Construction Management Plan

Project: Yarra One Apartments
16-22 Claremont Street, South Yarra 3141
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<tr>
<th>SEC.</th>
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<th>DATE</th>
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Project Details

<table>
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<tr>
<td>Project Number:</td>
<td>416</td>
</tr>
<tr>
<td>Site Address:</td>
<td>16-22 Claremont Street, South Yarra</td>
</tr>
<tr>
<td>Site Phone Number:</td>
<td>TBA</td>
</tr>
</tbody>
</table>

**Scope of Works:**
The construction comprises of a twenty seven (27) storey residential apartment tower consisting of two hundred and fifty six dwellings. The tower is comprised of fifty two 1 bedroom apartments, one hundred and fifty eight 2 bedroom apartments, forty two 3 bedroom apartments, and four Penthouse apartments.

Amenities to the lower levels include the Ground Floor communal main lobby and mail room, two separate retail tenancies, fitness studio and yoga room, kitchen and dining room, library / lounge room, and a cellar / tasting room. Also on the lower levels is an outdoor garden terrace with two spas. The roof top on Level 27 includes a communal fireplace, barbeque, lounge seating and garden beds.

The design incorporates a tiered public open-air plaza connecting Claremont Street to Daly Street, with garden beds and seating throughout.

The external façade comprises of a glazed curtain wall, with glass balustrading to the balconies. The Ground Floor open-air plaza roof is framed by a timber clad lattice style structure, with integrated planter beds.

A typical retention system is used for the basement works, including engineered piled footings. The tower itself is a conventional reinforced concrete structure with lift and stair cores will be built up to Level 27.

<table>
<thead>
<tr>
<th>Head Contractor :</th>
<th>Hickory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Contractor</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Consultants:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hickory</td>
<td>Hickory</td>
</tr>
<tr>
<td>Fender Katsalidis</td>
<td>Architect</td>
</tr>
<tr>
<td>Douglas Partners</td>
<td>Geotechnical Engineer</td>
</tr>
<tr>
<td>Webber Design</td>
<td>Civil Engineer</td>
</tr>
<tr>
<td>Webber Design</td>
<td>Structural Engineer</td>
</tr>
<tr>
<td>WSP Australia</td>
<td>Services Engineer – Mech / Elec / Fire / Hyd / Lift Services</td>
</tr>
<tr>
<td>Red Fire Engineers</td>
<td>Fire Engineer</td>
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<tr>
<td>WSP Australia</td>
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<tr>
<td>WSP Australia</td>
<td>Acoustic Engineer</td>
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<tr>
<td>Inhabit Australasia</td>
<td>Façade Engineer</td>
</tr>
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<td>MEL Consultants</td>
<td>Wind Consultant</td>
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<tr>
<td>The AGL Group</td>
<td>Pool Consultant</td>
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<td>Tract Landscape Architects</td>
<td>Landscape Architect</td>
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<tr>
<td>Landscape &amp; Irrigation Services</td>
<td>Irrigation Consultant</td>
</tr>
<tr>
<td>Leigh Design</td>
<td>Waste Management Consultant</td>
</tr>
<tr>
<td>Ratio Consultants</td>
<td>Traffic Engineer</td>
</tr>
<tr>
<td>du Chateau Chun</td>
<td>Building Surveyor / Access Consultant</td>
</tr>
</tbody>
</table>
1.0 PROJECT TEAM & RESPONSIBILITIES

1.1 PROJECT TEAM

CONSTRUCTION MANAGER
Michael Perdikaris

HSEQ MANAGER
Glenn Burns

PROJECT MANAGER
Stephen Ashwell

HICKORY OPERATIONAL DIVISIONS
- Facades
- Structures
- Joinery
- Crane Logistics
- Plant Hire

SITE SAFETY SUPERVISOR
TBA

SITE MANAGER
Andrew Neocli

CONTRACT ADMINISTRATOR
Finn Sweeney

FAÇADE/SERVICES COORDINATOR
TBA

STRUCTURE/FIT-OUT COORDINATOR
TBA

SITE SUPERVISORS / FOREMAN
TBA

GRADUATE ADMINISTRATOR
TBA
1.2 ROLES & RESPONSIBILITIES

CONSTRUCTION MANAGER

The Construction Manager is responsible for overseeing the entire project and providing a resource for the project manager should difficult construction issues arise.

Responsibilities including but not limited to:

- Organise and provide labour and resources for the project.
- Determine any requirements particular to the Project and ensure that necessary steps are taken to educate and/or train the personnel to the necessary standard.
- Release Supervisors, workers, etc. for any necessary training.
- Provide supervision and assistance to the Project Manager as required for the duration of the project.
- Oversee OHS for the duration of the project.
- Industrial issues

PROJECT MANAGER

The Project Manager is responsible for overall management of the project and compliance with the contract including time, cost, quality, safety and industrial matters.

Responsibilities including but not limited to:

- Manage OHS for the duration of the project. Ensure that all employees and workers comply with the requirements of the Site Safety Plan.
- Review documentation prior to issuing for use.
- Review tenders and recommend trade contractor engagement.
- Assess and report on trade contractor performance.
- Review trade contractor non-conformance reports.
- Review Corrective Action Requests (CAR's).
- Liaise with the key stakeholders on quality, OH&S and environmental issues.
- Responsible for initiating and implementing the Construction Management Plan on the Project.
- Coordinate the Site Team's systematic review of all subcontractors' documentation.
- Review with other members of the Project Team all subcontractors' risk assessments and safe work method procedures.
- Implement incentive schemes as necessary to promote accident prevention awareness and to encourage participation by all operatives and workers.
- Be aware of all legislation, codes and authority requirements that apply to the Project.
- Determine any requirements peculiar to the Project and ensure that necessary steps are taken to educate and/or train the personnel to the necessary standard.
- Release Supervisors, workers, etc. for any necessary training.
- Set up and maintain the recording and reporting system and ensure that it functions promptly and accurately.
- Ensure incident reporting procedure followed.
• Keep all on site well informed on statistics and causes of accidents.
• Ensure that all necessary plant and equipment are provided.
• Establish complete plans (including emergency evacuation) to deal with any accidents that do occur, including arrangements with doctors, ambulances, hospitals, fire brigade, police, etc.
• Set up all necessary on site facilities for first aid, firefighting, etc and see that these are adequately staffed and function efficiently.
• If necessary, demand the removal from site of any employee of the subcontractors who will not conform to the required occupational health and safety standards.
• Establish good relationships with the representatives of all relevant statutory bodies and ensure that if possible he/she will accompany them onsite inspections, endeavouring to comply promptly with all reasonable demands that such representatives may make.

SITE MANAGER
The Site Manager has the following responsibilities:

• Ensure that all employees and workers comply with the requirements of the Site Safety Plan.
• Ensure compliance to the Construction Management Plan by all personnel.
• Ensure compliance to the Section 7 of CMP Environmental Management and Planning by all personnel.
• Adopt a very firm attitude to quality, environment and occupational health and safety compliance.
• Encourage staff to detect and correct hazards.
• Attend all relevant site meetings.
• See that site signage is in good order.
• See that any ideas arising from the employees on improvements to accident prevention are recorded in their notebooks and are drawn to the attention of the Site Manager for action.
• Participate in the review of subcontractors’ safe work method compliance checklists.
• Incorporate occupational health and safety instructions in routine orders and see that they are obeyed.
• Thoroughly brief workers on the proper and correct way of doing their job and see that they receive any training necessary. Particular attention will be paid to this during the induction period, i.e. safe work method procedures.
• Thoroughly brief workers on all hazards of the site and any precaution they should take to avoid them.

