational controls / environmental incidents and report

Environmental Aspect - also consider if any legislation applies to activity or environmental aspect. See Intranet Legal and Other Requirements Table																							
Activity, Product or Service	Assessment of Significant Environmental Impact (no controls)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Impact - No Controls. Refer to EMPs or Operational Controls Table Appendix 4 of CMP
		dust	odour	greenhouse	stormwater	Adjoining waterways	sewer	land	resources/ water	resources/ materials	resources/ energy	noise	vibration	community concerns	flora	fauna	waste / chemicals	landfilling	litter	traffic	aboriginal heritage	European heritage	
Site Set Up	likelihood	A			A	R	R								R	R			L	L			1. photochemical smog, visual amenity 4. pollution of aquatic ecosystem 19. community disturbance, mud tracking on public roads 6. pollution of aquatic ecosystem
	consequence	1			3	1	4								2	1			2	4			
	risk	1			1	3	2								3	3			2	1			
	Signif y=yes, n=no	Y			Y	N	Y								N	N			Y	Y			
Site Stripping & Bulk Earthworks, Transport of spoil, Importation of fill	likelihood	A		U	A	R					M	A	A	A	M	R		L	L	A	R		1. photochemical smog, visual amenity 4. pollution of aquatic ecosystem 10. use of scare/non renewable resources 11. community disturbance 12. human discomfort, damage to buildings 13. stakeholder interactions 14. loss of habitat 17. reduction in landfill space, loss of recyclables 19. community disturbance, mud tracking on public roads
	consequence	3		2	4	1					3	4	5	3	2	1		5	2	4	2		
	risk	1		3	1	3					2	1	1	1	2	3		1	2	1	3		
	Signif y=yes, n=no	Y		N	Y	N					Y	Y	Y	Y	Y	N		Y	Y	Y	N		
Remediation	likelihood	A	A	U	M	R						A	A	L			U	U	L	L	R	R	1. photochemical smog, visual amenity 3. global warming 4. pollution of aquatic ecosystem 11. community disturbance 12. human discomfort, damage to buildings 13. stakeholder interactions 16. non efficient use of materials, chemical pollution 17. reduction in landfill space, loss of recyclables 19. community disturbance, mud tracking on public roads
	consequence	3	2	3	3	2						3	5	3			3	3	2	2	1	1	
	risk	1	2	2	2	3						1	1	2			2	2	2	2	3	3	
	Signif y=yes, n=no	Y	Y	Y	Y	N						Y	Y	Y			Y	Y	Y	Y	N	N	
Dewatering	likelihood	U			A	R	L		M										L				4. pollution of aquatic ecosystem 6. pollution of aquatic ecosystem 8. use of scarce/non renewable resources
	consequence	2			4	2	4		2										2				
	risk	3			1	3	1		2										2				
	Signif y=yes, n=no	N			Y	N	Y		Y										Y				
Detailed excavation / In ground Services	likelihood	L			A	R						A					U	L	L				1. photochemical smog, visual amenity 4. pollution of aquatic ecosystem 16. non efficient use of materials, chemical pollution 17. reduction in landfill space, loss of recyclables 11. community disturbance
	consequence	3			4	1						3					3	4	2				
	risk	2			1	3						1					2	1	2				
	Signif y=yes, n=no	Y			Y	N						Y					Y	Y	Y				
Foundations - piercing / anchors	likelihood	L			A							A	A	M					L				1. photochemical smog, visual amenity 4. pollution of aquatic ecosystem 11. community disturbance 12. human discomfort, damage to buildings 13. stakeholder interactions
	consequence	3			4							4	5	3					2				
	risk	2			1							1	1	2					2				
	Signif y=yes, n=no	Y			Y							Y	Y	Y					Y				
Foundations - piling	likelihood	L			A	R						A	A	A			R	L	L				1. photochemical smog, visual amenity 4. pollution of aquatic ecosystem 12. human discomfort, damage to buildings 13. stakeholder interactions 16. non efficient use of materials, chemical pollution 17. reduction in landfill space, loss of recyclables
	consequence	3			4	2						3	5	3			3	3	2				
	risk	2			1	3						1	1	1			2	2	2				
	Signif y=yes, n=no	Y			Y	N						Y	Y	Y			Y	Y	Y				
Structure - formwork, reinforcement, concrete & curing, post tensioning	likelihood				L	R						L	U	A			U		L	M			4. pollution of aquatic ecosystem 11. community disturbance 12. human discomfort, damage to buildings 19. community disturbance, mud tracking on public roads
	consequence				4	2						3	3	3			2		2	2			
	risk				1	3						2	2	1			3		2	2			
	Signif y=yes, n=no				Y	N						Y	Y	Y			N		Y	Y			
Blockwork, brickwork, render, waterproof membranes	likelihood				U					U		L					M		L			R	4. pollution of aquatic ecosystem 10. non efficient use of materials, chemical pollution
	consequence				4					2		3					3		2			1	
	risk				2					3		2					2		2			3	

Appendix 3 Environmental Risk Matrix
Construction - Northside Clinic

RCC Objectives and Targets / KPIs:
<3 Environmental Notices issued by DECC or Local Council annually
Action community complaints within 24 hours, no repeat complaints for same issue
Investigate non effective operational controls / environmental incidents and report

Environmental Aspect - also consider if any legislation applies to activity or environmental aspect. See Intranet Legal and Other Requirements Table																							
Activity, Product or Service	Assessment of Significant Environmental Impact (no controls)	1 dust	2 odour	3 greenhouse	4 stormwater	5 Adjoining waterways	6 sewer	7 land	8 resources/ water	9 resources/ materials	10 resources/ energy	11 noise	12 vibration	13 community concerns	14 flora	15 fauna	16 waste / chemicals	17 landfilling	18 litter	19 traffic	20 aboriginal heritage	21 European heritage	Impact - No Controls. Refer to EMPs or Operational Controls Table Appendix 4 of CMP
	Signif y=yes, n=no				Y					N		Y					Y		Y			N	
Services - hydraulic, electrical, mechanical, incl. cable chasing, concrete coring	likelihood	L			L							L					M		L			R	1. photochemical smog, visual amenity 4. pollution of aquatic ecosystem 11. community disturbance 16. non efficient use of materials, chemical pollution
	consequence	3			4							3					3		2			1	18. visual amenity, pollution
	risk	2			1							2					2		2			3	
	Signif y=yes, n=no	Y			Y							Y					Y		Y			N	
Roofing	likelihood									n/a		n/a					n/a		n/a				
	consequence									n/a		n/a					n/a		n/a				
	risk									n/a		n/a					n/a		n/a				
	Signif y=yes, n=no																						
Finishes - internal partitions, ceilings, gyprocking, painting, tiling, floor finishes, joinery, door hanging	likelihood				L					M		U	U				L		L				9. use of scare/non renewable resources
	consequence				4					2		1	1				3		2				18. visual amenity, pollution
	risk				1					2		3	3				2		2				
	Signif y=yes, n=no				Y					Y		N	N				Y		Y				16. non efficient use of materials, chemical pollution
External works - pavements, landscaping, lighting	likelihood	L			L	R			R			L	M	A	L		M	U	L	L		R	1. photochemical smog, visual amenity 4. pollution of aquatic ecosystem
	consequence	3			4	1			1			3	3	3	3		3	1	2	3		1	11. community disturbance 12. human discomfort, damage to buildings 14. loss of habitat
	risk	2			1	3			3			2	2	1	2		2	3	2	2		3	19. community disturbance, mud tracking on public roads
	Signif y=yes, n=no	Y			Y	N			N			Y	Y	Y	Y		Y	N	Y	Y		N	16. non efficient use of materials, chemical pollution

Appendix 3

Environmental Actions and Monitoring Table Northside Clinic

Environmental Aspect (to be read in conjunction with Appendix 3, Environmental Risk Matrix)		Environmental Actions, Controls and Criteria	Operational Controls				Effectiveness of Controls			Checking, Corrective & Preventative Action		Resp.
			Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
1	Dust Generation Particulate Emissions (General)	- Install shade cloth on perimeter fencing - Vehicle corridors will be clearly identified and restricted to control vehicle access onsite. - Limit vehicle speed onsite to 40km/hr - Fixed and mobile (water tanker) water sprays - Reduce work activities /stop work during moderate to high wind velocity periods. - Maintain equipment. Smokey plant to be stopped until repair works completed. - Turn off vehicle engines whilst not in use (no long periods of idling)	✓	✓	✓		Daily	Weekly		As required		FM
1	Dust Generation (Demolition)	Breakers and crushing equipment to be fitted with dust filtration equipment or water sprays to control dust emissions.			✓		Daily	Weekly during works	✓	As required		FM
1	Dust Generation (Construction)	- Minimise areas of site disturbed and stage works where possible. - Dust suppression strategies to be used, i.e. water sprays, soil binders, hydromulching, controlled speed onsite, roadbase + shaker grids. - Stockpiled topsoils and rubble will be restricted to 4m high. Stabilise if insitu for >4-6months. - On site drilling or coring operations will be undertaken by equipment fitted with air filtration equipment.	✓	✓			Daily	Weekly		As required		FM

Appendix 3

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			Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
2	Odour	- If odorous materials uncovered, recover immediately. - Seek advice from consultant regarding soil /materials management.		✓		✓	Daily	Weekly		As required		FM
3	Greenhouse	- Ensure purchased electrical products/whitegoods products comply with specification for CFCS & energy ratings - Low solvent paints to be used as a priority - Building to conform to AGBR or GreenStar performance criteria - Deliveries / transport from site effectively planned to limit inefficient transport, assist back loading etc		✓						As required	✓	CA FM
4	Stormwater (Discharge from sedimentation basins, flooding)	- Water quality to meet ANZECC Water Quality Guidelines. → PH 6.5- 8.5, Turbidity <50NTU, No visible oil & grease - Obtain advice for use of flocculants to settle sediment from water. - Sedimentation pond to be maintained at low levels to ensure capacity during rainfall event. - DO NOT DISCHARGE IF CONTAMINANTS SUSPECTED. Obtain advice.		EP-001		✓	Daily during discharge	Weekly		As required	✓	FM

Appendix 3

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			Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
5	Adjoining waterways (dewatering, soil erosion & runoff)	- Temporary drainage systems will be established to divert clean waters around the land development areas as appropriate. - Erect silt fences, bunds and construct swale drains. - Inspect at least weekly & after rainfall.		EP-001		✓	Daily during discharge	Weekly		As required	✓	FM
5	Adjoining waterways (dewatering, soil erosion & runoff)	- Maintain and/or replace as required. - Refer NSW Department of Housing's Managing Urban Stormwater (2004). - Street sweepers will be employed on regular basis.										
6	Sewer (Trade waste)	- No paints or other chemical to be poured down drains. - If required, obtain trade waste licence for discharge or local council approval.		EP-001		✓				As required	✓	FM
7	Land (Acid sulphate soils, contaminated soils, imported fill)	- Stop work if unexpected potentially contaminated soils are encountered. - Obtain waste classification from consultant in accordance with DECC guidelines Environmental Guidelines: Assessment, Classification & Management of Liquid & Non-Liquid Wastes (June 2004) www.environment.nsw.gov.au/waste/envguidlns/index.htm.	✓		✓	✓	Daily	Weekly	✓	As required	✓	FM

Appendix 3

Environmental Actions and Monitoring Table Northside Clinic

Environmental Aspect (to be read in conjunction with Appendix 3, Environmental Risk Matrix)	Environmental Actions, Controls and Criteria	Operational Controls				Effectiveness of Controls			Checking, Corrective & Preventative Action		Resp.
		Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
	- Where required a Remediation Action Plan will be developed and implemented. - Sign off by Site Auditor may be required to validate cleanup. - Any groundwater or ponded rainwater will be tested and classified by consultants prior to disposal. - Check geotech requirements. Ensure soil classification suitable for land use ie. Schools, residential, commercial etc.	✓	EP-002	✓	✓	Daily	Weekly	✓	As required	✓	FM

Appendix 3

Environmental Actions and Monitoring Table Northside Clinic

Environmental Aspect (to be read in conjunction with Appendix 3, Environmental Risk Matrix)		Environmental Actions, Controls and Criteria	Operational Controls				Effectiveness of Controls			Checking, Corrective & Preventative Action		Resp.
			Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
7	Land	- Potential for acid sulphate soils will be assessed based on the sites proximity to low-lying coastal areas eg. coastal plains, wetlands and mangroves where the surface elevation is less than five metres above mean sea level. - If odorous soils (rotten egg gas) or grey/yellowed mottled soils encountered, stop work. - If suspected, consultant to prepare Acid Sulphate Soil management Plan (ASSMP). - Excavation and neutralisation to be supervised by consultants as per ASSMP. - The requirements to import fill will be minimised by utilising on site cut material wherever possible. - All analysis certificates shall be handed over as part of the completion documents to the client. - Record all imported fill on Form 25.08 - Product Identification & Traceability. - Mark up locations where fill compacted in site plan. Survey if required.										
8 9 10	Resources - water, materials, energy	- For design and construct jobs, refer to the design specification for ESD requirements and product choices. - Buy local wherever possible to reduce impacts of transport on environment.		✓		✓					✓	PM

Appendix 3

Environmental Actions and Monitoring Table Northside Clinic

Environmental Aspect (to be read in conjunction with Appendix 3, Environmental Risk Matrix)		Environmental Actions, Controls and Criteria	Operational Controls				Effectiveness of Controls			Checking, Corrective & Preventative Action		Resp.
			Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
11	Noise	- Refer to DA for noise restrictions and working hours. - Use hoarding or acoustic mats as required. - Situate generators and plant away from sensitive receivers. - Turn off machinery. Maintain equipment and stop noisy plant until repaired. - No early deliveries.	✓		✓	✓	Daily	Weekly	✓	As required	✓	FM
12	Vibration	- Conduct dilapidation report prior to work starting. - Limit the use of vibratory rollers, rock breakers, impact piling etc adjacent to buildings (>7m). - Regenerated noise may also transfer through bedrock and building structures. - Obtain advice if required.	✓		✓	✓	Daily	Weekly	✓	As required	✓	FM
13	Community Concerns	- Provide information (eg. Signage, letterbox drops) to community on programmed works - Provide contact name for inquiries. - Advise locals of "noisy" work. - If required in noise sensitive areas and/or in response to complaints, engage consultants to undertake monitoring at nominated receivers. - Vehicles will not be permitted to queue outside the site or in residential areas unless a defined area is established which does not	✓				Daily	Weekly		As required		PM FM

