

PROJECT MANAGEMENT PLAN

SYDNEY BIOMEDICAL ACCELERATOR PROJECT # 1330

11 AUGUST 2026

RICHARD CROOKES
CONSTRUCTIONS



THIS PLAN HAS BEEN APPROVED FOR USE BY:

APPROVED BY / DATE

EDWARD MILLER, **PROJECT MANAGER**

APPROVED BY / DATE

Craig Richmond, **BUSINESS SYSTEM, QA / ENV. MANAGER**

APPROVED BY / DATE

Simon Dayball, **GROUP SAFETY MANAGER**

APPROVED BY / DATE

Ian West, **GENERAL MANAGER – COMMERCIAL & RISK**

AUTHORITY POSITION	COMPANY NAME	NO. OF COPIES
Adam Goff	University Infrastructure	One copy
Annelise Cannon	Richard Crookes Constructions	1 copy
Edward Miller	Richard Crookes Constructions	1 copy

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
07/04/2026	Revision 6- Updated, New staff, Org chart, Updates to sections - 2.1, 3.1, 3.3, 3.4, 3.5, 3.7, 4.1, Fitness for work, Workplace relations plan, Training management plan	MD
05.05.2026	Revision 7- Emergency plan Rev 4 - Update the new document / Revision Updated lithium battery fires/ Battery storage. New staff / Org chart	EM
21/07/2026	Revision 8 – Revised Project Management Plan to reflect current project personnel, adding new staff and removing personnel who are no longer on the project.	MD
11/08/2026	Revision 9 – Revised Project Management Plan to reflect current project personnel Revised WHS plan, Environmental management plan , Training management, SHAW plan, CTMP Updated, Emergency management plan	MD

PROJECT POSITION	NAME	SIGNATURE	REVISIONS
			11/08/2026 <DATE> <DATE> <DATE>
OPERATIONS MANAGER	Peter Furlong		
PROJECT DIRECTOR	Annelise Cannon		
PROJECT MANAGER	Edward Miller		
PROJECT MANAGER – SITE	Anthony Di Cecco		
SENIOR SITE MANAGER	Bill Denkov		
SAFETY ENVIRONMENTAL MANAGER	Matt Dymond		
SITE SUPERVISOR - GENERAL	Michael Mackey		
SITE SUPERVISOR – GENERAL	Johnny Chahin		
SITE SUPERVISOR - GENERAL	Corey Deegan		
STAKEHOLDER & WORKFORCE DEVELOPMENT MANAGER	Sarah Uff		
DESIGN DIRECTOR	Michael Bradburn		
SENIOR DESIGN MANAGER	Juan Pablo Castaner		
DESIGN MANAGER	Brian Cunningham		
DESIGN COORDINATOR	Angelina Ang		
DIGITAL DESIGN LEAD	Dean James		

GOVERNANCE & TECHNICAL DIRECTOR	David Keenan
DESIGN INTERN	Charlotte Dulhunty
DOC CONTROLLER	Jess Way
SENIOR CONTRACTS MANAGER	Keith Tai
CONTRACTS MANAGER	Michael Lavery
SENIOR CONTRACT ADMINISTRATOR	Allan LI
SENIOR CONTRACT ADMINISTRATOR	Monique Martino
SENIOR CONTRACT ADMINISTRATOR	Andrew MacWilliams
CONTRACT ADMINISTRATOR	Tim O'Connell
SENIOR SERVICES MANAGER	Zoran Stepanovski
SERVICES MANAGER	Mike Emerson
SERVICES MANAGER	Mark Vartuli
SENIOR PROJECT ENGINEER	Patrick Nahas
SENIOR PROJECT ENGINEER	Hamza Sajadi
SENIOR PROJECT ENGINEER	Josh Brenner
PROJECT ENGINEER	Kayla Wehbe
PROJECT ENGINEER	Harrison Andrews
SITE ENGINEER	Madison Barrie

SITE ENGINEER	James Dunlop
WHS&E RESOURCE	Eddy Karam
QUALITY COORDINATOR	Marko Dakic
CADET	Luke Chapman
CADET	Max Clarkson
CADET	Harriet Williams
CADET	Eve Nguyen
TEAM ASSISTANT	Jess Stewart

By signing the PMP, I acknowledge and understand the supporting documents listed below; If required to be distributed separately then the individual plans to be signed by the team.

- *Aboriginal Participation Plan*
- *Asbestos Management Plan*
- *Community Consultation and Engagement Plan*
- *Construction Methodology Plan*
- *Construction Waste Management Plan*
- *Design Management Plan*
- *Drug and Alcohol Management Plan*
- *Emergency Management Plan*
- *Construction Environmental Management Plan*
- *Construction Traffic Management Plan*
- *Training Management Plan*
- *Workplace Relations Management Plan*

CONTENTS

PROJECT MANAGEMENT PLAN	1
This plan has been approved for use by:	1
1 INTRODUCTION	14
1.1 Introduction to the Project	14
1.2 Project Objectives and Targets	14
1.3 Project Risk Workshop	15
1.4 Project Management Plan (PMP)	16
1.5 Legal and Other Requirements	16
1.6 Aboriginal Participation	17
1.7 Training Management Plan	17
1.7.1 General	17
1.7.2 Trainees and Apprentices	17
1.8 Key Personnel & Stakeholder/ Emergency Contact Details	18
1.8.1 RCC Staff Contact Details:	18
1.8.2 Client / Authorised Officer / Client Representative's Contact Details:	18
1.8.3 Emergency/Stakeholder Contact Details:	18
1.9 Roles, Responsibilities & Authorities	19
1.9.1 Project Organisational Chart	19
1.9.2 Roles, Responsibilities & Authorities	19
1.9.3 Site Tasks Checklist	26
1.10 Methodology	26
1.11 Programme	26
1.12 Project Start Up	26
1.12.1 Dilapidation Report	26
1.12.2 Site Establishment	26
1.12.3 Site Security	26
1.13 Insurance	27
1.13.1 Project Insurances	27
1.13.2 Underground Services	27
1.14 Contract Administration	27
1.14.1 Head Contract Administration & Progress Claims Requirements	27
1.14.2 Specific Contractual & Trade Requirements	28
1.15 Principal Certifying Authority	28
1.16 Completion	28
1.16.1 Practical Completion	28
1.17 Site Closure	28
1.18 Project Finalisation, Defects Liability Period & Maintenance	29
2 QUALITY MANAGEMENT	30
2.1 Management System Documentation	30
2.1.1 Quality Management System	30

2.1.2	Design Management Plan	30
2.2	Project Objectives and Targets - Quality	30
2.3	Document and Data Control	30
2.3.1	Responsibilities	30
2.3.2	Site Diary	31
2.3.3	Requests for Information (RFI's)	32
2.4	Meetings	33
2.5	Inspection Methodology	35
2.5.1	Inspection and Test Plans (ITPs)	35
2.5.2	External Consultant Inspections	35
2.5.3	Client Witness Points	35
2.6	Product & Services	35
2.6.1	Purchasing	35
2.6.2	Receipt of Goods on Site	36
2.6.3	Client Supplied Product & Services	36
2.6.4	Supply Agreements	36
2.6.5	Storage of Materials and Equipment	36
2.7	Asset Register	37
2.8	Calibration	37
2.9	NON-CONFORMANCE, Corrective & Preventative Actions	37
2.9.1	NON-CONFORMANCES	37
2.9.2	Contractors Notices	37
2.9.3	Back Charges	38
2.10	Defects	38
2.10.1	RCC Defect IDENTIFICATION	38
2.10.2	Client Defect List	38
2.11	Project Audits	38
2.11.1	Internal Audits	38
2.11.2	External Audits	39
3	WORK HEALTH & SAFETY	40
3.1	WHS Management Plan	40
3.1.1	General	40
3.1.2	Definitions	40
3.1.3	Safety roles and responsibilities	43
3.2	commencement on site	43
3.2.1	site establishment	43
3.2.2	site rules	43
3.2.3	Site attendance register	43
3.2.4	project kpi's – whs	43
3.3	Legislative Compliance	45
3.4	Hazard Identification, Risk Assessment & the Implementation of controls	45
3.4.1	Contractor Pre-Engagement Risk Assessments	46
3.4.2	Subcontractor High-Risk Workshops	46

3.4.3	High-Risk Workshop Steps	46
3.4.4	SUBCONTRACTOR PRE-COMMENCEMENT WORK METHODOLOGY REVIEW	47
3.5	Training	47
3.5.1	General	47
3.5.2	Project Inductions	47
3.5.3	CERTIFICATION OF WORKERS & COMPETENCY	49
3.5.4	DELIVERY DRIVERS	49
3.6	SAFE WORK METHOD STATEMENTS	50
3.6.1	SAFE WORK METHOD STATEMENT MONITORING	50
3.7	Hazardous manual tasks	50
3.8	Hazardous Noise	51
3.8.1	General	51
3.8.2	What is involved in managing noise and preventing hearing loss	51
3.8.3	Effects of noise	51
3.8.4	Working safely in ambient noise	51
3.8.5	personal hearing protection	52
3.8.6	audiometric testing	52
3.9	INSPECTIONS	53
3.9.1	HAZARD NOTIFICATION	53
3.9.2	SITE INSPECTIONS	53
3.9.3	Identification and management of corrective actions	53
3.9.4	NON-CONFORMANCES	53
3.10	PLANT & EQUIPMENT	54
3.10.1	GENERAL	54
3.10.2	Lasers	54
3.10.3	CRANES	54
3.10.4	Plant & Equipment registration & INduction	55
3.11	SCAFFOLDING	55
3.12	ELECTRICAL EQUIPMENT / WORK	55
3.12.1	RESIDUAL CURRENT DEVICE (RCDS)	56
3.12.2	DISTRIBUTION BOARDS	56
3.12.3	LIVE (ENERGISED) ELECTRICAL WORK	56
3.12.4	Low Voltage & CPR	57
3.13	WORKING NEAR HIGH VOLTAGE OVERHEAD CABLES	57
3.13.1	RESPONSIBILITIES	57
3.14	TEMPORARY SUPPORT STRUCTURES (TEMP WORKS)	60
3.14.1	CONTROLS:	60
3.15	FORMWORK	61
3.16	WORK AT HEIGHTS	61
3.17	HOT WORKS	61
3.17.1	GENERAL	61
3.17.2	HOT WORK AREA	61
3.18	CONFINED SPACES	62
3.18.1	What is a confined space	62

3.18.2	ISSUE OF Confined Space Permits	62
3.18.3	ISOLATION OF THE CONFINED SPACE	62
3.18.4	STAND-BY PERSON	63
3.18.5	Confined Space Documentation	63
3.19	EXCAVATION & GROUNDBREAKING	63
3.20	WORK IN OR AROUND EXCAVATIONS, BEHIND RETAINING WALLS	65
3.21	HAZARDOUS SUBSTANCES & Unexpected finds	65
3.21.1	Asbestos	66
3.21.2	Lead	66
3.21.3	RESPIRABLE CRYSTALLINE SILICA	67
3.22	HEALTH SURVEILLANCE	67
3.23	PSYCHOlogical HEALTH AND WELLBEING	68
3.24	CONSULTATION & COMMUNICATION	69
3.24.1	MOntly SAFETY DIAL-IN:	69
3.24.2	DAILY PRESTART MEETING:	69
3.24.3	DAILY OPERATIONS PLANNING MEETING (CLub 130):	69
3.24.4	SUBCONTRACTOR PRE-COMMENCEMENT WORK METHODOLOGY REVIEW	70
3.24.5	TOOLBOX MEETINGS	70
3.24.6	WHS COMMITTEES AND OTHER AGREED ARRANGEMENTS (EXCLUDING ACT REGION)	70
3.24.7	WHS Issue Resolution	71
3.24.8	Right to cease unsafe work	71
3.24.9	SAFETY ALERTS	72
3.25	INJURY AND INCIDENT MANAGEMENT	72
3.25.1	FIRST AID	72
3.25.2	FIRST AID REPORTING	72
3.25.3	INCIDENT INVESTIGATION AND REPORTING	72
3.25.4	HPI (HIGH POTENTIAL INCIDENT REPORTING)	72
3.25.5	NOTIFIABLE INCIDENTs	73
3.25.6	INCIDENT DEBRIEF / CLOSURE	73
3.26	RETURN TO WORK AND INJURY MANAGEMENT PROGRAMME	73
3.27	HARASSMENT, BULLYING, VIOLENCE & DISPUTE RESOLUTION	73
3.28	EMERGENCY MANAGEMENT	73
3.29	TRAFFIC MANAGEMENT	74
3.30	INCLEMENT WEATHER	74
4	ENVIRONMENTAL MANAGEMENT	77
4.1	Environmental Management Plan	77
4.2	Purpose of the Environmental Management Plan	77
4.3	Project Objectives and Targets - Environment	77
4.4	Responsibilities	77
4.5	Environmental Risks/ Environmental Aspects	77
4.6	LEGISLATIVE COMPLIANCE	78
4.7	ENVIRONMENTAL IMPACTS AND CONTROLS	78

4.7.1	PROJECT ENVIRONMENTAL MANAGEMENT PLANS	78
4.7.2	SUPPLEMENTARY ENVIRONMENTAL PROCEDURES	78
4.7.3	SUBCONTRACTORS AND SUPPLIERS	79
4.7.4	CONTAMINATED SITE PROCEDURE & WASTE MANAGEMENT	79
4.7.5	IMPORTED FILL	79
4.8	MONITORING	79
4.8.1	INSPECTIONS AND FIELD TESTING	79
4.8.2	PERFORMANCE OF THE EMP	80
4.9	COMMUNICATION AND CONSULTATION	80
4.9.1	TRAINING	80
4.9.2	COMMUNITY CONSULTATION	80
4.9.3	EXTERNAL STAKEHOLDERS	80
4.9.4	COMMUNITY COMPLAINTS	80
4.10	EMERGENCY PLANNING & RESPONSE	81
4.11	INCIDENT INVESTIGATION & REPORTING	81
4.11.1	INCIDENT MANAGEMENT AND REPORTING	81
4.11.2	DUTY TO NOTIFY ENVIRONMENT PROTECTION AUTHORITY (EPA) OF POLLUTION INCIDENT – NOTIFIABLE INCIDENT	81
4.12	INCIDENT DEBRIEF / CLOSURE	82
4.13	NON-CONFORMANCE	82
5	WORKPLACE RELATIONS	83
5.1	Workplace Relations	83
5.2	LEGISLATIVE COMPLIANCE	83
5.3	CODE OF PRACTICE FOR THE CONSTRUCTION INDUSTRY	83
5.4	DISPUTE RESOLUTION	84

APPENDIX 1

STATUS Y, N		
1	PROJECT DELIVERY	
1.1	Client Organisation Chart (if applicable)	Yes
1.1	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
1.10	Contract Notice Requirements	Yes
2	QUALITY MANAGEMENT SYSTEM	
2.1	RCC Quality Policy	Yes
2.2	RCC Quality Management Plan Assessment Checklist	Yes
2.3	ITP schedule	Yes
3	WORK HEALTH & SAFETY	
3.1	RCC WHS Policy	Yes
3.2	Site Rules	Yes
3.3	WHS Consultation Committee Statement	Yes
3.4	Site WHS Consult Statement other agreed Arrangements	Yes
3.5	Project Risk Assessment	Yes
3.6	Harassment & Discrimination Policy	Yes
3.7	Legal Matrix	Yes

3.8	Inclement Weather Procedure	Yes
3.9	Safety Roles & Responsibilities (RACI)	Yes
4	ENVIRONMENT	
4.1	RCC Environment Policy	Yes
4.2	Environmental Risk Matrix	Yes
4.3	Environmental Controls	Yes
5	INDUSTRIAL RELATIONS	
5.1	Dispute Resolution Procedure	Yes
ASSOCIATED PLANS / DOCUMENTS		
	Aboriginal Participation Plan	Yes
	Asbestos Management Plan	Yes
	Community Consultation & Engagement Plan	Yes
	Construction Methodology Plan	Yes
	Construction Traffic Management Plan	Yes
	Construction Waste Management Plan	Yes
	Design Plan	Yes
	Environmental Plans Client/Consultant RAP, Noise, Vibration etc	Yes
	Emergency Management Plan	Yes
	Fitness For Work/Drug and Alcohol Management Plan	Yes
	Project Training Management Plan	Yes
	Safety, Health and Wellbeing Plan (SHAW)	Yes
	Traffic Control Plan	Yes
	Workplace Relations Plan	Yes
	Project specific forms	Yes

1 INTRODUCTION

1.1 INTRODUCTION TO THE PROJECT

The Project consists of 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 of which RCC is the principal contractor.

The project is located at The University of Sydney Access to site is off Western Avenue, Camperdown

The works are the design and construction of a Biomedical facility. SBA will be (e.g. is to be constructed from steel and masonry. The steel structure is a portal frame which is clad with metal wall, roof and ceiling linings. Below the metal wall cladding is masonry construction. The building in one level with the exception of a section of raised seating constructed out of suspended concrete).

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 exemption)

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: DA or SSDA Application Number: SSD-55388456

Applicant: The University of Sydney

Consent Authority: Minister for Planning and Public Spaces

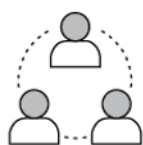
Contract of Compliance: Megan Fu (Principal Planner Social and Infrastructure Assessments Department of Planning, Housing and Infrastructure)

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.