HSEQ MANAGER
The HSEQ Manager is responsible for assisting the Project team in all matters relating to health, safety, environment and quality.

Responsibilities include:

• Provide advice on Health and Safety matters, ensuring the Project Team comply with all relevant legislation and Hickory plans, procedures and SWMS.
• Monitor the effectiveness of Project OHS and Environment plans.
• Conduct periodic audits to ensure compliance to Hickory Management plans.
• Provide site personnel with information regarding changes in safety and environmental Legislation and industry practices,
• Assist with accident/incident investigation.
• Monitor injury management and rehabilitation.
• Assist with training requirements
• Liaise with regulatory authorities such as Worksafe and EPA.
• Conduct subcontractor pre-start meetings,
• Complete a Project Risk Assessment and review as required.
• Investigate or have investigated within 24 hours all minor injuries and medical treatment cases and notify the Site Manager immediately of more serious injuries.
• Ensure all accidents resulting in damage to plant, equipment, vehicles, materials or structures are correctly recorded and investigated within 24 hours of the occurrence.
• Know the site accident statistics and publicise it to stimulate interest in workers in accident prevention on site.
• See that workers are provided with the correct tools and equipment and that these are used properly and maintained correctly.
• Carry out regular hazard appraisals of their allotted work area and promptly correct any unsafe conditions or practices.
• Contribute towards a tidy and orderly work site and ensure that a high standard of housekeeping is maintained at all times.
• Ensure that workers are provided with any necessary clothing and equipment and that it is used correctly.
• Discourage any horseplay and act promptly and firmly to prevent workers behaving in ways that may lead to an accident.
• Assess and monitor the use of work method statements
• Inspection of those aspects noted as such in the Construction Management Plan
• Verification of trade contractors’ inspections
• Inspection measuring and test equipment calibration checks
• Preparation of non-conformance reports
• Ensure compliance to the Site Environmental Management Plan
• Ensure the Environmental Risk Assessment is completed
• Ensure that Environmental audits are undertaken as specified in the Site Environmental Plan
2.0 PUBLIC SAFETY, AMENITY & SECURITY

Hickory is committed to providing a safe and healthy work environment. The health and safety of employees, contractors and visitors to our sites is of the utmost importance. We are committed to managing our projects in a manner that as far as practicable, complies with the highest standards of health and safety prescribed by the Occupational Health and Safety Act, associated Regulations, Compliance Codes, Australian Standards and all other requirements.

All site personnel will take immediate appropriate action to remedy unsafe site conditions regardless of whether or not they are personally involved in the unsafe work/hazard. This responsibility is to be explained to site personnel at their site induction and reinforced periodically at toolbox/team meetings.

2.1 TEMPORARY PROTECTION WORKS

The primary objective in the assessment and design of temporary public protection works were to ensure minimal impact on traffic and pedestrian flow, minimise impact to the functionality of construction and functionality of roadways and provide the maximum level of safety to all persons.

In reviewing the requirements during construction the following areas and specific functions were identified;

- Solid Hoardings & Signage to the Eastern, Southern and Western boundary elevations of the site.
- Chain Mesh Fencing with shade cloth & Signage to the Eastern and Western boundary elevations of the site.
- Traffic Signage and Management

2.1.1 HOARDING

2.4m high solid timber hoarding will enclose the entire Eastern, Southern and Western perimeter boundaries along Claremont Street and Daly Street footpaths, and along the Southern boundary against the pedestrian ramp. Two chain mesh sliding gates with shade cloth for vehicle and worker access will be located at temporary crossovers on Claremont Street, whilst one chain mesh sliding gate with shade cloth will be located on Daly Street temporary crossover.

Worker access will be primarily through two site entry points on the Eastern and Western boundaries. A covered walkway from the entry point to the personnel lift location and tower, will provide unimpeded access through the course of the project.

Please refer Appendix D for proposed Hoarding Plan.

2.1.2 TRAFFIC MANAGEMENT

Refer section 4.0 of CMP for further details on traffic management.
3.0 CONSTRUCTION METHODOLOGY

The following is a brief summary of the design, technology and techniques that will be used for the construction of works at Yarra One Apartments.

<table>
<thead>
<tr>
<th>PHASE</th>
<th>WORKS</th>
<th>DURATION</th>
</tr>
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<tbody>
<tr>
<td>PH.1</td>
<td>Site Establishment</td>
<td>2-3 weeks</td>
</tr>
<tr>
<td>PH.2</td>
<td>Demolition, Excavation, Foundation Piling &amp; Basement B4 Slab</td>
<td>9 months</td>
</tr>
<tr>
<td>PH.3</td>
<td>Reinforced Concrete Structure</td>
<td>13 months</td>
</tr>
<tr>
<td>PH.4</td>
<td>External Façade Window Wall System &amp; Internal Finishes Fitout (concurrent with 3)</td>
<td>9 months</td>
</tr>
<tr>
<td>PH.5</td>
<td>Atrium Steelwork and Timber Cladding</td>
<td>3 months</td>
</tr>
<tr>
<td>PH.6</td>
<td>Building Commissioning &amp; Compliance</td>
<td>3-4 weeks</td>
</tr>
<tr>
<td></td>
<td><strong>Overall Project Program</strong></td>
<td><strong>30 months</strong></td>
</tr>
</tbody>
</table>

Note: The above tasks will overlap during the sequencing of construction. Overall Programme duration is expected to be 30 months from commencement of Ground Works, Piling & Retention System.
3.1 GROUNDWORKS & FOUNDATION PILING

Bored piers (piles) will be used for a retention system in order to excavate the basement and a raft slab with pad footings is designed for the structural foundation of the building. Piles are constructed by means of a rotary drilling rig, which excavates material. The drilling rig will continue boring to a depth of sufficient bearing capacity as defined by the Structural Engineer's documents and, which will ensure the structural compliance and integrity of the constructed building. All ground work investigations will be completed prior to the works start.

Piling operations are to be conducted at the ground floor level and lower ground level. A trial dig/trench will be conducted to ensure that there is no structure or services located in the piles proposed position. This is generally conducted by a small excavator. The piling rig will be positioned on the inside of the site. The piling works will be conducted on a level surface. Once drilling is completed a prefabricated reinforcement cage with spacers will be lowered into the open hole.

Temporary restraints, underpinning, ground beams and the like will be constructed during excavation for protection of adjoining building structural footings to ensure structural integrity.

During Ground-works and foundation Piling – Survey monitoring points will be set-up to parapets of adjoining buildings and to retaining walls as directed by the Structural Engineers. Monitoring points are to be surveyed twice a week and accurate report logs kept in order to determine if any movement occurs to the adjoining buildings and/or the retention system. Monitoring points will be surveyed until the completion of the ground floor slab works.

**Figure 1 – Typical Piling isometric**
3.2 REINFORCED CONCRETE STRUCTURE

The extent of the reinforced concrete work includes the following works;

- Formwork / Falsework
- Steel Reinforcement to Concrete
- Post Tensioned Reinforcement to Concrete
- Concrete & Finishing of Surfaces
- Precast Concrete Elements
- Jumpform Concrete core

The work consists of tasks associated with both reinforced and unreinforced concrete work together with all consequential and/or incidental work which may be or become necessary though not specifically shown on the drawings (for example temporary pathways or construction joints). The work will be carried out in strict accordance with the Structural Engineer’s drawings and specification along with other Consultants drawings and advice as issued during the course of the contract.

