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# Preliminary Construction Management Plan Penshurst Public School

NSW Department of Education

Revision 3  
29 March 2018

**ROOT  
PARTNERSHIPS**

Advisory+  
Project Management

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# 1 Overview

In developing the Preliminary Construction Management Plan (the Plan) to support the State Significant Development Application (SSDA) for the Penshurst Public School project, Root Partnerships confirms its' commitment to ensuring a safe work site for its' employees, contractors, suppliers, subcontractors, as well as NSW Department of Education (DoE) staff, students, visitors, pedestrians and the travelling public.

The Plan outlines preliminary parameters to allow for reasonable site management practices to be considered prior to the engagement of a suitably qualified Principal Contractor, and provides sufficient detail to support the SSDA for the Works .

It will be the responsibility of the appointed Principal Contractor to prepare and submit for approval a detailed Construction Management Plan, in accordance with the Works consent, associated approvals and relevant policies, guidelines and legislation, for implementation prior to the commencement of onsite works.

## 1.1 Relevant Documents

The Plan incorporates and must be read in conjunction with the following technical reports and documentation produced to support the SSDA as follows;

- Site Survey Plan
- Statement of Heritage Impact
- Aboricultural Impact Assessment
- Traffic Management Plan
- Transport and Accessibility Impact Assessment Report
- Civil Design Package
- Ecologically Sustainability Design Report
- Acoustic Assessment of Works Noise and Vibration Control
- Hazardous Materials Risk Assessment Report
- Construction Waste Management Plan
- Contamination

Construction information contained within these technical reports and documentation must be considered by the Principal Contractor and addressed in the preparation of their detailed Construction Management Plan.

## 2 Revision List

Draft / tender issue of the Plan shall be identified as revision 1, 2, 3, etc. Upon initial issue (generally Contract Award) this shall be changed to a sequential number commencing at revision A.

All copies shall be distributed in accordance with an agreed distribution list. On receipt of a revision, the copyholder shall incorporate the revised pages into their copy of the document.

The document shall be subject to reissue after a practical number of changes have been made.

## 3 References

### 3.1 Legislation

- Work Health and Safety NSW
- NSW Environmental Protection Agency

### 3.2 Other Documents

- Root Partnerships Project Management Plan
- Georges River Council Regulation <http://www.georgesriver.nsw.gov.au/Development/Building-and-Construction/Temporary-Structures>

## 4 Description of the Works

### 4.1 Introduction

DoE have prepared an SSDA for the Penshurst Public School project's Works. The project is located at the corner of Arcadia Street and Forest Road, Penshurst; 18 Arcadia Street.



**Figure 1:** Penshurst Public School project, 18 Arcadia Street, Surry Hills (Google, 2017)

An Environmental Impact Statement (EIS) is an environmental assessment required in accordance with clause 6 and 7 of schedule 2 of the Environmental Planning and Assessment Regulation 2000, and is required as part of the assessment of activities needing approval under NSW legislation for the SSDA.

The EIS examines the significance of likely environmental impacts of the project and the measures required to mitigate any adverse impacts to the environment associated with the Works. The Department of Planning and Environment will be the determining public authority for the SSDA. Prior to determination, comments from RMS, TfNSW and Georges River Council will be sought.

The Works scope comprises the following:

- removal of selected trees (down to existing ground level only)
- site services isolation

- demolition of all Buildings
- construction of temporary works including:
  - on-site truck turning
  - hoardings
  - site amenities
  - support gantry's
  - site services connections
- Removal of hazardous materials
- Remediation of contaminated soils
- Connection of incoming infrastructure services
- Construction of new school facilities

## 4.2 Background

The population of Sydney is forecast to grow by over one million people in the next 10 years, with noticeable growth in the Hurstville area due to the substantive quantity of residential development. This growth is occurring rapidly, putting pressure on existing public infrastructure including transport, health and education. DoE has a legislative responsibility to provide teaching spaces to meet demand in all areas across NSW. The new Penshurst Public School project proposes to meet this demand in the Hurstville area. The current Penshurst Public School will be redeveloped with staff and students relocated offsite to a temporary facility during the construction period.

