



SYDNEY BIOMEDICAL ACCELERATOR
1330

PROJECT MANAGEMENT PLAN PMP

10 February 2026

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REVISION REGISTER

REVISION DATE	REVISION DESCRIPTION	PMS INITIALS (ACCEPTANCE OF CHANGES)
07/04/2025	Original Issue	JA
06/06/2025	Revision 1 - Updates as per university comments	JA
05/08/2025	Revision 2 - WHS +EMP +D&A	MD
21/10/2025	Revision 3 - WHS- Incident / Injury and incident management update.	MD
02/12/2025	Revision 4 - Updated as per RCC internal audit	MD
10/02/2026	Revision 5 - Updated Sections 3.5, 3.8 and 3.10, 4.2, 5.0, Community Consultation and Engagement Strategy, Training Management Plan, Skills Training and Diversity Management Plan	MD

PROJECT POSITION	NAME	SIGNATURE	REVISIONS
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Project Director	Annelise Cannon		
Senior Project Manager	Roger Ornek		
Senior Site Manager	Dane Lalic		
Safety/Env Manager	Matt Dymond		
Quality Assurance Manager	Marko Dakic		
Technical Lead - Structures	David Keast		
Senior Project Engineer	Cameron Smith		
Senior Project Engineer	Nic Vlatko		

PROJECT POSITION	NAME	SIGNATURE	REVISIONS
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Project Engineer	Kayla Wehbe		
Site Engineer	Madison Barrie		
Site Engineer	James Dunlop		
Design Director	Michael Bradburn		
Senior Design Manager	Juan Pablo Castaner		
Design Manager	Brian Cunningham		
Governance and Technical Director	David Keenan		
Digital Design Lead	Dean James		
Design Coordinator	Angelina Ang		
Design Intern	Charlotte Dulhunty		
Senior Services Manager	Zoran Stepanovski		
Services Manager	Mike Emerson		
Services Manager	Mark Vartuli		
Façade Manager	Tom Brodie		
Senior Contracts Manager	Keith Tai		
Contracts Manager	Michael Lavery		
Senior Contract Administrator	Monique Martino		

PROJECT POSITION	NAME	SIGNATURE	REVISIONS

CONTENTS

1	INTRODUCTION	11
1.1	INTRODUCTION TO THE PROJECT	11
1.2	PROJECT OBJECTIVES AND TARGETS	11
1.3	PROJECT RISK AND OPPORTUNITY WORKSHOP	12
1.4	PROJECT MANAGEMENT PLAN (PMP)	12
1.5	LEGAL AND OTHER REQUIREMENTS	13
1.6	INDIGENOUS PARTICIPATION	13
1.7	TRAINING MANAGEMENT PLAN	14
1.8	KEY PERSONNEL & STAKEHOLDER/ EMERGENCY CONTACT DETAILS	14
1.9	ROLES, RESPONSIBILITIES & AUTHORITIES	15
1.10	METHODOLOGY	22
1.11	PROGRAMME	22
1.12	PROJECT START UP	22
1.13	INSURANCE	23
1.14	CONTRACT ADMINISTRATION	24
1.15	PRINCIPAL CERTIFYING AUTHORITY	24
1.16	COMPLETION	24
1.17	SITE CLOSURE	25
1.18	PROJECT FINALISATION, DEFECTS LIABILITY PERIOD & MAINTENANCE	25
2	QUALITY MANAGEMENT	26
2.1	QUALITY MANAGEMENT PLAN	26
2.2	PROJECT OBJECTIVES AND TARGETS - QUALITY	26
2.3	DOCUMENT AND DATA CONTROL	26
2.4	MEETINGS	26
2.5	INSPECTION METHODOLOGY	26
2.6	PRODUCT & SERVICES	27
2.7	ASSET REGISTER	27
2.8	CALIBRATION	27
2.9	NON-CONFORMANCE, CORRECTIVE & PREVENTATIVE ACTION	27
2.10	DEFECTS	27
2.11	PROJECT AUDITS	27
	APPENDIX 1 - RCC QUALITY POLICY	28
	APPENDIX 2 - RCC QUALITY PLAN ASSESSMENT CHECKLIST	29
	APPENDIX 3 - ITP SCHEDULE	30
3	WORK HEALTH & SAFETY	31
3.1	WHS MANAGEMENT PLAN	31
3.2	COMMENCEMENT ON SITE	31
3.3	LEGISLATIVE COMPLIANCE	31
3.4	HAZARD IDENTIFICATION & RISK ASSESSMENT	31
3.5	TRAINING	32
3.6	SAFE WORK METHOD STATEMENTS (SWMS)	32