Appendix 3

Environmental Actions and Monitoring Table Northside Clinic

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			Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
		adversely impact on neighbours.										
14	Flora	- Review planning documentation to determine the presence of any protected, threatened or significant flora. Obtain approvals as required. - Engage aborist to develop tree management plan or refer DA and aborist reports. - Education and training at site toolbox meetings and induction. - Report all sightings to the site manager. - Fence or barricade protected flora at the drip zone. Erect Keep Out signage. - Do not stack materials under/against trees. - The potential for reuse of vegetative wastes by mulching, chipping or on-site placement of trunks or limbs shall be reviewed for each project.	✓	✓		✓	Daily	Weekly		As required	✓	FM
15	Fauna	- All native animals protected. - Review planning documentation to determine the presence of any protected, threatened or significant fauna. Obtain approvals as required. - Site rules/induction to include information regarding of the - For injured animals, to relocate call WIRES	✓	✓		✓	Daily	Weekly	✓	As required	✓	FM

Appendix 3

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			Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
16 18	Waste Litter	- Hazardous materials surveys to be completed. - Materials to be removed prior to demolition - Registers and waste disposal requirements as per WorkCover and DECC requirements for removal, storage, transport and disposal. - General site wastes –use one bin system and sort in contractors yard to produce quantities of material for recycling, reuse, disposal etc. - Empty drums are to be taken off-site for disposal. - Empty drums shall be crushed prior to recycling/disposal. - Do not overfill skip bins. Provide plenty for use. Cover where potential for windblown litter.	✓	EP-002	✓	✓	Daily	Weekly	✓	As required	✓	FM
17	Landfilling	- Reduce, reuse and then dispose - Landfill space scare leading to increased tipping costs - Dispose of hard construction wastes for recycled gravels and sands - Do not send soil to landfill until alternatives for beneficial reuse have been explored as per consultants advice. - Consideration should be given to chipping of the vegetation and reuse - Reuse packaging to protect works		EP-002			Daily	Weekly		As required	✓	FM

Appendix 3

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			Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
16	Chemicals	- Chemicals to be stored in bunded areas (impervious + 110% of largest container) away from stormwater drains & pits. - Refer Workcover Code of Practice for Storage & Handling of Dangerous Goods, DECC Guidelines for Bunding & Spill Management. Appropriate chemicals storage is in conformance with: → AS 1940 The Storage and Handling of Flammable and Combustible Liquids → Storage and Handling of Dangerous Goods WorkCover Code of Practice 2005– refer p. 86 - DEC requirements http://www.environment.nsw.gov.au/mao/bundingspill.htm - Ponded water within bunds will not be discharged to stormwater. Fuel and hydraulic leaks to be cleaned up immediately. Drilling muds to be contained within bunds and reused. Liquid paints NOT to be poured down drains. Spread on waste cardboard or similar and leave to dry. Paint brushes to be rinsed and paint solids allowed to settle. Container of paint solids to be disposed to liquid waste facility. - Construct concrete washout pit for washout, away from stormwater drains. Send back to batch plant where possible.	✓	EP-002 EP-005 EP-006	✓		Daily	Weekly	✓	As required		FM

Appendix 3

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16	Chemicals	Concrete cuttings to be contained and wetvac to prevent runoff into stormwater drains. - Storage of bulk fuels (>200L) on site is prohibited. All refuelling shall be undertaken by a mobile facility with appropriate spill control and containment control equipment. - MSDS's must be provided to the Foreman prior to a chemical being received on site and by subcontractors using chemicals/products.	✓	EP-002 EP-005 EP-006	✓		Daily	Weekly	✓	As required		FM
19	Traffic	- Develop and implement traffic management plans. Submit to local council as required. - Signage and notices regarding disruptions. - Use crushed concrete, mulches etc along site access roads. - Install shakers and wheel wash as required. - Organise regular street sweeping. - Haulage routes and rules will be provided to subcontractors prior to commencing on site. - All loads of soil, demolition wastes, general wastes etc are to be tarped.	✓	TMPs		✓	Daily	Weekly		As required		FM

Appendix 3

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			Induction and/or toolbox	RCC	Subcont. SWMS & contracts	Consult reports	Visual	Form 18.3 Environmental Inspection Checklist	Form 40.2 SWMS Compliance	Form 31.1 NCR/ Site Notice Refer PMP Section 4	Check records during audit	
20	Aboriginal heritage	- Education and training at site toolbox meetings and induction. It is illegal to destroy heritage items. - Review local or regional environmental plans, or on the State Heritage Register is to be consulted prior to work starting onsite. - Obtain excavation permit issued by the Heritage Council of NSW if required. - Any heritage relics or sites discovered during construction shall be reported to the NSW Heritage Office. - Work in the subject area to cease until specialist advice is obtained. - The area will be fenced and signs erected to restrict access. - Heritage consultants may be required to provide advice on demolition/construction processes and finishes.	✓	✓		✓	Daily	Weekly		As required	✓	FM
21	European heritage	- Education and training at site toolbox meetings and induction. It is illegal to destroy heritage items. - Check the DECC Aboriginal Heritage Information Management System (AHIMS). - Also check the register of the National Estate. - Obtain approval from NPWS (Section 90 consent).	✓	✓		✓	Daily	Weekly		As required	✓	FM

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21	European heritage	- Any evidence of Aboriginal relics discovered during construction shall be reported to the National Parks and Wildlife Service. - Local land Land Council representatives may be required to monitor stripping/excavation. - Work in the subject area to cease until specialist advice is obtained. - The area will be fenced and signs erected to restrict access.	✓	✓		✓	Daily	Weekly		As required	✓	FM
	Emergency Preparedness:	- Spill kit onsite. - Refer to the MSDS for advice and procedures. - All spills must be reported to the FM & cleaned up. Complete RCC Accident /Incident report. - Sed pond pumped out regularly to maintain capacity in case of emergency - Ensure you know where stormwater drains are and have materials to block them in case of a fire.	✓	✓			Daily	Weekly		As required		FM

RICHARD CROOKES

CONSTRUCTIONS

NORTHSIDE CLINIC

ASBESTOS MANAGEMENT PLAN

11 May 12016

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TABLE OF CONTENTS	Page No.
1.0 INTRODUCTION	4
1.1 Purpose.....	4
1.2 General Principles	4
3.0 OBJECTIVES	6
4.0 REGULATORY REQUIRMENTS	6
4.1 State Legislative Requirements – New South Wales.....	6
4.2 Codes of Practice / Guides	6
4.3 RCC Requirements	6
5.0 ORGANISATIONAL RESPONSIBILITIES	7
6.0 CONTROL OF ASBESTOS HAZARDS.....	8
6.1 Removal of ACM.....	8
6.1.1 Licensed contractors	8
6.1.2 WorkCover - Notification	9
6.1.3 WorkCover - Permit.....	9
6.1.4 Airborne Fibre Monitoring	9
6.1.5 Clearance Certificates	10
6.1.6 Waste.....	10
6.2 Record Keeping	10
6.3 Labelling	11
6.4 Warning Signs.....	11
6.5 Safe Work Practices	12
6.5.1 Maintenance Procedures	12
6.5.2 Tools and Equipment	12
6.5.3 RCC Asbestos Removal Permit.....	13
7.0 INCIDENT REPONSE FLOW CHART	14
8.0 DOCUMENTATION REQUIREMENTS.....	15
8.1 Asbestos Containing Material (ACM) Register Form 21.1a	15
8.2 Asbestos Removal Permit Form 21.1b	15
8.3 Asbestos Containing Material (ACM) Air Monitoring & Clearance Certificate Record Form 21.1c (Note: 1 Form per activity / item)	15
9.0 TRAINING	15
9.1 Asbestos Awareness Training.....	15
9.2 Asbestos removal training.....	16
10.0 APPENDICES – Draft form.	16

RICHARD CROOKES
CONSTRUCTIONS

[illegible]

1.0 INTRODUCTION

1.1 Purpose

The management of asbestos containing materials is important to ensure the **Asbestos Containing Material** (ACM) are not damaged nor deteriorate to such an extent that site workers, public, external contractors or visitors are unnecessarily exposed to airborne asbestos fibres.

The requirements of the contractor site induction and permit to work system will aid in the management of ACM's throughout the site.

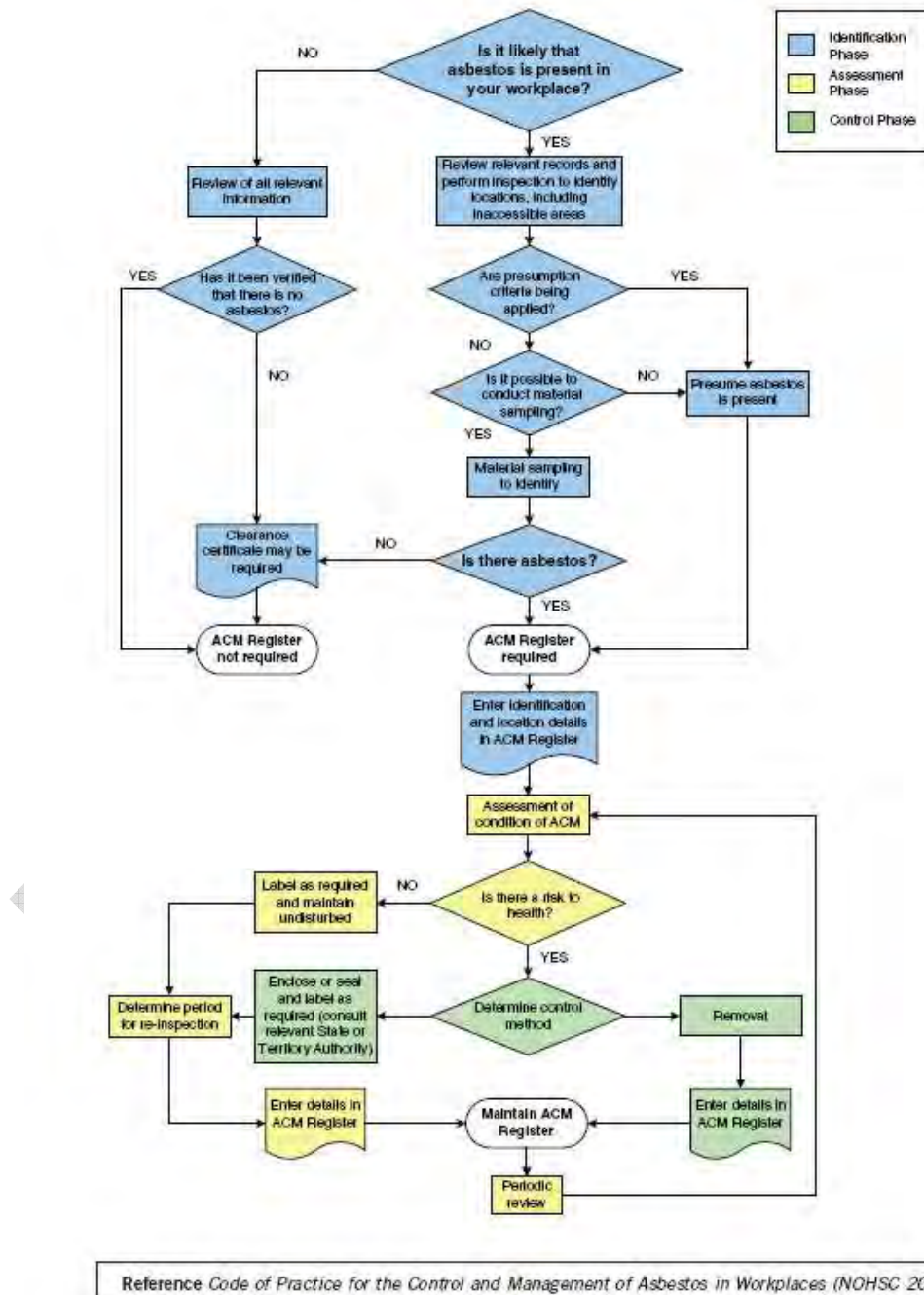
1.2 General Principles

The RCC's principles of asbestos management have been adapted from general principles published in the Code of Practice for the Management and Control of Asbestos in Workplaces [NOHSC: 2018 (2005)]. These principles are summarised below:

- Consideration should be given to the removal of ACM during any renovations, refurbishments or maintenance work in preference to other control measures such as encapsulation, enclosure and sealing.
- The WHS Regulation requires all ACM within the construction area to be labelled. (Refer 6.3 Labelling)
- Where ACM is identified or presumed, the locations and type of ACM are to be recorded in the ACM Register located within the Asbestos management plan folder.
- A risk assessment must be performed on all identified or presumed ACM.
- Control measures must be established to prevent exposure to airborne asbestos fibres and should take into account the results of risk assessments conducted for the identified or presumed ACM.
- All workers and contractors on site etc must be advised of the ACM Register at time of induction, and as requested, permitted access to the register for their review
- Only competent persons should undertake the identification of ACM.
- All workers and contractors on site where ACM are present or presumed to be present, and all other persons who may be exposed to ACM as a result of being on the premises, must be provided with full information on the occupational health and safety consequences of exposure to asbestos and appropriate control measures. The provision of this information should be recorded.
- Reasonable steps must be taken to identify all possible locations of ACM within the site.

- Once a risk assessment has been completed and controls established, a SWMS is to be developed and submitted to RCC'S site management team for approval

FIGURE 1: General principles of an asbestos management plan



Source: Code of Practice for the Management and Control of Asbestos in Workplaces [NOHSC: 2018 (2005)]

3.0 OBJECTIVES

- Remove all high-risk asbestos items where possible.
- Deliver effective asbestos management work programs.
- Ensure that no one is exposed to airborne asbestos fibres.
- Ensure compliance with this Asbestos Management Plan.
- Ensure the asbestos database and register is accurate.
- Comply with State and Commonwealth legislation.
- Remove asbestos containing items when and where possible.

4.0 REGULATORY REQUIREMENTS

This asbestos management plan is consistent with removal, encapsulation, transport, and disposal or otherwise potential disturbance of asbestos containing materials. All these activities shall be performed in accordance with relevant Commonwealth and State Acts, Regulations, Codes of Practice, Advisory Standards and Industry Standards.