Upon completion of the Main Works, the Penshurst Public School proposes to accommodate 1,012 students, assisting in alleviating current enrolment pressures within the Hurstville Local Government Area (LGA). The Penshurst Public School will contain high quality collaborative learning spaces and associated facilities, creating future focused education through new and sustainable buildings.

A building of local heritage significance will be demolished as part of the redevelopment, please refer to the Statement of Heritage Impact for further detail, including details of any archival and interpretation measures required

The completed Penshurst Public School will offer:

- facilities that are readily accessible and flexible to meet the demands of an evolving curriculum in line with future-focused learning principles
- flexible and well-connected teaching and learning spaces that enable a variety of teaching and learning practices
- spaces that are engaging and supportive for students and teachers
- technology-rich settings with an emphasis on mobility and flexibility
- a healthy and environmentally sustainable environment
- innovative, connected outdoor spaces that enable play and collaborative learning
- connected open space, creating a welcoming and accessible school with indoor and outdoor teaching and learning opportunities

New teaching spaces will incorporate principles of energy efficiency and ecologically sustainable development (ESD) including:

- passive design principles
- thermal performance and comfort
- natural lighting
- water recycling management

Works are programmed to commence in mid 2018, with completion of the Main Works programmed for mid 2020.

## 5 General Management

Root Partnerships will manage and coordinate all other project managers, contractors and consultants engaged on the Works, including designated staff from DoE, relevant stakeholders, authorities and agencies.

Planning and implementation of the Works on site, including access to, from and around the site, will be coordinated by Root Partnerships. A site-specific Access Plan will be developed by the Principal Contractor to ensure suitable and safe access is known and maintained at all times between the site and its' interface with Arcadia Street and Forest Road. This will include, but not be limited to, the following:

- temporary signage around the site
- temporary pedestrian crossings
- temporary paths / ramps
- hoardings / protective screens / covers
- temporary lighting

The Access Plan will comply and / or respond to the Georges River Council's temporary structures requirements.

### 5.1 Site Establishment

Prior to commencement of the Works, the Principal Contractor will complete a thorough Dilapidation Report for the site and the immediately adjoining / impacted properties and submit this to Root Partnerships for review / approval. Due to the local heritage significance of the site, the Dilapidation Report must present an 'archival recording' of the site, with a particular focus on the areas accessed by the Works. This recording is to be carried out in accordance with NSW Heritage Division guidelines and Policy 9 of the Conservation Management Plan, Volume One.

The site will be secured and made safe from the public throughout the Works via the erection of a 1.8m to 2.4m high perimeter fence, including shade cloth hoarding attached where appropriate, along the entire site boundary to prevent unauthorised entry to the site.

The Principal Contractor will prepare and submit for review / approval a site-specific Erosion and Sediment Control Plan (ESCP) which establishes the proposed measures to be implemented within the site to protect adjoining properties and downstream drainage systems. The ESCP will be designed, installed, monitored and maintained in accordance with the -Protection of the Environment Operations Act 1997 and Landcom's Managing Urban Stormwater: Soils and Construction (<http://www.environment.nsw.gov.au/resources/water/BlueBookVol1.pdf>).

Exclusion zones around existing trees to be retained will be demarcated by protection fencing, boarding and wraps, as per the Aboricultural Impact Assessment. The Principal Contractor will prepare and submit for review / approval a site-specific Construction Management Plan that demonstrates protection of trees and other identified vegetation including, but not limited to:

- trees / vegetation to be retained are to be clearly marked, protected and maintained
- trees to be removed are inspected by a suitably qualified person for the presence of fauna immediately prior to their removal
- storage of stockpiles / equipment are to be outside of tree protection / vegetation areas
- the spread / introduction of weeds is to be effectively controlled

### 5.2 Preliminary Construction Traffic Management Plan

To aid with the planning application a preliminary construction traffic management plan has been developed, please refer to section 7 of the Traffic Assessment Report prepared by TTM for full details.

Generally, the methods of management are summarised below;

The proposed haulage route is shown below;



Construction vehicles will arrive from Penshurst Street and Percival Street onto Arcadia Street and exit along Arcadia Street, turning left onto Forest Road. This is to maintain a single direction of traffic flow on Arcadia Street.