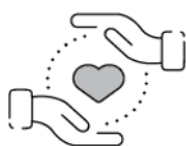
Progress in meeting these objectives and targets will be reported in the Project Reports. These reports are reviewed by Senior Management during the monthly Project Reviews.

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.

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.

1.2 PROJECT RISK 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 a new 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.

1.3 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.

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.

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

This PMP shall also be reviewed periodically to ensure that any updates as outlined in the paragraph above are updated. The PMP shall also be reviewed where requested by RCC Head Office. The Project Manager shall also review the PMP at regular intervals throughout the project.

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 or electronic copies within the Project's Q Drive or SharePoint folder.

1.4 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**.

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.

1.5 ABORIGINAL PARTICIPATION

The Project Manager will implement the RCC Indigenous Impact Plan via the **Project Charter** available through the RCC Intranet on Private, State and Federal projects including communicating Aboriginal Participation Targets, commitments and subcontract agreements.

- If a **PRIVATE PROJECT**: 1.5% of the full-time equivalent (FTE) Australian-based workforce deployed on the contracted project are Aboriginal people (1.5% of the workforce as an average FTE over the term of the contract) will be implemented, through the '**Aboriginal Participation Plan**' and tracked through HammerTech.
- If an **NSW GOVERNMENT PROJECT**. Implement the '**Aboriginal Participation Plan**' and associated links.
- If a **COMMONWEALTH GOVERNMENT PROJECT**. Implement the '**Indigenous Participation Plan**' and associated links.

The Project Manager will prepare an Aboriginal Participation Plan, included in Appendix 1 to this Project Management Plan.

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

The Project Manager and/or nominated representative will include in subcontract conditions the appropriate sections of the Aboriginal Participation Plan and will check that subcontractors are fulfilling these obligations.

1.6 TRAINING MANAGEMENT PLAN

1.6.1 GENERAL

The Project Manager will prepare a Training Management Plan that incorporates a Training Needs Analysis (TNA) for the project, along with statutory training requirements listed in Section 3.5 Training.

The Training Management Plan will be included in Appendix 1 to this Project Management Plan. Utilising the training register of completed training through the RCC Learning Management System, available on request from Head Office.

The Project Manager will include the site-specific training requirements in the Training Management Plan.

1.6.2 TRAINEES AND APPRENTICES

The site induction process will identify construction workers with less than 2 years' experience. These inexperienced workers will require additional Supervision in line with the RCC Young & Inexperienced Worker Standard. There are specific requirements for Electrical Supervision, refer to the RCC Electrical Standard and your State or Territory WHS Regulator for more details.

1.7 KEY PERSONNEL & STAKEHOLDER/ EMERGENCY CONTACT DETAILS

1.7.1 RCC STAFF CONTACT DETAILS:

POSITION	NAME	PHONE (W)	EMAIL
Operations Manager	Peter Furlong	0409 698 718	furlongp@richardcrookes.com.au
Project Director	Annelise Cannon	0433 912 570	cannona@richardcrookes.com.au
Project Manager	Edward Miller	0490 886 234	millere@richardcrookes.com.au
Senior Site Manager	Bill Denkov	0498 000 186	denkovb@richardcrookes.com.au
Safety Manager	Matthew Dymond	0450 226 226	dymondm@richardcrookes.com.au
Engineer	Patrick Nahas	0452 500 390	nahasp@richardcrookes.com.au
Senior Contracts Manager	Keith Tai	0417 461 289	taik@richardcrookes.com.au

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

ORGANISATION	NAME	PHONE (W)	PHONE (M)
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 ;

1.7.3 EMERGENCY/STAKEHOLDER CONTACT DETAILS:

ORGANISATION	NAME	PHONE (W)	PHONE (M)
SafeWork NSW	Call Desk	13 10 50	
WorkSafe ACT		13 22 81	
WorkSafe QLD		1300 362 128	
Comcare		1300 366 979	
Fire + Rescue (Fire & Hazardous Materials)	Emergency	000	

Police	Emergency	000	
Ambulance	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 Fi	9274 6531	

1.8 ROLES, RESPONSIBILITIES & AUTHORITIES

1.8.1 PROJECT ORGANISATIONAL CHART

The Project's 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.

1.8.2 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.

OPERATIONS 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

PROJECT MANAGER

EDWARD MILLER, ANTHONY DI CECCO

- Quality
 - The Project Teams development and implementation of all aspects of the PMP
 - All Contract obligations are met (cost / time/ quality / environmental)
 - Client Liaison
 - Co-Ordination and leadership of Site Team
 - Contractor performance
 - 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)
 - Overview of Design Performance and coordination of design consultants and design contractors.
 - 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
- Environmental
 - Oversee the implementation of the project's environmental obligations defined in the Head Contract and Development Consent.
 - Prepare and review / update the Environmental Management section within the PMP

- Coordinate preventative / disaster measures
- WHS
 - Ongoing development and monitoring of the WHS section within the PMP
 - The WHS committee is effectively managed
 - Employee Relations
 - Union/Industrial Relations
 -

SITE SECRETARY/OFFICE MANAGER

JESS STEWART

- Typing / filing / archiving
- Office equipment maintenance
- General clerical assistance

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 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 conditions 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

BILL DENKOV

- 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
- 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
 - Report any incidents
- 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, ALLAN LI,
ANDREW MACWILLIAM, TIM OCONNELL

- 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 tenderers

SENIOR PROJECT ENGINEER / PROJECT ENGINEER / SITE ENGINEER

PATRICK NAHAS, JOSH BRENNER, KAYLA WEHBE, MADISON BARRIE, JAMES DUNLOP,
HARRISON ANDREWS, HAMZE SAJADI

- 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 in 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 Project Manager.

SITE SUPERVISOR

MICHAEL MACKAY, JOHNNY CHAHIN, COREY DEEGAN

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 SWMS/Risk Assessments
 - Attend SWMP/Risk Assessment inductions
 - Tasks are performed safety 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.

SAFETY & ENVIRONMENTAL MANAGER, WHS ADVISOR

MATTHEW DYMOND, EDDY KARAM

- 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, MAX CLARKSON, EVE NGUYEN

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 roles 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 AID

TONY MAMPRIN, EDDY KARAM

- First aid
- Workplace / workforce monitoring

CONSTRUCTION WORKERS

TONY MAMPRIN, ANDREW JOHNSON

- 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.

1.8.3 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.

1.9 METHODOLOGY

The Construction Program Appendix 1 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, Appendix 1 to this Project Management Plan.

1.10 PROGRAMME

The project programme is included in Appendix 1 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.

1.11 PROJECT START UP

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

1.11.1 DILAPIDATION REPORT

The building and surrounding areas will be inspected at project start up and a dilapidation report produced by the nominated RCC representative or 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 Site Manager or nominated personnel. Any discrepancies will be reported to RCC's Construction Manager and/or the client, who will decide on the action to be taken.

1.11.2 SITE ESTABLISHMENT

The Project Manager will manage the Site Establishment & Planning Checklist Appendix 1. Responsibilities are identified on the form.

1.11.3 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.

1.12 INSURANCE

1.12.1 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

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

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.

1.12.2 UNDERGROUND SERVICES

Note the following requirement of the RCC insurance policy.

Before any work is undertaken which may affect 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 written confirmation, or oral but documented confirmation, of the exact position of such 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 3.13 of the PMP, Excavation & Underground Services.

1.13 CONTRACT ADMINISTRATION

1.13.1 HEAD CONTRACT ADMINISTRATION & PROGRESS CLAIMS REQUIREMENTS

Contract Administration – refer to procedure *QAP-7.5-003*.

The Project Manager and/or nominate 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 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.

1.13.2 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. 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 to this Project Management Plan.

Refer Section 2.5 Inspection Methodology.

1.14 PRINCIPAL CERTIFYING AUTHORITY

The Consultant will contact the Principal Certifying Authority as soon as possible after RCC has been awarded the project.

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.

1.15 COMPLETION

1.15.1 PRACTICAL COMPLETION

Practical Completion - refer to procedure *QAP 7.5-004*.

Defects Management – refer to procedure *QAP-7.5-005*.

To consistency with our company procedures and forms, the term “Practical Completion” means “Completion” for GC21 contracts and relates to the Meanings for Completion in the General Conditions of Contract.

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 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 compiled. 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.

1.16 SITE CLOSURE

The Project Manager will manage Form 41.6 – Site Completion Checklist.

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). All identified Hard copy records to be scanned and uploaded onto the Projects Q drive. Records can be made available to interested parties on request.

1.17 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

2.1 MANAGEMENT SYSTEM DOCUMENTATION

2.1.1 QUALITY MANAGEMENT SYSTEM

The RCC Management System has several levels of documentation:

- Management System Overview documents – Quality, Environment and Work Health & Safety
- Policies
- Procedures and forms
- Project Management Plan
- Project Specific Documentation where applicable will be kept electronically on “Q” drive project file structure template set up by IT at project commencement.
- Other data repositories include Aconex, Aconex Field, Visibuild, Cheops (ISL), HammerTech or any other Contract specific platforms.

2.1.2 DESIGN MANAGEMENT PLAN

The Project Manager and/or nominated representative will prepare a Design Management Plan in accordance with procedure QAP-7.3-001 Design & Construct Projects, based on RCC’s Design Management Standard Vol 1.1.

The Design Management Plan is included in Appendix 1 Section 6 of the Project Management Plan.

2.2 PROJECT OBJECTIVES AND TARGETS - QUALITY

RCC’s quality objectives (“O”) and Targets (“T”) have been listed below.

Project specific objective and targets are to be identified, listed and tracked internally

Progress in meeting these objectives and targets will be reported in the Project Reports

- Quality
 - “O&T” Reduce levels of non-conformance by lessons learnt/defects seminars and inclusion of activities such as waterproofing and tiling in ITPs & in-process inspections.
 - “T” Increase customer satisfaction with improved surveys (i.e. CPR scores) over the project duration with aim of >80%
 - “T” Close out raised non-conformances within 7 days of being raised or as per the agreed date
 - “T” Close out raised defects within 14-days of being raised or as per the agreed date

2.3 DOCUMENT AND DATA CONTROL

2.3.1 RESPONSIBILITIES

Responsibilities for document, data and record control are listed in Appendix 1.2.

The project will prepare a Document Control Plan and Aconex protocol based on RCC’s Design Management Standard DMS Vol 1.5 and 10, including the Sample and technical submission process based on RCCs DMS 8.3.

The project will utilise Aconex, Aconex Field, Visibuild, Cheops (ISL), HammerTech and other identified platforms for the quality, environmental and safety related data and correspondence management, unless other platforms are nominated by the Head Contract.

2.3.2 SITE DIARY

The Site Manager and/or nominated personnel are each responsible for recording events and activities on site, on a daily basis using the Site Diary on HammerTech. They may delegate areas to be entered by other RCC site staff. The diary is intended to be a record of all activities, events and occurrences on-site. Enter details as follows:

PROJECT	PROJECT NUMBER + NAME
DAY AND DATE:	Write the day of the week, and the date.
WEATHER:	Write an adequate description for each section. Words such as 'hot' and 'wet' are unacceptable. Give information such as the actual temperature and extent of rain, e.g. light showers, thunderstorm, etc
DELAYS:	Record any delays with details, e.g. Awaiting design details, clarification of RFI, access etc and how they impact on the program.
PLANT ON HIRE:	List each item.
ACCIDENTS:	Note any accidents or incidents.
INSPECTIONS / VISITORS:	Record any visitors, etc, Regulators, Local Council, EPA, Unions. Make notes or photocopy Inspectors ID cards, Union Entry permits etc
INSTRUCTIONS / VARIATIONS:	Record any instructions and/or variations received.
NOTES:	This area is for any text notes about any relevant matter. Record any items of interest that do not logically relate to a trade package (these go on the second half of the page) or anything required more space to describe. These notes may record inspections conducted, audits were carried out, etc. Record and meetings held by Union representatives, etc, noting times and durations. Project photos to be included.
TRADE / NO. / ACTIVITIES / COMMENTS:	For each trade, record the number of people on-site, and a brief note regarding the activity being out.

Each week the Site Diary will be reviewed by Project Manager.

The Site Diary will also be reviewed by the Contract Administrator with regard to Extensions of Time Claims, etc.

2.3.3 REQUESTS FOR INFORMATION (RFI'S)

- RFI's
 - Shall be raised whenever a response is required from a consultant, the client, or the client's representative that requires tracking or in cases where if an answer is not received it will affect the contract in terms of time or money.
 - Can be raised by the project manager, site manager, site supervisor or contracts administrator based on Subcontractor or RCC issues. Electronic subject to project size and set up
- The time allowed for the reply should be realistic.
- Issued shall be added and tracked on an RFI Register via Aconex, closed and open
- Shall be distributed to the relevant parties and a copy filed
- Shall note if safety in design issues are identified and the consultant has conducted the safety risk design assessment
- Weekly print out a report of unanswered RFIs for follow up outstanding
- Distribute the reply to the relevant parties.
- File the reply in the Contract file.

2.4 MEETINGS

SCHEDULE OF PROJECT MEETINGS:

TYPE OF MEETING	STAKEHOLDERS	PURPOSE OF MEETING	RESPONSIBLE FOR MEETING MINUTES	RESPONSIBLE FOR MINUTES	ALLOCATION OF TASKS ARISING FROM MEETING	FREQUENCY
Client Meetings	Client & RCC	Deals with project specific issues	Client	Client	Project Manager	Monthly
Project Control Group (PCG)	Major stakeholders in the project	Deals with big picture project issues	Client	Client	Project manager to prepare a Project Report for PCG meeting	Bi-monthly
Head Office	Project Manager, Contracts Manager, Construction Manager, Comm Manager, Managing Director	Discuss monthly project status and forecast operations on Program, Cash flow, Labour resources, Safety, Quality, Environmental, Industrial Relations, Stakeholder relations.	Project Manager	Project Manager	Project Manager to prepare a Project Cost/Progress Report	Monthly
Subcontractor Meetings	Project Manager, Site Manager and subcontractors	Safety, Quality, Environment, Industrial Relations, Code Compliance, Programme, General business, Actions.	Project Manager	Project Manager	Site Supervisor	Weekly
Service Coordination Meetings	Project Manager, Site Manager and Services Consultants	Issues regarding the coordination of drawings and installation of services	Project Manager	Project Manager	Project Manager	Monthly
Site Coordination Meetings	Site Manager, Site Supervisor and leading hand	Discuss site issues and to plan the day's/week's activities.	White board.	White board.	Site Manager	Daily / weekly
Design Meetings	Project Manager, Client Stakeholders consultants' subcontractors	Design issues, consent conditions DA/SSD, (Construction Process & Maintainability), Programme, General Business	Project Manager	Project Manager	Project Manager	Fortnightly
Project team Meetings	Weekly meetings between the project team to discuss safety, quality, environmental, programming, letting and buildability, contractor issues relating to their work practices and working environment Ref Meeting template Form 13.9					

SCHEDULE OF PROJECT SAFETY MEETINGS:

TYPE OF MEETING	STAKEHOLDERS	PURPOSE OF MEETING	RESPONSIBLE FOR MINUTES	ALLOCATION OF TASKS ARISING FROM MEETING	FREQUENCY
Prestarts	RCC & All Subcontractors	A daily communications meeting to share the summarised outcomes of the previous day's Daily Operations Planning meeting and consult on key site info.	RCC	Site Manager	Daily
Daily Operations Planning Meeting (Club130)	RCC & All Subcontractor Supervisors	A daily planning meeting to discuss upcoming high-risk work, trade interfaces, scheduling, exclusion zones and sequencing.	RCC	Site Manager	Daily
Toolbox Meetings	RCC & All Subcontractors	A weekly project wide meeting to focus on a key relevant safety issues & to share any lessons learnt from incident summaries.	RCC	Site Manager	Weekly
High Risk Workshops	RCC & Subcontractor	A meeting to discuss packages of high-risk work, for the subcontractor to present their methodology and for RCC to discuss with the subcontractor the requirements of our Safety Standards.	RCC Project Engineer	RCC Project Engineer	As required
Methodology Review Meetings	RCC & Subcontractor	A meeting to review the agreed methodology as discussed in the High-Risk Workshop and Subcontractor SWMS.	RCC Supervisor	RCC Supervisor	As required
Monthly Project Risk Assessment Review Meeting	RCC Site Manager, Supervisors, Engineers and Safety Personnel	A meeting to review the Project Risk Assessment against upcoming high risk work activities.	RCC WHS&E Resource	RCC WHS&E Resource	Monthly
Safety Culture Workshop	RCC	A meeting to discuss safety roles and responsibilities; to align on safety behaviours and ensure understanding of the RCC Safety Standards	Project Manager	Project Manager	Project Startup & As required

2.5 INSPECTION METHODOLOGY

2.5.1 INSPECTION AND TEST PLANS (ITPS)

- The Project Manager and/or nominated team member will review the project specifications, drawings and contract to determine the key control points, the level of control required and the risk to RCC associated with project activities.
- Appendix 1 Section 2.3 lists the proposed ITP Schedule for the Project. This Schedule is to be updated to reflect any design, client, stakeholder, subcontractors' modifications during the project.
- ITPs will be developed by the Project Manager and/or a nominated representative (maybe a subcontractor) using the ITP/Checklist Forms (Form24.1) on the Visibuild portal and other identified platforms.
- The ITP are to identify witness points, hold points, sign off points, samples or prototypes, tests, submissions, calibration records, etc.
- ITPs will be reviewed by the Project Manager or nominated staff for acceptance for use. ITPs will be logged on a register
- ITPs will be completed as the project progresses by the nominated team member or subcontractor. Activities should be signed off by RCC, Consultants and the Client as they are completed not at some other time e.g. the next day.