4.1 State Legislative Requirements – New South Wales

Relevant State legislation includes:

- Occupational Health and Safety Act 2000
- Occupational Health and Safety Regulation 2001

4.2 Codes of Practice / Guides

Key Codes of Practice and Guidance Notes include:

- Code of Practice for the Management and Control of Asbestos in Workplaces [NOHSC: 2018 (2005)].
- Code of practice for the Safe Removal of Asbestos 2nd Edition [NOHSC: 2002 (2005)].
- WorkCover, Working with Asbestos Guide, 2008.
- WorkCover, Guide to licence applicants for Friable or Bonded Asbestos. January 2008.

4.3 RCC Requirements

- Project Managers (PM) /Site Managers (SM) must be notified before asbestos removal work commences.
- Any new asbestos identified must be explicitly notified to the PM/SM.
- All Staff and Contractors must comply with this Plan.
- Tenants and other interested parties must be notified of the asbestos removal work in advance and asbestos awareness training shall be made available to those persons affected by the asbestos work.

5.0 ORGANISATIONAL RESPONSIBILITIES

PERSON / PARTY	RESPONSIBILITY
Construction Manager (CM), Project Manager (PM)	• Ensure all staff and contractors are aware of and comply with the plan. • Project management • Identification and bringing to the attention of appropriate staff, any suspect material • Ensure all contractors working on asbestos are aware of and meet the requirement of the plan.
Site Manager (SM) Health Safety and Environmental Coordinator (HSE)	• Obtain from Subcontractor, copy of WorkCover Notification (Requirement of RCC Asbestos removal permit) • Ensure project personnel (including contractors) are inducted • Surveying, identification and arranging for sampling of suspected asbestos containing materials by competent persons. • Training and awareness • Manage the asbestos works program and removal program • Respond to incidents • Document preparation, recording and filing • Manage asbestos inspection contractor
Contractors (C) and Trades Staff (TS)	• Not to impact on an ACM without complying with the plan • To bring to the attention of the SM/HSE any suspect material • Refer to the plan for guidance to identify, manage, and remove asbestos • Apply for Asbestos Permit to Work when performing asbestos removal work that requires notification. • Undergo RCC Contractor Induction • Develop a site specific asbestos removal control plan, SWMS AND Risk Assessment prior to performing the asbestos removal work

6.0 CONTROL OF ASBESTOS HAZARDS

As part of the asbestos survey or subsequent resurvey, a 'Competent Person' is required to assess the risk posed by the ACM by completing a Risk Assessment, this will determine what, if any, control measures may be required. Generally, there are four control options available to select:

- Leave in-situ and manage
- Seal / encapsulate
- Enclose / isolate
- Remove

The controls are to be appropriate to the risk of the ACM in question. The following information should be used as a guideline when determining the correct control measure for management of the ACM risks.

If the ACM is friable, and there is a risk to health from exposure, it should be removed.

If the ACM is bonded and in a stable condition, encapsulation may be appropriate if the ACM is unsealed. Encapsulation is not necessarily required if the ACM is unsealed but it does provide another "barrier" to the potential release of asbestos fibre as well as prolonging the lifespan of the material by providing protection against UV and environmental elements etc.

ACM that are bonded, stable and sealed, which are unlikely to be disturbed during normal activities, can be left in-situ and managed, but need to be recorded in the ACM Register.

ACM within the works zone must be removed prior to the commencement of demolition, partial demolition, renovation or refurbishment if they are likely to be disturbed by those works. This is in accordance with the NOHSC Code of Practice for the Safe Removal of Asbestos [NOHSC: 2002 (2005)].

6.1 Removal of ACM

6.1.1 Licensed contractors

ACM falls into two broad categories (bonded and friable) and the category the ACM falls under will determine how the ACM is removed. If the ACM is classified as friable (e.g. sprayed limpet, pipe lagging, millboard insulation, vinyl sheet floor coverings with asbestos backing material, etc.) it is necessary to engage a contractor who holds a current AS-A class license for friable asbestos removal. The holder of an AS-A licence is also permitted to removed Bonded ACM

If the ACM is classified as bonded ACM (e.g. asbestos cement wall linings, Super Six roof sheeting, vinyl floor tiles, Zelemite electrical boards, etc.) the ACM may be removed by the contractor who holds a current AS-B licence for bonded asbestos removal. The holder of an AS-B licence is not permitted to remove friable ACM.

6.1.2 WorkCover - Notification

For Bonded ACM, in quantities greater than 10m², requiring a licensed contractor (AS-B) to complete the removal works, a WorkCover Notification is required to be lodged by the Licensed Contractor.

The Notification is required to be lodged a minimum of seven (7) working days prior to starting the removal works. WorkCover will review the application and return the first two pages, stamped with an official WorkCover approval. No works are to proceed prior to the receipt of the Notification.

RCC will require a copy of the WorkCover stamped 'Notification' prior to issuing an RCC Asbestos removal permit.

6.1.3 WorkCover - Permit

For all Friable removal works, regardless of quantity, a suitably licensed contractor (AS-A) must apply to WorkCover for a Permit prior to removal works progressing.

The Permit application is required to be lodged a minimum of seven (7) working days prior to starting the removal works. WorkCover will review the application and return the first two pages stamped with an official WorkCover approval and, issue a separate numbered Permit. No works are to proceed prior to the receipt of the permit.

RCC will require a copy of the WorkCover 'Permit' and the application form prior to issuing an RCC Asbestos removal permit.

6.1.4 Airborne Fibre Monitoring

Airborne fibre monitoring must be conducted during and after the removal of all friable ACM by an independent competent person. For Bonded ACM, air monitoring is conducted as part of the clearance certificate (where required) or as requested by RCC, client or Hygienist. Air monitoring is conducted during the removal works to check the effectiveness of control measures implemented by the contractor (e.g. isolating the removal work area with a sealed, airtight enclosure fitted with negative air generating units, etc.).

Air monitoring is also conducted after the ACM has been completely removed and the work area has passed a satisfactory visual inspection to determine whether the area is safe to reoccupy by unprotected persons.

6.1.5 Clearance Certificates

For all Friable ACM removal works or, as requested by the client or RCC for Bonded works, before an area can be re-occupied post asbestos removal, a clearance inspection must be carried out. The clearance inspection must be undertaken by an independent competent person only and a clearance certificate must be obtained from that competent person. Clearance monitoring is a mandatory requirement for all friable asbestos removal works and is recommended for bonded ACM removal works particularly when the bonded ACM is located internally or near sensitive receptors.

The complete removal of all ACM must be verified with a written clearance certificate which must include details of a satisfactory clearance inspection conducted by the independent competent person. If clearance air monitoring has been conducted, the results of the clearance monitoring must be included as part of the clearance certificate as well.

6.1.6 Waste

All asbestos waste shall be disposed of at an approved landfill disposal site by licensed contractors, and in accordance with the requirements of The Legislation. Transport and disposal of asbestos waste shall be carried out only in a manner that will prevent the liberation of asbestos fibres in to the atmosphere.

To achieve “final completion” of an asbestos removal activity, RCC require verification that the asbestos waste has been transported and disposed of in accordance with State/Territory legislative requirements. A copy of the EPA Waste Tracking document is the required documentation for disposal, and a copy of the necessary License for carrying out this removal and disposal is the required documentation for transportation.

6.2 Record Keeping

RCC shall maintain detailed records of all activities relating to asbestos works which have been undertaken on site. The records kept should include:

- Copies of all asbestos survey/audit reports, including updates and amendments. (RCC ACM Registers)
- Copies of all WorkCover notifications and permits
- Risk Assessments and SWMS documents.
- RCC Asbestos removal permits
- RCC Air Monitoring and Clearance certificate records

- Records pertaining to the informing of employees/contractors about the presence of asbestos on site, and that such employees have been appropriately trained in safe work procedures and practices.
- Clearance certificates indicating areas are safe to reoccupy after asbestos abatement works; and
- Airborne fibre monitoring results
- Previous versions of the asbestos register

All documentation is to be retained in the one file structure under the heading of Asbestos Management. All asbestos related records and documents are to be retained for a period of 30 years.

6.3 Labelling

Current State and Territory legislation specify the requirements for some form of labelling in buildings. [NOHSC: 2018(2005)] states all in-situ ACM's should be labelled where practicable. The words 'should' and 'practicable' in the Code of Practice allow some flexibility in the approach to labelling. Similar flexibility is allowed under State and Territory workplace health and safety legislation.

RCC has advised that individual labelling of ACM is to be determined by a Competent Person usually nominated by the client however may not be necessary in every instance.

All friable and high risk asbestos situations, as well as any location containing ACM's where regular maintenance or repair work is likely to be carried must be labelled.

In locations where ACM has been identified within close proximity to the work area, but not required to be removed or disturbed, should be labelled or sign posted warning of 'Asbestos containing material, do not disturb' or in wording similar.

Ref: WHS Regulation, Chapter 8, Clause 259 (c)

An employer must ensure that;

Persons are warned, by the use of signs, labels or similar measures, of the presence of asbestos containing material in a place at which construction work is being carried out.

6.4 Warning Signs

All site areas which are known or suspected to contain ACM's shall have a warning sign at every main entry into the area indicating that an asbestos register exists for the site and a point of contact must be contacted before undertaking any works.

The warning sign must be clearly visible from all directions leading onto the area.

6.5 Safe Work Practices

Prior to commencing any works on RCC sites, such as demolition, refurbishment, maintenance or installation of new equipment, the asbestos register must be consulted to determine if any ACM are present which may be disturbed. This ACM must be removed before commencement of the work. If unknown materials, or undocumented materials suspected of containing asbestos are encountered during building works, stop work and follow the Incident response procedures shown in figure 7.0.

If a project is likely to impinge upon ACM the principal contractor (RCC) must assess the requirement for a licensed asbestos removalist to perform the asbestos removal work. A WorkCover permit / Notification may be required as part of an RCC, Asbestos Permit to work, prior to the asbestos removal work commencing.

6.5.1 Maintenance Procedures

Maintenance tasks that may impact on ACM are to be performed under controlled conditions to prevent the distribution of airborne asbestos fibres. [NOHSC: 2018(2005)] has procedures for certain maintenance tasks and these must be followed. These maintenance tasks include:

- The drilling of asbestos containing materials
- Sealing, painting, coating of asbestos cement products
- Cleaning leaf litter from the gutters of asbestos cement roofs
- Replacing cabling in asbestos cement conduits or boxes
- Working on electrical mounting boards (switchboards) containing asbestos

6.5.2 Tools and Equipment

Tools and equipment to be used for asbestos removal jobs are required to minimise the generation of airborne asbestos fibres. High-speed abrasive power or pneumatic tools such as angle grinders, sander, saws and high speed drills must never be used. Hand tools are preferred over power tools.

At the end of the removal work, all tools should be:

- Decontaminated (i.e. fully dismantled and cleaned under controlled conditions as described in the Code, or
- Disposed of in sealed containers similar to that for disposal of the ACM waste product.

Vacuum cleaners used for asbestos cleaning must comply with:

- AS 3544-1988 (Industrial Vacuum Cleaners for Particulates Hazardous to Health) and
- AS4260-1997 High Efficiency Particulate Air Filters (HEPA)- Classification, construction and performance.

6.5.3 RCC Asbestos Removal Permit

An RCC Asbestos Removal Permit form must be completed for any work on ACM.

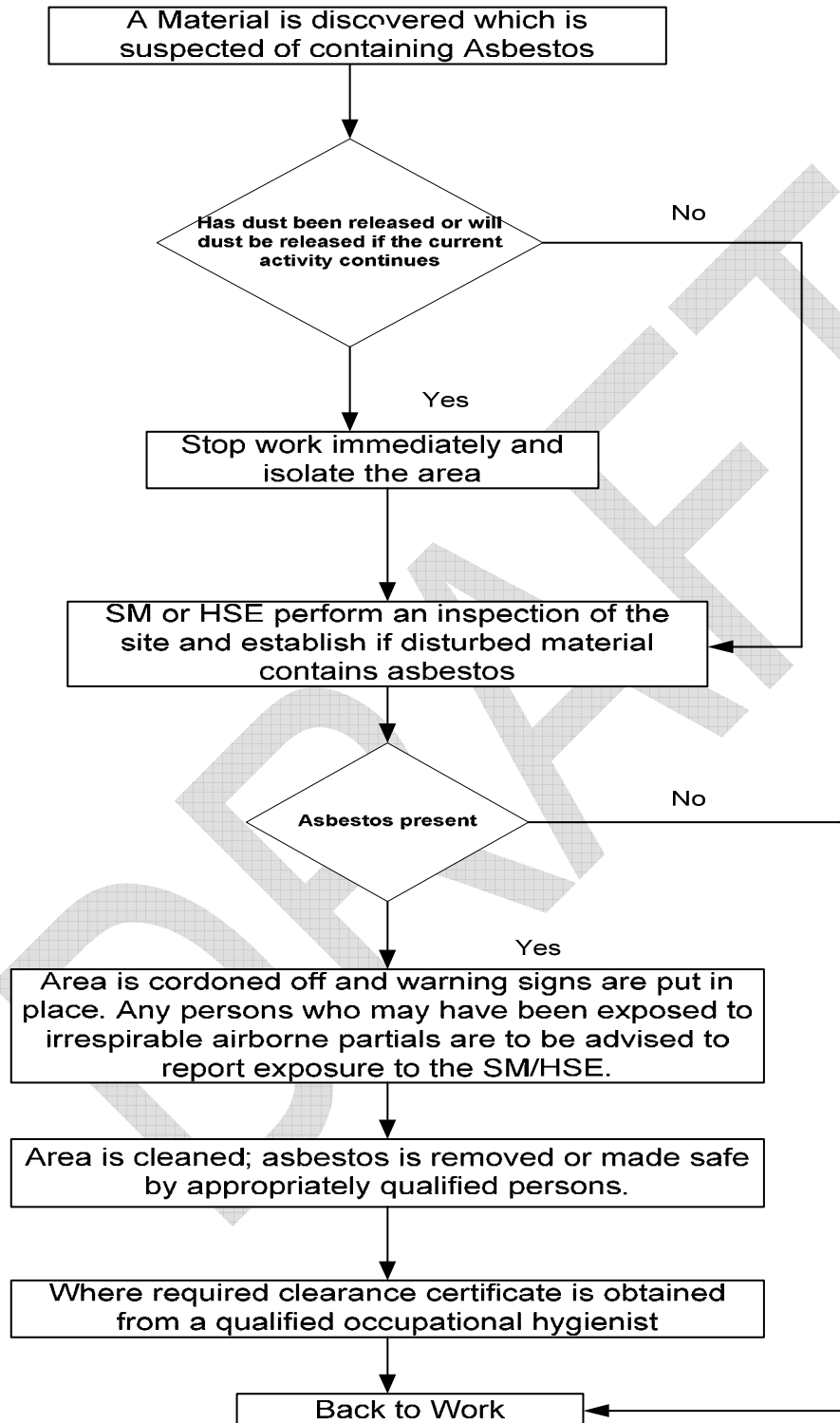
Before being issued with an Asbestos Removal Permit, individuals will be required to peruse the RCC Asbestos Management Plan and the Asbestos Register. Where practicable, contractors should be made aware of the requirements of the plan prior to tendering to ensure they allow for such requirements when quoting.