Vehicle access is to be minimised during peak commuter periods along Forest Road (6.00am to 9.00am and 3.00 pm to 7.00pm, Monday to Friday), with call-up / pre-arranged times and strategies in place to avoid / minimise queuing of Works vehicles on approach roads to the site. All heavy goods will be delivered outside of peak traffic hours.

The maximum sized vehicles will be heavy rigid vehicles and truck and dogs, both vehicles are legally allowed on the local road system.

Pedestrian management during construction will require the development of a detailed strategy in consultation with Georges River Council.

Temporary Works service supplies for power, water, sewage and communications will be made.

Other management measures to be implemented during construction could include, but are not limited to, the following:

- construction site access locations and management measures
- construction personnel parking controls
- stage by stage construction traffic generation
- impacts of construction on adjoining traffic and pedestrian movements
- temporary signage around the site
- temporary pedestrian crossings
- temporary paths and ramps
- hoardings and site fencing

The Principal Contractor will prepare and submit for review / approval a site-specific Construction Traffic Management Plan to maintain safe vehicle and pedestrian traffic routes throughout the Works. Vehicle entry / exit access points off Arcadia Street and Forest Road are to be managed by fulltime qualified traffic controllers.

### 5.3 Hours of Works

Construction hours for the Works are requested to be as follows:

- Monday to Friday: 7am to 6pm
- Saturday: 8am to 1pm

No activities are to be undertaken on Sundays and Public Holidays unless approvals have been obtained by the Principal Contractor from Root Partnerships, DoE and the relevant approval authority. The Principal Contractor will need to provide the details and reasons for undertaking Works outside of the standard hours.

It is envisaged that construction works will be required outside of standard hours for, but not limited to;

- delivery of large/oversized goods
- carrying out of activities which would impact on traffic flows (such as craning from the street) so as to minimise those impacts
- carrying out loud/invasive works outside of times when the adjoining school would be impacted etc.

In addition to the items noted above, Works undertaken outside of the standard hours will generally only be considered for special applications when it becomes necessary, such as:

- it is an emergency
- a situation that would create hazardous conditions
- plant breakdowns have delayed an activity that cannot be stopped
- the extended working hours will not impact on DoE's operations

## 5.4 Construction of Works

The Works shall be undertaken within the standard hours, with the exception of the following restricted work hours / times where an approval has been sought prior by the Principal Contractor from Root Partnerships, DoE and the approval authority for the works to be undertaken:

- delivery / removal of plant / vehicles / equipment to and from site where noise from the operation is managed to not cause disturbance to neighbouring properties
- delivery of material to site where noise from the operation is managed to not cause disturbance to neighbouring properties (Note, pumping of concrete to be undertaken within standard hours only)
- Works within Forest Road and Arcadia Street which need to be carried out at night due to traffic conditions

Deliveries of material to site will be minimised during the morning and afternoon peak traffic hours and all material movements shall be carried out in accordance with contractor's material handling procedures and Construction Traffic Management Plan. Qualified traffic controllers will be in place to safely manage vehicle access to and from site.

DoE staff members and other non-site project team personal must be accompanied by a representative of Root Partnerships or the Principal Contractor while on site. All non-site stakeholders whom require regular access to the site are recommended to undertake the Building Industry Induction Course and obtain a white card.

## 5.5 Heritage

Refer to the Statement of Heritage Impact by Perumal Murphy Alles Heritag Consultants for details on the required archival and interpretation measures for the site. All salvageable significant or original fabric identified by the Statement of Heritage Impact, or by Root Partnerships, for removal during the course of the Works are to be stored on site for possible reinstatement at a future date.

## 5.6 Trees

Trees to be retained are to be managed and protected for the duration of the works in accordance with the Aboricultural Impact Assessment, particularly Section 4 of the report. This will best assist in reducing the disturbance to the trees nominated to be retained.