2.5.2 EXTERNAL CONSULTANT INSPECTIONS

The Consultant will issue reports to the Project Manager and/or nominated personnel for actioning. The Construction Manager is to sign off if Mandatory consultant inspections are not proceeding.

The Site Manager or nominated personnel will initial and date the instruction once the actions noted in the instruction have been completed.

- RCC Mandatory Fire Penetration protection – Passive fire, training, inspections and signoff.
- RCC Mandatory Façade review, inspections and signoff.
- RCC Mandatory Waterproofing review, inspections and signoff.

2.5.3 CLIENT WITNESS POINTS

Client witness points identified in the contract will be noted on ITPs for client signoff.

2.6 PRODUCT & SERVICES

2.6.1 PURCHASING

Purchasing – refer to procedure *QAP-7.4-001*.

Responsibilities for purchasing are listed in Appendix 1 Roles, Responsibilities and Authorities Matrix.

Where the Site Manager or nominated personnel wishes to make purchases above \$500 or wishes to engage subcontractors for specific works, the Site Manager or nominated personnel will obtain written approval of the Project Manager or Contract Administrator (e.g. signature on Purchase Order).

Purchase orders are to list the following:

- Description of goods or services required
- Delivery requirements
- Delivery date
- Project details such as name and/or job number, and trade and/or cost reference.

- Agreed or estimated price (at least on the RCC copies)
- Reference to drawings etc (number and revision)
- Any specific WHS and Environmental requirements, including SDS, labelling, handling and storage.

The Purchase Order will be sent or faxed to the supplier. Include the Purchase Order Conditions available from the Intranet.

Hired in equipment is to be reconciled monthly against hire lists provided by the supplier.

New equipment or materials that RCC Purchase will require a risk assessment.

2.6.2 RECEIPT OF GOODS ON SITE

The Site Manager or nominated personnel will be responsible for accepting deliveries to site.

Goods will be compared against the supplier's Delivery/Courier Docket and RCC's Purchase Order where possible.

If goods meet requirements, the Delivery/Courier Docket or copy of Purchase Order will be signed by the Site Manager or nominated personnel.

If goods do not meet requirements, the receiver will record the discrepancies/issues (e.g. incorrect goods, incorrect quantity, damaged or faulty goods, etc) on the Delivery/Courier Docket. Any issues should be followed up with the supplier and/or Project Manager/Contract Administrator and resolved/appropriate action taken.

Non-conforming goods will be segregated.

The Contracts Administrator will reconcile the purchase order, Delivery/Courier Docket and invoice and pass to accounts department.

2.6.3 CLIENT SUPPLIED PRODUCT & SERVICES

Product supplied by the client will be identified as such.

The Site Manager or nominated personnel will check items on delivery to site including but not limited to:

- It is the correct type, model or part number.
- The correct quantity of items was delivered.
- No obvious damage or deterioration.
- Meets NCC, Australian standards or equivalent, relevant Acts and regulations.
- The product or equipment is safe to use and meets work health & safety specifications and requirements.

The Site Manager or nominated personnel will obtain and check the delivery docket for product received and will forward it to the Contracts Administrator.

Damaged or missing client supplied product will be reported to the client by the Project Manager and/or nominated representative.

Client supplied product will be subject to the same levels of inspection, risk assessment etc as purchased product or services.

2.6.4 SUPPLY AGREEMENTS

Short form supply agreements can be found in the RCC intranet.

Refer to Commercial Manager for company-wide agreements in place.

2.6.5 STORAGE OF MATERIALS AND EQUIPMENT

The Site Manager or nominated personnel in discussion with the Subcontractor will be responsible for all materials and equipment stored on site are stored in a suitable and safe manner.

Storage of materials and equipment will be done in such a manner to maintain:

- Security
- Protection from damage or deterioration
- It is adequately identified.

2.7 ASSET REGISTER

RCC equipment held on site shall be recorded within HammerTech

Hand and battery-operated tools, Dumpies, water pumps, etc. Will be kept in a secure location, kept in good working order, their use monitored by the Site Manager or nominated personnel. At project completion the Assets will remain the responsibility of the Site Manager to relocate to the next project.

2.8 CALIBRATION

The Site Manager will request all service records for all Subcontractor equipment that requires calibration. These shall be maintained in accordance with the manufacture's requirements; records will be maintained on HammerTech in the Equipment Calibration Record register or the projects "Q'drive>Site Monitoring>Calibration.

All equipment that requires calibration and any other equipment specific to the site, involved in health surveillance testing and/or monitoring on site, including but not limited to – dumpies, lasers, theodolites, air, vibration, noise monitoring, pressure gauges, tendon jacks.

2.9 NON-CONFORMANCE, CORRECTIVE & PREVENTATIVE ACTIONS

2.9.1 NON-CONFORMANCES

A Non-Conformance Report hard copy or via Aconex or other identified platforms will be raised for:

- Non-conforming purchased product or customer property
- Damage to preserved or stored product or other subcontractors' work
- Non-conforming product i.e. Not supplied out as per approved samples, specification, drawings etc
- Non-conforming work i.e. Not carried out as per specification & drawings, poor workmanship as identified by RCC personnel.
- Changes required to the RCC system to prevent a re-occurrence of non-conformance, to address client/customer concerns or as a result of external audits
- To action issues raised by external audits and inspections.

At a project level, the Project Manager is responsible for identifying potential improvements to the RCC Management System including improvements to procedures, forms, processes etc.

Damaged products to be identified "not to be used" and stored away from the work area.

2.9.2 CONTRACTORS NOTICES

Contractors Notices Form 31.3 are to be issued whenever a subcontractor is required to immediately rectify an issue or RCC will back-charge the subcontractor for doing the work on their behalf.

Part A of the Contractors Notice will be completed and the form issued to the subcontractor.

If the subcontractor does not rectify the issue, Part B of the Contractors Notice will be completed and issued to the subcontractor.

Subcontractors who do not comply with the Contractors Notice will be back charged (refer back charging).

A copy of the Contractors Notice will be filed in the site office.

2.9.3 BACK CHARGES

Back charges occur when a subcontractor creates damage, uses materials purchased by RCC, where RCC cleans up after a subcontractor, or a subcontractor is unable to complete the work it is contracted to do, and another sub-contractor or supplementary labour is used to complete the work.

All back charges will be recorded on the Contractor's Notice as described above. A copy of the notice must be forwarded to the Contract Administrator.

The Contract Administrator will process the Notice (i.e. back charge) with the next claim from the subcontractor.

2.10 DEFECTS

2.10.1 RCC DEFECT IDENTIFICATION

Defect Management – refer RCC procedure *QAP 7.5-005* and Section 1 of the PMP.

The project team will identify defects; defects reporting commences at the start of the project to record ALL construction defects.

Defects will be recorded into a project specific database (Visibuild) or other nominated platforms.

Defects will be sorted by trade/applicable subcontractor and will be distributed to the relevant subcontractors.

Subcontractors will be responsible for actioning each Defect item. Once completed the subcontractor is to sign off the Defects.

The Project Team is responsible for verifying/closing off (sign off) the Defects. The Defects dashboard will be reviewed weekly by the Project Manager and/or nominated representative to assess completeness.

2.10.2 CLIENT DEFECT LIST

Client Defects identified will be reviewed by the Project Manager and/or nominated representative. Any disagreements will be brought to the clients notice in writing.

Any defect acknowledged by RCC will be added to the RCC Defects database for actioning and closure.

Once all defects have been closed off, a copy of the completed Defects will be forwarded to the client for verification/sign off.

2.11 PROJECT AUDITS

2.11.1 INTERNAL AUDITS

Audits – refer to procedure *QAP-8.2-001*.

The Business Systems Manager ("BSM") will organise quality and environmental audits quarterly, as agreed based on Project risk or as documented in the Companies audit schedule. BSM will liaise with the Project Manager/Site Manager for scheduling appointments.

The Group Safety Team will organise internal safety audits based on Project risk and document in the company's audit schedule. These will be performed by the Group Safety Team and will occur every 3 months.

Commercial Manager will organise audits based on Commercial and Contract risk.

Design Manager will organise audits based on the design documentation status.

Audit findings are recorded and forwarded to the Project Team for action.

Audit actions are to be closed out within one month or as agreed of the date of issues of the audit report to the Project Team.

Findings from audits are collected in the RCC Audit Register to allow common trends to be identified (corrective and/or preventative) and training or system changes to be implemented.

The audit findings summarised in the Audit Register are discussed during management review meetings.

2.11.2 EXTERNAL AUDITS

Actions arising from external audits undertaken on behalf of the client, stakeholder or relevant authorities will be recorded as corrective actions by the Project Team or the Head Office Support Service, if identified as a major issue will be noted on a RCC Non-Conformance Report.

3 WORK HEALTH & SAFETY

3.1.1 WHS MANAGEMENT PLAN

3.1.2 GENERAL

Section 3 of this Project Management Plan, together with Appendix 1, forms the project-specific WHS Management Plan for this project. Richard Crookes Constructions (RCC) is both the Principal Contractor and a Person Conducting a Business or Undertaking (PCBU).

This WHS Management Plan outlines RCC's health and safety responsibilities and demonstrates the exercise of due diligence, ensuring that risks are managed so far as is reasonably practicable in accordance with applicable WHS legislation.

A copy of Section 3 and Appendix 1 will be provided to all subcontractors prior to commencing work on site. Subcontractors are required to comply with the requirements of this WHS Management Plan.

The RCC WHS Policy is displayed prominently on site for the information of all personnel and is also included within Appendix 1.

This section will be reviewed periodically throughout the project, including in response to changes in legislation, project activities, corporate requirements, or findings arising from audits, inspections, near misses, incidents, or accidents. Additional reviews on project will be undertaken at the discretion of the Project Manager.

3.1.3 DEFINITIONS

TERM	DEFINITION
Principal Contractor	The person conducting a business or undertaking that commissions a construction project; is the principal contractor unless another PCBU has been engaged as principal contractor for the construction project and has been authorised to have management or control of the workplace and to discharge the duties of principal contractor. RCC is engaged as Principal Contractor by the Client. Demolition Contractors could be engaged as Principal Contractor by the Client or by RCC.
Person conducting a Business or Undertaking (PCBU)	The primary duty holder is responsible for ensuring health & safety for their undertakings
Officer	A person who holds senior governance or management position and has the authority to make, or significantly influence, decisions affecting the whole or a substantial part of the business or undertaking.
Duties of Officers	An officer of a PCBU must exercise due diligence to ensure the PCBU complies with its WHS duties Core elements include: 1. Acquiring and keep up to date with WHS knowledge

	2. Understand the operations and associated risks 3. Ensure appropriate resources and processes are available 4. Ensure processes for receiving and responding to information are in place 5. Ensure processes for compliance with legal duties are in place 6. Verify that resources and process are actually being utilised
Worker	Includes employees, contractors, subcontractors, labour hire workers, apprentices, volunteers and work experience students
Duties of Workers	All workers must take reasonable care for their own health & safety All workers must take reasonable care that their acts or omissions do not adversely affect others All workers must comply with any reasonable instructions All workers must comply with policies and procedures
Other Person at a Workplace	Anyone present at a workplace who is not a worker (e.g. Visitors, Client representatives, Regulators, Union members)
Duties of Other Persons at a Workplace	As per the requirements of the Duties of Workers with specific examples such as: Following site entry requirements Comply with site controls Following instructions from site personnel Not endangering other
Workplace	For the purposes of RCC's activities, the meaning of a workplace is: RCC Offices – Head Office in St Leonards, Regional Offices in Canberra, Newcastle and Brisbane Satellite Officers – Used where a group of projects may be managed from a central office space Project Site Offices – whether directly on site or located in close proximity to the site Accommodation – Provided for the purposes of close proximity to a construction site where the location is not the regular place of residence for

	the worker. Refer to the Relocation, Travel, Living Away from Home and Accommodation Policies for further information.
--	---

TERM	DEFINITION
Construction Work	Construction work means any work carried out in connection with the construction, alteration, conversion, fitting-out, commissioning, renovation, repair, maintenance, refurbishment, demolition, decommissioning or dismantling of a structure
Construction Project	A construction project is a project that involves construction work where the cost of the construction work is \$250,000 or more Triggers the requirements for Appointment of a Principal Contractor Development of a WHS Management Plan Principal Contractor duties to be met
High Risk Construction Work	As outlined in Section 291 of the WHS Regulation (18 High Risk Construction Work Categories in NSW & QLD, 19 in ACT with Silica separated)
Structure	A structure is broadly defined and includes: Buildings and parts of buildings Roads, bridges, tunnels, rail infrastructure Pipelines, masts, towers, silos Formwork, falsework, scaffolding Excavations, earthworks, trenches Any fixed plant or infrastructure
Risk Management	Risk management is the ongoing process of identifying hazards, assessing the risks they pose, implementing controls, and reviewing those controls to ensure they remain effective.
Reasonably Practicable	What is reasonably able to be done considering the likelihood, severity, knowledge, controls available and the cost to implement
Hierarchy of Control	Risk management framework used to eliminate or minimise risks so far as is reasonably practicable. Ranked from the top at most effective to the bottom least effective.
Safe Work Method Statement (SWMS)	A SWMS is a document that sets out the high-risk construction work activities to be carried out at a workplace, the hazards arising from these

	activities and the measures to be put in place to control the risks.
Standard Operating Procedure (SOPs)	Standard Operating Procedures (SOPs) are step-by-step instructions that detail how to safely perform routine or complex workplace tasks.

3.1.4 SAFETY ROLES AND RESPONSIBILITIES

Please see RCC safety roles and responsibilities RACI matrix in appendix 1.

3.2 COMMENCEMENT ON SITE

3.2.1 SITE ESTABLISHMENT

The Project Manager or nominated representative will ensure that the site is established per the RCC Site Establishment Planning Checklist, WHS legislation, and relevant Codes of Practice.

Refer to Appendix 1 Site Establishment & Planning Checklist

3.2.2 SITE RULES

The Project Manager or nominated representative will establish a set of site rules as part of the Project Safety Alignment Workshop, as outlined in the RCC Planning and Communication Standard 001B.

The Site Manager will ensure that a copy of the site rules is displayed in a prominent location and the rules communicated at the site induction.

3.2.3 SITE ATTENDANCE REGISTER

Personnel attending the site will sign in via HammerTech. Where there is an emergency drill or event, this attendance register can be downloaded from HammerTech

Site Diary → Options → Sign in Book → Download → Evacuation List

3.2.4 PROJECT KPI'S – WHS

RCC Project KPI's are listed below These may be changed and amended by the Group Safety Team in consultation with the Safety Steering Committee who provide final endorsement.

Note: Refer to the RCC Safety SharePoint page tile [Safety KPI's](#)

RCC SAFETY ACCOUNTABILITY MATRIX					
REQUIREMENT PER MONTH BY ROLE	SAFETY INSPECTIONS (HAMMERTECH) • Site Leadership Inspection 15.0 • Executive Safety Engagement 16.0 • 25.1 Site Safety Inspection • 25.6 Scaffold Monitors Checklist • 40.4 SWMS Monitoring	HAZARDS / OBSERVATIONS REPORTED (HAMMERTECH)	RISK WORKSHOPS PARTICIPATED (HAMMERTECH)	SAFETY LEADERSHIP MEETING ATTENDANCE (HAMMERTECH) • 100.4 Monthly Safety Dial In • 21.1 High Risk Workshop • 100.5 Methodology Review • 100.6 Safety Leadership • Weekly Project Meeting which discusses safety • Subcontractor safety specific meeting	PLANNING / CONSULTATION / WORK METHODOLOGY REVIEW MEETINGS (BU / TEAM / SUBCONTRACTOR / HT) • 100.1 Daily Pre-Start Meeting • 100.2 Daily Operations Planning Meeting • 100.5 Work Methodology Review Meeting • 47.1 Toolbox Talks • 100.9 BU Safety Forum / 100.9 Safety Incident Debrief
MD	1	1	-	2	-
GM	1	2	1 per quarter		-
OPS	1	2	1 per quarter		-
CM	1 Per Project	4	1	1	-
PD / PM / CA	2	4	1	1	4
SM	4	8	1	2	12
Safety Resource	8	8	1	2	8
Supervisors	4	10	1	2	4
Engineers / Grads / Cadets	4	8	1	1	2

Figure 1 RCC SAFETY ACCOUNTABILITY MATRIX

SYDNEY UNIVERSITY - WHS PERFORMANCE MONITORING

Contractor WHS performance is monitored throughout the progress of the contracted work, and should a Contractor not be performing their WHS duties as per the contract, the responsible UI/COS Project/Contract Manager will take steps to remedy the situation.

Contractors are required to provide WHS statistics on a monthly basis, including lead and lag indicators, for activities and projects performed for the University. The relevant UI/COS Project/Contract Manager is responsible for gathering these statistics and the Contractor is responsible for providing them within the first week of the month for the previous month.