3.7	MANUAL HANDLING & OCCUPATIONAL OVERUSE SYNDROME	32
3.8	INSPECTIONS	32
3.9	PLANT & EQUIPMENT	32
3.10	SCAFFOLDING	33
3.11	ELECTRICAL EQUIPMENT/WORK	33
3.12	PRESSURE SYSTEMS	33
3.13	TEMPORARY SUPPORT STRUCTURES (TEMP WORKS)	33
3.14	FORMWORK	33
3.15	HOT WORKS	34
3.16	CONFINED SPACES	34
3.17	EXCAVATION & GROUNDBREAKING	34
3.18	WORK IN OR AROUND EXCAVATIONS, BEHIND RETAINING WALLS	34
3.19	WORKING NEAR HIGH VOLTAGE OVERHEAD CABLES	34
3.20	HAZARDOUS SUBSTANCES	34
3.21	RESPIRABLE CRYSTALLINE SILICA	34
3.22	HEALTH SURVEILLANCE	35
3.23	PSYCHOSOCIAL HEALTH AND WELLBEING	35
3.24	CONSULTATION & COMMUNICATION	35
3.25	INJURY AND INDICENT MANAGEMENT INCIDENT	35
3.26	HPI (HIGH POTENTIAL INCIDENT REPORTING)	36
3.27	RETURN TO WORK AND INJURY MANAGEMENT PROGRAMME	36
3.28	HAZARD IDENTIFICATION AND PREVENTATIVE ACTION	36
3.29	EMERGENCY MANAGEMENT	36
3.30	TRAFFIC MANAGEMENT	36
3.31	INCLEMENT WEATHER	36
4	ENVIRONMENTAL MANAGEMENT	37
4.1	ENVIRONMENTAL MANAGEMENT PLAN	37
4.2	PURPOSE OF THE ENVIRONMENTAL MANAGEMENT PLAN	37
APPENDIX 1 - RCC ENVIRONMENT POLICY		39
APPENDIX 2 - RCC ENVIRONMENTAL RISK MATRIX		40
APPENDIX 3 - ENVIRONMENTAL CONTROLS		41
APPENDIX 4 - RCC INCLEMENT WEATHER PROCEDURE		42
APPENDIX 5 - RESPONSIBILITIES AND AUTHORITIES MATRIX		43
APPENDIX 6 - COMPETITIVE PEST SERVICES AUDIT REPORT		44
APPENDIX 7 - TREE PROTECTION PLAN		45
5	WORKPLACE RELATIONS	46
5.1	WORKPLACE RELATIONS	46
5.2	LEGISLATIVE COMPLIANCE	46
5.3	CODE OF PRACTICE FOR THE CONSTRUCTION INDUSTRY	46
5.4	DISPUTE RESOLUTION	47

APPENDIX 1

Status: Y, N		
1 PROJECT DELIVERY		
1.1a	Client Organisation Chart (if applicable)	Yes
1.1b	Project Organisation Chart	Yes
1.2	Project Roles, Responsibilities Matrix	Yes
1.3	Site Tasks Checklist	Yes
1.4	Construction Program Generic	Yes
1.5	Site Establishment & Planning Checklist	Yes
1.6	Head Contract Returnable Register	Yes
1.7	List of Trade Requirements	Yes
1.8	Practical Completion Checklist	Yes
1.9	Project Insurance Checklist	Yes
2 QUALITY MANAGEMENT SYSTEM		
2.0	Quality Management Plan	Yes
2.1	Quality Policy	Yes
2.2	Quality Management Plan Assessment Checklist	Yes
2.3	ITP Schedule	Yes
3 WORK HEALTH & SAFETY		
3.0	WHS Management Plan	Yes
3.1	WHS Policy	Yes
3.2	Site Rules	Yes
3.3	WHS Risk Assessment	Yes
3.4	Site Safety Committee Constitution	Yes
3.5	WHS Risk Assessment	Yes
3.6	Mobile Scaffold Erection	Yes
3.7	Harassment & Discrimination Policy	Yes
3.8	Legal Matrix	Yes
3.9	Inclement Weather Procedure	Yes

Status: Y, N		
3.10	Safety Roles & Responsibilities (RACI)	Yes
4 ENVIRONMENT		
4.1	Environmental Management Plan	Yes
4.2	Environmental Risk Matrix	Yes
4.3	Environmental Controls	Yes
5 INDUSTRIAL RELATIONS		
5.1	Dispute Resolution Procedure	Yes
6 ASSOCIATED PLANS/DOCUMENTS		
	Indigenous Participation Plan	Yes
	Asbestos Management Plan	Yes
	Community Consultation & Engagement Plan	Yes
	Construction Methodology Plan	Yes
	Design Management Plan	Yes
	Environmental Plans Client/Consultant RAP, Noise, Vibration etc.	Yes
	Emergency Management Plan	Yes
	Training Management Plan	Yes
	Traffic Management Plan	Yes
	Workplace Relations Plan	Yes
	Project specific forms	Yes
	ESD Management Plan	Yes
	Contractors Handbook (University Infrastructure)	Yes

1 INTRODUCTION

1.1 INTRODUCTION TO THE PROJECT

The Sydney Biomedical Accelerator (SBA) is a visionary partnership between the University of Sydney (USYD), Sydney Local Health District (SLHD) and the NSW Government (NSW Health) bringing together clinicians, researchers, academics and industry to solve the most complex health problems of today, tomorrow and the future.

The SBA is a co-funded partnership, comprising a state-of-the-art biomedical research complex straddling the SLHD's Royal Prince Alfred Hospital (RPAH) campus and University of Sydney campus. Located within the Tech Central precinct, the SBA will be positioned to dynamically collaborate with industry and start-ups as part of a world leading hospital, university and tech innovation ecosystem.

The SBA development will comprise of two functional integrated buildings and will straddle the University of Sydney's Camperdown Campus Health Precinct, and the adjoining RPAH site.

Within the University of Sydney Camperdown campus, the proposed development comprises:

- The Isaac Wakil Biomedical Building (IWBB): approximately 29,050sqm gross floor area (GFA) over 8 floors for physical containment level 2 (PC2) wet lab research, mortuary and advanced anatomy teaching, clinical research facilities, core research facilities and plant space. The IWBB scope also includes all landscaping and in-ground services works to the Eastern side of the adjusted property boundary.

On the RPAH site, the proposed development comprises:

- Building B: approximately 8,000sqm GFA over 8 floors of primarily PC2 laboratories with a specialist PC3 laboratory, biobank facility and plant space. The Building B scope also includes all landscaping and in-ground services works to the Western side of the adjusted property boundary.

The works are to be carried out within the DA operating hours of

- 7.00am and 6.00pm, Monday to Friday
- 8.00am and 1.00pm, Saturdays (by exception)

The works are planned for a 45-week design period and 140-week construction period. All being 195 weeks in total.

Contract type Design & Construct Milestones No 1

Development Consent: SSDA Application Number: SSD-55388456

Applicant: The University of Sydney

Consent Authority: Minister for Planning and Public Spaces

Contact of Compliance: Megan Fu (Principal Planner Social and Infrastructure Assessments Department of Planning, Housing and Infrastructure)

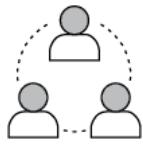
1.2 PROJECT OBJECTIVES AND TARGETS

The project objectives and targets have been developed on the basis of commitments made in Richard Crookes Constructions (RCC) policies. They also support the company's improvement plans and assist with communicating RCC's expectations to the project sites.