The Asbestos Removal Permit is designed to ensure appropriate work practices are employed when working with ACM. The Asbestos Removal Permit will document what ACM's are to be removed, encapsulated or otherwise protected, prior to the contracted works proceeding. The Asbestos Removal Permit will also check other requirements such as the need for barricading and airborne fibre monitoring.

The Demolisher or asbestos removal contractor will be responsible to ensure that their workers are aware of their responsibilities and abide by the requirements of the permit.

RCC's Site Manager or HSE Coordinator shall be advised immediately of any incidents of non-compliance with the RCC Asbestos Management plan or the Code.

7.0 INCIDENT RESPONSE FLOW CHART



8.0 DOCUMENTATION REQUIREMENTS

8.1 Asbestos Containing Material (ACM) Register Form 21.1a

The RCC ACM register will be generated where no report has been received from the client or when additional ACM items have been identified but not listed in previous reports.

The RCC ACM register and the clients ACM report will be monitored and signed off where required, when ACM works are completed.

Supporting information that should be included in the register is;

- Register of ACM items
- Register of items which were samples but found to contain no asbestos
- Certificates of analysis
- Photos
- Floor plans with asbestos containing items marked up

8.2 Asbestos Removal Permit Form 21.1b

The RCC Asbestos removal permit is required to be completed prior to any ACM removal / remedial works.

The requirements for supporting documentation are listed within the permit.

8.3 Asbestos Containing Material (ACM) Air Monitoring & Clearance Certificate Record Form 21.1c (Note: 1 Form per activity / item)

Asbestos Containing Material (ACM) Air Monitoring & Clearance Certificate Record is used to collate all associated documentation involved in the identification, removal, remediation, transport and disposal of logged ACM.

9.0 TRAINING

9.1 Asbestos Awareness Training

Asbestos awareness training provides participants with a general overview of asbestos including history and background; asbestos types and properties; common asbestos situations; health effects; risk in perspective and management of asbestos. Conducted by RCC person.

9.2 Asbestos removal training

This course is typically provided by an external registered training organisation (RTO) to personnel who intend to remove bonded ACM, pre-requisite for obtaining a WorkCover recognised licence.

10.0 APPENDICES – Draft form.

(Available via RCC Intranet)

Form No	Title
21.1a	Asbestos Containing Material (ACM) Register
21.1b	Asbestos Removal Permit
21.1c	Asbestos Containing Material (ACM) Air monitoring & Clearance Certificate Record
40.3	Safe Work Method Statement – Removal of Bonded Asbestos, quantities of less than 10 square metres
40.3	Safe Work Method Statement – Removal of Bonded Asbestos, scattered at random

21.1a Asbestos Containing Material (ACM) Register

[illegible]

21.1b Asbestos Removal Permit

Project Name:		Company Performing Work:	
Contractors Contact:		Position:	
Location of works:			
Description of Work:			
RCC Asbestos Register – Item Identification number:			
Asbestos Type			
Bonded Less than 10m² ☐		No License or Permit / Application required	
Bonded Greater than 10m² ☐ AS-B Lic. No: _____		Copy of WorkCover Stamped, Notification to be obtained from contractor prior to start.	
Friable ☐ AS-A Lic. No: _____		Copy of WorkCover stamped, Permit application to be obtained from contractor prior to start.	WorkCover Permit No: _____
Permit begins		Permit expires	
Date: / / Time: am/pm	Date: / / Time: am/pm	Date: / / Time: am/pm	Date: / / Time: am/pm
Date: / / Time: am/pm	Date: / / Time: am/pm	Date: / / Time: am/pm	Date: / / Time: am/pm
Date: / / Time: am/pm	Date: / / Time: am/pm	Date: / / Time: am/pm	Date: / / Time: am/pm
RCC Emergency Contact information			
Name of RCC Contact:		Tel:	()
Authorisation by company representative			
The above work is authorised to proceed subject to the following action being taken prior to work starting and procedures being maintained for the duration of the work.			
RCC Representative Name:		Position:	Signature:
	Yes	N/A	
Work area has been inspected prior to works proceeding			Contractor has read the requirements of the RCC, ACM Management plan
Risk Assessment completed			Disposal method established
Will the area be occupied during the works			Air conditioning / Mechanical ventilation isolated:
Is it necessary to vacate the building during the works			Electrical isolated (Written confirmation from Electrician required)
SWMS reviewed by RCC			Signage / Barricades in place
Air monitoring required			Clearance certificate required
Weekly Review of Permit			
	Week 1	Week 2	Week 3
Signature and position of person issuing the permit:			
Signature of the person conducting the Work:			

21.1c Asbestos Containing Material (ACM)

Air monitoring & Clearance Certificate Record

In all Friable removal works and in other cases where requested by RCC or the client, a clearance certificate may be required post completion of ACM removal works. Clearance certificates may require air monitoring to be conducted during the removal process. All monitoring records are to be maintained and kept for a period of 30 years post completion. Separate form required for each location.

Project Name:	
Project Number :	

Clearance Certificate location / item details

RCC ACM Register No: (Refer to ACM register)	Item description, type & Location (Wall sheeting, Bonded)	Removed		Date removed
		Yes	No	

Air Monitoring Results

Monitoring Unit ID;	Sample location	Start time (24hour)	Finish time (24 Hour)	Average flow rate (mL)	Fibres / Fields	Result Fibres/mL

Completion sign off by competent person

Copy of final clearance certificate attached ☐		Copy of waste transport receipt attached ☐	
Copy of waste disposal dockets attached ☐		Copy of ACM work permit attached ☐	
Name:		Position:	
Signature:			Date:

40.3 Safe Work Method Statement

No.

Project: NORTHSIDE CLINIC		Signed by Senior Management Company Rep.	
Contractor: Richard Crookes Constructions. 214 Willoughby Rd, Crows Nest 2065		Signature:	
Description of Work: SWMS - Removal of BONDED Asbestos containing material ONLY (ACM) small pieces scattered at random. (Minor works) Pieces less than 150mm x 150mm		Revision date: Title: Date:	

Potential Environmental Impacts:

Air (odour, dust, fumes)	☒	Spills to ground	☒
Noise	☐	Soil Erosion	☐
Vibration	☐	Contamination/Haz materials	☒
Spills to drains/waterways	☒	Traffic / community	☐
Flora	☐	Fauna	☐
Waste:	☒	Other:	☐

Safety Equipment

Fire extinguishers	☐
Barricades	☐
Ventilation	☐
Lighting	☐
Ladders/mobile scaffold	☐
Traffic control	☐
Welding screens	☐
Dust extraction	☐
Emergency response	☐

Permits

Hot Work	☐
Excavation	☐
Confined Space	☐
Tag out / Lock out	☐
Formwork stripping	☐
Fall Arrest Systems	☐
Scaffold	☐
Other: RCC Asbestos Permit to Work	☐

Personal Protective Equipment (PPE)

Hard Hat	☒
High Vis. Clothing	☒
Steep capped boots	☒
Face Shield/Welding Shield	☐
Safety Glasses	☒
Gloves	☒
Hearing Protection	☐
Fall Protection/Harness	☐
Other Task Specific:, Face mask - Type 2 Cartridge/ disposable	☐

Procedure (in steps):	Possible Hazards	Risks	Inherent Risk Score (risk with no controls)	Control Measures	Residual Risk Score (risk after controls in place)	Resp. Person
Break the job down into steps. Each of the steps should accomplish some major tasks and be logical	Situation with potential to harm – injury, illness, damage, environmental impact Eg. loss of control of plant	List Eg. Damage to plant, buildings etc, injury or death, spills	Refer to RCC Risk Assessment Calculator F 21.5 Score 1, 2, 3	What actions are necessary to eliminate or minimise the hazards – elimination, substitution, isolation, engineers solutions and lastly PPE	Refer to RCC Risk Assessment Calculator F 21.5 Score 1, 2, 3	
Isolation / protection of Asbestos containing material (ACM)	Disturbance of ACM Incorrect removal	Dust inhalation Long term health effects Cross contamination	2	Warning signage to be placed at the entry to the area warning of potential for ACM Asbestos register to be updated in	3	HSE SM

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

40.3 Safe Work Method Statement No.

Procedure (in steps):	Possible Hazards	Risks	Inherent Risk Score (risk with no controls)	Control Measures	Residual Risk Score (risk after controls in place)	Resp. Person
		Whole of site closure		accordance with ACM management plan. Initiate RCC ACM works permit process Advise all attendees to site at time of induction.		
Removal of ACM	Disturbance of ACM Incorrect removal	Dust inhalation Long term health effects Cross contamination	2	Apply low pressure coarse spray to all exposed faces / edges. A mixture of water & PVA or detergent, spray paint can be also be used as a wetting agent. All material must be soaked or sealed prior to placing in bags Lift edge if not embedded, turn over and repeat spray method. Where embedded, dig out with garden trowel and remove dirt around piece to a depth of 50mm on all sides with use of trowel and place in bag. In other cases, pick up with the use of tongs or trowel. PPE in addition to site specific, Gloves and P2 respirator.	3	HSE
Clean up	Incorrect storage Reuse of contaminated equipment / PPE	Dust inhalation Long term health effects Cross contamination	1	Scrape / clean off excess materials with damp rag, into Asbestos waste bag. All disposable PPE to be placed in Asbestos waste bag and not re-used.	3	HSE
Packaging waste	Packages become loose and tears Materials spill onto ground	Workers exposed to ACM Dust generation	2	ACM to be packaged into man-handleable packages, enclosed in heavy duty 200 micron plastic. All	3	HSE

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

40.3 Safe Work Method Statement No.

Procedure (in steps):	Possible Hazards	Risks	Inherent Risk Score (risk with no controls)	Control Measures	Residual Risk Score (risk after controls in place)	Resp. Person
	Manual handling	Whole of site closure Environmental damage Strains / cuts		asbestos waste must be double bagged or wrapped in 2 layers of 0.2mm plastic Bags to be labelled with appropriate warnings similar to 'Caution Asbestos' or Asbestos within, do not open bag. Where bags are used, opening to be twisted and folded over and fixed with tape or other means.		
Disposal of waste	Incorrect disposal of waste	Environmental contamination Environmental fines awarded Exposure to public Negative publicity	1	Materials to be disposed of at registered waste management facility, capable of receiving Hazardous waste. Receipts of waste disposal to be collected, filed and recorded in Asbestos register.	3	SM
Other items as identified						

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

40.3 Safe Work Method Statement No.

Details of Site Supervisory staff		
Name:	Qualification:	Certificates of Competence / WorkCover Approvals required:

Training Required to Complete Work
General WHS Induction Training
Work activity training – (Asbestos awareness training)
SWMS Training
Manual Handling training
Personal protective equipment
Other: RCC Asbestos Management Plan

Plant & Equipment: (Log books to be supplied)	

Codes of Practice, Legislation, etc. applicable :
Act: Occupational Health & Safety Act 2000 Protection of the Environment Operations Act 1997
Regulation: Occupational Health & Safety Regulation 2001
Codes of Practice: COP For the safe removal of Asbestos [NOHSC:2002(2005)] WorkCover, Working with Asbestos (Guide 2008)
Hygienists report, if submitted.

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

[illegible]

40.3 Safe Work Method Statement No.

Project: Northside Clinic				Signed by Senior Management Company Rep.		
Contractor: Richard Crookes Constructions. 214 Willoughby Rd, Crows Nest 2065				Signature:		
Description of Work: SWMS - Removal of BONDED Asbestos containing material ONLY (ACM) quantity less than 10 square metres Revision date: (Non licensed - Minor works)				Title:		
				Date:		

Potential Environmental Impacts: Air (odour, dust, fumes) ☒ Spills to ground ☒ Noise ☐ Soil Erosion ☐ Vibration ☐ Contamination/Haz materials ☒ Spills to drains/waterways ☒ Traffic / community ☐ Flora ☐ Fauna ☐ Waste: ☒ Other: ☐		Safety Equipment Fire extinguishers ☐ Barricades ☒ Ventilation ☐ Lighting ☐ Ladders/mobile scaffold ☐ Traffic control ☐ Welding screens ☐ Dust extraction ☐ Emergency response ☐		Permits Hot Work ☐ Excavation ☐ Confined Space ☐ Tag out / Lock out ☐ Formwork stripping ☐ Fall Arrest Systems ☐ Scaffold ☐ Other: RCC Asbestos Permit to Work		Personal Protective Equipment (PPE) Hard Hat ☒ High Vis. Clothing ☐ Steep capped boots ☒ Face Shield/Welding Shield ☐ Safety Glasses ☒ Gloves ☒ Hearing Protection ☐ Fall Protection/Harness ☐ Other Task Specific: Face mask - Type 2 Cartridge, Disposable over-alls (Non - Velcro type).	
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Procedure (in steps):	Possible Hazards	Risks	Inherent Risk Score (risk with no controls)	Control Measures	Residual Risk Score (risk after controls in place)	Resp. Person
Break the job down into steps. Each of the steps should accomplish some major tasks and be logical	Situation with potential to harm – injury, illness, damage, environmental impact Eg.loss of control of plant	List Eg. Damage to plant, buildings etc.injury or death, spills	Refer to RCC Risk Assessment Calculator F 21.5 Score 1, 2, 3	What actions are necessary to eliminate or minimise the hazards – elimination, substitution, isolation, engineers solutions and lastly PPE	Refer to RCC Risk Assessment Calculator F 21.5 Score 1, 2, 3	
Isolation / protection of Asbestos	Disturbance of ACM	Dust inhalation	1	Isolate identified material by removing	3	HSE