### 5.7 Access for Emergency Vehicles and Personnel

Works will not affect access for emergency vehicles and personnel during the course of the project, however in the event of a particular construction activity that does affect the access path:

- the Principal Contractor shall seek prior approval from Root Partnerships for temporary alternate access
- the Principal Contractor shall ensure the approved temporary alternate access is maintained at all times for emergency vehicles and personnel on and around the site

### 5.8 Access for construction personnel

Access by the Principal Contractors, subcontractors, workers and visitors to the site will be via the Principal Contractor's site compound located on the eastern boundary. The Principal Contractor will need to consult with the RMS and the local council office for construction vehicle deliveries and waste removal access and coordinate to avoid morning and afternoon peak traffic periods. Qualified traffic controllers will be in place to safely manage vehicle access to and from site. All Principal Contractors personnel will be advised of the requirements of access as part of the site inductions prior to commencing Work on site.

General circulation from the Principal Contractor's site compound and the site will be in accordance with the approved Access Plan.

### 5.9 Access for DoE and Visitors

At commencement of the Works all DoE school operations will have ceased onsite and been relocated offsite. DoE school staff and students do not need to access the site once Works commence, however should DoE school staff need to access the site, arrangements will be made to suit the Principal Contractor's staging and entry requirements. The final access arrangement will be agreed with the contractor prior to the commencement of the Works.

The Principal Contractor will be responsible for the implementation and management of the approved Access Plan

The Principal Contractor shall ensure suitable and safe access is maintained at all times around the site. The Principal Contractor will consult with Root Partnerships and DoE in the development of the Access Plan.

### 5.10 No Smoking Policy

DoE promotes smoke free environment and as such, the Principal Contractor is to ensure there is no smoking on site, including within existing buildings site accommodation, amenities, offices, sheds and vehicles.

### 5.11 Adjoining Properties

As per 5.1 Site Establishment, the Principal Contractor shall undertake a Dilapidation Reports that addresses adjoining properties, including roads and surrounding landscaping.

The Principal Contractor shall inform all construction personnel that the adjoining spaces to the site will remain operational during the course of the Works, and that all construction personnel must behave in an acceptable manner that does not disrupt the daily operations of neighbouring residents, the surrounding road network and its users.

### 5.12 Noise and Vibration

The Acoustic Assessment of Works Noise and Vibration Control report identifies the general work practices to be implemented by the Principal Contractor to minimise noise and vibration at the source, as well as control of the transmission path between the site and proximate social infrastructure / residential receivers. The Principal Contractor will prepare and submit for review / approval a Noise and Vibration Management Plan for Georges River Council's information prior to commencement of the Works. This is to include, but not be limited to, the following:

- Proposed timing of 'noisy' works and expected noise levels
- Description of 'noisy' works
- Noise Complaint management process

- Community Liaison Officer details
- Noise monitoring locations
- Vibration monitoring locations
- Noise control measures

### 5.13 Dust and Pollution

Dust and pollution control during Works will be carried out in accordance with the Principle Contractors approved Construction Environmental Management Plan. Measures will include limiting the volume of material stockpiles on site, shade cloth screens, solid hoardings and the dampening down of loose material in dry / windy conditions.

The Principal Contractor is to ensure that any dust / pollution caused by the Works is actively reduced. Areas worked in by the Principal Contractor will be adequately protected to prevent dust/ pollution spreading to neighbouring properties, pedestrians and Prince Alfred Park users.

The Principal Contractor shall notify Root Partnerships and DoE in advance of work which may require additional dust / pollution protection.

### 5.14 Site Security

The Principal Contractors will secure the boundaries of the site for the entire duration of the Works. The external area will be fenced off using temporary fence panels 1.8m to 2.4m in height with shade cloth hoarding attached to help minimise dust, pollution and to assist in presenting a clean and well managed site.

Appropriate signage will be displayed at all access points to the site warning staff, visitors and the general public that an area which is fenced and / or hoarded off is a construction site.

All access points allowing entry to the construction site will be locked at all times with the exception of the main entry gate to the site which will be manned and remain open during standard working hours. The Principal Contractor will issue a key to Root Partnerships to allow access to the site in an emergency situation for emergency services teams only.