The company's quality, safety and environmental objectives and targets have been listed in Section 2, 3 and 4 of this Project Management Plan.

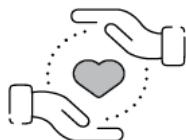
Progress in meeting these objectives and targets will be reported in the Project Reports. These reports are reviewed by Senior Management during the monthly Project Reviews.

Our approach is based on the following key principles



CONNECTION

Joining the high demand environment of the Westmead Campus, we understand the importance of maintaining business continuity for the WSLHD, and the numerous users and stakeholders that populate this busy precinct. Effective planning combined with considered collaboration and respectful, clear communication will underpin our interactions.



CARE

In delivering a therapeutic environment that provides contemporary new facilities which support holistic, people-centred care our team are committed to embedding that people-first approach throughout the life of the project.



FUTURE FOCUS

The CWMHSR will deliver an important long-term mental health care asset for NSW Health and to ensure its success through construction and beyond. To do so we are embedding digital design and construction monitoring technology and efficient construction methodologies that safely challenge the status quo.

1.3 PROJECT RISK AND OPPORTUNITY WORKSHOP

Risk Assessment and Control – refer to procedure [QAP-7.5-007](#).

Prior to commencement onsite, project risk workshops are held to identify financial, contractual, program, quality, safety, environmental risks, stakeholder issues, resources, supplier and subcontractors' ability, buildability, project training requirements, practical completion issues and maintenance.

Any activities or risks that result in an inherent risk (i.e. Risk without operational controls) greater than 2 requires specific action for the project such as design review, subcontract letting, inclusion in ITPs or SWMS, programming.

Issues requiring management raised during the project risk workshop will be incorporated into this Project Management Plan.

Additionally, the safety and environmental risks have also been considered in more detail as recorded in Appendix 1

The Project Risk Assessment will be reviewed monthly or as required during the project by the Project Manager and/or nominated representative and updated to reflect any new risks introduced by site conditions, design changes, work methodology etc.

1.4 PROJECT MANAGEMENT PLAN (PMP)

This Project Management Plan (PMP) describes the strategy, methods, controls, and requirements for the execution of the project. It stands alone as the master document for site activities and refers to company procedures for system-based activities.

This Project Management Plan is to be read in conjunction with all appendices and associated Plans/Documents including the University of Sydney's Contractor Handbook.

The PMP is reviewed and signed-off by Nominated Head Office Senior Management prior to the first issue. For the purpose of the PMP a Senior Manager is defined in the organisational chart (App 1) (FP 1.4)

The Project Manager who has the overall responsibility to deliver the project will induct the project team on the requirements of the Integrated management system (QA, ENV, WHS) and relevant legal references in the Project Management Plan. Team members will initial the PMP review page.

This PMP is to be reviewed at intervals throughout the project at the discretion of the Project Manager.

The PMP template will be reviewed following changes to legislation, changing expectations of the interested parties, changes to RCC activities products or services, changes to the management structure, lessons learnt from completed projects, the results of internal and external audits, near misses, incident or accidents, and feedback from RCC employees.

The Project Manager has responsibility for the control, approval, maintenance and issue of the Project Management Plan, including amendments. The Project Manager will also initial the changes in the amendments page to indicate acceptance.

Amendments will be made by re-issuing the amended pages (new revision date) together with the amendments page, superseded pages to be filed at the back of the PMP.

1.5 LEGAL AND OTHER REQUIREMENTS

Legal & Other Requirements – refer to procedure [QAP-4.2-006](#).

Legislative requirements that are relevant to RCC's operations have been summarised in the document RCC Legal and Other Requirements, are available on the RCC Intranet on request to the Site Manager.

Project requirements will be identified from Contract documents and reports, and summarised in Sections 3, 4 and 5 of the PMP. Also see [Specific Contractual & Trade Requirements](#).

Activity and task specific requirements are identified in SWMS, ITPs and other project specific work instructions.

Compliance with legal and other requirements is reported monthly by the Project Manager in the Project Reports and [WHS Statistics](#).

In accordance with the Contractors Handbook, evaluation of RCC's overall compliance will be undertaken during the monthly Project Review Meetings held at RCC Head Office.

Identification of any changes to legal and other requirements is the responsibility of the Project Manager for site issues (such as DAs) and the Business System Manager, WHSR Manager, HR Manager, Design Manager or Commercial Manager for changes that relate to the RCC management system.

1.6 INDIGENOUS PARTICIPATION

The Project Manager, Contract Manager, and Workforce & Industry Participation Manager will develop and implement the RCC Indigenous Participation Plan including communicating targets, commitments and subcontract agreements.

The Indigenous Participation Plan is subject to change / amendment and will be included in the Appendix 6 to this Project Management Plan.

The Contract Manager, together with Workforce & Industry Participation Manager will implement and monitor the site-specific requirements of the Indigenous Participation Plan.

The Contract Manager will include in subcontract conditions the appropriate sections of the Indigenous Participation Plan and will check that subcontractors are fulfilling these obligations further aligning with the Contractors Handbook which encourages RCC to participate or actively promote opportunities for Indigenous Employment and report it to the University.

1.7 TRAINING MANAGEMENT PLAN

1.7.1 GENERAL

The Project Manager will prepare a Training Management Plan. The Plan incorporates a training needs analysis for the project, along with statutory training requirements listed in the WHS Management Plan

The Training Management Plan will be included in Appendix 8 to this Project Management Plan. Utilising the training register of completed training through Litmos available on request to Administration Assistant at Head Office.

The plan is subject to review, change, input from the Project Manager, Contract Manager, Site Manager, WHS Manager will include the site-specific training requirements in the Training Management Plan.