- The Partners Site provides link to the online form that must be used by contractors to report WHS statistics.
 - To obtain access to this site, you need to use a personal or organisational Microsoft account authorised by UI/COS. See relevant section for more details about the UI/COS Partners Site and on how to obtain access.
- The Principal contractor is responsible to provide the HSE performance and compliance status to relevant UI/COS Project/ Contract Manager monthly.

3.3 LEGISLATIVE COMPLIANCE

Legislative requirements that apply to the project are detailed in Appendix 1- Legal Matrix.

The project team will manage the project per these requirements.

3.4 HAZARD IDENTIFICATION, RISK ASSESSMENT & THE IMPLEMENTATION OF CONTROLS

The Project Team will identify site safety hazards and ensure that risks are assessed and adequately controlled (adopting the 'Hierarchy of Control') before commencement and periodically throughout the project lifecycle.

The latest available Project Risk Assessment will be provided to relevant subcontractors.

All WHS&E personnel, involved in the development of the Project Risk Assessments will have a minimum Certificate IV in Work Health & Safety and have been familiarised with all RCC Safety Standards.

The project will manage hazard identification, risk assessment and the implementation of controls as per the **RCC Safety Standards**

The following is reference to applicable legislation.

Reference to WHS Regulations in ACT, NSW & QLD:

- Chapter 3: General risk and workplace management
- Chapter 6: Construction work- Sec 291 Meaning of High-Risk Construction Works (Legislative High Risk Construction Works requiring mandatory SWMS) PROJECT HIGH-RISK WORKSHOP

The Project team will hold a collaboration meeting to review overall risks against the agreed build methodology. This meeting will continue to develop the Project Risk Assessment and assist in planning the schedule of high-risk workshops developed pre-tender stage i.e. (remediation works, formwork, scaffolding, pre-cast, etc).

This will be run by the Project Manager, with participation by the Site Manager and WHS&E Resource, Supervisor/s, Engineers, Design Manager, and relevant consultants (as applicable). This will commence early in the project phase, upon the arrival of key team members.

Where there is a level of risk is determined to "Multiple Fatality" classification, the Site Team must escalate the risk and proposed controls to the GM for their business unit & GM Safety for approval via email.

The initial Project Risk Assessment will be developed from the Project High Risk Workshop and shall be distributed to the relevant stakeholders via Aconex.

The most recent monthly revision of the Project Risk Assessment highlighting the applicable risks associated with the subcontractor's works will be forwarded to subcontractors so they can prepare their respective SWMS accordingly and communicate to their workforce.

All Project Risk Assessments will be initially completed, updated and reviewed:

- At the Initial Start-up of the Project,
- At monthly intervals,
- Before High-Risk Works commences and.
- As a result of any Incident, Accidents, or Near Miss investigation
- Site Inspections/ Audits/ Non-Conformance Reports
- Safety alerts, stakeholder and internal RCC reports
- When a change in the workplace is likely to give rise to a new or different risk

Personnel working on the site will be consulted on the Project Risk Assessment and their feedback included. This will be documented via toolbox meetings and methodology reviews.

3.4.1 CONTRACTOR PRE-ENGAGEMENT RISK ASSESSMENTS

These are a tender review meeting to convey the RCC Safety Standards and set high expectations for Subcontractor Management during the commitment phase of tender reviews, prior to contract signing. They are conducted when the last two subcontractors for a package of works are being considered. These are specifically required for the 5 High Risk Trades (Civil including Demo & Piling, Formwork, Electrical, Cranage & Scaffolding)

These meetings are an opportunity to agree:

- a. Commitments to supervisory ratios and minimum capabilities which may include dedicated translators for English as a Second Language workers
- b. Review & commitment to provide personnel with appropriate levels of technical capability, ensure apprentice to supervisor ratios are met & the availability of personnel to meet the program
- c. Commitment to attendance at High-Risk Workshops and Methodology Review meetings
- d. Commitment to accountability for incident reporting, injury management & intervention where RCC has concerns around safety performance
- e. Commitment to ensuring compliance with the agreed methodology and SWMS
- f. Outline how Secondary & Tertiary Subcontractors will be managed
- g. Commitment to comply with RCC Safety Standards & distribute these to other parties

These can be found through HammerTech meetings & also in hard copy through the WHS Resources & Templates folder on the Safety Intranet Page.

3.4.2 SUBCONTRACTOR HIGH-RISK WORKSHOPS

These workshops provide an opportunity to discuss hazards that may impact applicable parties. In consultation with the project team, an initial report will be developed, and subsequent reviews (ongoing monthly) will be administered and distributed to relevant stakeholders which will outline 'Key' High-Risk Activities and Targeted Activities for that period.

3.4.3 HIGH-RISK WORKSHOP STEPS

- Review the program of works and break down the program into portions of key High-Risk works, reviewing and discussing key risks

- Information from this workshop should inform the Project Risk Assessment, to be revised during the workshop
- Teams should allow time to plan and get key subcontractors involved. I.e., Piling is starting shortly, a high-risk workshop should be booked in advance, to allow for effective planning and should include the subcontractor for all high-risk works. Where a project is regional and subcontractor risk workshops cannot be done in person, technology such as Microsoft Teams can be employed. They will be documented in HammerTech using the 21.1 Project High Risk Workshop template.

3.4.4 SUBCONTRACTOR PRE-COMMENCEMENT WORK METHODOLOGY REVIEW

The subcontractor pre-commencement work methodology review is a meeting held to convey what was discussed at the Subcontractor High-Risk Workshop. Review RCC Standards, set high expectations, agree on the detailed methodology of works with Subcontractor Workers and Supervision on arrival to the project site.

The following will be required to participate and lead this meeting; RCC: Site Manager, Supervisors, Safety and relevant Engineer & Subcontractor Supervisor and entire work crew.

Following the induction, this meeting would take place, before the commencement of work on-site.

It can be written on a whiteboard and photo taken as a record. This process allows the RCC Supervision to determine the methodology including safety, equipment, interface with other trades will be effectively executed and seek assurance it will be in line with RCC safety standards. An RCC representative in the team will act as scribe and this record should be kept and referred to later.

Methodology Reviews will also take place with all subcontractors periodically when they start new activities, or the processes have changed from the original agreed method.

3.5 TRAINING

3.5.1 GENERAL

The Project Manager or nominated representative will ensure that all personnel working on site have or are provided the following as a minimum:

- General Construction Induction Card (White Card)
- Project Induction
- Familiarisation with the Project's Emergency Procedures

The Project Manager will identify the RCC Project personnel training needs through the development of the Training Needs Analysis within the Training Management Plan. This will be conducted throughout the lifecycle of the project. This includes training delivered internally & also externally through Registered Training Organisations. High Risk Work Licences, Certificates of Competency and short courses and are approved on a case-by-case basis by the Project Manager in line with the Training Needs Analysis.

Project Managers, Site Managers and Supervisors will have undertaken specific training in line with the RCC Training Matrix This includes WHS Risk Management & Due Diligence training throughout the lifecycle of the project.

Head Office will coordinate the booking of training and all record keeping. All training records are stored in the RCC Learning Management System.

3.5.2 PROJECT INDUCTIONS

All RCC staff and subcontractors working on the project must complete inductions as outlined below:

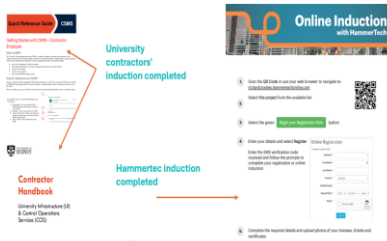
1. RCC online Induction delivered on HammerTech as part of the Worker registration.
2. Project specific PowerPoint induction upon arrival to site.

Details of all persons inducted, and visitors will be recorded on HammerTech.

All apprentices will be identified at project induction by their supervisor, through HammerTech and will be managed under the RCC Safety Standard for Young & Inexperienced Workers 003.

Visitors including Consultants, clients, client representatives, etc will sign into HammerTech upon entry and be given project-specific information and be escorted onsite.

COMPULSORY REQUIREMENTS



3.5.2.1 PROJECT SPECIFIC INDUCTION STICKER

All persons inducted will be issued with an RCC site specific induction sticker to wear on their safety helmet.

The stickers on this project will be a bright colour, to distinguish those inducted on this project from other projects.

The stickers for this project will be blue colour, to distinguish those inducted on this project from other projects.

3.5.3 CERTIFICATION OF WORKERS & COMPETENCY

For the operation of plant where a high-risk work licence is defined in the WHS Regulations, RCC will ensure this is uploaded to HammerTech, checked during the project specific induction prior to commencement of work.

Where a high-risk license is not prescribed in the WHS legislation, all plant and equipment require Certificates of Competency issued by an RTO. These are uploaded at the point of worker registration and checked at the Project specific induction.

RCC requires a VOC (verification of competency), provided by the worker, from a registered training organisation for all Crane Operators, Dogmen, Riggers and Operators of Telehandlers where a crane jib is fitted and utilised. Note: A letter from the employer is not acceptable as a VOC.

For all specific plant and equipment training refer to the following document '[Training & Competency Management – High Risk Work Licences, Earthmoving Plant & Elevated Work Platforms](#)' which can be found on the Safety intranet under WHS&E Resources and Templates.

3.5.4 DELIVERY DRIVERS

Where delivery drivers are required to leave the security of the cab of their vehicle (Agi drivers, delivery drivers that must operate a Hiab), they will give a delivery driver induction and sign in via HammerTech. Construction site PPE is required for all delivery drivers who exit their vehicles.

The project must print and laminate a copy of the approved access route diagram from the CTMP. All drivers are to be shown this diagram and must follow the approved routes to and from RCC sites and any reasonable directions given by the Project's traffic controllers.

3.6 SAFE WORK METHOD STATEMENTS

The Site Manager will ensure that Safe Work Method Statements (SWMS) are produced for all high-risk work performed onsite by subcontractors and RCC personnel. The SWMS will reflect the site-specific risks and agreed control measures that need to be implemented at all times. SWMS are required to be submitted to RCC for review, before work commences and when updated, through HammerTech.

Before commencement of work onsite, employers are required to ensure their SWMS reflect the project-specific risks, and that all workers are consulted and agree with the proposed controls. Where risks to work activities or the methodology change, the SWMS is to be updated, consultation with workers undertaken and changes recommunicated. All workers involved in the work activity must sign off on the SWMS before commencement, to ensure their understanding of the SWMS contents

The Site Manager will ensure that all SWMS prepared by RCC, or subcontractors are reviewed using HammerTech's Two -Step SWMS Review process.

The Site Manager will ensure that all RCC personnel are consulted and familiar with the requirements of the SWMS prior to commencing work.

Where Non-English-Speaking workers are involved, the subcontractor's supervisor will be required to have a translator as a member of the crew who can communicate the SWMS its contents in the required language. This will be used to communicate risks, controls, and other safety information as provided by RCC.

SWMS must be kept:

- For the duration of the high-risk construction work to which they relate
- For 2 years if a notifiable incident occurs in connection with the high-risk construction work
- As per the document retention requirements of the company/s, insurance requirements and any contractual obligations

3.6.1 SAFE WORK METHOD STATEMENT MONITORING

RCC site personnel will complete SWMS monitoring reviews as part of their inspection KPI's as identified in the Safety Leadership Dashboard.

Results of compliance checks must be recorded on HammerTech, using the 40.4 SWMS Monitoring Inspection. Noncomplying SWMS must be rectified before recommencement of work and must be elevated to Site management until rectified.

If a SWMS is not reflective of work being undertaken or not being complied with, RCC will suspend work immediately (if safe to do so) until the SWMS is reviewed and adjusted in consultation with the workers involved in the High-Risk Workshop and Methodology Review.

3.7 HAZARDOUS MANUAL TASKS

What is a hazardous manual task

Hazardous manual tasks is a task requiring a person to lift, lower, push, pull, carry or otherwise move, hold or restrain any person, animal or thing involving one or more of the following:

- Repetitive or sustained force
- High or sudden force
- Repetitive movement
- Sustained or awkward posture, or
- Exposure to vibration

The Project Team & Subcontractor Supervisors will identify that hazardous manual tasks and ensure that risks are assessed and adequately controlled (adopting the 'Hierarchy of Control') before commencement and periodically throughout activities.

Hazardous Manual Tasks may be identified in the project risk assessment and detailed in methodology reviews, documenting appropriate controls to mitigate risks. Subcontractors should include controls where required within their SWMS or SOPs.

What is Musculoskeletal Disorder (MSD)

MSD is an injury that can occur either as a result of sudden damage caused by strenuous activity, unexpected movements; or as a result of gradual wear and tear due to repeated and continuous use of the same body parts.

What is Hand-arm vibration

Hand-arm vibration occurs when vibration is transferred through a vibrating tools, steering wheel or controls in heavy machinery to the hand and arm. This can disrupt blood circulation in the hand and forearm and damage nerves and tendons.

3.8 HAZARDOUS NOISE

3.8.1 GENERAL

Hazardous noise can destroy the ability of workers to hear clearly and make it more difficult to hear the sounds necessary for working safely, such as instructions or warning signals. RCC as a PCBU has a duty to ensure that where risks arise from hazardous noises these are eliminated or minimised so far as is reasonably practicable. Managing the risks related to noise will assist in:

- Preventing workers from hearing loss and disabling tinnitus
- Improving conditions for communication and hearing warning sounds
- Create a less stressful and more productive work environment

3.8.2 WHAT IS INVOLVED IN MANAGING NOISE AND PREVENTING HEARING LOSS

During the initial stages of any RCC project the initial High-Risk Workshop will identify noise as part of the risk assessment. Identified hazards should be documented in the Project Risk Assessment; all sites must utilise the hierarchy of control when assessing the risks. Projects must always attempt so far as is reasonably practicable to eliminate risks of noise prior to implementing other controls.

3.8.3 EFFECTS OF NOISE

Even though noise may be at levels that do not damage hearing there are other adverse health effects that must be considered. Excessive noise even at background levels can chronically interfere with concentration and communication. Persistent noise stress can also increase the rate of fatigue and cardiovascular disorders.

This risk of adverse health effects can be minimised by keeping noise levels below:

- 50 dB(A) where work is being carried out that requires high concentration or effortless conversation
- 70 dB(A) where more routine work is being carried out that requires speed or attentiveness or where it is important to carry out conversations

3.8.4 WORKING SAFELY IN AMBIENT NOISE

To work safely workers must be able to hear warning signals above any other noise at the workplace. For reversing alarms on mobile plant, the guidance in ISO 9533:2010 should be followed. This includes ensuring that audible alarms, buzzers and beepers are at a noise level that is at least as high as the plant at high idle.

Workers need to assess the equipment, tasks and activities they are conducting; or are being conducted alongside them to ensure they can apply the appropriate risk controls. This may include ensuring that specific activities are only conducted within specific timeframes, with appropriate rest breaks & engineered barriers to protect other workers from nuisance noise.

Where background noise levels exceed 85dB(A) it is expected that workers are provided appropriate hearing protection which is covered in the next section. Where there are specific noise limits and controls, RCC must ensure an appropriate Noise & Vibration management plan is in place and follow the controls provided by the consultant. Extended work shifts over 10 hours also involves a greater level of exposure than the baseline 8-hour measurement standard. The risk is there is reduced recovery time between successive shifts that may cause greater exposure.

RCC should ensure that:

- Schedules are organised to plan noisy work where there are fewer workers present
- Notify workers at Prestarts and Daily Operations Planning Meetings to allow opportunities to plan alternate work activities
- Provide quiet areas and isolate noisy works to minimise nuisance noise with adjacent work fronts
- Ensure subcontractors are utilising job rotation between workers to ensure that workers do not spend excessive timeframes in and around noisy work that may exceed the exposure standard

3.8.5 PERSONAL HEARING PROTECTION

Hearing protection comes in a variety of different sizes and shapes to fit individual physiology. Where personal hearing protection is provided it must be:

- Suitable for the nature of the work and any hazards associated with the work
- Suitably sized and fit, enabling reasonable comfort for the worker who has to use or wear it
- Maintained, repaired and replaced so that it continues to minimise the risk to the worker who uses it, including ensuring it is clean and hygienic

Hearing protection is to be provided to workers by their employing company who are responsible for ensuring the workers are trained on its use, maintenance & when to utilise.

3.8.6 AUDIOMETRIC TESTING

Audiometric testing is performed at all pre-employment medicals for RCC employees. This establishes a baseline hearing level. Only identified roles on project sites are subject to 2 yearly audiometric testing. These are managed by the RCC RTW Coordinator & facilitated by our RTW and Injury Management provider Mend Services.

It is the responsibility of all subcontractors to ensure that where hearing protection is provided, they are risk assessing the need to provide audiometric testing to their employees.

3.9 INSPECTIONS

3.9.1 HAZARD NOTIFICATION

Hazards reported by site personnel should be reported to a Richard Crookes representative promptly and entered into HammerTech. The relevant RCC supervisor will review and act as soon as possible.

3.9.2 SITE INSPECTIONS

All safety Inspections are to be documented in HammerTech.