The Principal Contractor will prepare and submit for review / approval an Emergency Site Access Procedure (ESAP) for implementation. The EASP will be issued to DoE Security for use after standard hours. Where Root Partnerships or DoE allow access for emergency services teams to the construction site for an emergency situation, notification to the Principal Contractor will be provided immediately, and thereafter in writing of the date and time they have entered the site and an explanation of the emergency situation that arose.

### 5.15 Stakeholder Communication

The Principal Contractor will prepare and submit for review / approval Monthly Project Updates for uploading onto DoE's Project Management System. The Principal Contractor will outline all site activities and works planned one month in advance, highlighted those which may have an impact to the local community (including residents, businesses, pedestrians and commuters).

A weblink to the monthly updates will be distributed to the local community by email and by letter box drop as required.

Regular stakeholder communication meetings will be established so as to keep key stakeholders informed on key milestones and any changes on and off-site access and impacts.

Communication meetings will include the following:

- Construction Liaison Committee (monthly / when required)
- Site Meetings (weekly)

A Works Contact List is to be provided by the Principal Contractor prior to commencement of the works.

### 5.16 Site Signage

The Principal Contractor is to submit a proposal covering the extent and design of all proposed temporary signage to be displayed in accordance with the Principal Contractors management plans / systems for Root Partnerships approval.

### 5.17 Parking

Parking for all Principal Contractor personnel on site is not provided. The Principal Contractor shall ensure that all persons inducted for the Works are advised of this 'No Parking' policy. It is envisaged that most Works personnel will commute to / from site on public transport.

Parking for Principle Contractor's trade vehicles will be in accordance with local parking bylaws and controls set out by relevant authorities.

Refer to the Traffic Assessment Report for further guidance.

### 5.18 Waste Management

The Principal Contractor will engage a waste professional specialist to prepare and submit for review / approval a site-specific Construction Waste Management Plan (CWMP). The CWMP must:

- be provided in a format appropriate to assist with the Waste Auditor Report, required as part of the future Green Star submission
- aim for a waste diversion target rate of 80%
- provide guidance for waste minimisation from Works activities
- identify and classify the likely waste streams to be generated by the Works
- describe the measures to be implemented to safely manage this waste

The Principal Contractor shall remove all waste from site resulting from the Works. Waste shall be handled in a manner so as to confine the material completely, minimise dust / pollution emissions and disposed of to a standard i suitable for approval under the Environmental Planning and Assessment Act, 1979. Suitable areas on site are to be allocated to provide adequate space / access for:

- separated storage of building materials
- separated storage of Works waste
- separated sorting of Works waste
- removal of Works waste for recycling, re-use or landfill

Waste that is unable to be reused or recycled will be disposed of offsite at an EPA-approved waste management facility following classification. Hazardous waste will be correctly labelled, shall not be mixed with non-hazardous waste, securely contained and disposed of by a certified waste carrier for hazardous waste.

Prior to transporting waste materials to offsite facilities, it will be verified that the transporter / facility is licensed to handle the material it is designated to carry / receive.

Refer to the Construction Waste Management Plan, Ecologically Sustainability Design Report and Hazardous Materials Risk Assessment Report.

### 5.19 Deliveries

Deliveries to the site will be minimised during the morning and afternoon peak traffic periods and in accordance with the standard work hours. The Principal Contractor will be responsible for producing and adhering to a traffic management plan.

## 6 Daily Tasks

### 6.1 Prior to Work Commencing

The Principal Contractor Site Supervisor will carry out the following operations to ensure acceptable safety at all times, before work starts:

1. Obtain all necessary construction traffic permits
2. Letter box drop to local community advising of the commencement of works and programme of activities
3. Complete Dilapidation Report for the site and adjoining properties
4. Daily prestart toolbox talks with all personnel
5. Inspect all signs / devices, note any signs out of place / damaged overnight and rectify as soon as possible
6. Inspect all emergency / pedestrian egress paths and ensure that they are clear of Works plant, vehicles, equipment, materials, stockpiles and waste
7. Make the programmed adjustments to the site management provisions for the day
8. Check for safety and effectiveness of site management provisions by an inspection around the site
9. Maintain, regularly clean and repair / replace signs and devices as necessary