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

40.3 Safe Work Method Statement No.

Procedure (in steps):	Possible Hazards	Risks	Inherent Risk Score (risk with no controls)	Control Measures	Residual Risk Score (risk after controls in place)	Resp. Person
containing material (ACM)	Incorrect removal	Long term health effects Cross contamination Whole of site closure		workers form the area and barricading off minimum radius of 5 metres – Danger tape. Warning signage to be placed at the barrier to area warning of ACM Restrict access to one entry point ONLY Asbestos register to be updated in accordance with ACM Register. Initiate RCC ACM works permit process		SM
Establish works area / removal area	Unauthorised entry to areas	Workers exposed to ACM	2	Identify the boundary for the works area i.e the location where ACM is to be removed from and identify with danger tape and signage advising ACM removal in progress. Identify area for removal site i.e. the isolated region around the works, identify with danger tape & signage warning of restricted access ACM removal works in progress.	3	SM, HSE Competent Person
Protection of surrounding areas / adjoining structures	Adjoining areas contaminated by removal process	Workers exposed to ACM	1	Prior to any removal: Protection in the form of 200 micron plastic to be secured to protect adjoining finishes (Floors / walls) Isolation / lock out of mechanical ventilation required prior to starting	3	Competent Person
Sealing of ACM prior to removal	Disturbance of ACM	Cross contamination	2	Ensure all electrical items are isolated	3	Competent

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

40.3 Safe Work Method Statement No.

Procedure (in steps):	Possible Hazards	Risks	Inherent Risk Score (risk with no controls)	Control Measures	Residual Risk Score (risk after controls in place)	Resp. Person
	Water run off Electrical outlets i.e. switches, lights, outlets, alarms etc.	to other areas Electrocution Explosion Slips / falls		from supply. Ensure any drains within the area are protected. PPE as identified above. Low pressure coarse spray to be applied to all faces / edges. A mixture of water & PVA solution or detergent or paint can be used as a wetting agent. Ensure all exposed surfaces (where exposed) are saturated but minimise run off, prior to removal / disturbing. Ensure ACM is saturated (where exposed), prior to removal / disturbing. Spray all accessible voids where dust may exist		Person
Removal process	Damage to sheets General disturbance Manual handling	Workers exposed to ACM Dust generation Cross contamination to other areas Strains / cuts	1	Determine methodology for removal Remove any loose sections prior to removing fixed sheets. Ensure all disturbed areas remain saturated, re-apply dampening method as required. Avoid breaking sheets where possible. Should sheets continually break, reassess method of removal. Support sheets prior to removing fixings Where possible, remove nails / fixings or punch nail heads through sheeting. 2 person lifts for heavy or awkward	3	Competent Person

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

40.3 Safe Work Method Statement No.

Procedure (in steps):	Possible Hazards	Risks	Inherent Risk Score (risk with no controls)	Control Measures	Residual Risk Score (risk after controls in place)	Resp. Person
				materials. PPE as specified above.		
Packaging waste	Packages become loose and tear Materials spill onto ground Manual handling	Workers exposed to ACM Dust generation Whole of site closure Environmental damage Strains / cuts	1	For small pieces , ACM to be packaged into man handle-able packages, enclosed in heavy duty 200 micron plastic. All asbestos waste must be double bagged or wrapped in 2 layers of 0.2mm plastic Bags to be labelled with appropriate warnings similar to 'Caution Asbestos' or Asbestos within, do not open bag. Where bags are used, opening to be twisted and folded over and fixed with tape or other means.	3	Competent Person
Clean up	Adjoining areas contaminated by removal process Manual handling	Workers exposed to ACM Dust generation Environmental damage Strains	1	Ensure all disturbed areas remain saturated, re-apply dampening method as required. Start from the top and work down cleaning ledges, sills & high flat areas that ACM can settle. Remove any loose items. Start cleaning and removing plastic from furthest work point from exit working towards the exit point. The use of an Asbestos vacuum is permitted for dry decontamination cleaning. All waste to be disposed of in Same	3	SM HSE Competant Person

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

40.3 Safe Work Method Statement No.

Procedure (in steps):	Possible Hazards	Risks	Inherent Risk Score (risk with no controls)	Control Measures	Residual Risk Score (risk after controls in place)	Resp. Person
				way to ACM. (Lined bin, plastic bag 200 micron) All PPE to remain on till area is decontaminated. Scrape / clean off excess materials from boots, tools etc with damp rag, into Asbestos waste bag. All disposable PPE to be placed in Asbestos waste bag and not re-used.		
Disposal of waste	Incorrect disposal of waste	Environmental contamination Environmental fines imposed People exposed Commercial disgrace	1	Materials to be disposed of at registered waste management facility, capable of receiving Hazardous waste. Receipts of waste disposal to be collected and recorded in Asbestos register.	3	SM
Other items as identified						

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

40.3 Safe Work Method Statement No.

Details of Site Supervisory staff		
Name:	Qualification:	Certificates of Competence / WorkCover Approvals required:

Training Required to Complete Work
General WHS Induction Training
Work activity training (Asbestos awareness training)
SWMS Training
Manual Handling training
Personal protective equipment
Other: RCC Asbestos Management Plan

Plant & Equipment: (Log books to be supplied)	

Codes of Practice, Legislation, etc. applicable :
Act: Occupational Health & Safety Act 2000 Protection of the Environment Operations Act 1997
Regulation: Occupational Health & Safety Regulation 2001
Codes of Practice: COP For the safe removal of Asbestos [NOHSC:2002(2005)] WorkCover, Working with Asbestos (Guide 2008)
Hygienists report, if submitted.

Risk Scores: 1= Immediately Stop work until controls in place, 2 =High priority controls in place as soon as practicable, 3= Low risk, planned re assessment of risk

[illegible]

RICHARD CROOKES

CONSTRUCTIONS

NORTHSIDE CLINIC

EMERGENCY MANAGEMENT PLAN

11 May 2016

DRAFT

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TABLE OF CONTENTS

1. Incident & Emergency Planning, Preparedness & Response Plan.....	4
1.1 Purpose.....	4
1.2 Scope.....	4
1.3 Content	4
1.4 Appendices	4
2. Responsibilities.....	5
3. Potential Emergency Scenarios.....	6
4. Incident Managenemt.....	8
5. Preventative Actions	15
5.1 Inspections and Maintenance	15
5.2 Communications	15
5.3 Training, Preparedness & Testing.....	15
5.4 Reporting & Records.....	16
APPENDIX	17
A. Emergency Rescue Plan	18
B. Contact Numbers	19
C. Evacuation Procedures	19
D. Site Layout Plan Showing Exit and Assembly Points	21
E. Telephone Procedures on Receipt of a Bomb Threat.....	22
F. Environmental Emergency Contact Numbers	23
G. Plant Contact with Power lines	23

Training register

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1. Incident & Emergency Planning, Preparedness & Response Plan

1.1 Purpose

This document provides guidelines on the initial management of incidents or emergencies that may occur at Richard Crookes Constructions (RCC) project sites.

The effective management of incidents or accidents can minimise injury and illness to RCC employees, subcontractors, suppliers, visitors and other stakeholders, reduce plant & equipment damage and prevent or reduce the discharge of pollutants to soil, water and air.

This can be achieved by training employees in incident management, practicing and promptly responding to onsite emergency incidents, along with containing and cleaning up any chemical spills.

1.2 Scope

The RCC Incident & Emergency Planning, Preparedness & Response Plan describes arrangements to handle the initial response to an incident or accident, interactions with other response agencies, roles and responsibilities of key emergency personnel and the steps to be followed based on potential emergency scenarios.

Emergency planning and preparedness considers the potential for incidents and accidents to occur during the life of a project. Based on construction processes, the risk and likelihood of an emergency incident can be assessed.

The Plan is to be also read in conjunction with RCC procedures:

- Risk Assessment & Control **QAP 7.5-007**; and
- Incident & Accident Reporting & Investigation **QAP-8.5-001**.

1.3 Content

This Emergency Response Plan provides details relating to:

- Potential emergency scenarios and procedures for their management.
- Roles and responsibilities, emergency communications.
- MSDS register that will act as the inventory of hazardous materials onsite.
- Procedures for rapid and safe excavation.
- Emergency response procedures relating to injury; fire & explosion; exposure to chemicals / atmospheric contaminants / biological / pathogens; plant and equipment failure; and extreme weather conditions.
- Containment and clean up of environmental incidents.
- Training and testing emergency response procedures.

1.4 Appendices

Appendices to this Plan include:

- Rescue from Height Procedures;
- Project Contact Numbers;
- Evacuation Procedures;

- Site Layout Plan showing Exit and Assembly Points;
- Telephone Procedures on Receipt of a Bomb Threat; and
- Environmental Emergency Contact Numbers.

2. Responsibilities

All employees and subcontractors are responsible for:

- Notifying the Project Manager or Foreman when an incident, emergency event or pollution event occurs.

The Project Manager / Foreman / Site Safety & Environmental Officer (refer Project Organisation Chart Appendix 1) are responsible for:

- Conducting emergency response trials (where appropriate) and reporting on their effectiveness and implementing any remedial actions required,
- Assigning responsibilities for incident and emergency response including nominating the Emergency Co-ordinator;
- Occupational / Senior Occupational First Aiders attending to casualties, providing it is safe to do so;
- Directing the onsite emergency response team (wardens) during the incident or emergency response until the relevant emergency services teams assumes control of the site;
- Notifying the Project contact ,adjacent properties of the emergency as required;
- Evacuating the site & ensuring head counts have occurred and reported to the Project Manager and equipment to deal with the containment and cleaning up of the event;
- Reporting the event to RCC management (Construction Manager, Director WHSR and BS Manager in accordance with RCC procedure QAP-8.5-001;
- Consultation with Client's Representative, WorkCover and DECCW regarding any concerns or site inspections. Where reporting to external regulatory authorities is required, the WHSR & BS Manager shall also be contacted to attend the site;
- Investigation of the event and reporting on the effectiveness of the emergency response.

3. Potential Emergency Scenarios

PROJECT: Northside Clinic

Date: 6.12.13

- Evacuations drills must be undertaken at least twice during the course of a project; within the first 3 months and at peak numbers, for projects of greater than 2 years- drills conducted six monthly or where needs identified through Project Risk assessment.
- For Evacuation drill choose a different Scenario and cause (examples provided as a guide only)
- Comments need to indicate actions, time taken and corrective action recommendations

Description of Scenarios and Examples of Cause		✓ X	Comments/ Actions
1.	Fire and/ Explosion ▪ Gas cylinder, ▪ Fuel/ chemical, ▪ Office fire, ▪ Plant, ▪ Bomb	☐ WHS ☐ ENV	
2.	Gas/ Smoke ▪ Electrical ▪ External smoke source ▪ Gas leak ▪ Chemical/ toxic fumes	☐ WHS ☐ ENV	
3	Bomb Treat ▪ Phoned threat ▪ Notification by authorities ▪ Violence	☐ WHS ☐ ENV	
4.	Environmental/ biological Spill- Significant ▪ Biological spill ▪ Chemical/ fuel spill	☐ WHS ☐ ENV	

5.	Structural Impact/ Collapse ▪ Deck collapse ▪ Building or part collapse ▪ Scaffold collapse ▪ Crane collapse ▪ Aircraft	☐ WHS ☐ ENV	
6.	Plant Incident ▪ Plant roll over ▪ Truck/ vehicle impact (significant)	☐ WHS ☐ ENV	
7.	Falls/ persons suspended in harness ▪ Falls from height ▪ Person in harness suspension	☐ WHS ☐ ENV	
8.	Serious Medical incident (Fatality on site) ▪ Fatal incident ▪ Multiple injury Incident	☐ WHS ☐ ENV	
10.	Others: Media attention. Emergency information	☐ WHS ☐ ENV	At 10.30 am 6.12.13 a news crew arrived on site and was enquiring about an incident that had occurred and potentially giving RCC bad publicity. An emergency meeting was called to inform all workers of the situation. See below for more detailed report.

DRAFT

Signed: _____ Position: _____ Date: _____

Emergency Management Plan

4. Incident Management

Procedures to manage emergency incidents and accidents have been documented based on project risks and the likelihood of occurrence as indicated above.

Caused By	What to Do?	Responsibility	Reference
Workplace accident or incident, entrapment in machinery, workplace violence, interactions with general public- traffic issues, overhead work, isolated work, snakes/spiders bites etc. Plant & equipment damage / incidents such as rollover, collision with people or other vehicles	Minor Injuries: - Contact the site first aid officer/Foreman to receive treatment - Complete Accident & Incident report and submit to RCC Office within 24 hrs Serious Injuries: - Contact the site first aid officer/Foreman who will notify the an ambulance or arrange transport to hospital. For snake/spider bites, try to identify animal. - Notify RCC Projects Manager, WHSR & BS Manager and/or Construction Manager - Complete Accident & Incident report and insurance forms and submit to RCC Office within 24 hrs - Notify WorkCover if required.	SSO/Foreman SSO/Foreman SSO/Foreman & Injured Worker	PMP Section3 First Aid, Accident Reporting & Investigation
Bomb Threat	- Keep calm. - Keep the caller on line as long as possible (DO NOT HANG UP) - Use the bomb checklist provided - Do not discuss the call with other personnel. - Immediately after the bomb threat, contact the Project Manager or Foreman. - Project Manager or Foreman to contact police and Project Contact - Evacuate the site in conjunction with the Project operation - Follow Police instructions for inspections of the work areas. - NOTE: IF YOU FIND ANYTHING SUSPICIOUS - DON'T TOUCH IT, DON'T MOVE IT	Foreman	-
Extreme Weather	Hypothermia: - Occurs when a person's body temperature is lowered to less than 35°C and affects the brain, heart and other internal organs. - The full effect of hypothermia can take around 30 minutes. - The best method of treatment is to allow the patient to warm naturally and call the ambulance Heat: - Heat stress caused by working in direct sunlight and restricted work spaces - The best method of treatment is to relocate the patient to controlled office	SSO / Foreman.	

