

Construction Traffic Management Plan

Picton High School Redevelopment

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1. Introduction

1.1. Purpose

SMEC Australia Pty Ltd (SMEC) were engaged by Billard Leece Partnership Pty Ltd (BLP) on behalf of New South Wales (NSW) Department of Education (DoE) (the client) to develop a draft Traffic Management Plan (TMP) to address the one of the key issues (i.e. Transport and Accessibility) during construction in the Environmental Impact Statement (EIS) required under the Secretary Environmental Assessment Requirements (SEARs) for the State Significant Development (SSD 8640) Picton High School Redevelopment.

The purpose of this TMP is to provide a draft management plan for the project to safely manage vehicular, cyclist and pedestrian traffic and minimise any disruption to existing traffic conditions in accordance with legislation, policies, guidelines, and best practice during the demolition and construction phase of the project.

It must be acknowledged that this document is for information only, and has been solely developed for assessment by the NSW Department of Planning and Environment (DPE). A project approved TMP will be developed by the contractor in consultation with Roads and Maritime Services (RMS), Wollondilly Shire Council (Council) and relevant stakeholders prior to the commencement of any works.

1.2. Scope

The scope of this TMP covers the construction phase (includes demolition) of the proposed redevelopment of Picton High School and shall be executed in accordance with the requirements of RMS G10 and the other Council specifications.

The scope includes:

- The provision for demolition access and egress to the worksite
- The provision for the safe movement of work vehicles and workers within the worksite
- The provision for the safe movement of public vehicular and pedestrian traffic
- The provision of key personnel roles and responsibilities
- The installation, maintenance and removal of any temporary traffic control devices.

1.3. Project Description

The Picton High School Redevelopment is one of many schools funded by the NSW DoE to undergo a major upgrade to meet the growing demands for public education in South Western Sydney. The project consists of the demolition of approximately 60% of existing buildings and replaced with larger and modernised buildings and teaching facilities. Picton High School will provide permanent teaching spaces (classroom space) for 1500 students and core facilities (common amenities – library, hall, recreational facilities etc) are proposed for 2000 students. Accordingly, the school would accommodate for a maximum 1500 students at commencement of operation.

Located at 480 Argyle Street in Picton, NSW, Picton High School is located in the southwest of Sydney, approximately 90km from the Sydney CBD or 30km from Campbelltown. The subject site covers an area of 6.38 hectares and is located off Argyle Street. This road borders the western side of the site and is the only road for access and egress to site. This section of Argyle Street is a RMS classified road (pursuant to *Roads Act 1993*) and consists of two-lanes in each direction with a posted speed of 60km/h and 40km/h during school hours.



Figure 1-1 Location Map of Picton High School (Source: NearMaps)

1.4. Assumptions

At this current stage of the planning process there are a few project variables to be defined by the construction and demolition contractor. For this TMP the following assumptions have been made:

- The school students, teachers and staff will be temporarily relocated to allow redevelopment of Picton High School
- The site shall be secure and fenced off to restrict public access
- The main access and egress is from Argyle Street only
- Construction works will only occur during 7am – 5pm on weekdays (i.e. no night works)
- There will be an average of 20 heavy vehicle movements per day. The allowable number of heavy vehicle movements to be defined in the Traffic Impact Assessment (TIA).
- Parking of construction vehicles will be on site.

2. Objectives and Approach

To deliver the construction phase of the project this TMP promotes the continuous, safe and efficient movement of traffic around and within the site. The public roads affected by the works is Argyle Street located on the greater Old Hume Highway. Argyle Street is regarded as a RMS Classified Road and shall be subjected to the *Roads Act 1993*. Other local roads such as Wonga Road could be affected depending on whether access or egress is gained from the eastern front of site. This option of using Wonga Road is not considered in this plan, and could be considered by the contractor delivering the project in their TMP. The TMP aims to provide safe and efficient traffic conditions while minimising and mitigating impacts on stakeholders, including:

- Road users (including provide and commercial)
- Cyclists and pedestrians
- Government services (e.g. waste management centres)
- Existing bus networks including bus stops and taxi stands
- Residential and commercial stakeholders located adjacent to the site
- Surrounding community

A TIA should be prepared in consultation with RMS and Council to assist in the preparation of the final TMP by the Contractor. This is to ensure impacts to local roads are minimal and the number of heavy vehicle movements per day are considered during the construction phase.