1.7.2 TRAINEES AND APPRENTICES

The site induction process will identify construction industry workers with less than 2 years' experience. These inexperienced workers may require additional monitoring by their supervisors.

The RCC Site Management will record the names and details of Site personnel on Nominated database.

1.8 KEY PERSONNEL & STAKEHOLDER/ EMERGENCY CONTACT DETAILS

1.8.1 RCC STAFF CONTACT DETAILS:

POSITION	NAME	PHONE	EMAIL
Construction Manager	Peter Furlong	0409 698 718	furlongp@richardcrookes.com.au
Project Director	Annelise Cannon	0422 912 570	cannonna@richardcrookes.com.au
Senior Project Manager	Roger Ornek	0414 306 248	OrnekR@richardcrookes.com.au
Senior Contracts Manager	Keith Tai	0417 461 289	TaiK@richardcrookes.com.au
Senior Site Manager	Dane Lalic	0411 406 559	lalicd@richardcrookes.com.au

1.8.2 CLIENT / AUTHORISED OFFICER / CLIENT REPRESENTATIVE'S CONTACT DETAILS:

ORGANISATION	NAME	PHONE (M)	EMAIL
University Infrastructure	Adam Goff	0421 716 113	adam.goff@sydney.edu.au
University Infrastructure	Anthony Murphy	0410 190 521	anthony.murphy1@sydney.edu.au
University Infrastructure	Nikki Short	0413 586 039	nikki.short@sydney.edu.au
University Infrastructure	Janani Suseelar	0466 998 167	janani.suseelar@sydney.edu.au

1.8.3 EMERGENCY/STAKEHOLDER CONTACT DETAILS:

ORGANISATION	NAME	PHONE (W)	PHONE (M)
Safework	Call Desk	Hotline for incident reporting 13 10 50	
Fire Brigade/HAZMAT	Emergency	000	
Police	Emergency	000	
City of Sydney Council's Environmental Representative	Call Desk	02 9265 9333	
Environment Protection Authority (EPA)	Call Desk	02 9211 4723 Head Office 02 9995 5000 Parramatta	After Hours Pollution line 131 555
National Parks and Wildlife Service (NPWS)	Call Desk	1300 072 757	
Heritage Office	Call Desk	9873 8500	
SSD - Dept of Planning Compliance contact	Megan Fu	92746531	

1.9 ROLES, RESPONSIBILITIES & AUTHORITIES

1.9.1 PROJECT ORGANISATIONAL CHART

The project Organisation Chart has been included in Appendix 1.1 to this Project Management Plan.

All project staff will review and initial the Matrix to indicate they understand their roles.

1.9.2 ROLES, RESPONSIBILITIES & AUTHORITIES

The following is an overview of the responsibilities of each team member based on detailed R&Rs outlined in Appendix 1.2 Project Roles, Responsibilities and Authorities Matrix

CONSTRUCTION MANAGER

PETER FURLONG

- 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

PROJECT DIRECTOR

ANNELISE CANNON

- Quality
 - The Project Team's development and Implementation of all aspects of the PMP
 - All Contract obligations are met (cost / time/ quality / environmental)
 - Client Liaison
 - Coordination and leadership of the site team
 - Trade contractor performance
 - Project status reporting, internal and external for (QA, ENV, WHS)
 - Overview of Design Performance and coordination of design consultants and design contractors
 - Contractor performance
 - Building and planning approvals
- Environmental
 - Oversee the implementation of the project's environmental obligations defined in the Head Contract and Development Consent
 - Coordinate preventative / disaster measures
- WHS
 - Employee Relations
 - Union/Industrial Relations
 - Ensure the WHS Committee is effectively managed

SENIOR PROJECT MANAGER

ROGER ORNEK

- Quality
 - Implementation of all aspects of the PMP
 - Co-Ordination and leadership of Site Team

- Coordination of suppliers / trade contractors and performance monitoring
 - Set up of safety, quality and environmental data and communication management platforms
 - Project Status Reporting internal and external for QA, ENV, WHS
 - Responsible for obtaining authority approvals and compliance with all consent conditions allocated to RCC
 - Investigate alternative construction elements
 - Oversee programming
 - Monitor Site Specific SSD conditions for compliance make contact with the SSD project representative if not complying with the consent conditions Form 06.0
- Environmental
 - Prepare and review / update the Environmental Management section within the PMP
 - Coordinate preventative / disaster measures
 - Oversee the implementation of the project's environmental obligations defined in the Head Contract and Development Consent
- WHS
 - Ongoing development and monitoring of the WHS section within the PMP
 - The WHS committee is effectively managed
 - Employee Relations
 - Union/Industrial Relations

QUALITY MANAGER

MARKO DAKIC

- Develop and implement quality assurance policies and procedures
- Conduct regular site inspections to ensure compliance with quality standards
- Oversee the testing and inspection of construction materials
- Document and maintain records of quality issues and resolutions
- Manage quality audits and follow up on audit findings.

DESIGN DIRECTOR / SENIOR DESIGN MANAGER / DESIGN MANAGER

MICHAEL BRADBURN, JP CASTANER, BRIAN CUNNINGHAM

- RCC's contractual Design Management related responsibilities are met
- Coordination and performance of design team (consultants/D&C subcontractors)
- Approve payments for design consultants
- Prepare and monitor Design Program
- Implement processes for Design submissions, presentations and change management
- Manage the design coordinators if applicable
- Chair and minute design meetings

- Client / User Group design approvals
- Investigation and approval of design alternatives
- Manage cost planning of design proposals
- Manage the Safety in Design (SiD)
- Set-up of communication platform and protocols in conjunction with SPE/PE/SE
- Setup of documentation control, and sample submission process in conjunction with SPE/PE/SE
- Design verification/ QA of the design including consent condition related obligations
- Management of Consent modification process
- Review incoming and outgoing DA's and SSD consent conditions and mark for distribution if applicable

SENIOR SITE MANAGER

DANE LALIC

- Quality
 - Quality Assurance - (Build and Documentation)
 - Coordination and leadership of Site Supervisors
 - Short term programme
 - Construction Coordination
 - Review design details
 - Monitor Site Specific SSD conditions for compliance make contact with the SSD project representative if not complying with the consent conditions Form 06.0
- 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 PMP 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

SENIOR CONTRACTS MANAGER / CONTRACT MANAGER / SENIOR CONTRACTS ADMINISTRATOR

KEITH TAI, MICHAEL LAVERTY, MONIQUE MARTINO, HANNAH SWARBRICK, ALLAN LI

- Quality
 - Administration of Head and Sub – contracts
 - Letting of Subcontracts
 - 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.