The extent of the concrete work includes but is not be limited to providing, erecting and removing all formwork, supply and fixing of all reinforcement, supply and fixing of all inserts, anchor bolts, embedded fixings, water stops and bar, providing for all core holes and embedded services, supply and placement of all concrete, sampling and testing of concrete and its components, finishing of all concrete surfaces and the curing and protection of all concrete.

The lift and stair core will be constructed via means of a jump-form system. Specially formwork will be manufactured for the site, to ensure the safety of all persons working within the site at all times.

The concrete decks will follow once the lift and stair core has progressed. These will be formed by a mix of proprietary systems and conventional formwork. Façade protection screens, specifically made to ensure that the edge of the building is protected during construction of any falling object, will be installed and will progressively move up the building as the structure progresses.

Figure 2. Typical Conventional Concrete Construction
3.3 EXTERNAL GLAZED CURTAIN WALL & WINDOW WALL FACADE

The works include for the design, engineer, test, fabricate, deliver, install, and guarantee all construction necessary to provide for the Exterior Cladding and Glazing Systems (ECGS) for the complete airtight and watertight enclosure of the building. ECGS shall be complete in every respect, including all measures that may be required to that end, notwithstanding any omissions or inadequacies of Drawings and/or Specifications.

The primary element in the external facade is a structural glazed curtain wall system and window wall. A curtain wall system is an outer covering of a building in which the outer walls are non-structural. The curtain wall façade does not carry any dead load weight from the building other than its own dead load weight. A curtain wall is designed to resist air and water infiltration, sway induced by wind and seismic forces acting on the building, and its own dead load weight forces.

The works shall include, but is not limited to the following elements of the work;

- Entrances, entrance swing doors, and sliding doors, including all hardware required for a complete and operable assembly.
- Miscellaneous steel support framing and architecturally exposed structural steel.
- Parapets, copings, gutter, soffits and back-pan attached to ECGS.
- Louvres, railings, fencing and gratings occurring in ECGS.
- End closures at all horizontal and vertical caps and projections.
- All anchors, fixings, attachments, and reinforcements except those specifically indicated as being provided by other trades.
- Glass and glazing.
- All thermal insulation, smoke barrier, sound deadening, waterproofing and firesafing attached to or within the ECGS including supports, backing, and reinforcements.
- All gaskets, sealants, elastomeric and metal flashing including sealing at junctions with roofing, ground floor waterproofing, and building expansion joints.
- Electrical bonding and earthing of all metal curtain walls, windows and other miscellaneous components.
- Inserts restraint fixings for the window washing intermittent stabilisation tie-back system where required within ECGS.
- Proposal drawings, data, and samples.
- Compliance with all Regulatory Authority Requirements.
- Design engineering, shop drawings, calculations, engineering data, manufacturer’s specification data, and test reports.
- Scheduling and monitoring of the Work.
- Material samples, trial installation mock-ups, visual and performance mock-up assemblies.
- Storage, handling, protection, and cleaning.
- Guarantees, warranties and indemnities.

Figure 3 - Typical Curtain wall system
3.4 INTERNAL FITOUT / FINISHES

The works allow for the design, fabrication and installation of all internal areas within the building envelope which will become the end user commercial and residential space. The works include:

- Ceilings & Partitions
- Building Services
- Joinery
- Ceramic Tiling & Stonework
- Painting
- Floor Finishes

These trades will all be managed on site by highly skilled and trained forepersons. All deliveries will be coordinated via approved loading zones.

3.5 BUILDING COMMISSIONING & COMPLIANCE

The final phase of the project will primarily happen in conjunction with the internal fit-out and finishes, the works associated during this period are to ensure compliance with all statutory regulations and requirements and ensure the works are “fit for purpose” and operational. Hickory shall ensure the following is undertaken:

- Commissioning of Building Services
- Final Clean & Defect rectification
- Certificates of Warranties / Guarantees
- Certificate of Occupancy
4.0 TRAFFIC MANAGEMENT & ENGINEERING

The project construction will involve the daily vehicle and pedestrian movements within and around the site. This will interface with existing vehicle and pedestrian activity within the surrounding precinct. During the work, the objective for managing traffic will be to:

- Implement an effective management plan that achieves the planned construction activities in a safe and timely manner;
- Provide for public safety;
- Protect the environment; and
- Minimise the disruption to both vehicular and pedestrian traffic.

In respect to materials handling and the safe movement of vehicular and pedestrian traffic, Hickory / One Mile Grid have developed a TMP that aims to:

- Protect workers from passing traffic;
- Provision for access to properties located adjacent altered traffic zones;
- Detailed review of design, construction, maintenance and removal of any necessary temporary roadways and detours;
- Provision of traffic controllers and plan specific tasks;
- Installation of temporary signs, road markings, lighting and safety barriers.

This assessment is the first step in developing the construction traffic management plan for the site. A Worksite Hazard Assessment is a requirement of the Road Management Act 2004 – Code of Practice. The purpose of the Risk Assessment is to identify the risk of events, the probability of the event occurring and the severity of the consequences if the risk was to lead to, or contribute to an incident. Based on those assessments the Risk Assessment process then identifies appropriate design elements and management procedures to eliminate or minimise the risk. It also demonstrates the foreseeable maintenance of the existing road corridor, including the existing road and road shoulder that may be used for the temporary diversion of traffic. During the design review and development phase prior to submission to council, all parties reviewed the following key criteria:

- Safety of its employees, contractors, the general public, pedestrians, cyclists and traffic,
- Keep traffic delays to a minimum,
- Maintain satisfactory property access,
- Minimise disruption to businesses,
- Ongoing correspondence with MCC and noting and incorporating feedback,
- Review of approvals and licenses such as road occupancy,
- Minimise disturbance to the environment,

The Construction Traffic Management Plan outlines the design elements and management procedures that are to be put in place for vehicles accessing the site during the construction phase of the project.

Traffic Management Plans which detail the proposed operation of the site during the demolition, construction, crane erection/dismantle phases of the project, are shown attached in Appendix C One Mile Grid Traffic Engineering Report, and Appendix E One Mile Grid Traffic Management Plans.

The proposed construction zone along Claremont Street will provide for one (1) semi-trailer and will only be used during standard construction hours between 7:00am – 7:00pm. A traffic controller will supervise vehicles entering the site, as required. Concrete pours will be from the designated concrete pour zone within the site boundaries.

Hickory will require all subcontractors to advise (and induct as required) operatives/drivers into the content of this approved access route plan and the traffic management plan for the proposed development. Drivers are to be provided with the TMP maps highlighting the approved ingress and egress routes, along with the potential hazards in the vicinity of the project.
5.0 OCCUPATIONAL HEALTH & SAFETY MANAGEMENT

The following is the framework for safety planning on this project consistent with Hickory policies and procedures. A site safety plan will be developed prior to project start.