2.1. Objectives

The assumed objectives have been developed to address both traffic conditions within site and on Argyle Street. The objectives may have to be amended to conform to the conditions of consent once determined. In summary, the key objectives to be adopted by the DoE and the contractor are as follows:

- Minimise disruptions to existing traffic conditions on Argyle Street
- Minimise disruptions to residents and businesses adjacent to site
- Potential traffic disruptions should be identified and appropriately addressed
- Risk assessment associated with vehicle and pedestrian movements should provide and maintain a safe environment for all
- Ensure a Safe Method Work Statement (SWMS) is developed for all works involving traffic (any work that includes vehicle movements on site)
- Carry out risk assessments when developing a Vehicle Movement Plan (VMP), Pedestrian Movement Plan (PMP) and Traffic Control Plan (TCP)
- Meet all relevant legislation, RMS G10 specifications, Council specifications and the Conditions of Consent (once determined)
- Maintain the number of lanes and traffic capacity on the Argyle Street
- Minimise demolition activities and impacts during special events (if required)
- Establish and maintain a clear system of communication between all stakeholders
- Identify potential disruptions and provide immediate notification to relevant stakeholders
- Seek approval from Traffic Management Centre (TMC) and Council for any lane closures under Section 138 of the *Roads Act 1993*
- Establishing and communicating clear incident and emergency response procedures to all personnel to ensure efficient responses made during an incident or emergency

- A risk assessment associated with vehicle and pedestrian movements would be included as part of the TIA

The delivery of the objectives for this project is the responsibility of DoE. The roles and responsibilities to execute this TMP has been outlined in the Duties and Responsibilities section of this plan. The progress of the nominated objectives should be continuously assessed during the course of the project.

2.2. Approach

The above objectives drive the desired outcomes to be achieved throughout the project by DoE and contractor. The approaches to traffic management are outlined lined below in *Table 2-1*.

Table 2-1 Approaches to Traffic Management

Approaches to Traffic Management	
Traffic coordination and management	<p>Develop and implement a TMP that focuses on all critical traffic issues and meets the standards of the relevant stakeholders</p> <p>Develop TCPs and VMP</p> <p>Coordinate with relevant stakeholders throughout the project</p>
Impacts to existing traffic conditions	<p>Limit the number of heavy vehicle movements entering and exiting the site during peak hours</p> <p>Provide notification to community and stakeholders to make them aware of any changes to traffic conditions</p> <p>Assess the type of proposed trucks (e.g. oversized vehicles transporting oversized plant and machinery) to be used including its turning path</p> <p>Provide sufficient signage and traffic control if required</p>
Impacts on local parking	Designated parking will be made available on site to limit impact of parking on local roads
Entrance to site	Provide signage to restrict public access to site from Argyle Street
Occupational Health and Safety	Develop a SWMS for all work relating to traffic or vehicle movements
Compliance to legislation and specification	Ensure the TMP (final) has been reviewed and approved prior to implementation
Communication and consultation	<p>Provide effective strategies that engage and inform the public, Council and relevant stakeholders regarding demolition activities and their potential impacts</p> <p>Provide a means for enquiries, complaints and feedback to be submitted for review and consideration</p>
Community and Stakeholder Management	<p>Contractor to develop and implement an approved Community and Stakeholder Management Plan</p> <p>Communicate early and often to communities and stakeholders by letter box drop or organising community and stakeholder consultation</p> <p>Ensuring decision-making is inclusive of diverse community ideas and opinions</p>
Incident management	Provide immediate responses to TMC regarding any incidents impacting traffic
Pedestrian and cyclists	Provide and maintain safe and adequate pedestrian and cyclist paths around site
Haulage Management	Manage the amount of demolition haulage activities by restricting trucks to certain routes and times
Special Events	Manage demolition activities during Special Events to minimise impacts
Traffic Control Implementation	Continually deliver and maintain high quality of traffic control implementation including reviewing procedures and management procedures
Traffic Impact Assessment	Assess high-level risks and provide means of eliminating and mitigating them. Identify critical traffic issues and provide recommendation for mitigation

3. Duties and Responsibilities

DoE and the contractor delivering the works will be responsible for the works, including implementing and maintaining requirements outlined in this TMP. Key personnel and their traffic management responsibilities are described below.