Caused By	What to Do?	Responsibility	Reference
	environment and slowly rehydrate if serious arrange transport to hospital Display urine color chart to self assess level of hydration		
Fall from Height, Falling Objects / Overhead work	Work at height: Attaching the panels to one another or to structural steelwork prior to removal of the braces; attachment /removal of braces to and from panels; application of caulking to the vertical joints between panels; patching work) and proximity to power lines	Project Manager SSO / Operator Foreman / Operator	Refer AS3850-2003.
Contact with live power	If contact with a power line occurs: - Attempts should be made to break the machines contact with the power line. - If immediate evacuation of the machines cabin is essential (e.g. in case of fire) operators/drivers should jump well clear, - DO NOT MAKE CONTACT WITH THE GROUND AND THE MACHINE AT THE SAME TIME. - Hop away from the machine, keeping both legs together at all times. - Switch off/call the electricity distributor to switch off the power. - Operators of machines should not make any attempt to leave their cabin until the power has been switched off, and the "all clear" has been given. - Keep bystanders and other employees at least 8 metres from the machine and damaged power lines. Rescue of trapped/injured personnel: - Only trained and experienced personnel should attempt to rescue trapped or injures persons. Notify Emergency services - The risk of a secondary injury or death is very high if untrained people attempt the rescue.	SSO / Foreman	PMP Section 3 Working near High Voltage Overhead Cables Code of Practice Working Near Overhead Power Lines 2006
Work associated with high pressure mains, compressed gases etc	Preparation: - Survey the site to locate and mark the position of all underground services & transfer locations onto the working drawings. Communicate to subcontractors and plant operators. - Visually identify by marking, signposting or barricading. - Restrict smoking when working with flammable/explosive gases.	Project Manager	PMP Section 3 Excavation & Underground Services Code of Practice Excavation Work 2000

Caused By	What to Do?	Responsibility	Reference
	Emergency Response: - Stop work, turn off equipment and notify RCC Site Manager. - Isolate gases at valves. Allow area to ventilate before resuming work. Have atmosphere tested by hygienist if required. - Notify Fire Brigade/Police if risk of explosion or impact to adjacent properties.	Foreman	
Entrapment – embankment failure, work behind retaining walls, trenching/pits	Preparation: - Bench, batter or shore, (or a combination) top and sides of embankment/trench where >1.5m depth. - Erect safety fence. - Keep materials and spoil from the edge of the embankment/excavation. - Be aware of the ingress of water or unstable bank conditions. - Seek geotechnical advice. Emergency Response: - If person trapped, stay calm. - Notify RCC Foreman, organise equipment to remove spoil and CALL 000 immediately. Contact geotechnical engineer. - Isolate services to the area. - Under instruction of emergency services/specialist advice, commence excavation, preferably by hand.	Foreman SSO/ Foreman	PMP Section 3 Excavation & Underground Services Code of Practice Excavation Work 2000
Adjacent Properties	- Co-ordination between RCC emergency procedures and those of adjacent properties/facilities is essential. - Obtain copy of adjacent property response plan and co-ordinate with RCC procedures. - Test procedure at least annually.	Project Manager SSO / Foreman	

FIRE AND EXPLOSION

Caused By	What to Do?	Responsibility	Reference
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Emergency Management Plan

Cutting, grinding, welding Machinery fire Electrical fire Vandalism Fire at fuel tanks Plant & equipment damage / incidents such as rollover, collision with people or other vehicles	Fire Watch/Prevention • Locate appropriate fire extinguisher or hose with each oxy/acetylene, LPG/acetylene and electric welding machine. • Locate fire extinguisher within 10m of grinding work. If a Fire Occurs: • Report the incident to the Foreman or any RCC staff. • Attempt to extinguish fire if you feel capable to do so. • If a fire cannot be contained, the evacuation alarm/ hooter will be activated. Following the emergency evacuation procedure. • Foreman to contact Fire Brigade. • Notify neighboring properties if a risk fire may spread.	Foreman / Contractor	PMP Section 3
		SSO / Foreman	Hot Works

EXPOSURE TO CHEMICALS / ATMOSPHERIC CONTAMINANTS / BIOLOGICAL / PATHOGENS

Caused By	What to Do?	Responsibility	Reference
Confined spaces	Only Trained persons are to attempt a rescue from a confined space. Work procedures for confined space work are to include requirements for emergency response and equipment. - Attempted rescue by untrained persons may result in death. CALL 000.	SSO if trained	PMP Section3 Confined Spaces Aust Standard AS2865

EXPOSURE TO CHEMICALS / ATMOSPHERIC CONTAMINANTS / BIOLOGICAL / PATHOGENS

Caused By	What to Do?	Responsibility	Reference
Work with chemicals / storage of chemicals, spills, leaks	General Implement procedures for spill management – ie/ location of stormwater drains mapped, MSDS & inventory of chemicals (register), location of spill equipment. Minor Spill <50L Contain by: • Use of absorbent material. • Construct of earth bunds or use sand bags to construct a bund wall. • Excavation of a pit of sufficient size to contain the material. • Temporary sealing of any cracks/damage to storage tanks. • Erection of a silt fence and / or geotextile to aid in the containment of the material. Disposal of all materials shall be performed in accordance with the NSW DECCW waste management guidelines.	SSO /Foreman	PMP Section 3 Hazardous Substances
Contaminated firewater discharges to soil, surface waters or groundwater	Major Spill >50L Any large spill of chemicals, dangerous goods, hazardous materials is to be reported immediately to the Project Manager or Foreman. • Call Fire Brigade if containment is regarded to be outside the on-site resources. • The Fire Brigade senior officer assumes control of the operation. • Evacuation procedures will be implemented. • Construct of earth bunds or use sand bags to construct a bund wall. • Right overturned containers & transfer remaining substance to alternative storage areas. • Excavation of a pit of sufficient size to contain the material. • Call a waste company to arrange collection and transport to waste facility. Refer: http://www.environment.nsw.gov.au/HAZMAT/search/searchresults.asp/ The NSW DECCW Pollution Line131 555 is to be notified if potential environmental harm is suspected.	SSO /Foreman	PMP Section 4 Incident Investigation & Reporting
Toxic air emissions, smoke or odours from a fire or explosion	• Evacuate site • Call 000 and Call Fire Brigade ask for HAZMAT	SSO /Foreman	-

EXPOSURE TO CHEMICALS / ATMOSPHERIC CONTAMINANTS / BIOLOGICAL / PATHOGENS			
Caused By	What to Do?	Responsibility	Reference
Exposure to medical wastes, needlestick injury, biological wastes etc Disruption of sewer & stormwater mains	- Report damage to sewer or other services to the RCC Foreman. Stop flow if possible. Organise for repair works. - Prevent flow into drains or waterways. - Disinfect prior to eating, smoking or leaving the site. - Organise to transport exposed person to medical center/hospital. - Where needlestick injury suspected, collect needle if possible for analysis. Doctor may arrange for ongoing monitoring of patient ie. Hepatitis and HIV testing.	SSO /Foreman	Code of Practice for the Control of Work related exposure to Hepatitis & HIV Viruses (1996)
Ground conditions, aged buildings and services.	- Stop work and notify RCC Site Manager or Project Manager. - Area will be barricaded to prevent access. - Organise specialists – hygienists, heritage consultants, environmental scientists etc to prevent advice prior to recommencing work. - Communicate findings/remedial plans to site workers and stakeholders. - Decontaminate plant, equipment and persons as required.	Foreman SSO	PMP Section 3 Excavation & Underground Services Code of Practice Excavation Work 2000

PLANT / EQUIPMENT FAILURE / DAMAGE			
Also see Incident / Accident Reporting & Investigation procedure QAP-8.5-001			
Caused By	What to Do?	Responsibility	Reference
Vandalism Plant & equipment damage / incidents such as rollover, collision with people or other vehicles	- Notify RCC Site Manager. - Follow procedures for Minor/Serious Injuries above. - Where vandalism, damage to public property or collision on public roads, report incident RCC and call POLICE. - Notify RCC Financial Manager or Construction Director who will co-ordinate RCC insurers..	SSO / Foreman	PMP Section3 First Aid, Accident Reporting & Investigation

5. Preventative Actions

5.1 Inspections and Maintenance

Site inspections include the checking of emergency equipment such as fire extinguishers, nurse call, first aid provisions and facilities, chemical storage areas, bunding, environmental erosion and sedimentation controls. Records of inspections and maintenance checks will be carried out using forms:

- Details of site inspections recorded on [Form 25.1](#) Site Inspection or [Form 25.02](#) Site Safety Inspection Checklist, Environmental Inspection checklist [Form 18.3](#)
- [Form 25.05](#) Fire Extinguishers and Nurse Call Inspection Record.

Keep the water levels in sedimentation ponds to a minimum so they are ready to intercept rainfall or fire water in the event of an emergency.

Indicate where spill equipment & MSDS / hazardous chemicals register are onsite and know the details of stormwater systems onsite.

Where equipment is found to be defective, organise to have it repaired immediately.

5.2 Communications

Emergency communications include:

- Daily use of the site attendance book;
- Posting of emergency phone numbers on notice board and adjacent to nurse call stations;
- Signage onsite to indicate emergency muster points, exit ways etc;
- Nurse call;
- 2way radio, mobile phone;
- Hooter/siren.

5.3 Training, Preparedness & Testing

Training, preparedness and testing includes:

- Incident and emergency response procedures covered during site inductions.
- Review weather forecasts and determine if extreme conditions may impact on work activities, safety or the environment.
- Maintenance of up-to-date Material Safety Data Sheets for the chemicals stored or used on-site and that staff understand the hazardous properties of these chemicals and control measures are included in SWMS.
- Indicate where spill equipment & MSDS / hazardous chemicals register are onsite.
- Training in spill clean-up procedures and have spill kits in place (containing adequate spill response equipment such as absorbent material).

- Stormwater/fire water containment in the event of an emergency by keeping sediment pond water levels at minimum levels to allow collection of fire water/rainfall runoff.
 - Being aware and mapping stormwater systems onsite.
 - Specialist training/review by the NSW Fire Brigade (HAZMAT) if required.
 - **Live emergency drills** should be undertaken within the **first 3 months** of project commencement and as a minimum **6 monthly intervals**, or as identified through the project risk assessment, or as agreed by the WHS Manager (use potential emergency scenario sheet section 3)
 - The effectiveness of drills will be recorded and reviewed. The emergency response plan and site inductions will be modified on the basis of emergency drill review.
- The remainder of the emergency scenarios identified in the plan are impractical to test.

5.4 Reporting & Records

The Incident - Accident report ([Form 01.1](#)) is to be completed and actioned for all incidents and accidents where regulatory authorities are involved (WorkCover, DECCW, Council, Emergency Services etc).

The RCC WHSR, BS Manager and the Construction Manager are to be notified of situations involving regulatory authorities.

A Non Conformance report is to be used on serious issues for corrective and preventative actions identified during site inspections.

SWMS reviews are to correct non-effective environmental control.

APPENDIX

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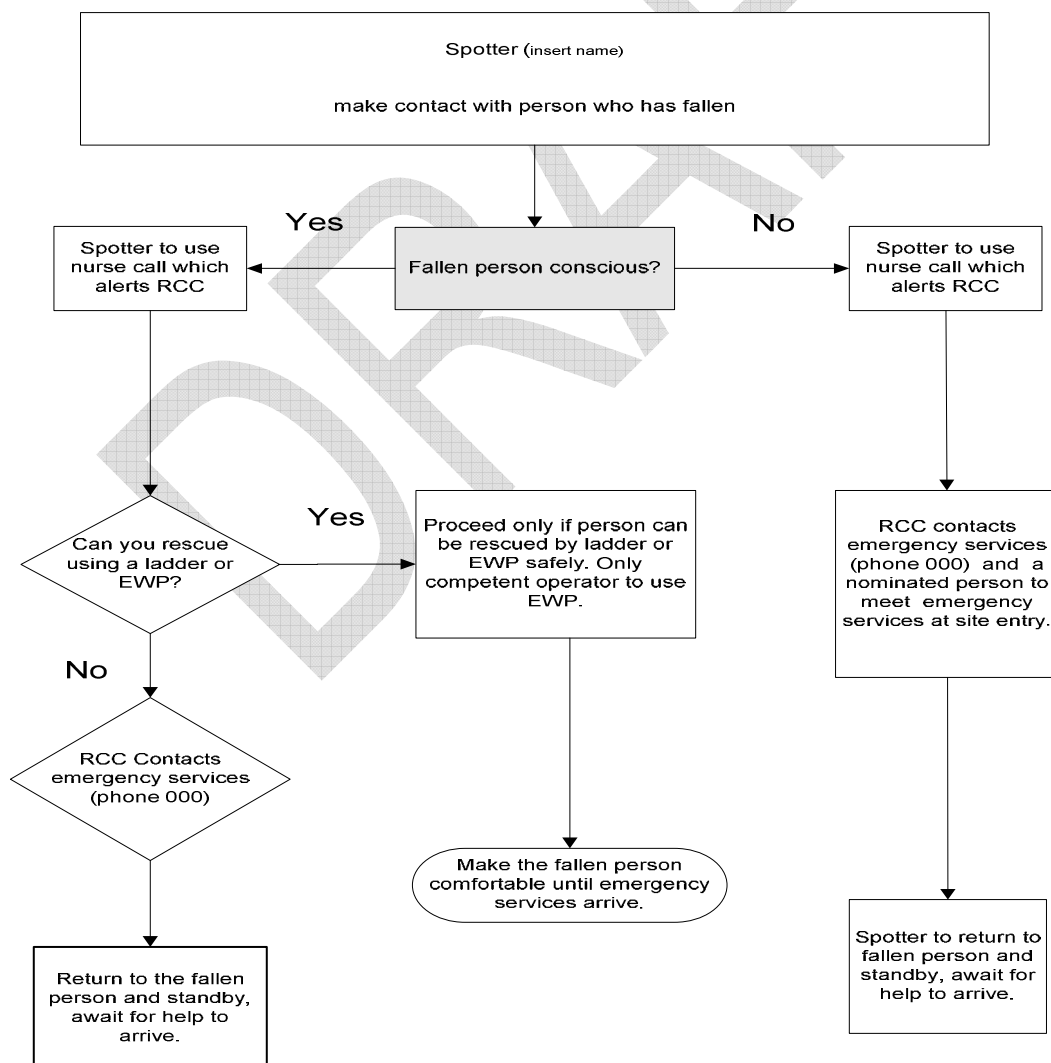
A. Emergency Rescue Plan (Working on Roofs with Harness System)

Project No.	Project Name and Address:	Contact No.s
959	The Erko Residential Apartments - 36/1A Coulson Street, Erskineville.	Site Phone: TBA Frank Crino: 0420 279 866

1. A person working on the roof area roof outside the safety barrier area/harness line delineation must utilize a suitable safety harness system at all times.
2. Persons working on roofs must be trained in this procedure by their respective organizations before commencing work.
3. A suitable access apparatus eg: Boom Lift, Elevated Working Platform), Mobile scaffold or Ladder or Man Box for use when a mobile crane is on site, able to reach the roof area where people are working to be available at all times.
4. A copy of this rescue procedure must be displayed on notice boards.