### 6.2 During Hours of Work

The Principal Contractor's Site Supervisor will:

1. Undertake approved induction of Works personnel and visitors with specific instructions on the protection of people and property
2. Arrange work to minimise nuisance to Arcadia Street / Forest Road pedestrians and ensure their safety
3. Attend to problems as they occur
4. Where there are any hazards or potential hazards to the public or DoE identified, the Principal Contractor's personnel will ensure these are attended to immediately, photographed and accurately recorded for reporting
5. Reposition barriers and signage as necessary
6. Co-ordinate maintenance of access paths, footpaths with other job operations
7. Promptly notify Root Partnerships of any accidents or near misses involving loss of time or injury

## 7 Record Keeping

### 7.1 Site Quality Assurance and Daily Records

The Principal Contractor's representative will keep adequate records of daily activities and any significant departures or additions within the Project Diary. An Inspection and Test Plan (ITP) shall be completed daily to ensure compliance with the approved management plans.

### 7.2 Incident / Accident Management and Reporting

#### Incident Management

The objective of the incident plan is to minimise such disruptions and provide a clear and simple guideline for disruptive events. The Principal Contractor will prepare and submit for review / approval a site-specific Construction Incident Management Plans (CIMP). The CIMP will be implemented on the Works upon award of the Works Contract.

#### Accident Management

The Principal Contractor shall promptly notify Root Partnerships and DoE of the occurrence and furnish a written report of the following incidents and accidents:

- Accident involving death or personal injury
- Accident involving lost time
- Incidents with accident potential, such as equipment failure, slides, cave ins, and the like

In the case of accidents either witnessed or reported, involving DoE staff, student, public or from which legal proceedings might arise:

- Record the actual type, size and location of signs / devices in use at the time of the accident
- Notify DoE management as soon as possible
- Take photographs of the arrangement for subsequent reporting

A file shall be kept including any relevant information on traffic arrangements used and completed.

### 7.3 Waste Management Reporting

The Works will generate quantities of materials such as concrete, other masonry products, timber, steel and plastic. Wastes will be segregated and recycled as per the Principal Contractor's CWMP and DoE's waste minimisation strategy.

The Principle Contractor will collate monthly CWMP Tracking Schedules and Report and issue them to the Root Partnerships. The CWMP Tracking Schedules and Report will measure the weight of waste generated of material by classification, total weight of waste, percentage by weight recycled and percentage by weight to landfill for reporting to DoE.

Details of waste types, volumes and destinations will be recorded in CWMP Tracking Schedules and Report. The monthly CWMP Tracking Schedules are to detail, but not be limited to, the following:

- a list quantifying the amount and types of waste generated at the Penshurst Public School.
- a list of contamination incidents including the masses of contaminated bins
- records and evidence to substantiate data contained within reports to the nominated reporting standard

## 8 Emergency Procedure

In the event of any emergency situation arising during the course of the Works, including:

- Emergency evacuation,
- Fire,
- Flooding and water damage,
- Gas leak,
- Mains power failure
- Explosion,
- Bomb threat,
- Chemical Spill,
- Construction accident,
- Medical Emergency,
- Theft of Collection items,
- Criminal or accidental damage.

The Principal Contractor responsible for the Works is responsible for ensuring all personnel are evacuated from the site in accordance with the Principal Contractor's Emergency Procedures and Evacuation Plan.

On evacuation of the site, the Principal Contractor's representative will notify DoE and Root Partnerships, advising the status of the site, and await any further instructions.

The Principle Contractor is to ensure that Evacuation Plan are displayed around the site to direct personnel evacuating in the event of an emergency.