Subcontractors may undertake joint safety inspections with RCC in the following occasions:

- h. Following an incident or HPI, or concerns with Subcontractor safety performance
- i. As part of a SWMS review on a particular activity.
- j. During Safety Committee Walks/ other agreed arrangements

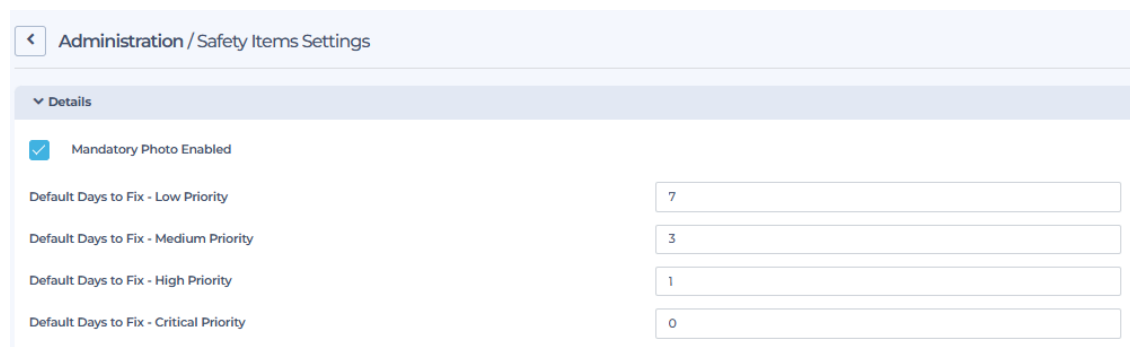
Documented inspections carried out by other off-site parties e.g., Regulator, MBA, Union, etc. will be documented in HammerTech under the appropriate Right of Entry Inspection.

Richard Crookes nominated Senior Managers identified in the Project organisational chart, will carry-out Senior Manager Inspections monthly or as directed by the GM – Safety. This will be documented using 16.0 Senior Inspection in HammerTech. Records of discussions with workers and project teams will be documented in this inspection.

3.9.3 IDENTIFICATION AND MANAGEMENT OF CORRECTIVE ACTIONS

During site inspections, a non-conformance, observation, hazard or corrective action can be raised and issued to the RCC project team or direct to a subcontractor. These are raised through HammerTech and assigned an appropriate priority.

The priority raised in HammerTech has a corresponding timeframe to closeout as outlined below. It is expected that Critical Priority items (Non – conformances, observations, hazards or corrective actions) are closed out on the spot with the appropriate subcontractor.



Administration / Safety Items Settings	
▼ Details	
☒ Mandatory Photo Enabled	
Default Days to Fix - Low Priority	7
Default Days to Fix - Medium Priority	3
Default Days to Fix - High Priority	1
Default Days to Fix - Critical Priority	0

The Project Dashboard in HammerTech allows both Richard Crookes employees and the subcontractor nominated representatives to see all outstanding observations., their priority level and which location the observation has been raised in.

3.9.4 NON-CONFORMANCES

A Non-Conformance Report in HammerTech or via Aconex will be raised for:

- Repeated breaches of SWMS controls
- Repeated breaches of RCC Safety Standards
- Failure to follow reasonable instructions from RCC personnel

- Where a Serious HPI incident has raised correction actions requiring Subcontractor management action (if required, determined by the Project Team)
- Actions issued by external audits and inspections where Subcontractors are responsible

3.10 PLANT & EQUIPMENT

3.10.1 GENERAL

The Subcontractor will submit documentation in accordance with the requirements of the Equipment Checklist in HammerTech. The Project Team will review and approve documentation prior to commencement.

For plant and equipment (including hired plant), the RCC Project Team and subcontractor will ensure:

- Operators of plant must hold the relevant High-Risk Work Licence (HRWL), Certificate of Competency, appropriate to machine/plant. Some items require an additional Verification of Competency (Cranes, Dogmen and Riggers), this is documented in the RCC Safety Standards and the [Training & Competency Management – High Risk Work Licences, Equipment & Elevated Work Platforms](#)
- Copies of Original Equipment Manufacturers Manuals (OEM), maintenance records, logbooks, Plant risk assessment, daily pre-starts are verified prior to commencement using HammerTech.
- Outcomes from the plant risk assessment are evaluated using to confirm the suitability of the plant risk assessment and that it meets the specific requirements of the RCC plant risk assessment in HammerTech.
- The Operator has reviewed the plant risk assessment to confirm training in the operational parameters of the plant including the plant risk assessment control measures and requirements from the OEM and manufacturer's instructions.
- The subcontractor, when completing the plant risk assessment for submission to RCC, will determine whether the following is required; Roll Protection (ROPS) / (FOPS) Falling Object protective Structures / (TOPS) Tip-over protective structures / (OPG) Operator Protective Guards / Seat belts.
- Logbook inspections are to be conducted daily and specific to that item of plant.
- Specific Emergency Response Plans must be applicable to the plant risk
- Plant identified as having a fault or unsafe will be removed from service and have a tag (out of Service) attached identifying the problem.

3.10.2 LASERS

All lasers used on site must be fit for purpose

All workers utilising lasers must read and understand the safety requirements as documented by the OEM

Lasers should be placed so that they are not at a worker's eye-level where practicable

Lasers should only be utilised for the maximum duration required to safely complete the work, isolate or turn off when not required to protect other workers

Where lasers are used on site, RCC is to ensure that Subcontractors have trained their workers in the safe operation of the devices

3.10.3 CRANES

For lifting equipment and crange, refer to:

- [RCC Safety Standard 007A Tower Cranes Lifting](#)

- [RCC Safety Standard 007B Mobile Cranes Lifting](#)
- [RCC Safety Guidance Note – Chains Common Lifts](#)
- [Slings v Chains Risk Assessment](#)

3.10.4 PLANT & EQUIPMENT REGISTRATION & INDUCTION

The Supplier will submit all required documentation through HammerTech, and the RCC Project Team will review documentation provided by the Subcontractor, prior to being approved for use. E.g., scaffold, hoists, chutes, cranes, concrete pumps, loading platforms, load shifting plant, etc.

For plants requiring registration certificates, i.e., cranes and boom-operated concrete pumps that could be on-site for extended periods, the Project Team will refer to Hammertech for currency. Records for the below will be maintained by the subcontractor:

- Daily pre-start checks for plant and equipment by operators
- Plant servicing records as per manufacturer's recommendations.
- Servicing intervals shall be specific to the needs of the type of plant and completed at designated intervals
- Where documents have an expiry, the subcontractor shall upload new copies to HammerTech when received
- Inspections will be carried out by a competent person who, as a minimum, holds a certificate of competency to operate the plant being inspected.

On approval RCC will issue a Plant Sticker that must be displayed in a prominent location on the item of plant. RCC will monitor the plant register in HammerTech to ensure that all plant items are being serviced and maintained.

Plant items will be removed from the plant register when they are no longer on site. When plant returns to site that has previously been inducted, all records must be checked prior to reaccepting the plant item on site. This ensures that all records are current. Some items of plant are required to complete additional checklists prior to the commencement of work namely all Mobile Cranes & Concrete Pumps.

3.11 SCAFFOLDING

The subcontractor will ensure that the scaffolding is erected to the requirements of all applicable standards (AS1576 & AS4576) and in NSW the Industry Safety Standard 'Guidelines for Scaffolding', The scaffolder must also ensure that they follow:

- [RCC Safety Standard #008 Scaffolding](#)
- [RCC Safety Standard #005 Edge Protection / Falls from Height.](#)

All scaffolders must hold a High-Risk Work Licence, unqualified scaffold assistants and labourers are not permitted on RCC sites.

3.12 ELECTRICAL EQUIPMENT / WORK

Electrical Works will be managed in accordance with [RCC Safety Standard #004 - Electrical](#)

The subcontractor will ensure that all electrical work is in conformance with AS/NZS 3000 Electrical Installations and AS/NZS 3760 Safety Inspection and Testing of Electrical Equipment.

The Site Supervisor will monitor the records of all electrical equipment, earthing of portable generators operating temporary power boards, sheds, power tools & equipment, electrical switchboards, and distribution boards are checked and tagged Monthly, by an electrician. Electrical equipment and power tools inspections will be recorded via Electrical Equipment Register Form 17.1, or on a subcontractor's own register and loaded into HammerTech.

For installation, maintenance, repairs, additions, or isolation/energisation of any electrical components, an Electrical Isolation Permit Form 21.7 & Electrical Energisation Permit Form 21.7B in HammerTech, is required prior to starting works.

All records of Electrical Switchboard Inspection must be uploaded via HammerTech using the 17.2 Electrical Switchboard Inspection Register

All records of compliance for electrical work (CCEW – NSW, COTAS / COTAC – QLD, CES – ACT) must be lodged with the appropriate statutory requirements with copies uploaded via HammerTech under the 17.3 Register.

Note: All temporary construction wiring must be installed as per standards and shall be clearly marked as “Temporary Construction Wiring” at spacing no greater than 5 meters.

3.12.1 RESIDUAL CURRENT DEVICE (RCDS)

Every single phase and three phase final sub-circuit must be protected by an RCD/circuit breaker.

This includes construction lighting, socket outlets supplying portable or handheld equipment, portable generators, and relocatable structures. It does not apply to circuits where safe mechanical operation is at risk i.e., cranes & lifts.

All RCDs located in the switchboard enclosure must also be protected behind a lockable cover to prevent unauthorized restoring of power as the result of tripping.

Testing requirements for RCDS are as follows:

ITEM	PUSH BUTTON TEST BY COMPETENT PERSON	OPERATING TRIP TIME TO BE RECORDED BY LICENCED ELECTRICIAN
Portable RCD'S	Prior to use Monthly	Initial commissioning 3 Monthly
Fixed wired RCD'S (Sheds & switch boards)	Monthly	Initial commissioning 3 Monthly

Results of any RCD tests are to be recorded on Form 17.2 Electrical Switchboard Inspection Register.

3.12.2 DISTRIBUTION BOARDS

Switch boards installed for the purpose of supplying electrical equipment associated with the construction process, must comply with the requirements of Code of Practice and applicable Electrical Standards.

Testing requirements for switch boards are as follows on the next page:

BOARD TYPE	TESTING FREQUENCY
Site switch boards / sub-boards	At time of commissioning Monthly
Site sub-boards (Sheds / portable buildings)	At time of commissioning 3 Monthly
Subject to electrical risk assessment, intervals may vary	

3.12.3 LIVE (ENERGISED) ELECTRICAL WORK

The WHS Regulation allows electrical work to be undertaken on electrical equipment under the following circumstances:

- It is necessary in the interests of health and safety that the electrical work is carried out on the equipment while the equipment is energised (i.e. It may be necessary that life-saving equipment remain energised and operating while electrical work is carried out on the equipment).
- It is necessary that the electrical equipment to be worked on is energised in order for the work to be carried out properly, or
- It is necessary for the purposes of testing required under clause 155 of the WHS Regulation, or
- There is no reasonable alternative means of carrying out the work.

RCC will only allow live electrical work to take place in exceptional circumstances and only after pre-approval from RCC's General Manager Safety (who will seek approval from the WHS Regulator). This approval is to be sought via the Project Manager and BU General Manager.

Note: Apprentices and trainees are not permitted to undertake any live electrical work on RCC projects

3.12.4 LOW VOLTAGE & CPR

During testing, commissioning & where live work is undertaken under as per the allowance of the section above.

Safety Observers supporting Electrical Work must be competent to:

- Implement control measures in an emergency
- Rescue and resuscitate the worker carrying out the work
- Must be assessed as competent in the previous 12 months as competent to rescue and resuscitate a person.

All licenced electricians working on RCC sites must hold Low Voltage Rescue & CPR training.

- UETDTRRF06 Perform rescue from a live LV panel
- HLTAID009 Provide Cardiopulmonary Resuscitation

3.13 WORKING NEAR HIGH VOLTAGE OVERHEAD CABLES

3.13.1 RESPONSIBILITIES

3.13.1.1 THE PROJECT MANAGER IS RESPONSIBLE FOR:

- Identifying all overhead electrical and telecommunication hazards, assessing the risks, and implementing control measures to prevent injury to persons and accidental damage to the cables that may interrupt supply. Refer to Appendix 3.
- Contacting the supply company to discuss the possibility of isolation or relocation of cables that may impact the works to be carried out.
- Contacting the asset owner to clarify the training and competency requirements required when encroaching overhead assets and utilities in that area.

APPROACH DISTANCES FOR WORK PERFORMED BY 'ORDINARY PERSONS' (TABLE 1)

Nominal Phase A.C Voltage (Volts)	Example	Approach Distance
< 132,000 volts or 132KV _a .	e.g. Low voltage and high voltage distribution and sub-transmission lines, usually on poles.	3 Metres

Between 132,000 and 330,000 volts or 132KV _a – 330KV _a .	e.g. Sub-transmission and transmission lines on either poles or towers.	6 Metres
> 330,000 volts or 330KV _a	e.g. Transmission lines usually on towers.	8 Metres

Figure 4: Code of Practice ‘Working Near Overhead Powerlines’ SafeWork NSW

The mobile plant including cranes, excavators, EWPs, earthmoving machinery, tipper trucks, and concrete placing booms whose design envelope is within the approach distances specified in the figure above must be controlled by safe systems of work as described in the Code of Practice ‘Working Near Overhead Powerlines’ SafeWork NSW and the asset owners Electrical Safety Rules. All overhead powerlines were surveyed for height, with signage adjacent to the service detailing the voltage and height. If you have identified a hazard involving overhead power lines where it is foreseeable that the work activity, crane, or item of the mobile plant will be required to or might inadvertently encroach on the approach distances specified for ordinary persons set out in the table above.



Figure 4 COP Managing Electrical Risks at the Workplace

When erecting metal scaffold near overhead power lines (up to and including 1000 volts) a 4 m approach distance must be maintained in any direction. Consideration must also be given to sag and swing of the conductors. COP Managing Electrical Risks at the Workplace.

The Project Manager and/or nominated representative Site Manager, Supervisor is responsible for:

- Ensuring that the identified hazards are notified to all site personnel at induction, along with the control measures required to prevent injury. Refer to Electrical Isolation Permit
- Checking to verify control measures identified in the risk assessment are implemented. Refer to Appendix 3
- Obtain copies of the supplier’s permits/certificates showing that the power supply has been isolated and proved dead. (Danger Tag-Lock Out)
- Ensuring that no work is carried out within the specified safety zones where there is live power.
- Consult with the supply company’s responsible person to ensure that all the above is conducted.
- Where appropriate barricade or de-mark the designated no-go safety zones.

3.13.1.2 THE SUBCONTRACTOR IS RESPONSIBLE FOR:

- Ensuring that all workers attend the RCC site induction training for work carried out on site.
- Ensuring that all subcontractor employees are competent and work in a safe manner.
- Ensure that all work carried out is to the subcontractor’s SWMS and industry Best Practice Guidelines.
- Ensure that tag-out/lock-out procedures are followed, and copies of the certificates are given to the Supervisor.
- Nominate a competent observer/spotter who is not to perform any other task, to ensure that safe distances are observed from live power lines.

3.13.1.3 ALL SITE WORKERS MUST:

- Attend the site induction.
- Ensure that all plant and equipment under their care remain outside of the designated safety zones.
- Report all incidents or near misses to the Project Manager and/or nominated representative immediately.
- Follow all reasonable safety directions, as required.

3.14 TEMPORARY SUPPORT STRUCTURES (TEMP WORKS)

Temporary Works will be managed in accordance with RCC Safety Standard Temporary Works 009.

All Temporary Support Structures require an engineered design. Where implemented they must be monitored and reviewed in accordance with the requirements of the engineered design applicable to the works.

Note: Emergency Response Procedures (ERP) shall be in place throughout the erection and dismantle in the event of a person falling from a height, falling objects from height, or risk of falls in penetrations. This ERP is outlined in the RCC Emergency Management Plan.

The hierarchy of controls must be adopted and documented in the Project Risk Assessment for the effective management of the risks associated with Temporary Support Structures in the workplace.

Temporary Support Structures may include (but are not limited to)

- Formwork/Falsework
- Material Hoists erection and dismantle
- Pre-cast panel bracing
- Erection and dismantling of scaffold
- Shoring
- Edge protection systems
- Loading bays/decks
- Propping and other structural support systems

3.14.1 CONTROLS:

- All TSS must be designed by a qualified engineer applicable to the system/product.
- Associated plans, drawings must be detailed and readily available and reviewed and accepted by a qualified engineer.
- Confirmation of the installation is confirmed by the installer as compared to the associated plans/drawings/design
- Any changes to plans and/or drawings will be reviewed and certified by a person with the training relevant to the particular support system.
- Prior to commencing alterations to a structure or construction of temporary structures a full assessment of a building, its materials, and ground conditions / foundations have been assessed by a competent person to ensure the structure will support the temporary structure for example, Geotechnical inspections, Concrete Strength (MPa as detailed in formwork plans and engineers reports or direction.
- TSS must be regularly monitored and inspected for the effectiveness of the system and reflects current drawings and engineered plans, manufacturer's specifications, and relevant legislative guidelines.
Examples of inspections can include:
 - 25.1 Site Safety Inspection,
 - 25.6 Scaffold Monitors Checklist HammerTech

- 2.2 Formwork / Falls from Height, Daily Scaffold, Dropped Object Inspections and Daily People & Plant separation Inspections

3.15 FORMWORK

The subcontractor will ensure that the formwork is erected to the requirements of the relevant manufacturers' specifications, Codes of Practice, advisory guides, and AS/NZ 3610 Formwork will be managed in accordance with:

- [RCC Safety Standard #002 Formwork](#)
- [RCC Safety Standard #009 Temporary Works](#)

3.16 WORK AT HEIGHTS

Work at height shall be managed in accordance with the [RCC Safety Standard #005 Edge Protection and Fall from Heights](#)

All Work at Heights will be conducted in accordance with the requirements of the: Applicable Codes & Regulations. (Refer to Managing the risk of falls at workplaces).