When a fall occurs, follow this procedure:-

1. A person working on a roof or balcony where harness are required must be accompanied by spotter at all times.
2. Persons working on roofs and balcony areas must be trained in this procedure before commencing work, a copy to be attached to company SWMS.
3. A copy of this procedure must be displayed on notice boards and at work area.



B. EMERGENCY CONTACT NUMBERS	
Project:	Northside Clinic
Ambulance:	000
RPA Hospital:	(02) 9515 6111
Fire / Bushfire:	000
Spill Clean Up Services:	See DECCW website, examples include: Transpacific: 13 13 39 Barry Bros: 8723 8777 Veolia: 8571 0000
Dept of Conservation, Climate Change & Water (formerly EPA):	9795 5000
WIRES	9413 4300
Emergency Rescue:	000
Pollution incidents (24 hours)	13 1555
Poison Information Centre	131126
Police:	000
FIRST AID FACILITIES	
First Aid Officer(s):	TBC
Location:	RCC Site Office
Responsibility for Kit:	TBC
Mobile Phone Number:	TBC

Emergency Management Plan

Incident / Emergency Planning, Preparedness & Response

C. EVACUATION PROCEDURES

RCC Site Management

1. The Site Manager/Foreman, shall assume the role of "Emergency Co-ordinator".
2. When notified of an emergency on the project the "Emergency Co-ordinator shall activate the Projects Siren / hooter to raise alarm and contact the appropriate "Emergency Services" Fire, Ambulance; Police, etc.
3. When the alarm sounds, he/she shall collect the attendance register and proceed to the designated assembly area and conduct a roll call to determine if any persons are missing.
4. In the event that the Site Manager/Foreman is absent, David Milligan will assume the duties of the "Emergency Co-ordinator".
5. Each area Foreman is responsible for ensuring that all personnel in their area of responsibility have been successfully evacuated and report to the Emergency Co-ordinator

Site Personnel

6. When the alarm sounds follow the instructions below.
7. Remain calm.
8. Ensure that persons in your immediate vicinity are aware that they must evacuate.
9. Assist any persons experiencing difficulty with the evacuation (e.g. distressed persons or persons with disabilities).
10. In the event of an evacuation in response to fire, if practicable, close doors and windows behind you as you leave.
11. Do not exit the building via elevators.
12. Do not put yourself or others at risk.
13. Report any missing persons to the Emergency Co-Coordinator or member of Emergency Rescue Services.
14. Remain at the designated assembly area until otherwise instructed (see attached site plan layout).

Assembly Points:	Site compound at RCC site office
Responsibility for Procedure:	TBC

Emergency Management Plan

Incident / Emergency Planning, Preparedness & Response

D. SITE LAYOUT PLAN SHOWING EXIT AND ASSEMBLY POINTS

Refer to enclosed

TBC

Emergency Management Plan

Incident / Emergency Planning, Preparedness & Response

E. TELEPHONE PROCEDURES ON RECEIPT OF A BOMB THREAT

INSTRUCTIONS: Be Calm, Be Courteous, Listen, Do Not Interrupt the Caller		
NAME OF OPERATOR:	TIME	DATE
CALLER'S IDENTITY:		
SEX: Male / Female	Adult Juvenile	Age Years
ORIGIN OF CALL:		
Local	Long Distance	Booth

VOICE CHARACTERISTICS:								
SPEECH								
Loud	Soft	High Pitch	Deep	Raspy	Pleasant	Intoxicated		
Lisp	Slurring	Other						

ACCENT				
Local	Foreign	Race	Other	

MANNER								
Calm	Rational	Coherent	Deliberate	Emotional	Righteous	Laughing		
Angry	Irrational	Incoherent	Other					

ATMOSPHERE								
Factory machines	Bedlam	Music	Quiet	Office machines	Voices	Mixed		
Trains	Animals	Aeroplane	Other					

BOMB FACTS:

PRETEND DIFFICULTY WITH HEARING. KEEP CALLER TALKING.	
IF CALLER SEEMS AGREEABLE TO FURTHER CONVERSATION, ASK QUESTIONS LIKE:-	
When will it go off?	Certain hour: Time remaining:
Where is it located?	Building Area:
What kind of bomb?	
Where are you now?	
How do you know so much about the bomb?	

IF BUILDING IS OCCUPIED, INFORM CALLER THAT DETONATION COULD CAUSE INJURY OR DEATH

RICHARD CROOKES CONSTRUCTIONS PTY LTD ABN 33 001 375 266 Licence 47646C

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Rev Date: : Dec2010

Emergency Management Plan

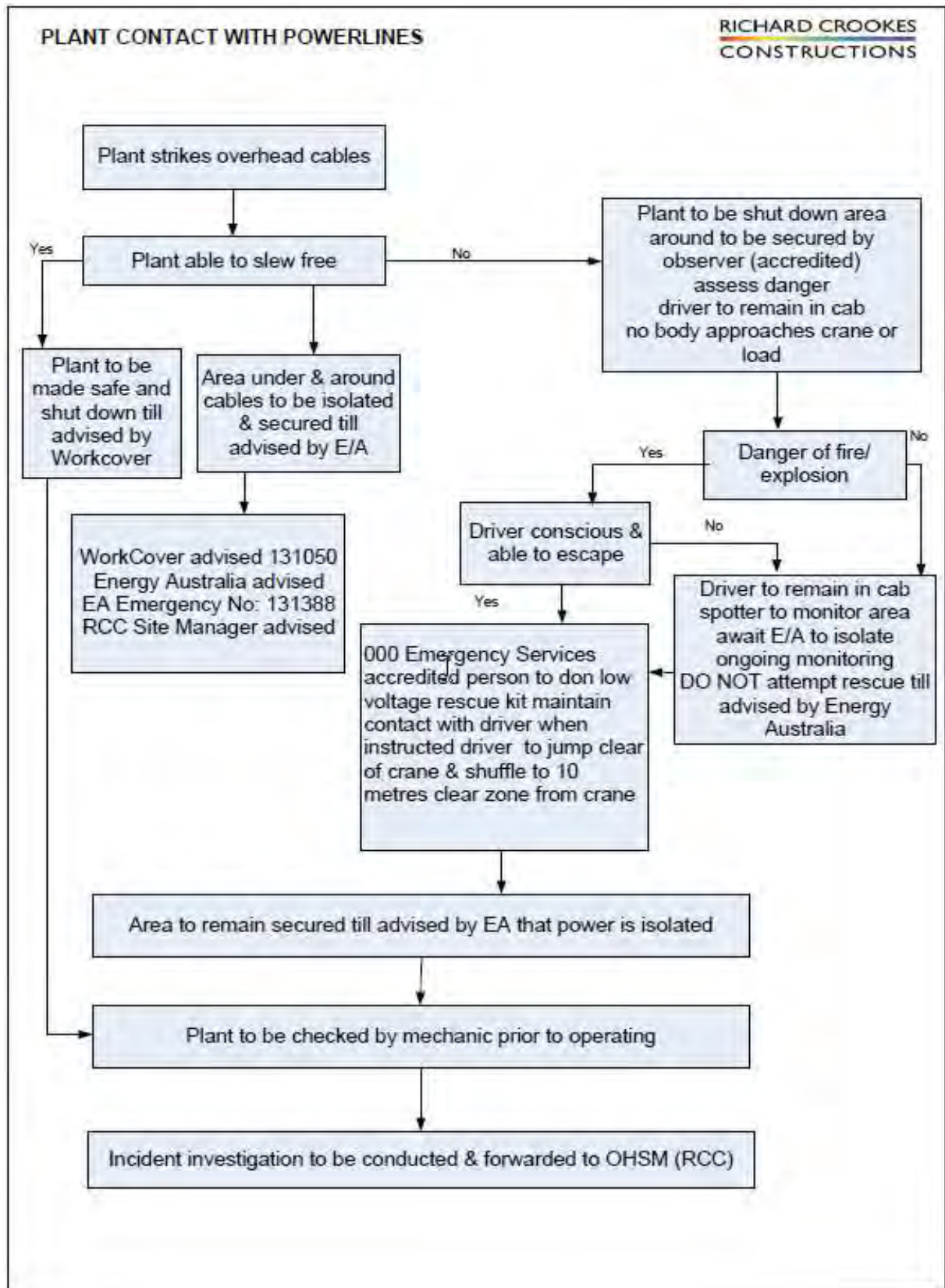
Incident / Emergency Planning, Preparedness & Response

F. ENVIRONMENTAL EMERGENCY CONTACT NUMBERS

POLLUTION TYPE OR SOURCE	ORGANISATION RESPONSIBLE	TELEPHONE
Transport of dangerous goods	Dept of Environment, Climate Change & Water	131 555
Chemical spills	Fire Brigade (HAZMAT) & Dept of Environment, Climate Change & Water	000 or 131 555
Contaminated sites	Dept of Environment, Climate Change & Water	131 555
Fertilisers, pesticides, herbicides	Dept of Environment, Climate Change & Water	131 555
Radiation	Dept of Environment, Climate Change & Water	131 555
OIL SPILLAGE IN PORTS		
Garie Beach to the Victoria border	Port Kembla Port Corporation	02 4274 4571
Oil spillage in estuaries and inland waters	Fire Brigade	02 9319 7000 (Sydney) or 1800 422 281 (outside Sydney)
Other pollution of beaches, estuaries, tidal lakes, rivers, creeks, streams and lakes	Local councils Dept of Environment, Climate Change & Water	See local phone book 131 555
DRINKING WATER CATCHMENTS		
Sydney and Wollongong	Sydney Water	132 090 (24 hours)
Elsewhere in NSW	Local councils	See local phone book
OTHER WATER POLLUTION		
Stormwater channels	Local councils Sydney Water Dept of Environment, Climate Change & Water	See local phone book 132 090 (24 hours) 131 555
Sewer overflows	Sydney Water	132 090 (24 hours)
Fish kills	Dept of Environment, Climate Change & Water	131 555

Emergency Management Plan

Incident / Emergency Planning, Preparedness & Response



RICHARD CROOKES

CONSTRUCTIONS

NORTHSIDE CLINIC
INDUSTRIAL RELATIONS STRATEGY & PLAN

11 May 2016

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Rev Date	REVISION DESCRIPTION	PM's Initials (ie. acceptance of changes)
11 May 2016	Preliminary Issue	

Contents

Industrial Relations Policy

(i)

1.	Elements of RCC's Industrial Relations Management Plan.....	1
2.	Legal and Other Requirements.....	1
3.	Relationship Management.....	1
4.	Recruitment.....	4
5.	Wages Employees.....	5
6.	Contingency Planning.....	5
7.	Development of our Competencies.....	5
8.	Apprenticeship Scheme.....	5
9.	Responsibility for Project Delivery	6
10.	Project Start-Up Meetings.....	6
11.	Monthly Project Review Meetings.....	6
12.	Subcontractors	6
13.	Subcontracts	7
14.	Supplementary Labour	8
15.	Measurement, Evaluation and Review.....	8
16.	Dispute Resolution Procedure	9

Industrial Relations is not only concerned with managing workplace differences and disputes, it is also about providing mechanisms and applying techniques for handling and resolving Industrial Relations problems.

A stable Industrial Relations climate, that is, a workplace where the rights of all are respected and considered, provides a fundamental framework for the on-going success and development of our business.

Individual Project Managers have responsibility for Industrial Relations management on their projects.

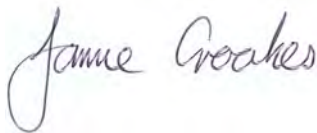
We want a stable Industrial Relations climate that considers and respects the rights of all the stakeholders. This will involve compliance with the National Code (as below). Historically we have maintained an open and constructive dialogue with the relevant union (CFMEU), our employees, employee representatives and subcontractors on industry issues and Industrial Relations matters. We believe we have offered balanced and acceptable arrangements to our employees and provided benefits significantly above the Award conditions.

The Construction Industry is now regulated by a variety of laws, regulations and codes. These are mandating changes in our business environment and are in a state of flux. Our Industrial Relations practices are mainly influenced by:

The Fair Work Act 2009 (Cth) (**FWA**) started 1/7/09 Workplace Relations Act 1996 (**WR Act**) and subsequent amendments to it, the "Australian Workplace Relations Act 1996", the "New South Wales Industrial Relations Act 1996", the "New South Wales Employment Protection Act 1995", the "New South Wales Annual Holidays Act 1944", the "New South Wales Long Service Act 1955", the "Building and Construction Industry Long Service Payments Act 1986", the "Building and Construction Industry Security of Payment Act 1999", the "Industrial and Commercial Training Act 1989", the "Occupational Health and Safety Act 2001", the "New South Wales Anti-Discrimination Act 1977", the "New South Wales Workers Compensation Act 1987", and the "New South Wales Government Code of Practice and Code of Tendering (1996) for the Construction Industry". The Building and Construction Industry Improvement Act (**BCII Act**) 2005, the National Code of Practice for the Building and Construction Industry and the Implementation Guidelines for the National Code (2009).

The Industrial Relations environment continues to experience many legislative and Code changes at both State and Federal levels and throughout all this change we want a strong focus on continually looking for ways to be more innovative and effective in our business practices.

In the past we have enjoyed productive relationships with our stakeholders and our intention is to maintain this style into the future while behaving legally and ethically.



JAMIE CROOKES
MANAGING DIRECTOR

FEBRUARY 2012

1. Elements of RCC's Industrial Relations Management Plan (IR Plan)

RCC's Industrial Relations Management Strategy comprises our Industrial Relations Management Policy and the accompanying Industrial Relations Management Plan.