SENIOR PROJECT ENGINEER / PROJECT ENGINEER / SITE ENGINEER

CAMERON SMITH, NIC VLATKO, JOSH BRENNER, KAYLA WEHBE, MADISON BARRIE, JAMES DUNLOP

- Quality
 - Short- and medium-term programming
 - Assistance in administration of Head Contract reporting and specifications
 - Oversee administration of Subcontracts
 - Manage document control and sample approvals in conjunction with Design Manager
 - Review Design Management tasks if no dedicated resource allocated
 - RFI's and client/consultant liaison
 - Project completion planning (including set up and management of all pre-commissioning activities required for Fire Safety Schedule and asset data management incl SiD)
 - Variation control

- Cost control and reporting
- Quantity surveyor liaison
- Progress claims and payments
- Establish and oversee Handover data, O & M management
- Monitor consent and authority approval compliance documentation
- WHS
 - Maintain WHS records for the Project as required
 - Assist in the implementation of the Project Management Plan as required
- Environmental
 - Maintain Environmental records for the Project as required
 - Assist in the implementation of the Project Management Plan as required

SENIOR SERVICES MANAGER / SERVICES MANAGER

ZORAN STEPHANOVSKI, MIKE EMERSON, MARK VARTULI

Responsible for the co-ordination and management of services contractors engaged on a project in accordance with the RCC Management System and see that temporary works, cost, program, buildability, Environmental, Safety and Quality Management are satisfactorily addressed. Ensure that Clients expectations in terms of project quality, timing and budget are delivered. As directed by Construction Manager and Project Manager.

SITE SUPERVISOR

MICHAEL MACKAY, NICHOLAS CONSTABLE

- 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

WHS AND ENVIRONMENTAL REPRESENTATIVES / SAFETY MANAGER

MATT DYMOND, WHS

- Accurately represent the WHS concerns of the employees on site and communicate these concerns to the Site Manager
- Any hazardous situations and / or dangerous activity is isolated and reported
- Report all accident and incidents to the Site Manager
- Participate in hazard inspections
- Participate with other member of the Project Team in the review of Subcontractor SWMP Risk Assessments
- Where applicable, conduct the WHS induction sessions
- Play a leading role in the WHS Committee Meetings
- Assist the Site Supervisor in the completion of Accident / Incident Injury Report forms
- Monitor adherence to work method procedures
- Environmental
 - Environmental management implementation monitoring and inspections
 - Assist with the development disaster / emergency spill response strategy
 - Monitor the performance of RCC and Trade Contractor Environmental Management

CADETS/GRADUATES

LUKE CHAPMAN, HARRIET WILLIAMS

To work closely and act as a conduit with Project Management team and external parties to achieve all project goals relating to - Time, Cost, Quality, Environmental and Safety.

The role will support site management team through coordinating and monitoring activities, resolving issues, providing QA, producing report, providing technical direction and managing contracts.

As outlined in the Project Management Plan (Quality, WH&S & Environmental) and other delegations as advised by the Project Manager/Site Manager/Contract Manager

FIRST AIDER

TONY MAMPRIN, PETER JAMES NOPIA

- First aid
- Workplace / workforce monitoring

CONSTRUCTION WORKERS (WHERE APPLICABLE)

- 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
- Heed the evacuation signal when sounded

Refer to the Roles and Responsibilities Matrix Appendix 1. Edit for project team as appropriate.

1.9.3 SITE TASKS CHECKLIST

The 'Site Tasks Checklist' in Appendix 1.3 serves as a quick reference for RCC staff to carry out their daily/weekly/monthly tasks as defined and communicated.

Update the checklist as required.

1.10 METHODOLOGY

The Construction Program Appendix 1.4 indicates how RCC will stage the construction works, and for projects where the construction process is well known to RCC, the Program determines the construction methodology.

If required, more details are provided in Construction Methodology Plan, Appendix 1 to this Project Management Plan.

1.11 PROGRAMME

The project programme is included in Appendix 1.4 to this document and is the version current at the time of issue of the PMP. The project programme may be amended, and the latest revision will be controlled by the Project Manager, and not updated in this PMP.

1.12 PROJECT START UP

Project Start Up - refer to procedure QAP-7.5-001.

1.12.1 DILAPIDATION REPORT

The building and surrounding areas will be inspected at project start up and a dilapidation report produced by an external Consultant. The report together with any photographic evidence will be forwarded to the Project Manager who will forward a copy to the client.

At the end of the project the dilapidation report will be reviewed for any change by the external consultant. Any discrepancies will be reported to RCC's Construction Manager, who will decide on the action to be taken.

1.12.2 SITE ESTABLISHMENT

The Project Manager will manage the Site Establishment & Planning Checklist Appendix 1.5. Responsibilities are identified on the form.

1.12.3 SITE SECURITY

The Site Manager or nominated personnel is responsible for ensuring site security is integrated with the existing services on site and back to base security requirements. This includes ensuring that the perimeter fencing, doors and gates are secured and if required security patrols organised as required to prevent unauthorised access to the construction site.

All keys issued and returned will be recorded in a key register.

Padlocks will be issued by RCC.

1.13 INSURANCE

1.13.1 PROJECT INSURANCES

Project insurances requirements are reviewed during the tender period. These requirements are communicated to the Project manager during the Estimators Handover meeting.

The Project manager will review the contract and complete the Project Insurances Checklist as included in Appendix 1.9.