All systems/structures which will be put in place to prevent falls must be installed and inspected according to the specifications of the manufacture and any other relevant requirements

Note: Emergency response procedures and associated situations at height, are outlined in the RCC Emergency Management Plan.

3.17 HOT WORKS

3.17.1 GENERAL

Prior to the commencement of Hot Works, a Hot Works Permit must be submitted through HammerTech, RCC Site Managers and Supervisor will review and approve prior to the commencement of work.

This applies to all work involving oxy/acetylene welding/brazing and cutting, electric welding and cutting, grinding, and any other works that involve the use of a naked flame or other generated heat source with relevant control measures.

A Hot Work Permit Form 21.6 in HammerTech, is valid only for the time specified, and the work specified on the permit. If the work continues past the allotted time, a new permit must be issued to complete the works

For the duration of the works, a copy will be issued to the contractor & kept by RCC for monitoring.

3.17.2 HOT WORK AREA

Where combustible materials cannot be moved to the recommended safe distance, they should be covered with non-combustible material or wetted down to prevent ignition.

Where there is insufficient natural draft to adequately ventilate the work area, a fan with adequate capacity to ventilate the area will be used. Care should be taken to ensure that fumes and sparks generated by the hot work are not blown into areas where other persons are working.

3.17.2.1 FIRE WATCH/PREVENTION

A suitable fire extinguisher or fire hose will be located where any hot work is conducted.

Suitable fire extinguishing media must be within 10 metres of an area where grinding work is taking place

3.17.2.2 COMPLETION OF THE HOT WORK

At least 30 minutes after the completion of the hot work, the operator will inspect the work area to ensure that the completed work and any slag or sparks have cooled sufficiently so that a fire or explosion cannot occur.

3.17.2.3 HOT WORK IN CONFINED SPACES

Where hot work is to take place in a confined space refer to Form 21.9 Confined Space Entry Permit and Risk Assessment.

3.17.2.4 Smoking Areas

Dedicated smoking zones are to be maybe identified, signposted, and established in a safe location near site amenities, away from combustible materials.

3.17.2.5 CONFINED SPACES

3.17.3 WHAT IS A CONFINED SPACE

A 'confined space' is defined as an enclosed or partially enclosed space that:

- Is not designed to be occupied by a person, and
- Is intended to be at normal atmospheric pressure while any person is in the space, and
- Is or is likely to be a risk to health and safety from –
 - An unsafe oxygen level
 - Contaminants, including airborne gases, vapours, and dusts, that may cause injury from fire or explosion, or
 - Harmful concentrations of any airborne contaminants or engulfment

For further information refer to the Confined Space Assessment Criteria issued by the State or Territory Regulator.

3.17.4 ISSUE OF CONFINED SPACE PERMITS

Subject to a review of the Project Risk Assessment, the Supervisor/Site Manager must give written approval for work in the form of a Confined Space Entry Permit prior to work in the confined space being conducted.

An Authorised Person (who has completed a Confined Space training course) will complete the Confined Space Permit in HammerTech.

The Confined Space Entry Permit will be displayed at the entrance to the confined space for the duration of the works (can be printed out from HammerTech).

Only person/s that have confined space training, will be authorized to undertake confined space works.

3.17.5 ISOLATION OF THE CONFINED SPACE

Prior to any person/s entering a confined space, the Authorised Person and/or the Stand-By Person (who has completed a Confined Space training course) will ensure that the confined space is isolated from contaminants or the movements of equipment that might harm persons working in the confined space.

Also, energy sources that may impact the confined space must be isolated. These may include electrical, mechanical, pneumatic, hydraulic, chemical, thermal, and kinetic energies. It may also include pressurised liquids and gases, sludges and liquids, and gases and fumes.

Locks, tags, or other protective measures may be used to achieve isolation and will only be removed after the Authorised Person and/or the Observer ensures that work has been suspended or completed and that all persons have vacated the confined space.

3.17.6 STAND-BY PERSON

A Stand-By Person will be stationed in close proximity to the entry of the confined space.

The Stand-By Person will maintain communication with the persons inside, and be able to raise the alarm, or initiate emergency response procedures from outside of the confined space only.

Where confined space rescue may require entry into the space, a Standby Rescue Team with Confined Space Rescue training, Breathing Apparatus training and specific rescue equipment will be required.

3.17.7 CONFINED SPACE DOCUMENTATION

Records of air monitoring conducted within a confined space shall be recorded in HammerTech and maintained for 25 years as per the WHS Regulation. This means in principal that all confined space documentation shall be maintained within HammerTech including SWMS, Confined Space Risk Assessment, Permits & Records of Training.

3.17.8 EXCAVATION & GROUNDBREAKING

Definitions:

- Excavation: Excavation work means work involving the removal of soil and rock from a site to form an open face, hole, or cavity using tools of machinery.
- Ground-breaking: Ground-breaking activities include (but are not limited to), the installation of fencing, potholing, tree planting, and removal.
- Non-destructive digging: Non-Destructive Digging (NDD) is a means of safely excavating the earth around buried utilities. The most common methods are Hydraulic Vacuum excavation (Hydrovac) or hand digging
- Hand Digging: Hand digging is considered a safe method for excavation. The use of
 - Picks, mattocks, or pry bars, or any other sharp-edged hand tool (other than a rounded-edged shovel) is not considered NDD. These items ARE NOT to be used within 300mm of a cable
 - Tools must not be thrown or spiked into the ground in the vicinity of electricity cables
 - Hand impact tools such as pneumatic drills and electric jackhammers are not to be used within 300mm of a cable
- The Site Manager will confirm that all above ground and underground services (e.g., gas, electricity, water, sewer, telecommunications, etc.) are identified and the locations clearly marked and 'visually identified' and protected by way of 'physical barrier' to prevent accidental contact with services. All Project Managers are to refer to Section 1.13.2 Underground Services in relation to RCC Insurance requirements.
- Consideration is to be given to the method for exposing underground services by way of non-destructive means, e.g., Hydrovac' Vs Potholing'. Before commencement of works, an Excavation Permit Form 21.1 is to be completed.
- The Site Manager is responsible for ensuring that subcontractors, especially mobile plant operators, are aware of the location of the services noted above at site induction and by personal communication/consultation. A prestart toolbox will be conducted with applicable workers before the works start. Note, a combination of controls needs to be adopted to adequately risk manage underground and overhead assets and not rely on 'administrative controls in isolation.
- The Site Manager will organise a survey of the site to locate and mark the position of all underground services, as set out in Section 1, Underground Services. Copy to be displayed & communicated on the site notice board and discussed at the daily planning meeting where excavation is to be undertaken.

Once the services have been located and their position marked on site. This information will be transferred onto the working as-built drawings.

- The subcontractor is responsible for:

- ☒ Ensuring that all excavation work is conducted in accordance with the Code of Practice – Managing Risks of Plant in the Workplace
- ☒ Where drawings show services within 2 (two) meters of the proposed excavation/penetration, the actual location of those services must be confirmed by either a locating device or by hand excavation.
- Access and egress: A stretcher stair that allow emergency rescue is preferred option for access and egress into a large excavation, such as a tank or basin under construction.
- Where a ladder is used, (as a last resort) it must be sufficient to extend 1 (one) meter past the landing place and be secured at the top and bottom to prevent slipping
- Prevention of collapse or failure of trenches and open excavation: All trenches and deep excavations greater than 1m must be properly benched, battered, or shored, or a combination each to prevent the edges from falling back into the trench or excavation.
- In cases where the ground is unstable, weather affected or influenced by the movement of plant or stored material near the excavation, advice from a geotechnical engineer or competent person is required.
- Protection against contaminated environments: Where there is a risk of workers coming into contact with contaminated soil, adequate control measures must be put in place. As a minimum, those who may come into contact with the contaminated soil must wear personal protective equipment.
- Protection of Underground Assets: The Project Manager and/or nominated representative will contact the asset owner to clarify the training and competency requirements required when encroaching underground assets and utilities in that jurisdiction. The below table is to be used as a general guide.

TYPES OF ASSETS AND LIMITS OF UNDERGROUND APPROACH		
ASSET	CLEARANCES	CONTROLS
Gas- Low and medium pressure	Plant/machinery 300mm	Pothole to confirm location of service
Gas- High pressure	Hand tools – @ 300mm (supervision from asset owner) Plant/machinery- @ 1000mm	Powered excavation between 300-1000mm is only permitted under supervision and permit from asset owner
Electricity- LV	Plant/machinery- @300mm	Must contact asset owner for specific conditions
Electricity – HV (from 1000V- 33KV)	Up to 22KV-2 metres Above 22KV-3 metres	If these distances cannot be maintained contact Energy provider and arrange for an Instructed Person
Telecommunications cables	Must contact asset owner	Must contact asset owner for specific conditions
Water pipelines	Plant/machinery- @300mm	Pothole to confirm location of asset

Sewerage Pipelines	Plant/machinery- @300mm	Pothole to confirm location of asset
*Source- SafeWork NSW Work Near Underground Assets Guide		
Figure 3 TYPES OF ASSETS AND LIMITS OF UNDERGROUND APPROACH		

3.17.9 WORK IN OR AROUND EXCAVATIONS, BEHIND RETAINING WALLS

When work is to be carried out in an excavation/embankment where the embankment is 1m or greater, or where it is necessary for a person to work in a crouched position with their head below the top of the embankment, the following procedure will be followed as a minimum standard and refer to the RCC excavation and groundbreaking Permit Form 21.14.

The Site Manager will ensure a risk assessment has been completed to identify potential hazards when working in an excavation /embankment. Items to be considered include:

- Assess work area for Confined Space classification.
- Ensure a safe system of work has been developed for the required work.
- An emergency plan been developed to rescue an injured worker if required.
- Safe access and egress provided to the workspace.
- Adequate training to those people required to work in the area.

A copy of this risk assessment will be sent to the Supervisor and to the subcontractor so that the identified risks can be considered during the development of the subcontractor's Safe Work Method Statement.

A Safe Work Method Statement specific for this task will be produced detailing all the Control Measures to be put in place to address the hazards identified. This SWMS will be produced in consultation with the Supervisor and the contractor who will be performing the work.

All materials and or spoil as a guide to be kept at least 2.0m back from the edge of the embankment/excavation and a safety fence or barrier put in place to prevent persons from approaching near the edge.

Wherever possible the area between the retaining wall and the wall of the excavation should be cleaned of all rubbish before commencing construction of the retaining wall. Wherever possible, the hole in the clean-out blocks should face internally.

A physical barrier (ATF fence, temp handrail, jersey curbs) should be installed to act as fall protection when the excavations are greater than 1m. Trench runs, excavations under 1m, can be demarcated with a visual barrier.

Where plant, equipment or personnel are required to work in close proximity to other structures or foundations, it may be necessary to consult with a competent person for advice on set-off or approach distances.

Where this work is to be carried out, a Structural or Geotechnical engineer may have to provide a detailed report and drawing which RCC shall provide to the relevant subcontractors working in that area.

3.17.10 HAZARDOUS SUBSTANCES & UNEXPECTED FINDS

The Site Manager will ensure that all hazardous substances are identified and uploaded to the SDS Register in HammerTech. The manufacturer's label must be legible prior to being used or stored on site. Upon identification of Hazardous Substance being brought to the site, the supervisor and contractor should consider if there is an alternate non-hazardous product.

SDS will be reviewed and uploaded as required in HammerTech and they should be kept current and will allow workers to determine if additional first aid equipment is required during entry into the SDS register.

Workers will be trained in the use of the substances as per the SDS, with records of the training recorded in a toolbox or equivalent.

Hazardous substances will be stored and separated as required by the Dangerous Goods Regulation with relevant signage, bunding and barricading.

3.17.11 ASBESTOS

Where asbestos is identified on the project, or is known about prior to project commencement, this will be documented in the Asbestos Management Plan (AMP). The AMP also provides information on the management of unexpected finds and is a document that is required for all asbestos activities.

3.17.12 LEAD

Lead Process – A lead process is any work activity that involves or produces lead dust, fumes, or mist, or otherwise exposes a person to lead (Any activity where lead is present and workers could be exposed)

Lead Risk Work – A subset of lead processes where exposure is significant enough that it could exceed prescribed blood lead levels or airborne exposure standards, triggering mandatory health monitoring and strict controls (Where there is a real likelihood of harmful exposure)

3.17.12.1 Identification of hazards, risk assessments and control measures

Under the WHS regulations a formal risk assessment & documented Safe Work Method Statement (SWMS) must be in place prior to the commencement of Lead Processes.

Health Risks associated with Lead Processes

3.17.12.2 Containment

Contamination by lead must be confined to a lead process area within a workplace. Areas may be designated for decontamination, cleanup and specific ablution blocks may be provided to minimise cross contamination of lead with other workers.

3.17.12.3 Cleaning Methods

Methods used to clean up and remove lead from a workplace must:

- Not create a risk to the health of persons in the immediate vicinity of the area
- Ensure that they do not have the potential to spread the contamination of lead

3.17.12.4 Prohibition of eating, drinking and smoking

Workers who are working around lead products during construction activities must not eat, drink or smoke anywhere near the lead work. They must follow decontamination processes prior to entering a clean area that is setup as a rest area or where food and drink is eaten.

Workers conducting lead work must ensure they utilise changing rooms, washing, showering and toilet facilities where secondary lead exposure from contaminated clothing is managed, where the risk of ingestion are minimised and lead products are not spread to other areas.

Where possible these workers must remove clothing and equipment in the contaminated area prior to washing their hands and face and before entering an area setup as a rest area or where food and drink is eaten.

3.17.12.5 Health Monitoring

Where workers are specifically conducting **lead risk work** as outlined in section 3.22.1 an employer must provide the worker with health monitoring prior to the first commencement of the work and again one month after the first monitoring.

There are specific thresholds about the frequency and type of health monitoring that a worker must be tested under documented in the WHS Regulation. All health monitoring must be conducted by a registered medical practitioner with relevant experience.

Where a worker exceeds these thresholds, they are to be removed from the lead risk work. They can only return after retesting by a registered medical practitioner with relevant experience.

All costs related to health monitoring for lead work are required to be borne by the employer. All records related to health monitoring are kept as confidential records and must be kept for at least 30 years. Disclosure can only be made with the worker's written consent.

3.17.13 RESPIRABLE CRYSTALLINE SILICA

Where there is any risk to health from exposure to Respirable Crystalline Silica works, refer to the [RCC Safety Standard #013 Silica](#).

Respirable Crystalline Silica works should always be planned, risk assessed and take into consideration the hierarchy of controls. The highest-level control practical should always be implemented.

3.17.14 HEALTH SURVEILLANCE

RCC will conduct a project risk assessment, which includes the risks to health, to assess the potential health hazards associated with Biological, Physical, Chemical/atmospheric containments. This is to be completed by a person with a minimum Cert IV in WHS. If this assessment identifies potential health hazards that cannot be managed to reduce the exposure levels under the Workplace Exposure Standard, a suitably qualified Occupational Hygienist will be engaged to take further measurements and provide an action plan to manage the risk.

Any monitoring will be communicated to all workers and placed on the site notice board. The C.O.P Managing the Risk of Hazardous Chemical in the Workplace outlines a list of Chemicals/Substances that will require Health Monitoring for workers exposed to the Chemical/Substance.

Health monitoring is to be conducted by a registered medical practitioner with experience in health monitoring of the requirement. All records of Health monitoring are to be maintained confidentially and provided to the relevant regulatory agency in the State. RCC Supervisors will request confirmation/evidence from the applicable contractor confirming health monitoring has been completed as required, prior to commencement of the activity.

Health monitoring of a person means monitoring the person to identify changes in the person's health status because of exposure to certain substances. It involves the collection of data to evaluate the effects of exposure and to confirm that the absorbed dose is within safe levels. This allows decisions to be made about implementing ways to eliminate or minimise the worker's risk of exposure, for example, reassigning to other duties that involve less exposure or improving control measures. monitoring is recommended by a registered medical practitioner with experience in health monitoring.

Health monitoring is not an alternative to implementing control measures. If the results indicate that a worker is experiencing adverse health effects or signs of exposure to a hazardous chemical, the control measure must be reviewed and if necessary revised.

3.17.15 PSYCHOLOGICAL HEALTH AND WELLBEING

Psychological Safety

Measures are in place to protect the psychological health and wellbeing of workers, including the below.

- RCC has a Safety Health & Wellbeing Plan template which is completed for all new projects. This plan when completed contains the RCC Risk Management measures (relating to Psychosocial Health & Safety) RCC has included the identification of the Risk of Psychosocial hazards in the Project Risk Assessment 21.1 and is to be reviewed, monitored and controls identified at the project risk workshop and subsequent monthly project risk review sessions, or where required.
- RCC has included the risk management of psychological incidents and injury in its reporting regime. RCC requires the formal reporting and investigation of incidents involving psychosocial hazards and any resulting psychological injury or illness of which it becomes aware.
- WHS Act 2011 Part 3, incident Notification: states 'where there is a notifiable workplace incident such as a person's death or physical or psychological injury or illness requiring immediate treatment as an inpatient in a hospital, the PCBU must ensure that the regulator is notified immediately after becoming aware of an incident.'