The requirements outlined below apply to all activities undertaken by Hickory on this project site including all activities of subcontractors, suppliers and consultants. This plan has been prepared to comply with:

- AS/NZS 4801:2001 - Safety Management Systems
- Office of the Federal Safety Commission Accreditation Scheme Criteria
- Hickory Policies and Procedures
- Additional requirements as specified by the client

5.1 EMERGENCY / MEDICAL FACILITIES

<table>
<thead>
<tr>
<th>Council:</th>
<th>City of Stonnington</th>
<th>Ph: (03) 8290 1333</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrical:</td>
<td>Citipower</td>
<td>Ph: 13 12 80</td>
</tr>
<tr>
<td>Phone:</td>
<td>TBA</td>
<td>Ph: TBA</td>
</tr>
<tr>
<td>Gas:</td>
<td>SP Ausnet</td>
<td>Ph: 136 707</td>
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<tr>
<td>Water/Sewer:</td>
<td>City West Water</td>
<td>Ph: 132 642</td>
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<tr>
<td>Police:</td>
<td>Prahran Police Station</td>
<td>Ph: (03) 9520 5200</td>
</tr>
<tr>
<td></td>
<td>396 Malvern Rd, Prahran VIC 3181</td>
<td></td>
</tr>
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</table>

Figure 4. CABRINI HOSPITAL ROUTE

<table>
<thead>
<tr>
<th>Address:</th>
<th>181 – 183 Wattletree Road, Malvern VIC 3144</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hours:</td>
<td>24 Hours</td>
</tr>
<tr>
<td>Phone:</td>
<td>(03) 9508 1222</td>
</tr>
</tbody>
</table>
Figure 5. BRIDGE STREET CLINIC (MEDICAL CENTRE)

Address: 141 Bridge Street, Port Melbourne

Hours: 8am – 5pm (Monday – Friday)
8am – 11am (Saturday STRICTLY EMERGENCIES ONLY)

Phone: (03) 9646 3551

5.2 SITE PERSONNEL CONDUCT & BEHAVIOUR

All site personnel will take immediate appropriate action to remedy unsafe site conditions regardless of whether or not they are personally involved in the unsafe work/hazard. This responsibility is to be explained to site personnel at their site induction and reinforced periodically at toolbox/team meetings.

The following will not be tolerated on sites:

- Wilfully or recklessly interfering with or misusing anything provided in the interest of health and safety
- Wilfully place at risk the health or safety of any person at the workplace
- The taking of or being under the influence of drugs or alcohol
- Engaging in fighting or violence of any kind
- Engaging in bullying, discrimination, pranks or horseplay
- Not using sanitary facilities
- Harassment
- Discrimination

The following is prohibited on site:

- Unauthorised operation of machinery, plant or equipment
- Unauthorised removal of any guard from machinery or plant
- Unauthorised removal of any part of a scaffold, guard rail, handrail, safety sign, label, danger tags or other protective device.
- Reinstatement of tripped electrical switches or electrical circuit breakers, (other than by a qualified electrician)
- Glass containers are not allowed on site other than in the lunchroom area
• Unauthorised removal of penetration covers
• Radios on site (at Site Managers discretion)
• Alcohol
• Children
• Dogs or firearms

Hickory is committed to providing a safe and healthy work environment. The health and safety of employees, contractors and visitors to our sites is of the utmost importance. We are committed to managing our projects in a manner that as far as practicable, complies with the highest standards of health and safety prescribed by the Occupational Health and Safety Act, associated Regulations, Compliance Codes, Australian Standards and all other requirements.

Hickory will ensure, as far as is practicable that we will:

• Communicate our Health and Safety Policy to all employees and other interested parties, as appropriate, to ensure they are aware of and agree to comply with their obligations with respect to Hickory operations;
• Undertake regular consultation with employees to ensure that the policy operates effectively;
• Seek personal commitment from all employees, contractors, subcontractors and consultants to healthy and safe workplace practices;
• Provide health and safety risk management systems and procedures that are relevant to the nature and scale of work undertaken;
• Provide adequate resources to ensure that a safe working environment is provided to all employees, contractors and sub contractors.
• Ensure safe design is considered by our consultants and incorporated in both the planning and construction phases;
• Ensure that policies are in place to manage and monitor the safety performance of contractors and sub contractors;
• Provide and maintain safe plant, equipment and systems or work, including safe storage and handling of hazardous substances;
• Educate and train all employees to ensure that they are competent to undertake their role in a safe manner;
• Investigate incidents, accidents and near misses with a view of eliminating recurrences;
• Work with our partners, contractors and sub contractors to ensure that appropriate health and safety standards are implemented across projects;
• Set measurable objectives and targets in order to continually improve our health and safety performance;
• Monitor, measure, analyse and report health and safety performance;
• Stay informed of national OHS trends and initiatives;
• Conduct an annual management review process to ensure this documents relevance and ongoing improvement;
• Conduct management reviews in the event of significant change to works undertaken by Hickory.

5.3 RISK IDENTIFICATION, ASSESSMENT & CONTROL

Site risks are identified using the following tools:

• Project Risk Assessments
• Industry and Hickory safety alerts
• Victoria Construction Safety Alliance meetings
• Master Builder’s Association Safety meetings
• Records of incidents, accidents and near misses on Hickory projects
• Site Establishment Checklist
• Safety walks on site
• Internal Site Safety Checklist
• External compliance audits
• WorkSafe Alerts
Regulatory information

In order to minimise risk to the lowest level reasonably practicable the following hierarchy of control is adopted by Hickory:

- Elimination of the risk or impact if it is reasonably practicable
- Substituting the hazard or impact giving rise to the risk with a hazard that gives rise to a lesser risk.
- Isolating the hazard or impact from the person or environment put at risk.
- Minimising the risk or impact by engineering
- Minimising the risk by administrative means (for example, by adopting safe working practices or providing appropriate training, instruction or information)
- Using Safe work procedures with personal protective safety equipment.

A combination of the above measures may be required to minimise the risk to the lowest level reasonably practicable if no single measure is sufficient for that purpose. It should be noted that the best solution possible should be implemented, as the further you move down the options the opportunity for human error, mistakes and violations tends to increase.

The following methods are used to control risk on site:

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHEN</th>
<th>BY WHO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily Pre Start Site Safety Walk</td>
<td>Daily</td>
<td>SSS</td>
</tr>
<tr>
<td>Safety committee safety walk</td>
<td>Weekly</td>
<td>Site Safety Committee</td>
</tr>
<tr>
<td>Task Observations</td>
<td>Monthly</td>
<td>SSS</td>
</tr>
<tr>
<td>Internal Site Safety Audits</td>
<td>½ Yearly</td>
<td>HSR/SSC</td>
</tr>
<tr>
<td>Design Risk Assessment</td>
<td>Design Phase</td>
<td>HSR/SSC/PM</td>
</tr>
<tr>
<td>Project Risk Assessment</td>
<td>Prior to Comm. / ½ Yearly</td>
<td>HSR/SSC/SM/PM</td>
</tr>
<tr>
<td>Risk Forecast</td>
<td>Weekly</td>
<td>SSS</td>
</tr>
</tbody>
</table>

Risk control effectiveness will be monitored by the following processes:

<table>
<thead>
<tr>
<th>Risk Process</th>
<th>Form</th>
<th>When</th>
<th>By Who</th>
<th>Compliance &amp; effectiveness monitored by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Establishment Checklist</td>
<td>HD.0008</td>
<td>Start of project</td>
<td>SSC /Site team</td>
<td>SSC</td>
</tr>
<tr>
<td>Site Safety Walk</td>
<td>HD.0018</td>
<td>Weekly</td>
<td>Site Mgt / HSR / Safety Comm if set up</td>
<td>SSC</td>
</tr>
<tr>
<td>Task Observations</td>
<td>HD.0116</td>
<td>Monthly</td>
<td>SSS</td>
<td>SSC</td>
</tr>
<tr>
<td>Daily Pre Start Site Safety Walk</td>
<td>HD.0079</td>
<td>Daily</td>
<td>SSS</td>
<td>SSC</td>
</tr>
<tr>
<td>Incident Investigations</td>
<td>HD.0062</td>
<td>Ongoing</td>
<td>SSC/SM</td>
<td>HSEQ</td>
</tr>
<tr>
<td>Project Risk Assess.</td>
<td>HD.0071</td>
<td>6 mthly</td>
<td>SSC/SM</td>
<td>HSEQ</td>
</tr>
<tr>
<td>Safety Committee Safety Walk</td>
<td>HD.0018</td>
<td>As nominated by SSC</td>
<td>Safety Committee</td>
<td>SSC</td>
</tr>
<tr>
<td>Leadership visits to site</td>
<td>HD.0015</td>
<td>1 per month</td>
<td>CM’s</td>
<td>HSEQ</td>
</tr>
</tbody>
</table>
A Project Risk Assessment has been completed for this project. Consideration has been given to the complexities of the proposed site, the public, contamination, program, design, heritage issues, availability of specific resources and any existing Design Risk Assessments when developing the Project Risk Assessment.