Traffic Manager

- Hold current RMS accreditations (Red and Orange Card)
- Obtain approval from all relevant authorities for all Road Occupancies Licences (ROLs), detours and closures where required
- Ensuring that the approved traffic management measures are implemented and maintained in accordance with the approved plans
- Carrying out regular inspections of the traffic control measures to ensure that they are effective
- Identifying situations where traffic congestion, or unsafe conditions for vehicles, cyclists, pedestrians and workers, are occurring and providing recommendations for improvement
- Develop, review and maintain current copies of the TMP, VMPs, TCPs and ROLs
- Liaising with the Council and other authorities such as TMC on traffic management matters
- Ensure all traffic management activities are carried out to minimise disruptions
- Manage the development of all VMPs and TCPs
- Complete Road Safety inspections as required
- Continual interaction and on-site contact with site staff for updates and feedback.

Project Manager and Engineers

- Hold current RMS accreditations (Blue, Yellow and Red Card)
- Review, approve and ensure compliance with the Construction Method Statements, and Work Method Statements and SWMS
- Ensure compliance with relevant specifications such as RMS G10 and Council Specifications
- Approve and complete Inspection and Test Plans (ITPs) and checklists.

Traffic Control Supervisors (as required)

- Management of daily traffic control operations including coordination of staff and resources on site
- Ensure correct VMP and TCPs are available and implemented as applicable
- Ensure sufficient staff and equipment are available and utilised for each VMP and TCP
- Assist with all traffic management planning such as checking ROLs
- Manage daily prestart safety and site coordination briefings
- Coordinate with the construction team on site for both project works and deliveries
- Inspect and audit all traffic management plans, personnel and devices and
- Collect and maintain site records.

Traffic Controllers (as required)

- Hold current RMS accreditations (Blue and Yellow Card)
- Implement TCPs under the supervision of the Traffic Control Supervisor
- Maintain traffic control signs and devices
- Provide assistance during attendance to site of external stakeholders for both planned and emergency situations.

4. TCPs, VMPs and PMPs

The construction works associated with the Picton High School Redevelopment will involve the use of heavy machinery requiring delivery and pick up from site, as well as the delivery of materials and export of demolition waste from site. These activities involve movement of heavy vehicles to and from site, and will no doubt impact on existing traffic conditions on Argyle Street. This will require a TCP to be designed and prepared by a qualified Traffic Engineer or Supervisor with RMS Orange Card. A VMP and Pedestrian Movement Plan (PMP) should also be prepared by the Contractor to ensure the safe movement of vehicles and pedestrians within the site (for vehicles) and around the site.

For the purposes of this plan, an example of a basic VMP for the Picton High School Redevelopment has been provided in Appendix A.

5. Methodologies

DoE traffic management strategy focuses on all critical traffic issues, and aims for a high standard of safety for all parties and stakeholders including emergency services. TCPs and VMPs will be developed for Construction Phase by the Traffic Manager and implemented by the site team to ensure the efficient and safe movement of traffic within and around the project.

5.1. Vehicles and Road Users

The redevelopment of Picton High School will require a number of heavy vehicles to haul demolition waste from site, and deliver building materials such as concrete to site. Oversize and over mass (OSOM) vehicles may also be required for the mobilisation and demobilisation of heavy plant such as 50 tonne excavators for demolition work. If the use of OSOM vehicles are required, the contractor must obtain an Intrastate Permit from the Roads and Maritime, and in addition approval must be sought from local Council for travel on local roads. It is envisaged that the Contractor will assess the turning paths of OSOM vehicles prior to the delivery of heavy plant. This assessment should be included in the Intrastate Permit.

All construction vehicles shall enter site by turning left from Argyle Street and exit site by turning left on Argyle Street heading southbound. A provision could be made for light construction vehicles to make a right turn exiting site from site on Argyle Street subject to adequate sight distances. This will require adjustment current linemarking and signage.

The proposed key methodologies to reduce impacts on vehicles and road users are as follows:

- The number of heavy vehicle movements will be limited to minimise impacts to Argyle Street and be scheduled around peak hour traffic where possible. The impact of heavy vehicle movements must be modelled to determine the maximum number of heavy vehicles allowed for the project per hour per day.
- The haulage routes shall be predetermined and directed to arterial roads such as Hume Highway located south of the site.
- The delivery of all large plant and machinery such as excavators on vehicles larger than a 12.5 metre rigid truck will be scheduled around peak hour traffic and may require traffic control for access and egress.
- Implementation of traffic warning signs such as the 'trucks 100 metre ahead on left' sign will be required on Argyle Street facing vehicles travelling southbound on Argyle Street. This will warn vehicles and road users to anticipate the presence of heavy vehicles ahead.
- The heavy vehicles exiting site have sufficient sight distances before turning on Argyle Street.
- Variable Message Signs (VMS) may be used if deemed necessary along Argyle Street to warn vehicles and road users of the closure Picton High School Bus Bay and increased presence of heavy vehicles.