The Project Manager will advise RCC's Finance Manager and insurance broker, that the appropriate insurance is in place prior to work commencing.

As per the Contractors Handbook and as part of the qualification and approval process RCC is also required to Provide copies of relevant experience, insurance coverage (Workers Compensation, Public Liability, Professional Indemnity insurance etc.), SafeWork NSW registrations and licence information.

Insurance by the principal

Where the principal is required to ensure the works, or to insure any existing buildings or facilities (check the contract wording), then the Project Manager will ensure that RCC is named on the policy, and that we obtain a copy of the policy and a certificate of currency prior to work commencing.

1.13.2 UNDERGROUND SERVICES

Note the following requirement of the RCC insurance policy.

Before any work is undertaken which may effect underground services, underground cables or underground pipes of any kind, existing prior to the commencement of the construction contract, the insured will: make a written request to the relevant public authority or the owner and "before you dig Australia" of such services, cables or pipes for documents or information as to the location of such services; cables or pipes; and obtain from the Public Authority or the owner of such services, cables or pipes written confirmation, or oral but documented confirmation, of the exact position of such services, cables or pipes; and subsequently trace the location of the services, cables or pipes and indicate the location in situ."

The Project Manager will make the above inquiries and comply with the terms of the RCC insurance policy.

Refer Section 1.17 of the WHSMP, Excavation and Groundbreaking.

Furthermore, as per the Contractors Handbook, before work commences, RCC must confirm the services that are at or near the location where the work is to be done that could create a risk if contacted or damaged.

1.14 CONTRACT ADMINISTRATION

1.14.1 HEAD CONTRACT ADMINISTRATION & PROGRESS CLAIMS REQUIREMENTS

Contract Administration- refer to procedure [QAP-7.5-003](#).

The Project Manager and/or nominated project staff will examine the contract documents and prepare a list of requirements (Form 60.1) for the submission of head contract progress claims, and include in Appendix 1.7 Subcontract and Consultant Administration

Subcontract Administration- refer to procedure [QAP-7.5-002](#).

Subcontractor performance will be reviewed using Cheops Database by the Project Manager and/or nominated project staff.

The RCC intranet provides the template subcontracts, supply agreements and consultancy agreements and letting guidelines.

1.14.2 SPECIFIC CONTRACTUAL & TRADE REQUIREMENTS

The Project Manager will prepare a list of contractual requirements in accordance with procedure [QAP-7.5-001](#) Project Start up.

The list of Project Specific Contract Requirements will be included in the Appendix 1.7 to this Project Management Plan.

The Project Manager will prepare a list of trade requirements such as submissions, hold & witness points, testing and warranties. Subcontract agreements, supply agreements and consultancy agreements can be found in the RCC Intranet. The list of project specific requirements will be included in the Appendix 1.7 to this Project Management Plan.

Refer Section 2.5 Inspection Methodology.

1.15 PRINCIPAL CERTIFYING AUTHORITY

Now that RCC have been awarded the project, the Contractor will contact the Principal Certifying Authority as soon as possible.

Agree with the PCA the list of mandatory inspections and timing.

Maintain a matrix of inspections.

A copy of the Construction Certificate and the approved plans will be kept on site.

1.16 COMPLETION

1.16.1 PRACTICAL COMPLETION

Practical Completion - refer to procedure [QAP 7.5-004](#).

Defects Management – refer to procedure [QAP-7.5-005](#)

As early as possible during the project (or as noted in the contract), the Project Manager will develop a Hand-Over Checklist based on the Head Contract. Review the DA and SSD Consent conditions for completeness

The Project Manager and/or nominated representative will manage the Hand-Over Checklist, updating it as actions are completed.

Work as Executed drawings / As Built's are to be marked up progressively by the subcontractors during their work packages.

As trades are progressively completed, ITPs are to be submitted, and Work as Executed / As Built drawings, warranties, test results, compliance certificates etc will be complied. These are to also clearly identify service locations and material changes etc.

The process for managing defects prior to completion is described in Section 2.10, Defects Operation and Maintenance Manuals will be prepared (Template on RCC intranet) and are to be reviewed for content by the Client. Once finalised, electronic copies will be saved electronically Where required by the contract or deemed necessary by the Project Manager, forward the Design Hazard Register developed during the design phase to the Client at completion or when Works are occupied, whichever is the earlier.

1.17 SITE CLOSURE

The Project Manager will manage the Site Completion Checklist (Form 41.6).

Action items on the Site Closure Checklist will be signed off as they are completed.

The completed checklist will be filed in the project files.

Records Control and Archiving- refer to procedure [QAP-4.2-002](#)

Archive documents records ref (Document retention schedule). Records can be made available to interested parties on request.

1.18 PROJECT FINALISATION, DEFECTS LIABILITY PERIOD & MAINTENANCE

Project Finalisation - refer to procedure [QAP 7.5-006](#).

Project finalisation procedures include processes for release of bank guarantees, defect rectification during the defect's liability period and contract finalisation.

The Project Manager will complete a review of the project with the Maintenance Manager/Post Completion team, using (Form 41.8).

Once the project defects liability period is complete, the administration of any further construction issues is handed over to the RCC Post Completion Team.

Maintenance - refer to procedure [QAP 7.5-011](#).