The project risk assessment is to be reviewed:

- Every six months or as the construction phases change
- In the event of significant change on site
- After a serious incident on site
- In the event of significant design change

The Site Safety Supervisor is responsible for ensuring that the Project Risk Assessment is completed within the required time frames. Compliance is monitored via the internal Site Safety Audit process. A copy of the Project Risk Assessment is available at all times on site.

A Design Risk Assessment is required for all projects. Where Hickory is involved in the design process, Hickory will manage this process. Where Hickory is not involved in design a Risk Assessment must be provided by the designer and any identified risks are to be included in the Project Risk Assessment.

The Design Risk Assessment is to be attended by the following:

- Site Manager and Project Manager
- Site Safety Coordinator
- Site Safety Officer (if available)
- Architect
- Services consultants
- Client (if available)
- Structural Engineer consultant

Once complete the Design Risk Assessment is to be reviewed at each PCG Meeting to ensure actions are being closed out by the relevant consultants.

Hickory will review all risks by referring to the categories in the matrix below.

**Step 1:** Identify the consequence for each potential risk by using the table below. Note: If a combination of harm, loss or damage could occur the worst case consequence is selected.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description of Consequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>High (High level of harm)</td>
<td>Potential death, permanent disability or major structural failure/damage. Off-site environmental discharge/release not contained and significant long-term environmental harm.</td>
</tr>
</tbody>
</table>
Medium
(Medium level of harm)
Potential temporary disability or minor structural failure/damage. On-site environmental discharge/release contained, minor remediation required, short-term environmental harm.

Low
(Low level of harm)
Incident that has the potential to cause persons to require first aid. On-site environmental discharge/release immediately contained, minor level clean up with no short-term environmental harm.

Step 3: Using the risk matrix below, identify the risk class/ranking.

<table>
<thead>
<tr>
<th>LIKELIHOOD / PROBABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSEQUENCE</td>
</tr>
<tr>
<td>HIGH</td>
</tr>
<tr>
<td>MEDIUM</td>
</tr>
<tr>
<td>LOW</td>
</tr>
</tbody>
</table>

CLASS/RANKING | DESCRIPTION / REQUIREMENTS

HIGH
Will require detailed pre-planning. Actions will be recorded on a Safe Work Method Statement. Management and subcontractor supervision to be reviewed and increased as necessary

MEDIUM
Will require operational planning. Actions will be recorded on a Safe Work Method Statement. Management and subcontractor supervision to be reviewed and increased as necessary

LOW
Will require localised control measures

5.4 DOCUMENT CONTROL

Issue, Revision and Review – The HSEQ Manager shall be responsible for managing all updates to this Safety Management Strategy. Revisions to the plan shall be made as required to reflect the current status of the workplace and the tasks and activities being undertaken. Once printed this is considered to be an uncontrolled document.

Revision Status – Revisions of this document are approved by the HSEQ Manager and the document revision status is updated in the front of this document. The revision status is indicated on the bottom left corner of this document.

Distribution List – A controlled version of this Site Safety Plan will be available on site for all workers to access.

Standard Forms – All standard OHS forms are available on the Hickory Intranet. Standard forms are given a form number and a revision number, however, only the most recent revisions are made available on the intranet.

Records and Record Keeping – OHS records need to be kept to comply with OHS, Workers Compensation and injury management legislation. Accurate and well-kept records provide evidence that Hickory is effectively managing OHS.

Project Managers and Site Managers must maintain records for their areas of responsibility. Records to be kept will depend on the types of work processes. The table below provides guidance to what records need to be retained and or displayed. When documents do not have a specified retention period consideration is to be given to the type and risk level of safety incidents experienced during the project. OHS records should be retained commensurate to the level of risk of such incidents.

Records may be kept in hard copy or electronic format.
5.5 EMERGENCY PREPAREDNESS AND RESPONSE

Each site is provided with a site specific Emergency Response Manual which covers the specific instructions for the site. Emergency Situations specific to this site are:

<table>
<thead>
<tr>
<th>Emergency Situation</th>
<th>Emergency Response Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Emergency Situation</td>
<td>Implement General Emergency Situation Orders</td>
</tr>
<tr>
<td>Medical Emergency</td>
<td>Implement Medical Emergency Orders</td>
</tr>
<tr>
<td>Smoke/Fire/Explosion</td>
<td>Implement Standard Fire Orders</td>
</tr>
<tr>
<td>Gas Leak</td>
<td>Implement Unplanned release of toxic chemical or gas emergency orders</td>
</tr>
<tr>
<td>Structural Collapse</td>
<td>Implement Structural Collapse Emergency Orders</td>
</tr>
<tr>
<td>Contact with overhead/underground services</td>
<td>Implement Hitting overhead/underground Electrical Services Orders</td>
</tr>
<tr>
<td>Electric Shock</td>
<td>Implement Electric Shock Emergency Orders</td>
</tr>
<tr>
<td>Bomb Threat</td>
<td>Implement Bomb Threat Emergency Orders</td>
</tr>
<tr>
<td>Mental Health Incidents</td>
<td>Implement Mental Health Emergency Orders</td>
</tr>
</tbody>
</table>

Fire Wardens

A Chief Fire Warden must be designated at the start of the project. As the project progresses a fire warden will be allocated to every level and/or work area dependant on the size and layout of the building. All fire wardens must be trained and the names of fire wardens must be displayed and included in the site induction.

Mock emergency evacuations will take place a minimum of once every 6 months depending on the construction phase and subsequent changes to evacuation routes etc. Mock evacuation scenarios are to be rotated between the following scenarios:

- Fire emergency
- Medical emergency
- Structural Collapse
- Unplanned gas omissions/Hazardous Substance
- Environmental emergency

Evaluation of Critical Response Incidents – after a critical incident the overall effectiveness of the emergency response is to be reviewed based on the specific response/s of the site team and management after the critical incident has occurred. This detailed review will be managed by the HSEQ Manager or an external consultant as appropriate.

5.6 NON-CONFORMANCE – OHS MANAGEMENT SYSTEMS

5.6.1 DISCIPLINARY ACTION PROCEDURE

Compliance with safety regulations and the Hickory Safety procedures, instructions and safe work method statements is a personal responsibility of all workers on site. Companies and/or individuals who fail to comply will be counselled and may be subject to disciplinary action in accordance with Hickory procedures below.

Safety Non Conformance Management Process:
The following steps will be taken when disciplinary action is to be taken against an employee:

- First Warning - Verbal warning given by a member of the Hickory management team
- Second Warning – Written warning
- Third and final warning – Termination of employment

Dismissal without warnings:

An employee may be dismissed without notice if it is established that there has been an act of gross misconduct, a major breach of duty or conduct that brings Hickory into disrepute. Such behaviour may include but is not limited to any of the following:

- serious breach of safety rules
- insubordination
- theft or fraud
- being under the influence of alcohol or non-prescribed drugs during working hours
- flagrant failure to follow Hickory documentary procedures or regulations
- breach of duty regarding non-disclosure of confidential information
- deliberate damage to Hickory property or that of other employees
- disorderly or indecent conduct, fighting on company premises or threatening physical violence
- acts of incitement or actual acts of discrimination on the grounds of sex, race, religion, colour or ethnic origin.