2. Legal and Other requirements

Legislative requirements that apply to industrial relations and to the project are detailed below:

Legislation, Regulation and Codes of Practice	Regulating Authority
Fair Work Act 2009 (Cth) applies from 1/7/09 and Fair Work regulations of 1/7/09, but conduct prior to that date is still covered by the Workplace Relations Act 1996 & associated Regulation 2006	Fair Work Australia
New South Wales Government Code of Practice and Code of Tendering (1996) for the Construction Industry"	NSW Govt / Dept of Commerce
Building and Construction Industry Improvement Act 2005 & associated Regulation 2005	ABCC until 1/2/10 then Fair Work Australia Ombudsman
National Code of Practice for the Building and Construction Industry and the Implementation Guidelines for the National Code	ABCC until 1/2/10 then Fair Work Australia Ombudsman

The project team will manage the project in accordance with these requirements.

The RCC intranet provides a summary of key legislation and how it relates to the company's activities.

3. Relationship Management

RCC will seek to maintain open consultation and communication with all parties involved in our business as we believe that speedy resolution of disputes, grievances, misunderstandings and other unforeseen occurrences is essential to maintaining the relationships necessary for success.

3.1. Dispute Resolution Intention

It is RCC's policy that a project's Industrial Relations are the responsibility of the individual Project Manager. Should industrial disputes eventuate, the Construction Manager is required to mediate in order to resolve the dispute. At this stage, if the Construction Manager is unable to resolve the dispute they will call upon outside assistance in the form of the services of the Master Builders' Association of New South Wales, in consultation with both the Construction Manager and the Project Manager.

The management of these Industrial Relations issues will be handled through early identification at project meetings, both client and subcontractor. When disputes arise we will use the RCC Dispute Resolution Procedure (See Section 17).

4. Industrial Relations Risk Management

Project management practices using the RCC Management System incorporate ongoing risk assessment and management elements. Major aspects of this are the Risk

Management workshop early in the project start-up and regular monthly reporting to the board of aspects likely to impact on project progress including IR. Industrial relations risks and the way these are managed are detailed elsewhere in this document.

3. Resource Responsibilities

The following list provides detail of the personnel involved and their responsibilities in relation to Industrial Relations management.

Managing Director

The Managing Director will be responsible for:

- Defining the industrial relations policy
- Allocating human, physical and financial resources adequate to meet the corporate and project strategy

Construction Manager

The Construction Manager is the management representative for Industrial Relations and will be responsible for:

- The management of RCC staff industrial relations matters, compliance with industrial and employment obligations.
- Identifying resources and procedures for implementing required industrial relations management procedures
- Monitoring workplace and management practices
- Reviewing the suitability and effectiveness of the industrial relations strategy to ensure continual improvement.
- Ensuring that the Union Collective Agreement, Federal and NSW legislation and Codes of Practice are met
- Ensuring compliance with, and keeping abreast of changes to, awards and other legal obligations relating to employment
- Acquiring and disseminating industrial relations management information
- Planning, in consultation with the Training committee and industrial relations training.
- Tracking the benefits as well as the costs of industrial relations management activities at both the corporate and project level.
- Mediate project specific industrial disputes.

Project Manager

The Project Manager will be primarily responsible for documenting and implementing the Project IR plan and project delivery in accordance with the drawings, specifications and general conditions of contract through the application of the company's Management Systems.

The Project Manager will plan, organise and control all elements of the work in collaboration with the project team and specialist contractors and in particular:

(a) Planning and programming

- Establish an action/game plan for the project having regard for industrial relations risks and exposure (set the strategy to cover all moderate and major risks)

- Identify IR issues and sources of IR risk and assess the likelihood and consequences of each
 - Document the action/game plan as part of the project IR plan
 - Communicate the IR plan to all project staff
 - Resource plan the project
 - Establish the project programme and ensure acceptance of the performance requirements of the programme during contract letting
- (b) Convene meetings with the Clients Representative/Consultants on a regular basis and review project strategies, performance against programme, cost, quality and time issues. Ensure all notices and submissions required under the contract are dealt with on a fortnightly basis.
- The development of comprehensive operational planning for all key activities having regard for industrial relations and OH&S requirements and implement in accordance with the company's Management System.
- (c) The implementation of environmental protection procedures in accordance with the company's Management System and in particular:
- The implementation of any specific Council requirements
 - The implementation of any specific DECC requirements
 - The implementation of procedures to overcome any specific exposure having regard for the project at hand
- (d) Implement through the Site Manager and Contracts Administrator, industrial management procedures and ensure compliance with the company's Union Collective Agreement at all times.
- (e) Having regard for the skill requirements of the project, implement training in accordance with the project management plan and corporate training programme.
- (f) Ensure the company's policies and routines are implemented at handover including all the mandatory handover file requirements.
- (g) Assess and monitor subcontractor's ability to comply with industrial relations laws and their employment obligations.

Senior Contracts Administrator

The Senior Contracts Administrator will be directly responsible to the Project Manager for the formation of the commercial control and administration procedures and in particular:

- The project cost system
- The purchasing and procurement system
- The contract administration system
- The monthly project report system
- The company's handover documentation
- Extensions of time are processed and the due date of completion is adjusted and approved
- Variation submissions and contract adjustments are issued promptly and an adjusted contract value is approved on an ongoing basis
- Progress claims are lodged on the due date and payment is made on time

- Subcontract progress claims and invoices for goods and services are processed promptly and payments made in accordance with the contract conditions
- Ensure subcontractors and suppliers comply with all conditions of contract and in particular verify compliance with Collective agreement / Award conditions specifically Workers Compensation, LSL Registration, and Superannuation payments are made prior to processing each subcontractor's progress claim

Site Manager / Site Foreman

The Site Manager is responsible to the Project Manager for the effective planning, organization and control of the workplace and in particular:

- The day to day planning and organisation of manpower, equipment and material deliveries in accordance with the project programme
- The induction of all personnel employed on the site. Induction is to include the industrial relations risks identified for the project and the action plan and proposed measures to manage these risks.
- Implementation of temporary facilities plan.
- Implementation of pedestrian management and traffic management procedures
- Implementation of the Project Management Plan (includes quality, safety, environmental, client and industrial relations issues)
- In association with the Project Manager attend and participate in meetings with the Architect and subcontract co-ordination meetings
- Establish a Site Safety Committee (as required) in accordance with the company's procedures
- Implement industrial management procedures and ensure compliance with the company's Enterprise Agreement and industry awards.

Subcontractors

Subcontractors are responsible for:

- Verifying their compliance with all employment and legal requirements including payment of remuneration to employees, annual leave, Long Service Payment scheme registration, Workers Compensation insurance (including self insurance arrangements), superannuation fund membership and contributions.
- Complying with all aspects of the GST, including the registration for an ABN number
- For major projects and key subcontractors, having their own IR plan which is compatible with the RCC project IR plan.

5. Recruitment

The capability to continue to develop an individual's competencies is a critical requirement of our people. We want to reflect this in our recruitment practices as well as maintaining diversity in our workforce. We have developed a workforce that comes from two main educational streams, that of the trade background and that of the university educational background.

Over many years now we have maintained this approach of keeping the diversity of background education and actively encouraging the development of our people to give us the capacity for continued organisational development.

The pace of technological change places a greater reliance on people who can handle change and new requirements.

6. Wages Employees

We want a stable and reliable workgroup and so entered into our first Enterprise Agreement in collaboration with its employees and the CMFEU in 1995. The changing Federal legislative requirements and the National Code of Practice for the Construction Industry led to developing a Union Collective Agreement that is Code compliant and covers the period 2007 to 14th February 2010. We had developed clear lines of communication with the CFMEU and are prepared to maintain open and constructive dialogue on all appropriate industrial issues with them.

7. Contingency Planning

RCC will seek to maintain open consultation and communication with all parties involved in the conduct of the business in order to avoid/minimise the impact of disputes, grievances, inclement weather, industrial action and other unforeseen risks before they occur. The management of these issues will be handled through early identification at project meetings – both Client and Sub Contract. When disputes arise refer to RCC Dispute Resolution Procedure.

8. Development of our Competencies

The continued success and development of our business relies on our ability to recruit, retain and develop our people. Competencies development will enable our people to adapt to new technological advances and business practices. We also want to develop our people to be able to work collaboratively and safely with our clients, subcontractors, suppliers and fellow employees as strong working relationships are the foundation of the success of our business.

We want to continue to expand and enhance our people's performance and development, and this is a fundamental process of the business.

9. Apprenticeship Scheme

We are a construction contractor and have relied on specialist subcontractors to perform the majority of the work for many years. As a result, RCC is not generally in a position to provide effective training for apprentices.

Advances in technology require continued development of more specialised skills and so there is little doubt the practice of subletting most of the work will remain unchanged.

The traditional tradesman that possesses a broad range of trade skills is being replaced by a greater number of people with more focused and specialised skills.

Our policy is to encourage subcontractors on major projects engage one apprentice for every five tradesmen employed within the company or as a compromise, encourage one apprentice for every five tradesmen working on a specific project.

10. Responsibility for Project Delivery

Responsibility for Project Delivery rests with the Project Manager and to facilitate a professional outcome we provide management support from key staff resources such as our:

- Managing Director
- Construction Manager;
- Business Systems Manager;
- Commercial Manager;
- WHS&R Manager;
- Information Systems Manager; and
- Human Resources Manager

11. Project Start-Up Meetings

These will be attended by the Construction Manager, Business Systems Manager, WHS&R Manager and often the other key support staff members along with the Project Team.

During this meeting, the group review issues and ***risks to the project with respect to time, quality, safety, environment, Industrial Relations issues etc. Management of these risks is also documented in the Project Management Plan.*** The meeting will review compliance, monitoring and reporting systems for the National Code of Practice for the Construction Industry.

On-going audits of the Project Management Plan will ensure its implementation and continuing suitability as well as ongoing National Code compliance.

12. Monthly Project Review Meetings

These will be held with the Managing Director, Finance Director, Construction Manager, usually the Board Chairman and the leaders of the project team. These reviews examine and monitor the progress of:

- Client relationships
- Staff relationships and performance
- The Project Management Plan and its implementation
- Training requirements and outcomes
- Industrial Relations
- Project status in respect of cost, quality and time performance
- Compliance with the National Code according to Project funding type.

13. Subcontractors

The following are what we classify as “Key Trades” (Key trades are those trades where a failure or industrial action will bring about a delay to the project.):

- Major earthmoving and excavation
- Structural trades, concrete, reinforcement & formwork, stressing etc
- Structural & precast erection, scaffolding and rigging

- Service trades: mechanical, electrical, hydraulic, fire services & lifts
- Façade and major window installation work, brickwork
- Major interior trades.

We have updated our Subcontract agreements to become compliant with the Code, and this includes an expectation that Subcontractors will also be Code compliant.

Where major work is undertaken outside of the metropolitan area, Richard Crookes Constructions has a policy of supporting local contractors and suppliers.

Prior to awarding subcontracts, issuing EOI's or tender requests subcontractors will be checked for compliance with the following:

- Superannuation
- Workers compensation
- LSL registration
- National Code (applicable projects)

All subcontractors must have an ABN.

Subcontractors are responsible for:

- Verifying their compliance with all employment and legal requirements including payment of remuneration to employees, annual leave, Long Service Payment scheme registration, Workers Compensation insurance (including self insurance arrangements), superannuation fund membership and contributions.
- Complying with all aspects of the GST, including the registration for an ABN number
- For major projects and Key Trades, having their own IR plan which is compatible with the RCC project IR plan
- Where the National Code applies a written undertaking that the subcontractor and its entities are Code compliant and will comply with the Code in performing their works under the contract. Evidence from DEEWR of compliance of industrial agreements.

Non-Compliance with the above requirements, worker entitlements & insurances in particular, are considered the largest potential industrial relations risk to a project. To mitigate these risks, RCC will monitor compliance with these requirements throughout the project (monthly). Subcontractors providing verification of such requirements is a prerequisite to receiving progress payments. The Contract Administrator shall track the status via detailed spreadsheets and take appropriate action if required. Records shall be systematically filed and be available for the duration of the project. Records shall be archived on Completion.

14. Subcontracts

Prior to entering a subcontract the Project Manager will:

- Evaluate the subcontractor's business structure;
- Establish an understanding of their policies in relation to Industrial Relations management and the Code;
- Provide details of RCC's Industrial Relations management for the particular project;
- Assess the subcontractor's ability to comply with the Project Industrial Relations Plan.

15. Supplementary Labour

We will accept subcontractors outsourcing supplementary labour providing the people are appropriately qualified and certified for the type of duties expected of them.

16. Records, Measurement, Evaluation and Review

The RCC Management system complies with all the requirements of ISO 9001:2008, AS/NZS 4108:2001, ISO 14001:2004, the NSW Government WHS&R Management Systems guidelines and the NSW Government Environmental Management Systems guidelines.

Records are identified, collected, filed and maintained in accordance with RCC quality procedures for records.

Records associated with Industrial Relations are:

- Award and registered agreements
- Audit and management review reports
- Records of Industrial Relations issues or grievances
- Training on IR matters
- Subcontractor verification records for compliance with employment & legal obligations. These are required monthly and a prerequisite to making progress payments.
- RCC verification records for compliance with employment & legal obligations

All projects are audited on a regular basis, generally every 3 to 4 months. The scope of the audit covers all issues from contract administration, project management, compliance with the specification on issues of Quality, OH&S, the Environment and Industrial Relations and corrective action from the previous audit.

Audits are proactive and there is a lot of emphasis placed on improving the processes for all stakeholders. Copies of all audit reports are provided to all project staff and the Managing Director. Results of audits are discussed at the Monthly Project Reviews with the Board and the effectiveness of all systems including the IR management strategy is reviewed against documented objectives. RCC aims to achieve a nil downtime and therefore nil cost for IR related issues.

Each quarter, the audit will include aspects relating to the compliance with the National Code of Practice for the Construction Industry.

Site meetings are used to monitor the performance of the project on communication between all parties, time management, costs, quality, safety, claims and issue resolution, environment, contractual relationships, Industrial Relations management, consultation and subcontractor performance.

In addition, there is a fortnightly senior management meeting to monitor the effectiveness of the Richard Crookes Management System and it reviews the systems and procedures.

17. Dispute Resolution Procedure

See Section 18 of the Union Collective Agreement 2007 – 2010 for full details.