2 QUALITY MANAGEMENT

Refer to separate Quality Management plan, subheadings are as follows

2.1 QUALITY MANAGEMENT PLAN

2.1.1 QUALITY MANAGEMENT SYSTEM

2.1.2 DESIGN MANAGEMENT PLAN

2.1.3 PROJECT ORGANISATIONAL CHART

2.1.4 PROJECT ROLES AND RESPONSIBILITIES

2.2 PROJECT OBJECTIVES AND TARGETS - QUALITY

2.3 DOCUMENT AND DATA CONTROL

2.3.1 RESPONSIBILITIES

2.3.2 SITE DIARY

2.3.3 REQUESTS FOR INFORMATION (RFI'S)

2.4 MEETINGS

2.5 INSPECTION METHODOLOGY

2.5.1 INSPECTION AND TEST PLANS (ITPS)

2.5.2 EXTERNAL CONSULTANT INSPECTIONS

2.5.3 CLIENT WITNESS POINTS

2.6 PRODUCT & SERVICES

2.6.1 PURCHASING

2.6.2 RECEIPT OF GOODS ON SITE

2.6.3 CLIENT SUPPLIED PRODUCT & SERVICES

2.6.4 SUPPLY AGREEMENTS

2.6.5 STORAGE OF MATERIALS AND EQUIPMENT

2.7 ASSET REGISTER

2.8 CALIBRATION

2.9 NON-CONFORMANCE, CORRECTIVE & PREVENTATIVE ACTION

2.9.1 NON-CONFORMANCES

2.9.2 CONTRACTORS NOTICES

2.9.3 BACK CHARGES

2.10 DEFECTS

2.10.1 RCC DEFECT LIST

2.10.2 CLIENT DEFECT LIST

2.11 PROJECT AUDITS

2.11.1 INTERNAL AUDITS

2.11.2 EXTERNAL AUDITS

APPENDIX 1 – RCC QUALITY POLICY

APPENDIX 2 – RCC QUALITY PLAN ASSESSMENT CHECKLIST

APPENDIX 3 – ITP SCHEDULE

3 WORK HEALTH & SAFETY

Refer to separate WHS Management plan, subheadings are as follows

3.1 WHS MANAGEMENT PLAN

3.1.1 GENERAL

3.1.2 SAFETY ROLES AND RESPONSIBILITIES

3.2 COMMENCEMENT ON SITE

3.2.1 SITE ESTABLISHMENT

3.2.2 SITE RULES

3.2.3 SITE ATTENDANCE REGISTER

3.2.4 PROJECT KPI'S - WHS

3.3 LEGISLATIVE COMPLIANCE

3.4 HAZARD IDENTIFICATION & RISK ASSESSMENT

3.4.1 PROJECT HIGH-RISK WORKSHOP

3.4.2 WORKSHOP STEPS

3.4.3 SUBCONTRACTOR PRE-COMMENCEMENT WORK METHODOLOGY REVIEW

3.5 TRAINING

3.5.1 GENERAL

3.5.2 PROJECT INDUCTIONS

3.5.3 PROJECT SPECIFIC INDUCTION STICKER

3.5.4 DELIVERY DRIVERS

3.5.5 CERTIFICATION OF WORKERS AND COMPETENCY

3.6 SAFE WORK METHOD STATEMENTS (SWMS)

3.6.1 SAFE WORK METHOD STATEMENT (SWMS) MONITORING

3.7 MANUAL HANDLING & OCCUPATIONAL OVERUSE SYNDROME

3.8 INSPECTIONS

3.8.1 HAZARD NOTIFICATION

3.8.2 SITE INSPECTIONS

3.9 PLANT & EQUIPMENT

3.9.1 GENERAL

3.9.2 CRANES

3.9.3 EQUIPMENT CERTIFICATE OF CONFORMANCE FOR ALL PLANT AND EQUIPMENT

3.10 SCAFFOLDING

3.10.1 PREFABRICATED MODULAR SCAFFOLD

3.10.2 BRICK AND BLOCK LAYING SCAFFOLDS

3.10.3 MOBILE SCAFFOLD

3.11 ELECTRICAL EQUIPMENT/WORK

3.11.1 RESIDUAL CURRENT DEVICE (RCDS)

3.11.2 DISTRIBUTION BOARDS

3.11.3 LIVE (ENERGISED) ELECTRICAL WORK

3.12 PRESSURE SYSTEMS

3.13 TEMPORARY SUPPORT STRUCTURES (TEMP WORKS)

3.13.1 CONTROLS

3.14 FORMWORK

3.14.1 WORK AT HEIGHTS

3.14.1.1 CONTROLS

3.14.2 LADDERS

3.14.2.1 SELECTION OF LADDERS

3.14.2.2 POSITIONING OF LADDERS/CONTROLS

3.14.3 SAFETY LINES AND DEVICES

3.15 HOT WORKS

3.15.1 GENERAL

3.15.2 HOT WORK AREA

3.15.2.1 FIRE WATCH/PREVENTION

3.15.2.2 COMPLETION OF THE HOT WORK

3.15.2.3 HOT WORK IN CONFINED SPACES

3.16 CONFINED SPACES

3.16.1 ISSUE OF PERMIT TO WORK AND ENTRY PERMITS (PTW)

3.16.2 ISOLATION OF THE CONFINED SPACE

3.16.3 STAND-BY PERSON

3.17 EXCAVATION & GROUNDBREAKING

3.18 WORK IN OR AROUND EXCAVATIONS, BEHIND RETAINING WALLS

3.19 WORKING NEAR HIGH VOLTAGE OVERHEAD CABLES

3.19.1 RESPONSIBILITIES

3.19.1.1 THE PROJECT MANAGER IS RESPONSIBLE FOR:

3.19.1.2 THE SUBCONTRACTOR IS RESPONSIBLE FOR:

3.19.1.3 ALL SITE WORKERS MUST:

3.20 HAZARDOUS SUBSTANCES

3.21 RESPIRABLE CRYSTALLINE SILICA

3.22 HEALTH SURVEILLANCE

3.23 PSYCHOSOCIAL HEALTH AND WELLBEING

3.24 CONSULTATION & COMMUNICATION

3.24.1 WEEKLY SAFETY DIAL-IN COMMUNICATION

3.24.2 DAILY PRESTART MEETING:

3.24.2.1 WHOLE SITE PRE-START:

3.24.2.2 SEPARATE PRE-STARTS

3.24.3 DAILY OPERATIONS AND PLANNING MEETING:

3.24.4 SUBCONTRACTOR PRE-COMMENCEMENT WORK METHODOLOGY REVIEW

3.24.5 TOOLBOX MEETINGS

3.24.6 WHS COMMITTEES AND OTHER AGREED ARRANGEMENTS (EXCLUDING ACT REGION)

3.24.6.1 OTHER AGREED ARRANGEMENTS

3.24.6.2 WORK GROUP – HSR: WHERE AN HSR REPRESENTATIVE IS ELECTED

3.24.6.3 THE PERSON CONDUCTING A BUSINESS OR UNDERTAKING AT A WORKPLACE MUST ESTABLISH A HEALTH AND SAFETY COMMITTEE FOR THE BUSINESS OR UNDERTAKING OR PART OF THE BUSINESS OR UNDERTAKING