Note: In all disciplinary actions Hickory will allow 'natural justice' i.e. the employee will be given the opportunity to put forward their position on what happened.

5.6.2 FAILURE TO COMPLY

Compliance with safety regulations and the Hickory Safety procedures, instructions and safe work method statements is a personal responsibility of all workers on site. Persons who fail to comply will be counselled and may be subject to disciplinary action in accordance with Hickory procedures.

5.6.3 MONITORING

The following will be undertaken on site to ensure procedures are monitored and the control measures are effective.

<table>
<thead>
<tr>
<th>Risk Process</th>
<th>Form</th>
<th>When</th>
<th>By Who</th>
<th>Compliance &amp; effectiveness monitored by</th>
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<tbody>
<tr>
<td>Site Establishment Checklist</td>
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<td>SSC</td>
</tr>
<tr>
<td>Safety Committee Safety Walk</td>
<td>HD.0018</td>
<td>Weekly</td>
<td>Site Mgt/ HSR / Safety Committee if set up</td>
<td>SSC</td>
</tr>
<tr>
<td>Quarterly Fire Services Audit</td>
<td>N/A</td>
<td>Quarterly</td>
<td>External Consultant</td>
<td>SSS</td>
</tr>
<tr>
<td>Task Observations</td>
<td>HD.0116</td>
<td>Weekly</td>
<td>SSS</td>
<td>SSC</td>
</tr>
<tr>
<td>Daily Pre Start Safety Walk</td>
<td>HD.0079</td>
<td>Daily</td>
<td>SSS</td>
<td>SSC</td>
</tr>
<tr>
<td>Incident Investigations</td>
<td>HD. 0062</td>
<td>Ongoing</td>
<td>SSC/SM</td>
<td>HSEQ</td>
</tr>
<tr>
<td>Project Risk Assess.</td>
<td>HD.0071</td>
<td>6 mthly</td>
<td>SSC/SM</td>
<td>HSEQ</td>
</tr>
</tbody>
</table>
### 5.6.4 INTERNAL SITE SAFETY AUDITS

Internal Site Safety audits are to be conducted a minimum of every six months. The audits will be announced, unless instructed otherwise by the HSEQ Manager. The result of audits is communicated to the site team and the Directors in the first instance. All results are then communicated in the Monthly Safety Report to all staff.

- **Auditor Qualifications:** Auditors must be qualified as a Lead Auditor for AS 4801.
- **Audit Scope**
  - Each audit will cover the following components: Amenities and offices First Aid Facilities Site general Record keeping PPE compliance Electrical compliance
  - Hazardous Substances Excavation works Plant Working at heights Formwork Precast
  - A close-out meeting is held at the site following completion of the audit. The findings and reports are presented to site management and other senior project staff.
- **Audit Response/Corrective Action Close out**
- The Site Manager is to confirm in writing, to the Hickory HSEQ Manager that all necessary remedial and corrective action has been completed.

### 6.0 ENVIRONMENTAL MANAGEMENT

Environmental Management and Waste Minimisation to be undertaken in accordance with the requirements of Council’s Local Laws and other relevant Authorities such as the Environmental Protection Agency.

This Environmental Management and Planning section covers all activities of Hickory, including the following:

- The environmental responsibilities allocated to employees at the site
- The legislation and associated licenses/permits/notices applicable to the site
- The environmental aspects and impacts associated with the site
- Noise and Vibration
- Tree protection
- Protection of historical infrastructure
• The identified significant environmental risks and the programs/procedures to address these significant risks
• Environmental Emergency and Incident procedures
• Environmental Incident Reporting
• Environmental Documentation and Records

6.1.1 OBJECTIVES

In line with Hickory’s Environment Policy, the main objectives of the Environmental Management and Planning section is to ensure:

• the site’s activities are in compliance with applicable environmental legislation and existing Corporate and Government guidelines;
• there is an ongoing and systematic process for environmental management at the site where the sites significant environmental risks are identified and addressed through procedures and improvement programs; and
• There is a process for continual environmental improvement at the site.
• It is intended to provide solutions and procedures that relate to construction within the site where all adjoining owners are considered.

7.0 NOISE & VIBRATION MANAGEMENT

Reducing noise and vibration is of considerable importance to Hickory. Hickory’s key objectives are to ensure control measures are in place to mitigate any health risk, loss of amenity and damage to property due to noise and vibration. The noise and vibration management techniques set out here provide specific strategies to be adopted during the demolition and piling phases of the project.

Hickory have previously engaged a Noise and Vibration Engineers, VIPAC, to complete a site specific Noise and Vibration Management Plan (NVMP) for the area. During the demolition and piling phases, Hickory will engage VIPAC to carry out monitoring of noise and vibrations emitted from the Site. The NVMP sets out guidelines, restrictions and management strategies for the management of noise and vibration during these construction phases whilst the monitoring will ensure that noise and vibrations are within limits and when they are not. When noise and vibration exceed limits, Hickory will instigate changes to ensure that works cease until they can fall back within the limits, via control measures. The primary control measure is the incorporation of a dampening collar comprised of rubber pads around the precast concrete pile. The rubber pads assist in noise and vibration reduction, whilst allowing the hammering process to continue.

Figure 6 – Noise & Vibration Control Measure
(post installation)
7.1.1 NOISE CONTROL

Hickory recognises the noise sensitivity of the immediate area. The Site is bordered by retail tenancies, offices, restaurants, a carpark and some residential properties. Hickory will carry out a communication strategy prior to carry out any works on site and for the duration of the works as required. This strategy is set out in detail in item 7.0 Local stakeholders and Communication.

In Victoria, legislation for the control of noise on piling, construction, maintenance and demolition sites is generally the responsibility of the relevant local government or council. In addition to this, state Environmental Protection Act guidelines have been issued by the Environmental Protection Authority (EPA), for which most local guidelines are based on. Note that although these guidelines have no statutory bearing, they are useful in assessing a noise impact when well-defined criteria have not previously been installed.

The proposed development comes under the precinct of Melbourne City Council. Piling and construction noise is assessed under Council’s Activities Local Law 2009, Part 9. In this case, local council have requested that all noise and vibration produced by the construction site be assessed by the City of Melbourne supporting document, Noise & Vibration Management Guidelines. Although this is not a legal document, it does specify minimum requirements and base limits for noise abatement.

Additionally, the following EPA guidelines (applicable to piling and construction noise) and Australian Standards are consulted:

- Noise Control Guidelines, publication 1254, October 2008
- Environmental Guidelines for Major Construction Sites, Publication 480, February 1996
- Australian Standard AS 2187-1973, Use of Explosives

Note that Local Law documents overrule EPA and AS documents at Council’s discretion.