5.2. Pedestrians and Cyclists

The impacts to pedestrians and cyclists have been considered and assessed as part of this plan. DoE and contractor will implement the proposed methodologies outlined below:

- During construction, pedestrians and cycle paths will be maintained along Argyle Street at all times. Warning signage shall be installed for each access and egress points along Argyle Street to encourage pedestrians and cyclists to look out for trucks while crossing the driveways.

- The site will be secured with adequate fencing during construction to restrict pedestrian and cyclist access to site from all fronts. This will prevent any unauthorised access to site.

5.3. Car Parking

The contractor will have dedicated carpark for work-related vehicles within site to mitigate and prevent impacts to street parking. This carpark may be located in the existing bus bay or either the staff car park within site. The capacity of the designated work car parks will be sufficient to accommodate all types of work vehicles, and not overflow onto street parking.

5.4. Public Transport

There are two bus stops situated on this section Argyle Street. One on the southbound carriageway of Argyle Street approximately 20 metres from site, and the other bus stop directly in front of the school on the northbound carriageway. The following management procedures will be implemented to reduce the impacts on the two bus stops:

- Existing bus stops will be maintained and protected from construction works to allow normal bus services along Argyle Street
- The two bus stops do not interfere with the sight distances for heavy vehicles exiting site and therefore does not compromise the safety of other vehicles and road users.

5.5. Special Events

Where required, works impacting traffic will be scheduled around large scale and special events. This will minimise disruption and maintain safe outcomes for event goers and the delivery team. If works are deemed to be in the zone of influence of an event, they will be coordinated with event organisers, Council and TMC.

5.6. Incident Management

DoE and the contractor will ensure rapid, appropriate responses to any project related incidents on Argyle Street as well as effective reporting systems to learn from incidents that occur. This will include ensuring access for emergency vehicles. In the occurrence of an incident impacting traffic the following methodology shall be implemented.

Figure 5-1 Incident Management Procedures



The incident management process above will:

- Reduce traffic impacts from demolition works to road users and other stakeholders
- Communicate and escalate any incident to relevant authorities
- Ensure the safety of both members of the public and work personnel
- Maintain clear and reliable communication to all stakeholders

5.7. Unplanned Closures

DoE shall ensure all works are planned well ahead of time, however there may be some instances where an unplanned closure of traffic lane is required to rectify an emergency situation (i.e. debris

fallen onto site and needs cleaning up). All unplanned closures will be carried out in consultation with RMS and TMC and as per the RMS Traffic Control at Worksites Manual. The unplanned closure shall be deployed for the shortest timeframe possible to minimise impacts on road users.

5.8. Consultation and Communication

Where required to minimise the impacts on stakeholders, DoE and the contractor will implement the following activities if deemed necessary by Council:

- Community notifications activities such as community consultations and letter box drops to inform members of the community of changes and potential impacts to existing traffic conditions
- Internal communications including inductions, pre-starts, weekly toolboxes and feedback sessions.

5.9. Heavy Vehicle and Plant Movements onsite

The number of heavy vehicles is estimated to be 2 to 3 heavy vehicle movements per hour for each working day. This will depend on the contractor's construction program, staging of works, availability of trucks and any conditions from the approved Conditions of Consent. To reduce or prevent trucks reversing on site, a truck and dog or smaller rigid trucks may be considered where the turning radius' are adequate. The following methodologies shall be implemented to ensure the safe and efficient movement of heavy vehicles and plant on site during the project:

- A series of VMPs shall be developed for each construction stage and shall implemented during the works. The VMP shall consist of the temporary traffic control devices such as signage and flagging to help drivers navigate around the site in a safe manner.
- The speed limit within site shall be limited to 10km/hr. Signage will be installed on site.
- All personnel, plant and vehicles onsite shall be inducted, trained and equipped UHF radio to ensure positive communication between personnel, plant and vehicles.
- A trained spotter will be allocated for each zone to help guide the reversing of heavy vehicles and plant. This will help prevent inadvertent collisions during the project and provide a safe working environment.