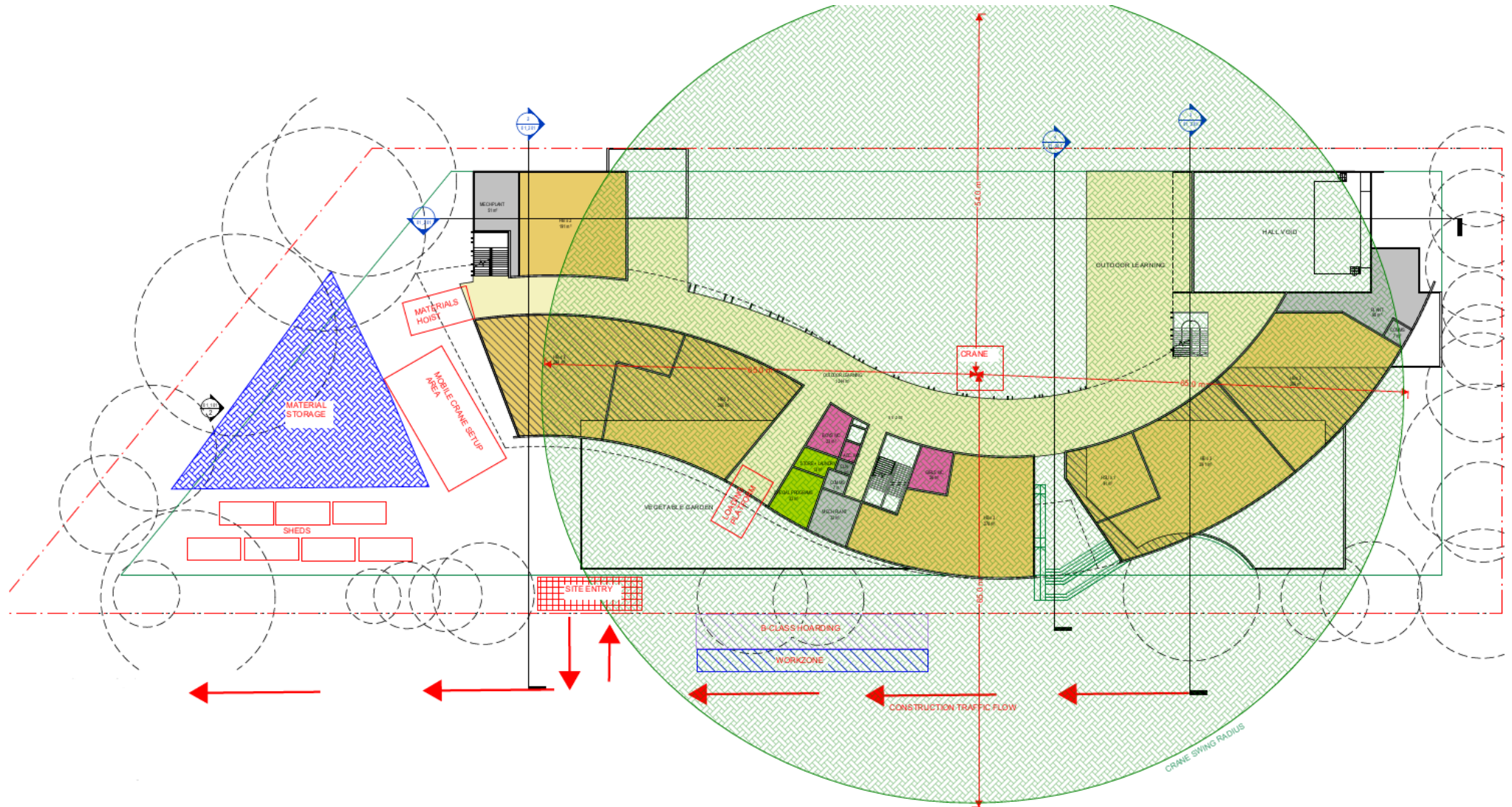
The Principle Contractor shall ensure that the Emergency Procedures are incorporated into the onsite inductions and relevant plans.