3.24.7 SAFETY ALERTS

3.25 INJURY AND INDICENT MANAGEMENT INCIDENT

3.25.1 FIRST AID

3.25.2 FIRST AID REPORTING

3.25.3 INCIDENT INVESTIGATION AND REPORTING

3.26 HPI (HIGH POTENTIAL INCIDENT REPORTING)

3.26.1 NOTIFIABLE INCIDENT

3.26.2 INCIDENT DEBRIEF/CLOSURE

3.26.3 RCC WHS STATISTICS

3.27 RETURN TO WORK AND INJURY MANAGEMENT PROGRAMME

3.28 HAZARD IDENTIFICATION AND PREVENTATIVE ACTION

3.28.1 HARASSMENT, BULLYING, VIOLENCE AND DISPUTE RESOLUTION

3.29 EMERGENCY MANAGEMENT

3.30 TRAFFIC MANAGEMENT

3.31 INCLEMENT WEATHER

4 ENVIRONMENTAL MANAGEMENT

Refer to Separate Environmental Management Plan, subheadings are as follows

4.1 ENVIRONMENTAL MANAGEMENT PLAN

4.2 PURPOSE OF THE ENVIRONMENTAL MANAGEMENT PLAN

4.3 PROJECT OBJECTIVES AND TARGETS - ENVIRONMENT

4.4 RESPONSIBILITIES

4.5 ENVIRONMENTAL RISKS/ ENVIRONMENTAL ASPECTS

4.6 LEGISLATIVE COMPLIANCE

4.7 ENVIRONMENTAL IMPACTS AND CONTROLS

4.7.1 PROJECT ENVIRONMENTAL MANAGEMENT PLANS

4.7.2 SUPPLEMENTARY ENVIRONMENTAL PROCEDURES

4.7.3 SUBCONTRACTORS AND SUPPLIERS

4.7.4 CONTAMINATED SITE PROCEDURE & WASTE MANAGEMENT

4.7.5 IMPORTED FILL

4.8 MONITORING

4.8.1 INSPECTIONS AND FIELD TESTING

4.8.2 PERFORMANCE OF THE EMP

4.9 COMMUNICATION AND CONSULTATION

4.9.1 TRAINING

4.9.2 COMMUNITY CONSULTATION

4.9.3 EXTERNAL STAKEHOLDERS

4.9.4 COMMUNITY COMPLAINTS

4.10 EMERGENCY PLANNING & RESPONSE

4.11 INCIDENT INVESTIGATION & REPORTING

4.11.1 INCIDENT MANAGEMENT AND REPORTING

4.11.2 DUTY TO NOTIFY ENVIRONMENT PROTECTION AUTHORITY (EPA) OF POLLUTION INCIDENT - NOTIFIABLE INCIDENT

4.12 INCIDENT DEBRIEF / CLOSURE

4.13 NON-CONFORMANCE

APPENDIX 1 – RCC ENVIRONMENT POLICY

APPENDIX 2 – RCC ENVIRONMENTAL RISK MATRIX

APPENDIX 3 - ENVIRONMENTAL CONTROLS

APPENDIX 4 - RCC INCLEMENT WEATHER PROCEDURE

APPENDIX 5 - RESPONSIBILITIES AND AUTHORITIES MATRIX

APPENDIX 6 - COMPETITIVE PEST SERVICES AUDIT REPORT

APPENDIX 7 – TREE PROTECTION PLAN

5 WORKPLACE RELATIONS

Refer to Workplace Relations Management Plan

5.1 WORKPLACE RELATIONS

The Project Manager and/or nominated representative will prepare a Workplace Relations Management Plan based on the Industrial Relations Management guidelines.

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

The Site Manager or nominated personnel will implement the site-specific requirements of the Workplace Relations Plan.

The Project Manager and/or nominated representative will include the subcontract conditions in the appropriate sections of the Workplace Relations Plan and will check that Subcontractors are fulfilling their obligations

5.2 LEGISLATIVE COMPLIANCE

Legislative requirements that apply to the project are detailed in Appendix 1 legal register. The Project Manager and/or nominated representative will amend the legal register to make it project specific

5.3 CODE OF PRACTICE FOR THE CONSTRUCTION INDUSTRY

RCC has submitted expressions of interest on projects funded or partially funded by the NSW Government

NSW Industrial Relations Guidelines: Building and Construction Procurement (the **Guidelines**) was introduced in July 2013 and was reissued in September 2017, and applies to building contractors and building industry participants who have submitted an expression of interest or tendered on NSW government funded works.

The Code applies to all RCC projects (including private clients) the company's business systems, and extends to our subcontractors, suppliers & consultants.

The RCC Workplace Relations Plan 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 Workplace Relations Plan (Appendix 1 Section 6)

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, and other visits, plus any identified non compliant 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. Any potential reportable breaches to be submitted within 24 hours of the event to the Code Compliance Unit after discussion with the Construction Manager and the Business Systems Manager.
- Forums for reporting and addressing non-complaint behaviour by subcontractors include the subcontractor's meetings, RCC project review meetings and one-on-one meetings with subcontractors.

Reference Documents available on the RCC HQ or the intranet:

- NSW Government industrial relations fact sheet
- RCC Procedure QAP-7.5-012 Code Compliance NSW Government

5.4 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 Section 5.1 Dispute Resolution Procedure.

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