Above incidents, where they occur are to be recorded by the People & Culture team at Head Office.

Sexual Harassment.

- In 2022, significant reforms were made to the federal Sex Discrimination Act 1984 (Cth) (Sex Discrimination Act). It now includes a positive duty that requires employers to take 'reasonable and proportionate measures' to eliminate, as far as possible, sexual harassment and other conduct covered by the positive duty.

The new positive duty requires an initiative-taking and comprehensive approach towards the elimination of unlawful conduct covered by the positive duty, including actions to prevent this conduct from occurring in the first place. When or if it does occur, the positive duty also requires organisations to respond effectively. RCC has implemented the following controls to ensure we are fulfilling our obligations

- RCC has a Harassment & Bullying Policy which incorporates these findings.
- RCC has implemented a process when any alleged contravention has occurred to ensure it is confidentially investigated and the investigation findings acted on, to ensure RCC responds effectively.
- RCC has a dispute resolution procedure QAP 6.3-002 which is to be followed.
- All new employees attend mandatory compliance training as part of the company induction. This also allows the communication of the anti-bullying and anti-harassment policy, so all made aware of their obligations & the reporting procedures in place.
- The positive duty has incorporated into the Head start project start up workshop for each new project. The most senior on the project, The Construction Manager or Project Manager must explain RCC obligations and expectations to ensure our policy is complied with.

HR is keeping a register to ensure all instances are recorded and records kept.

3.17.16 CONSULTATION & COMMUNICATION

The RCC Consultation & communication Procedures are outlined in the RCC Safety Standard #001B Planning & Communication.

3.17.17 MONTHLY SAFETY DIAL-IN:

All RCC staff attend the monthly Safety Dial-In with access via Teams.

The business is given a visual update of the latest incidents and corrective actions, safety initiatives alongside other health and wellbeing information. It is also an opportunity for the business to ask questions and share learnings.

Note: Frequency may change as nominated by RCC Head Office.

3.17.18 DAILY PRESTART MEETING:

Each project holds a daily (by exception) communication session to share the summarised outcomes of the previous day's planning meeting and consult on key site information, prior to the commencement of work.

The meeting is led by the RCC Site Manager/ Supervisor to the project site, all Supervisors, subcontractors, and workers.

The meeting is held in a large, open location usually with a large whiteboard to allow a plan of site and area to communicate key messages.

The information discussed includes upcoming works and sequencing, high-risk activities, exclusion zones, changes to traffic management plans, safety alerts, or updates on incidents that are communicated and consulted with the workforce.

The Prestart meeting will allow an opportunity for workers to provide feedback. Feedback is to be actioned and provided back to the workers when resolved.

There are two formats.

3.17.18.1 SEPARATE PRE-STARTS

- Where the project is too large or work areas are geographically spread,
- The Daily (by exception) pre-start information is developed by the RCC team and circulated to Subcontractor Supervisors / RCC Area Supervisors and communicated to individual work teams.
- Pre-start information is signed off via HammerTech, hard copy documents should be uploaded by RCC or the Subcontractor Supervisor. RCC to ensure communication and consultation is effective by ensuring RCC nominated personal attends various Subcontractor pre-starts periodically.

100.1 Daily prestart meeting form in HammerTech

3.17.19 DAILY OPERATIONS PLANNING MEETING (CLUB 130):

The daily operations planning meeting (by exception) is held on each project site daily to discuss scheduling, sequencing of works, crane lifts, safety, risk, upcoming works, etc.

The meeting is led by the Site Manager / Supervisors and attended by all Subcontractor Supervisors

It is held onsite, in a location free of distraction where there is space for participants. Where there is a whiteboard with a site plan and an open area to communicate key messages.

A summary of the following day's key activities, risks, and operations is communicated to all.

Each subcontractor Supervisor attends and provides an update on upcoming works, high-risk activities, and any exclusion zones/ sequencing areas for communication.

100.2 Daily operations planning meeting

3.17.20 SUBCONTRACTOR PRE-COMMENCEMENT WORK METHODOLOGY REVIEW

Following the induction, this meeting would take place, prior to the commencement of work onsite to convey RCC Standards, set high expectations & agree on a detailed methodology of works with Subcontractor Workers and Supervision on arrival to the project site.

Participants would include the RCC Site Manager and nominated personnel & Subcontractor Supervisor, and entire work crew.

The meeting is encouraged to be held in a room where everyone can sit, free from the distractions of the site.

The Site Manager or nominated personnel leads the discussion to ask the Subcontractor workers and Supervisors to explain to the team a detailed methodology of how the work will be carried out.

It can be written on a whiteboard and photos taken as a record. This process allows the RCC Supervision to determine the methodology including safety, equipment, interface with other trades will be effectively executed and seek assurance it will be in line with RCC safety standards.

An RCC representative in the team will upload a photo of the board to HammerTech.

100.5 Work Methodology Review Meeting in HammerTech

3.17.21 TOOLBOX MEETINGS

The Site Manager or nominated personnel will conduct a weekly project-wide toolbox talk to focus on a key relevant high-risk or incident outcome and learn something new.

The toolbox talks must include the project workforce and address safety hazards in and around the site, company alerts, safety issues, safe work practices, coordination, and responsibilities.

The minutes of toolbox meetings conducted by or requested by the Supervisor will be recorded on Form 47.1 Toolbox Meeting Minutes in HammerTech.

The Toolbox will allow an opportunity for workers to provide feedback. Feedback is to be actioned and provided back to the workers when resolved.

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

The consultation arrangements for RCC Projects will be managed through an agreed safety committee process or other agreed arrangements, in consultation with the project workforce. Safety Committee provides an opportunity for the workforce to raise safety concerns and or feedback for them to be tabled and actioned by RCC management.

3.17.22.1 OTHER AGREED ARRANGEMENTS-

- At Project commencement, the method of consultation will be established initially via “Other Agreed Arrangements” by completing the Consultation Statement Form 47.3. Site personnel through consultation will nominate a WHS representative for the project that will conduct weekly Toolbox Meetings and documented safety Inspections, by picking each trade supervisor in their designated work area, to participate in the safety inspection of their workplace.
- As the project & worker numbers increase an additional election will be carried out to determine if the Other Agreed Arrangements are still applicable or if a Safety Committee comprised by site representatives and/or HSR is to be established.

3.17.22.2 WORK GROUP- HSR: WHERE AN HSR REPRESENTATIVE IS ELECTED.

- a consultation statement will be prepared. Form 47.3 WHS Consultation Statement will be used for this purpose. Inspections will be undertaken, weekly by the elected HSR representatives, personnel from key trades are encouraged to participate in inspections. Records of inspection/ minutes of meetings will be recorded in HammerTech

- Elected HSR may request formal training which must be carried out by an RTO within a period of 3 months from the request.
- Safety Committee - WHS Regulation & C.O.P Consult, Cooperate, Coordinate
- Health and safety committees

3.17.22.3 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:

- within 2 months after being requested to do so by:
- a health and safety representative for a work group of workers carrying out work at that workplace, or
- 5 or more workers at that workplace, or if required by the regulations to do so, within the time prescribed by the regulations.

Note: No prescribed training (HSR 5-day course) is required for an elected person on a safety committee.

A person conducting a business or undertaking at a workplace may establish a health and safety committee for the workplace or part of the workplace on the person's own initiative

When the WHS Committee is elected, a constitution will be agreed upon and prepared at the first meeting of the WHS Committee Form 47.4. Site Workplace WHS Consultative Committee Constitution may be used for this purpose. (Refer Appendix 1).

Minutes of meetings will be recorded on Form 47.2 WHS Committee Meeting Minutes.

When a WHS Representative is elected, the consultation statement will be prepared. Form 47.3 WHS Consultation Statement may be used for this purpose.

Minutes of meetings will be recorded on Form 47.2 WHS Committee Meeting Minutes.

3.17.23 WHS ISSUE RESOLUTION

It is inevitable that issues will arise from health and safety at the workplace, and issues will arise between workers and managers. The sooner issues are solved effectively – with or without third party assistance – the better. Under the WHS Act and Regulations in the States and Territory that Richard Crookes Constructions carries out its business the approach is the same.

A WHS 'Issue' is any concern about health and safety at a workplace that remains unresolved after consultation with the affected workers and the PCBU has occurred.

Where a WHS issue has been raised and is not able to be managed by the Project WHS Resource, it should be escalated to the WHS Committee for discussion. This process is mapped in QAP-8.5-003.2 which can be accessed via Holocentric in RCC HQ.

3.17.24 RIGHT TO CEASE UNSAFE WORK

A worker may cease, or refuse to carry out, work if the worker has a reasonable concern that to carry out the work would expose the worker to a serious risk to the worker's health or safety, emanating from an immediate or imminent exposure to a hazard.

A health and safety representative may direct a worker who is in a work group represented by the representative to cease work if the representative has a reasonable concern that to carry out the work would expose the worker to a serious risk to the worker's health or safety, emanating from an immediate or imminent exposure to a hazard.

The health and safety representative or the person conducting the business or undertaking or the worker may ask the regulator to appoint an inspector to attend the workplace to assist in resolving an issue arising in relation to the cessation of work.

3.17.25 SAFETY ALERTS

Safety alerts will be determined as required by the Group Safety Team in consultation with the Safety Steering Committee

Safety alerts will be communicated to the project, posted on the notice boards, and discussed at project team meetings and Pre-start Meetings.

3.17.26 INJURY AND INCIDENT MANAGEMENT

3.17.27 FIRST AID

All sites must be staffed with appropriately qualified First Aiders and provided with dedicated first aid facilities maintained in accordance with the WHS Regulations

As a guide where the project number exceeds 100 workers, a First Aid Room will be established, refer to the RCC guide "Site shed numbers of amenities", and maintained by a relevant qualified person. The Site Manager or nominated personnel will ensure that the location of first aid kits, rooms, and the names of First Aider are conveyed to all people onsite, and notices displayed on the noticeboard and Nurse Call Stations.

3.17.28 FIRST AID REPORTING

All injuries no matter how minor must be reported to the designated First Aider who will provide the necessary treatment and record the details electronically on Incident-Injury Report on HammerTech. Mend Services will manage the injury in consultation with the project team. Emergency First Aid stations will be established on-site in key locations

3.17.29 INCIDENT INVESTIGATION AND REPORTING

All incidents are managed in accordance with:

- [High Potential Incident Reporting & Investigation procedure;](#)
- [Notifiable incident reporting procedure;](#)
- [Crisis Management Procedure](#)

3.17.30 HPI (HIGH POTENTIAL INCIDENT REPORTING)

A HPI (High Potential Incident): Is an actual or potential event that could result in serious harm, permanent disablement or death

Any incidents which are classified as "High Potential Incidents" (HPI) will be documented through HammerTech under the appropriate HPI Type & Category. This includes the requirements to ensure that documents and photos have been uploaded into the Incident Record.

All RCC Staff will ensure that all incidents in or around the site, involving RCC personnel, subcontractors, visitors or passers-by, external authorities, Unions, etc. are reported using HammerTech.

Psychosocial incidents, including those relating to sexual harassment, will be recorded by RCC People & Culture under their own classification and investigated as per the Anti-Harassment, Anti-Bullying & Anti-Discrimination Policy & Supporting Procedure.

For all Serious HPI & Notifiable Incidents, the person completing the investigation will be trained in ICAM within the last 10 years. These incidents are also subject to review by the Group Safety Team & require Incident Debriefs with the appropriate Senior Managers (Operations – GM, CM etc)

3.17.31 NOTIFIABLE INCIDENTS

For all Notifiable Incidents, the following activities should be undertaken:

- Refer to the [Notifiable Incident Reporting Procedure](#)
- The incident site must not be disturbed until directed otherwise by the Group Safety Team, an Inspector from the appropriate Regulator or Emergency Services, this may include plant, substance, structure, or thing associated with the incident.
- The Site Manager is the person with management or control of the workplace and is responsible for preserving the incident site, so far as reasonably practicable.
- The incident site will be preserved unless it prevents any action needed to:
 - ☒ To assist an injured person
 - ☒ To remove a deceased person
 - ☒ To make safe or minimise the risk of further notifiable incident
 - ☒ To facilitate a police investigation

In some contracts, it is a requirement to notify the Client's Representative immediately e.g., GC21 Contracts. In addition, LTI will be reported to external bodies (including OFSC) within 24 hours of RCC being made aware of the classification.

In limited circumstances where legal advice is requested and/or legal proceedings are reasonably anticipated, RCC's legal team (or their nominated external legal provider) is authorised and has the discretion to override, vary or suspend (wholly or in part) requirements relating to incident investigation and reporting under this procedure.

All incidents believed to be notifiable must be reported through to the. RCC Group Safety team who will report notifiable incidents through to the appropriate regulator. Any notices issued by Regulators need to be issued for review and closeout with the Group Safety Team.

3.17.32 INCIDENT DEBRIEF / CLOSURE

For all Serious Actual HPIs sites should ensure actions are closed out promptly and the outcome communicated to all relevant stakeholders

For all Serious Actual HPIs an ICAM investigation is documented in HammerTech. An incident debrief will be conducted with RCC Senior Management. Any key learnings are then shared with the business at the Monthly Safety Dial In & Quarterly Safety Briefing.

Corrective Actions identified as part of the incident investigation shall be documented in HammerTech and raised as Observations within the Incident Report.

3.17.33 RETURN TO WORK AND INJURY MANAGEMENT PROGRAMME

The Site Manager/ Supervisor will ensure that the name and contact numbers of the Return-to-Work Coordinator and the accredited Rehabilitation Provider are displayed on the site notice board.

The Project Manager will ensure that the return-to-work program for any employee who has returned to work is followed, in conjunction with the Rehabilitation Provider and RCC's Return to Work Coordinator Mend Services rtw@mendservices.com.au

3.17.34 HARASSMENT, BULLYING, VIOLENCE & DISPUTE RESOLUTION

Appendix 1 contains RCC's Harassment and Discrimination Policy.

3.17.35 EMERGENCY MANAGEMENT

The Project Manager will organise the preparation of an Emergency Management Plan, this will describe the project-specific requirements to control and manage emergency planning and preparedness.

The Emergency Management Plan includes workflows for the management of a variety of different types of incidents that are reflective of the project high-risk activities (safety and environmental).

The RCC evacuation plan is to be reviewed monthly and the 28.0 Emergency Plan Monthly Checklist to be completed in HammerTech (Inspections)

Where the project is located alongside other operational facilities there may be a need to incorporate additional specific instructions within the EMP. Some examples of these may include:

- Projects located adjacent to Schools, Child Care Centres or other facilities where there is a possibility of a large number of personnel exiting buildings
- Projects located adjacent to other Industrial buildings where there may be a requirement to enact Emergency Procedures jointly
- Project located in areas where a response may be delayed based on proximity to Emergency Services and or specialist resources

3.17.36 TRAFFIC MANAGEMENT

A Construction Traffic Management Plan will be developed prior to the commencement of the project. The requirements listed in the CTMP must be carried forward into the Traffic Control Plan (referred to by AusRoads as the Traffic Guidance Scheme). Traffic Control Plans will be developed by a licenced person. Three levels of a National Competency/ Qualification apply:

- Prepare Work Zone Traffic Management Plan
- Implement Traffic Control Plans/ ITCP
- Traffic Controller / TC

A project 'Vehicle Movement Plan' will also be adopted for the safe movement of vehicles and personnel at the worksite. This can be developed by the site team in consultation with the workers.

The Traffic Management Plan will be included in Appendix 1 to this Project Management Plan and will be reviewed and monitored for adequacy during the project's delivery stages. A copy of the Traffic Control Plan should be accessible for all Traffic Controllers.

- For 'Short Term Works', (or where temporary signage is in use), daily Inspections and monitoring will be carried out using the HammerTech Traffic Control Inspection Checklist Form 19.0 or equivalent.
- For 'Longer Duration Works', or where 'fixed signage' has been installed, weekly inspections and monitoring will be undertaken using Traffic Control Inspection Checklist Form 19.0 or equivalent. The frequency for inspection may be adjusted as per the TMP.