Following is a summary of the requirements (relative to noise abatement) that the proposed development must adhere to during construction, based on the aforementioned Council and Local Law documents. Site construction must:

- Work within the permitted hours of:
  - 7am to 7pm Monday to Friday
  - 8am to 3pm Saturday
- Undertake building works in a manner that does not cause a nuisance, which may include adherence to sound and vibration levels designated by Council
Table 1. Designated Noise Levels

Melbourne City Council request that construction noise comply with Section 3 of their supporting document, *Noise & Vibration Management Guidelines*. This document defines base noise limits that should be adhered to during the permitted hours of works. The following Designated Sound Levels (DSL) shall apply:

<table>
<thead>
<tr>
<th>Works and hours</th>
<th>Action level</th>
<th>Basis and Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Upper DSL outdoor assessments</strong></td>
<td>750B(A) Leq</td>
<td>Measured at the façade of the affected building. These levels indicate the point at which noise may have an unreasonable interference with activities involving speech. All feasible and reasonable efforts should be made to reduce noise to within these levels. For works with noise exceeding these levels, an explanation of the need to undertake works, careful scheduling, provision of periods of respite and close communication with affected parties will be required. Council is likely to undertake further action if the noise exceeds these levels and the builder/contractor has not correctly identified impacts or demonstrated an appropriate level of noise management and community consultation.</td>
</tr>
<tr>
<td>Conducted within Standard Hours under Activities Local Law 2009 (part 9)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Upper DSL indoor assessments</strong></td>
<td>550B(A) Leq</td>
<td>Indoors with windows closed; for structure-borne noise or where there is no representative outdoor location. Council does not use DSLs to manage general works outside of standard hours. After-hours permits may be issued depending on the reason for working outside of standard hours, the type of works, the history of the site performance and the location of the site in relation to different sensitive uses. It may be considered most appropriate to undertake works outside of standard hours to find a compromise that minimises impacts on all affected sites, for example, where there are local businesses but no residents in the area. Conditions to manage noise are placed on permits, such as community notification, quiet work practices and staff conduct. Permits may be revoked or adjusted in response to community complaints and/or inappropriate conduct.</td>
</tr>
<tr>
<td>Conducted within Standard Hours under Activities Local Law 2009 (part 9)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>General works</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conducted during non-standard hours</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 2. Council designated Noise Levels

If Council deem this construction as a “High Impact Project”, the following additional DSL’s may apply at Council’s discretion:

<table>
<thead>
<tr>
<th>Works and hours</th>
<th>Action Level</th>
<th>Basis and Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline DSL</strong> Standard Hours under Activities Local Law 2009 (part 9) 7am to 7pm Monday to Fri; 8am to 3pm Saturday</td>
<td>L_{90} + 10dB(A) Leq (Residential Buildings, Schools &amp; Other Noise-Sensitive Areas) L_{90} + 15dB(A) Leq (Commercial Buildings and Offices) Measured at the façade of the affected building</td>
<td>Works generating noise below these levels would generally not require additional noise management and community consultation. General notification and noise sensitive work practices are still expected, including informing the community of work periods and a contact point for complaints. When the predicted or measured noise level is above this point, the builder/contractor should implement additional measures to minimise noise. They should demonstrate to Council that all feasible and reasonable measures have been put in place to minimise impacts and should provide additional community consultation during these periods of works.</td>
</tr>
<tr>
<td><strong>Baseline DSL</strong> Non-standard hours 7pm to 10pm Monday to Friday; 3pm to 10pm Saturdays 9am to 6pm Sundays &amp; public holidays Requires permit from Council, including operational conditions. Issued with consideration for history of complaints and site conduct.</td>
<td>L_{90} + 10dB(A) Leq (Residential Buildings, Schools &amp; Other Noise-Sensitive Areas) Shorter duration* L_{90} + 5dB(A) Leq (Residential Buildings, Schools &amp; Other Noise-Sensitive Areas) Longer duration*</td>
<td></td>
</tr>
<tr>
<td><strong>Baseline DSL</strong> Night period 10pm to 7am Monday to Friday; 10pm to 8am Friday/Saturday; 6pm to 9am Saturday/Sunday &amp; around public holidays Requires a permit from Council, including operation conditions. Issued with consideration for history of complaints.</td>
<td>L_{90} + 5dB(A) Leq (Residential Buildings, Schools &amp; Other Noise-Sensitive Areas)</td>
<td>Works during these hours are generally discouraged. When a project demonstrates a need to work during these hours for extended periods, all feasible and reasonable measures should be implemented to reduce noise to this level. More substantial expectations apply to what is reasonable for noise management during night periods. Other than special circumstances, Council is unlikely to approve ongoing works that exceed this level. If approved due to special circumstances, the builder/contractor should communicate closely with affected people. Direct negotiation may be required if works</td>
</tr>
</tbody>
</table>
7.1.2 VIBRATION MANAGEMENT

Many activities in construction work lead to vibration in the neighbourhood of the construction site or even to far-field vibrations. The following construction activities and machinery are associated with possible vibration:

- Vehicles on construction sites
- Piling, sheet piling
- Vibratory compaction
- Dynamic consolidation with dropping mass
- Excavation by heavy equipment

A vibration consultant may be required to undertake vibration assessment for projects with an identified risk of creating vibration that negatively impacts on nearby buildings or infrastructure, or negatively affects people within nearby buildings.

Vibration assessments may also be required in response to a complaint or concerns expressed about damage to nearby buildings or infrastructure.

Vibration assessments may include predictive analysis, assessments during trial operations, or ongoing monitoring.

The relative vibration levels have been designated by the local Council and should be adopted. For vibration levels exceeding these criteria, the vibration consultant should submit further information detailing the degree of various risks and impacts with respect to the affected locations and uses and suggest approaches to managing these issues. Construction vibration can be reduced using different processing methods or less power equipment.

Alternatively, the vibration consultant may choose to undertake assessments in accordance with an accepted standard for vibration management. The chosen standard and the general approach taken for adherence to prediction and measurement protocols should be described to the builder/contractor and Council as part of a final report, upon request. If the predicted or measured vibration levels are in excess of the chosen standard, management actions should be implemented as appropriate to the standard and the vibration levels.

2.2.1 DESIGNATED VIBRATION LEVELS

The City of Melbourne Noise and Vibration Management guidelines propose a vibration criteria of 2mm/s PPV at nearby vibration sensitive receivers to protect against disturbance and annoyance due to vibration. These vibration levels for human comfort shall be adopted in the first instance.

Where higher vibration levels occur, vibration criteria relating to damage to buildings shall also be considered.

The recommended limits of Peak Ground Vibration Velocity for protection against damage to the surrounding buildings (AS2187-1993) are listed in the table below.

Table 3. Recommended limits of Peak Ground Vibration Velocity given as AS2187-1993

<table>
<thead>
<tr>
<th>Standard</th>
<th>Type of Building</th>
<th>Peak Ground Particle Velocity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Standard AS2187-1993 Use of Explosives</td>
<td>House and low-rise residential buildings; commercial buildings not included in the next category</td>
<td>10mm/s</td>
</tr>
<tr>
<td></td>
<td>Commercial and industrial buildings of reinforced concrete or steel construction</td>
<td>25mm/s</td>
</tr>
</tbody>
</table>
7.1.3 MONITORING – NOISE, VIBRATION AND MOVEMENT

Noise, vibration emitted from works on the site and movement of existing structures can occur during the demolition, excavation and piling of nearby works. To ensure that the likelihood of damage to adjoining structures and the amenity is minimised, Hickory will carry out monitoring of vibration, movement and noise during the demolition, excavation and piling phases. The purpose of monitoring is to ensure that works are not exceeding accepted levels. If monitoring reports show that levels exceed accepted levels, the culprit works will cease until measures can be put in place to ensure that the levels meet the requirements.

Movement monitoring of the adjoining buildings will be conducted during demolition and piling phases until the ground floor slab has been poured. Survey of monitoring points will occur twice weekly and accurate records kept to determine whether any movement has occurred. If abnormal movement has occurred works in the area will cease up until further engineers advice has been sought.

Noise and vibration monitoring reports can be managed on a daily basis and reports procured as required.

7.1.4 DUST MANAGEMENT

The following dust management plan will provide a guide to control, monitor, and identify all dust generating activities during all stages of the demolition works and general construction works.