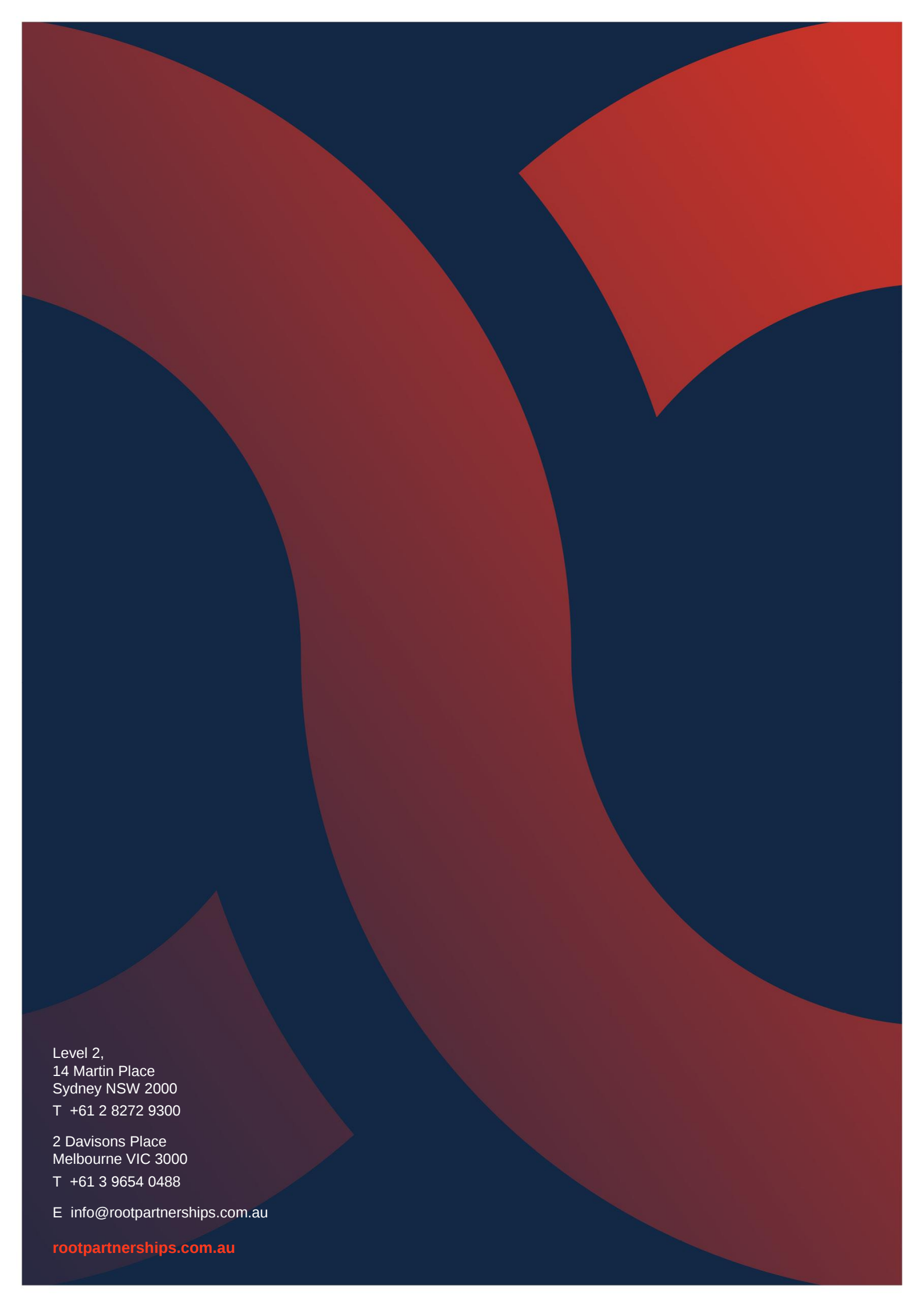
In the event of any emergency the following project team personnel will be contactable during all hours of the day:

| <b>No.</b> | <b>Position</b>                               | <b>Name</b> | <b>Telephone Numbers</b> |
|------------|-----------------------------------------------|-------------|--------------------------|
| 1          | <i>To be completed on award of Contractor</i> |             |                          |
| 2          | <i>To be completed on award of Contractor</i> |             |                          |
| 3          | <i>To be completed on award of Contractor</i> |             |                          |
| 4          | <i>To be completed on award of Contractor</i> |             |                          |

The above numbering designates the order of precedence, which may depend on availability at a particular time of day or period of construction.

## Appendix 1 - Preliminary Site Establishment Plan





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