3.17.37 INCLEMENT WEATHER

The Site Manager in consultation with the site committee will meet to discuss a significant change in weather on the day or forecasted event that has the potential to affect the environmental compliance and the Health and Safety of all personnel on-site. This is uploaded on HammerTech in form 18.3. Environmental inspection

Appendix 1 contains the RCC Inclement Weather Procedure

UNIVERSITY PERMITS

- Permits to work are required for the following tasks and a Permit to Work must be obtained prior to the commencement of work:
- • Asbestos removal
- • Lead Paint removal
- • Working at heights (including scaffolding, use of EWP, use of ladders with risk of fall > 2m etc.)
- • Accessing rooftops and roof spaces
- • Working in confined spaces
- • Fire systems interruption
- • All excavation and ground penetration work
- • Hot works (including welding)
- • Dust works (creating excessive dust)
- Where UI/COS have permit forms or systems available they must be used unless otherwise directed by the UI and COS - Health & Safety Partner or nominated representative. In certain circumstances the contractor will be able to use their own permit systems, or those of a principal contractor, and this will be through consultation and agreement with the UI and COS Health & Safety Partner or nominated representative

UNIVERSITY REQUIREMENTS FOR INCIDENT REPORTING

- All incidents and/or near misses arising from the activities undertaken by Contractors must be reported to the responsible UI/COS Project/Contract Manager in writing within 24 hours. Verbally communication of the incident is expected as soon as possible.
- All contractor notifiable incidents must also be notified to the Regulator (i.e. SafeWork NSW or other relevant authorities in the case of a 'pollution incident'). Refer to section "Notifiable Incident" for more details on notification requirements. Separate to notifiable incidents, all incidents, near misses and hazards that affect the university community are required to be entered in RiskWare, this means:
- Where a contractor has management and control of a workplace and events occur within the perimeter of the workplace, it is only required to be entered into RiskWare where it has a potential to affect the university community, i.e. infrastructure/essential services related, fire, event causing evacuation etc.
- Where a hazard or incident occurs (1) outside a designated contractor work perimeter, and (2) within the campus, and (3) has the potential to impact the university community, it must be entered into RiskWare, e.g. equipment and materials falling outside of the project site; lost load from a contractor vehicle potentially striking staff/students/visitor etc hazards that do not satisfy one of these conditions should be reported and managed using the Contractor own hazard reporting system.
- Where a notifiable incident has occurred on site, the Contractor must take measures to ensure, so far as is reasonably practicable, that the site where the incident occurred is not disturbed until an inspector arrives at the site or any earlier time that an inspector directs. This does not apply where interference is necessary to aid or revive any person involved in an accident or to prevent further injury to persons or property.

- In the instance of a notifiable environmental pollution incident, University Security must be contacted to ensure compliance with the notification requirements of the POEO Act. A pollution incident includes a leak, spill or other escape of a substance, where pollution has occurred or is likely to occur. Pollution incidents do not include noise.

PLANT, TOOLS AND EQUIPMENT

- Contractors must provide all necessary tools, equipment, PPE and access equipment that may be required to undertake the work. Only with the specific approval of the UI/COS Project/Contract Manager are Contractors to use the facilities, plant or equipment owned by the University. Contractors must also ensure they, and their workers, are appropriately trained in the use and maintenance of plant and equipment used.
- All Contractors are to manage the use of plant and equipment as directed in the following sections of this Handbook, and as per the WHS Regulations 2025, Chapter 5 Plant and Structure. Specific reference is made to Subdivision 2 Additional control measures for general plant and Subdivision 3 Additional control measures for certain plant.
- The Contractor must ensure that all plant and equipment used is:
 - fit for purpose
 - suitable for the nature and duration of the work
 - installed, set up and used correctly as per 3.13.1 Performance standard
- Contractors must ensure that all plant and equipment have manufacturer operating instructions and/or operational pre- and post-start checks information available with the equipment and workers complete the required checks.
- Generic logbooks are discouraged in favour of manufacturer-specific requirements. Powered and non-powered items, such as glass/duct/material lifts, must also have accompanying manufacturers operational pre-start checklists completed

4 ENVIRONMENTAL MANAGEMENT

4.1 ENVIRONMENTAL MANAGEMENT PLAN

Section 4 of the PMP and the accompanying Appendix 1 represent the project specific Environmental Management Plan (EMP). This Plan outlines our Environmental requirements under the applicable Environmental legislations.

RCC's Environmental Policy has been included in Appendix 1.

4.2 PURPOSE OF THE ENVIRONMENTAL MANAGEMENT PLAN

The purpose of this Environmental Management Plan is to:

- Identify the environmental issues (aspects and impacts) for this project.
- Establish, communicate & implement environmental operational controls to reduce any adverse impacts on the environment from RCC's activities, products and services.
- Implement and Monitor compliance by RCC and its suppliers & subcontractors with the requirements of all relevant environmental legislation, conditions of any applicable licence, approval and permit, regulatory requirements and this EMP.
- Action any outcomes from incidents or accidents, project audits or other identified non-conformances to continually improve the RCC environmental management system.

4.3 PROJECT OBJECTIVES AND TARGETS - ENVIRONMENT

RCC's project level environmental objectives and targets have been listed below.

- Progress in meeting these objectives and targets will be reported in the relevant Project Reports.
- Project specific objective and targets are to be identified, listed and tracked internally

List other project team targets and Client RAP in addition to the items listed below

- | | |
|--------------------|--|
| ENVIRONMENT | <ul style="list-style-type: none">• "O/T" Minimise impacts on the community by action community complaints within 24hrs, no repeat complaints• "O" Reduce environmental impacts by investigating, documenting and rectifying non-effective environmental controls.• "O/T" Legal compliance by aiming for zero EPA/Local council cleanup notices per year• "T" 4 site walks per month documented, excludes wet weather inspections• 85% waste recycling on projects that utilise a waste contractor |
|--------------------|--|

4.4 RESPONSIBILITIES

Refer to the project Responsibilities and Authorities Matrix in Appendix 1.

4.5 ENVIRONMENTAL RISKS/ ENVIRONMENTAL ASPECTS

Potential environmental obligations and risks associated with RCCs projects will be identified in the project risk workshop, as described in Section 1, Project Planning.

Additionally, environmental impacts associated with trades/activities etc will be identified using the Environmental Risk Matrix, Appendix 1.

The Environmental Risk Matrix will be reviewed and updated as a (minimum 6 monthly) and updated in Appendix 1 of the PMP. Where risks are identified as medium to high in the matrix, the impacts associated with RCC's activities, Contractual requirements and consent conditions. Products and services will be deemed as "significant" and require operational controls as described in Appendix section 4.3.

Significant aspects may impact on the environment positively (e.g. recycling) or negatively (e.g. pollution).

The Environmental Risk Matrix will be provided to subcontractors and suppliers as part of the subcontract and supply contracts.

4.6 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.

Where Development Consents, permits or approvals relate specifically to the project, these issues will also be deemed as "significant" and will be included in the project environmental risk assessment, Project Environmental Management Plans & environmental procedures.

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

4.7 ENVIRONMENTAL IMPACTS AND CONTROLS

4.7.1 PROJECT ENVIRONMENTAL MANAGEMENT PLANS

Project Environmental Management Sub-Plans (Appendix 1) describe operations controls to manage environmental issues. The Project Environmental Management Sub-Plans have been developed as part of the consent conditions requirements.

The Site Manager or nominated personnel will inspect the environmental controls in accordance with these plans.

Information on hazardous materials, including each material's potential impact on the environment and measures to be taken in the event of accidental release will be managed via the Hazardous Substances Register on HammerTech.

4.7.2 SUPPLEMENTARY ENVIRONMENTAL PROCEDURES

Supplementary procedures required by the contract or deemed necessary by the Project Manager and/or nominated representative will be attached to this plan under Appendix 1. Where required, these documents may require preparation by a special consultant.

Also refer to the RCC intranet.

Edit this clause with the project requirements

Supplementary procedures required are:

- Soil and Surface Water Management
- Noise/Vibration Management
- Community Involvement (refer Section 4.12.2)
- Landscaping and Revegetation
- Flora and Fauna Management
- Traffic Management Plan (refer Appendix 1)
- Air Quality Management
- Waste Management (including a waste management register)

- Indigenous and European Heritage
- Importation of Fill / Remediation Action

4.7.3 SUBCONTRACTORS AND SUPPLIERS

Sub-contractors, and where relevant suppliers, engaged at the site must meet the environmental management requirements specified in the EMP.

The Subcontractors are made fully aware of their responsibilities under the terms of the applicable environmental legislation, all subcontractors will be provided a copy of the project Environmental Management Plans and will participate in site induction.

Subcontractors whose activities may have a significant impact on the environment (refer Risk Assessment) will be requested to submit Safe Work Method Statements (SWMS), ITPs or Environmental procedures with details of how they manage any environmental aspects and impacts associated with their activities.

Consideration of normal and abnormal operations, along with emergency scenarios will be included in the SWMS as required.

Subcontractor performance will be monitored against their contract requirements and appropriate environmental management practices are being followed.

4.7.4 CONTAMINATED SITE PROCEDURE & WASTE MANAGEMENT

Projects undertaken by RCC on contaminated sites will have Contaminated Site Assessment (CSA) reports available. The CSA reports are required to be provided as part of planning approvals process of a proposed development.

It is essential that any obligations on recommendation made with the CSA or associated approvals are reviewed in detail.

All relevant CSA reports, documents and relevant approvals will be obtained and reviewed prior to site activities commencing. Operational controls will include any specific procedures described in the report or approvals.

Where required, ITPs and/or SWMS will be developed and completed to address requirements of CSAs

The Site Manager or nominated personnel will notify the site workforce of potential contamination issues associated with the contaminated site development and that they seek advice should problems be identified.

The Site Manager or nominated personnel will maintain spoil disposal records using Form 18.1 Record of Waste and Form 18.4 Waste Tracking. Disposal dockets are to be reconciled with quantities of materials leaving the site. Dockets are to be retained for RCC records.

4.7.5 IMPORTED FILL

The Project Manager and/or nominated representative will ensure that records will be maintained of all products such as imported fill, recycled products etc used on site to enable traceability if future health and safety issues arise.

No fill is to be imported to site without a Consultants Validation report for the material that indicates its suitability for the land use.

Form 25.08 Imported fill register will be used along with marked up drawings of the fill areas.

4.8 MONITORING

4.8.1 INSPECTIONS AND FIELD TESTING

Environmental site inspections will be undertaken using Form 18.3 located on HammerTech at a frequency listed in the Site Task Checklist, Appendix 1. The form is to be made site specific based on the identified risks.

Field testing of water collected on site (excavations, trenches, paint washout etc) will be tested prior to discharge and results record on the Dewatering & Field Test Sheet. Form 18.6

Other inspections and testing will be performed as required by plans described in Section 4.7.1.

4.8.2 PERFORMANCE OF THE EMP

The Project EMP will be monitored following implementation:

- Environmental operational controls are being effectively applied.
- Project specific environmental monitoring targets specified in the Development Consent or other planning permits for air, water and noise are met.
- Unpredicted impacts are identified, and remedial action is taken; and
- The project objectives being met.

Responsibilities for monitoring and compliance requirements are detailed in the Project Environmental Plans.

Monthly reports are provided to the RCC Directors for review and the performance of projects against RCC's company objectives and targets is reviewed on a quarterly basis.

4.9 COMMUNICATION AND CONSULTATION

4.9.1 TRAINING

Prior to the commencement of project activities, all site personnel (including sub-contractors) will attend a site induction. This will include an outline of the requirements of this EMP and the responsibilities and accountabilities of all site personnel.

The project environmental site rules will be included in the induction session.

Training records will be kept verifying who has attended the training. Refer Site Inductions Section 3.5

4.9.2 COMMUNITY CONSULTATION

The Site Manager or nominated personnel shall conduct and encourage RCC employees and subcontractors to conduct toolbox meetings to address safety & environmental hazards in and around the site, community interactions & feedback, company alerts posted on HQ (Intranet), Client raised environmental issues, safe work practices, coordination and responsibilities.

The Project Manager and/or nominated representative will advise relevant residents of the nature and scope of works.

Refer Appendix 1 Section 6 Community Consultation and Engagement Plan.

4.9.3 EXTERNAL STAKEHOLDERS

External stakeholders in the project have been listed in Section 1, Emergency/Stakeholder Contact Details:

4.9.4 COMMUNITY COMPLAINTS

Upon receiving a community complaint, site personnel are to complete Form 18.5 Community Feedback.

Remedial action must be taken as soon as practical Note it is an RCC objective to have all complaints actioned with 24hours. Any action taken must be recorded on the form.

The Site Manager or nominated personnel is to include the completed Form 18.5 in the site files.

4.10 EMERGENCY PLANNING & RESPONSE

The Project Manager or nominated representative will organise the preparation of an Emergency Management Plan, this will describe the project-specific requirements to control and manage emergency planning and preparedness.

Refer to the Emergency Management Plan in Appendix 1.

4.11 INCIDENT INVESTIGATION & REPORTING

4.11.1 INCIDENT MANAGEMENT AND REPORTING

Incident reporting and Investigation refer to procedure QAP-8.5-001

Definitions:

Class 1: Dangerous occurrence, or actual harm to an ecosystem, property loss or clean up exceeds \$10,000 (as prescribed in 2.1.) Class 1 incidents and some cases Class 2 (as determined by senior management) will be investigated, as directed by BS Environmental Manager, WHS Head of Safety and/or where required initiate the RCC Business Continuity Plan

Incident/Investigation Report will be completed by the Site Manager or nominated personnel and will forward to the Project Manager to endorse for review by the Business Systems Environmental Manager (BSEM), WHS Head of Safety and reported to Senior management and Executives/Board.

Class 2: Major Leak, spill or escape off site of liquids, near miss/dangerous occurrence i.e. plant/equip damage, disruption to services. Note: Some Class 2 will be investigated at the discretion of the BSEM / WHS Head of Safety

Class 3: Minor Leak, spill or escape off site of liquids all less than >10lts, Dust, Vibration

The Site Manager or nominated personnel will ensure that all Class 2 and Class 3 incidents in or around the site, involving RCC personnel, subcontractors, visitors or passers-by, external authorities, Unions etc. are reported regardless of how minor they appear at the time of the occurrence.

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

Pollution Incident means an incident or set of circumstances during or as a consequence of which there is or is likely to be a leak, spill or other escape or deposit of a substance, as a result of which pollution has occurred, is occurring or is likely to occur. It includes an incident or set of circumstances in which a substance has been placed or disposed on the premises, but it does not include an incident or set of circumstances involving only the emission of noise.

Incidents that require a (Duty to Notify) to the regulatory authorities EPA Pollution line (phone 131 555) under section 148 of the Protection of the Environment Operations Act 1997 (POEO Act) are:

- If the actual or potential harm to the health or safety of human beings or ecosystems is not trivial,
- If actual or potential loss or property damage (including clean-up costs) associated with a pollution incident may exceed \$10,000

For all Notifiable Incidents, the following activities should be undertaken:

- The incident site must not be disturbed until an EPA inspector arrives at the scene or directs otherwise; this may include plant, substance, structure or thing associated with the incident. The person with management or control of the workplace is responsible for preserving the incident site, so far as reasonably practicable.
- The incident site will be preserved unless it prevents any action needed to:
 - To minimise the risk of further notifiable incident
 - To facilitate an EPA investigation

For Regulator “reportable incidents”, the Site Manager or nominated personnel will notify the Project Manager, Business Systems Environmental Manager and the companies’ legal team to seek advice, then immediately prepare the submission of Notification to the regulator.

Business Systems Environmental Manager and the companies’ legal team or will confirm and organise legal representation to assist in the preparation of the reports and where required initiate the RCC Business Continuity Plan

In some contracts it is a requirement to notify the Client’s Representative immediately e.g. GC21 Contracts and relevant DPIE SSD reportable incidents.

4.12 INCIDENT DEBRIEF / CLOSURE

Where an investigation is undertaken and it is determined that an “incident debrief” is to be carried out using Form 04 0, the Incident debrief will be distributed to all relevant stakeholders and Senior / Executive Management.

Outcomes of Investigations / findings may initiate an internal Alert for distribution.

4.13 NON-CONFORMANCE

In the event of breach in the requirements of the EMP, such as:

- Non-compliance with the RCC/ subcontractors SWMS or other environmental procedures.
- Noncomplying activities noted during site inspections (high risk or potential for legal breach);
- Following concerns regarding potential breaches in environmental legislation raised by RCC, the client or other stakeholders such as local council, Dept of Planning or the EPA.
- Changes to the RCC system or subcontractors’ procedures, as a result of corrective or preventative action following and environmental incident, inspection or external audit.

A Non-Conformance Report will be completed electronically and issued to the offending party. Non-conformance register to be maintained.

A copy of the Non-Conformance Notice will be forwarded to the Project Manager and the subcontractor, who will implement appropriate corrective action.

Additionally, Contractors Notices or Main Contractor Notices may be issued in certain circumstances, as described in Section 2 of the PMP.

5 WORKPLACE RELATIONS

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 Management 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 complaint behaviour by our subcontractors, as per the requirements of "Industrial Relations Guide to Projects" and on the incident report form and in the project monthly reports. 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 process is a mechanism to ensure that complaints concerning both bullying, harassment and threats of violence are managed systematically. This is covered in the Workplace Relations Management Plan

The process provides a mechanism for conflict resolution through early intervention and consultation.

SYDNEY

Level 14, 558 Pacific Highway
St Leonards NSW 2065

PO Box 1024
Crows Nest NSW 1585
+61 2 9902 4700

NEWCASTLE

Suite 18, Level 2, 50 Glebe Road
The Junction NSW 2291

+61 2 4952 6777

BRISBANE

84 Latrobe Terrace
Paddington QLD 4064

+61 7 3099 0899

ACT

Suite 4A 74 Northbourne Avenue
Canberra ACT 2601

+61 2 9902 4700

TAMWORTH

Suite 1, 493 Peel Street
Tamworth NSW 2340

+61 2 6766 5225

RICHARD CROOKES
CONSTRUCTIONS

richardcrookes.com.au