5.10. Worker Movements onsite

Workers driving to site are expected to enter from Argyle Street and park their vehicles in the designated car park located in the site. Workers walking to and around site are expected to follow the pedestrian and cyclist pathways which shall be delineated from work zones. Workers must wear Hi-Visibility clothing when on site and carry UHF radios if possible. Workers should be encouraged to use site vehicles where possible and the vehicles shall be equipped with an amber flashing light and two-way radio at the minimum.

6. Traffic Management Approvals

In the circumstances where work is affecting a public road, DoE in conjunction with the contractor may need to seek relevant traffic approvals such as ROLs prior to the commencement of works. The following approvals have been detailed below.

6.1. Road Occupancy Licences (ROL)

The Traffic Manager shall allow ten business days for applying for a ROL as per the RMS Road Occupancy Licence Manual. The ROL will have certain limitations that must be followed such as location of road occupied, time and date of road occupancy, and speed zone authorisations. The Traffic Manager and the Traffic Control Supervisor is also responsible for monitoring and updating the ROL with Council or TMC.

Roads that will require an ROL is Argyle Street as the traffic conditions have changed due to increased number of trucks entering and exiting the site.

6.2. Traffic Control Plans (TCP)

TCP are to be submitted along with the every ROL application to TMC. The TCP shall be developed by the Traffic Manager who should hold a RMS Orange and Red card. The TCP shall highlight the area of work, nature of work to be performed, traffic control devices to be implemented, proposed dates and times for road occupancy.

All works affect Argyle Street will require a TCP and a hard copy must be made available at all times during the works.

6.3. Risk Assessment Workshops

Risk Assessment Workshops to address high level risks for the development of TCP, TIA and VMP will be held prior to approval and implementation. The discussions at this workshop and a list of attendees will be recorded and kept by the Traffic Manager. These workshops will include relevant stakeholders, the Traffic Manager, Traffic Supervisor and project site team. The aim of the Risk Assessment Workshop is for all parties to openly discuss risks, hazards and controls for the specified works, and provide changes and improvements to the plans.

6.4. Road Safety Inspections

In consultation with RMS and Council, regular scheduled inspections will be performed by the Traffic Manager. A checklist will be developed and is to be completed during each inspection. The results of the inspections are to be used to provide feedback the site team and used for improvements to this plan and VMPs and TCPs.

6.5. Road Safety Audits (RSA)

Road Safety Audits (RSA) are conducted when changes are made to existing road conditions affecting traffic operations and the road's safety performance. The roads that this may apply to is Old Hume Highway. In an instance where this is required, the RSA must be performed by a RMS accredited road auditor and must be undertaken in accordance to the Guidelines for Road Safety Audits.

7. Monitoring and Inspections

The following table outlines the monitoring and reporting to be undertaken by DoE and the contractor during the pre-construction, construction, and post-construction phases of the project.

Table 7-1 Monitoring and Reporting Requirements

Monitoring & Reporting Requirements	Frequency	Responsibility
Ensure that all VMPs TCPs comply with the Traffic Control at worksites manual, are current and approved prior to works commencing in sections controlled by a VMP or TCP	Weekly (or when site conditions change)	Traffic Manager
Ensure that all ROL's are obtained through Council or TMC prior to any works on Old Hume Highway	10 business days prior to works	Traffic Manager
Check that all traffic management controls are in place, are in accordance with RMS requirements, the Traffic Control at worksites manual and reflect VMP and TCP requirements prior to works commencing	Daily (prior to works)	Traffic Control Supervisor
ROLs updated as required for works	Each shift	Traffic Control Supervisor
Remove all temporary traffic management controls and signage at the completion of works	Each shift	Traffic Control Supervisor

8. Recommendations

In summary, the following recommendations have been made:

- Restrict vehicles to left-in from Argyle Street and left-out to Argyle Street
- No right turn signs to be installed for vehicles exiting site to Argyle Street
- Wonga Road to be considered as an alternative point of egress to allow vehicles to turn right from Wonga Road to Argyle Street to head north. Road alignment and sight distances to be checked for this option.
- The existing internal driveway for school buses shall be retained for the movement of heavy vehicles during the construction phase.
- VMPs including site layout for each stage of works to be developed by contractor

Appendix A Basic Vehicle Movement Plan (VMP)

Example of Vehicle Movement Plan (VMP)



EXAMPLE VEHICLE MOVEMENT PLAN (VMP) with Pedestrian Movements
NOT TO SCALE

INFORMATION DOCUMENT

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