The construction activities that are anticipated to generate dust during construction include:

- Excavation works, particularly during site establishment;

The key objective is to ensure control measures are in place to mitigate any health risk or loss of amenity due to emission of dust to the environment. Potential air quality impacts from construction activities may include:

- Deposition of dust on surfaces where it may cause damage and/or lead to a need for increased cleaning or repair;
- Aesthetic effects which arise from visible airborne dust plumes and from deposits of dust on surfaces;
- Eye, nose and throat irritation from excessive inhalation of fine particles.

Factors that will be considered when evaluating the risk of dust generation include:

- Wind direction – determines whether dust and suspended particles are transported in the direction of the sensitive receivers;
- Wind speed – governs the potential suspension and drift resistance of particles;
- Soil type – more erodible soil types have an increased soil or dust erosion potential;
- Soil moisture – increased soil moisture reduces soil or dust erosion potential;
- Rainfall or dew – rainfall or heavy dew which wets the surface of the soil and reduces the risk of dust generation;
- Height of stockpiles of loose material, adjacent environment and effectiveness of protective measures.

The site will be managed to minimise the potential for dust generation on the site. These management measures will include:-

- Restricting work activities on dry windy days.
- If hot and or windy water spray areas.
- Water will be sprayed or water down on the excavation area (where necessary) to assist in the dust suppression and minimise dust impact on neighbouring premises.
- Dust suppression techniques will be reviewed if excessive visual dust is observed.
- Site contamination and disposal of contaminated matter will be removed and disposed to the closest EPA approved landfill.
• Prior to trucks leaving the site with excavated fill they will be cleaned down of any excess spoil as required.
• All road surfaces will be cleaned of any spoil during excavation works as required (road sweeper).
• Keeping footpaths and gutters clean daily sweep.
• Site personnel will visually monitor dust levels during construction and operation of the project. Dust suppression measures will be instituted using water trucks, spray bars and other means as necessary, in the event that high levels of dust are observed, and/or strong winds and dry conditions make dust generation likely.
• Installation of either solid/shade cloth hoarding to adjacent neighbours in order to prevent dust from leaving the confines of the site.
• Ensure that smooth surfaces are deep ripped and left rough and cloddy to reduce the wind velocity at the soil surface.
• Pave and water haul roads. The frequency of watering will be determined by weather conditions and the erodibility of the soil. If additives in the water are used to increase its dust suppression properties, the chemical should have no adverse environmental impact on adjacent water bodies.
• A combination of solid timber hoarding and shade cloth will help keep any dust generated within the site boundary only.
• If elevated dust levels are identified during works the dust management practices will be reviewed and appropriate controls implemented.
• If neighbouring buildings have reported release of visible dust, complaints shall be recorded and acted on promptly.

These decontamination measures will include (but not be limited to):

The level of risk will determine the type and amount of protection measures that will be required on a site. Where a significant risk has been identified, appropriate protection measures must be introduced to reduce the risk to an acceptable level. Aspects with a medium or low risk should also have practicable management measures implemented if these can further reduce risk.

DIAGRAM 01: DUST SUPPRESSION WITH WATER
7.1.5 EROSION MANAGEMENT PLAN

To develop effective erosion controls it is necessary to obtain information on the erosion potential of the site where soil disturbance is planned. Erosion potential is determined by the erodibility of the soil (type and structure), vegetative cover, topography, climate (rainfall and wind), and the nature if land-clearing. Erosion potential will also be affected by the type, nature and intensity of earthwork.

Objective: To minimise the quantity of soil lost during construction due to land-clearing

Site Actions; Phase the work program to minimise land disturbance in the planning and design stage, keep the areas of land cleared to a minimum, and the period of time areas remain cleared to a minimum, base control measures to manage erosion on the vulnerability of cleared land to soil loss, paying particular attention to protecting slopes, mulch, roughen and seed cleared slopes and stockpiles where no works are planned for more than 28 days, with sterile grasses, keep vehicles to well-defined haul roads, rehabilitate cleared areas promptly.

7.1.6 DEWATERING

Dewatering on the site will occur during the excavation and retention system phase of construction. A combination of dewatering probes, storage tanks and pumps will be used to remove the ground water from the excavation site. All appropriate water testing and trade waste agreements with the water authority will be in place prior to dewatering.

7.2 SEDIMENT MANAGEMENT CONTROLS

The type of sediment controls suitable for a particular situation depend on the nature of the site, in terms of such factors as rainfall patterns, soil type and topography. These factors need to be taken into account when selecting appropriate controls and ensuring that designs are adequate.

Objective: To avoid pollution of drainage lines and/or stormwater drainage systems and subsequent waterways and to minimise the generation of contaminated stormwater.

Site Actions; Minimise the quantity of uncontaminated stormwater entering cleared areas, establish cut-off or intercept drains to redirect stormwater away from cleared areas and slopes to stable (vegetated) area or effective treatment installations and reduce water velocities.

7.3 WASTE AND MATERIALS RE-USE

The objectives of the Waste Management Plan are based on the principle of Reduce, Re-use and Recycle. We aim to re-use and/or recycle a minimum of 60% of all Hard Waste Material, and Soft Waste Material generated on the construction site, thus achieving up to 60% reduction/avoidance in waste to landfill.

Waste minimisation opportunities include:

- Obtaining construction materials, paints, lubricants and other liquids in reusable packaging or containers.
- Using noise barriers made from recycled materials.
- Using overburden to construct temporary noise barriers.
- Using contaminated water out of sediment dams for dust suppression and irrigating adjacent vegetated land.
- Sending waste concrete from demolition activities to a concrete recycler instead of landfill.
- Segregating and recycling solid wastes generated by construction activities, offices and mess-rooms.
- Collecting lubricating oil from the construction vehicles fleet and sending it to a recycler.

7.4 WASTE WATER / WASHOUT AREAS

Washout processes and facilities for paint and/or finishing trades are to be minimised and water recycling for these activities are encouraged where possible. Finishing trades washout facilities will NOT be plumbed to any building
services and will be of a stand-alone nature. The maintenance of these facilities should be the subcontractor’s responsibility and should comply with all appropriate Environmental Legislation and local authority guidelines.

7.5 PACKAGING

All suppliers of building materials will be encouraged to nominate packaging minimisation and reuse initiatives, which have been implemented, as part of product supply to the project. Bulk handling and reusable transport containers will be encouraged.

7.6 RECYCLED MATERIALS

Suppliers will be encouraged to nominate products that include a recycled component and ability/opportunity for recycling of unused components in accordance with the specified 60% waste reduction target.

7.7 PUBLIC TRANSPORT & SITE TRAFFIC AMENITY

No parking facilities will be provided within the property boundaries at 16 – 22 Claremont Street, South Yarra. All management and workers will be required to utilise public transport or public parking facilities in the surrounding area. Public transport and parking facilities include.

- South Yarra Train Station 260 m from site.
- South Yarra Station Tram Stop 260 m from site.
- Como Centre shopping centre car parking at 1 River Street, South Yarra 600m from site.

Street parking is not encouraged, and should be used as a short term parking solution only.

7.8 TREE PROTECTION

On the Claremont Street and Daly Street streetscapes, Eastern and Western site boundaries, there are a small number of trees of significance that require protection during the construction of the development. At all times Hickory is committed to protecting the trees and will ensure that all tree protection measures are adopted by all employees and subcontractors. Tree protection measures and methods will be included within the site induction for all site personnel ensuring that all site personnel are aware of the importance of protecting the trees. Trees will also be inspected on a daily basis by the management team as part of their existing Site Inspection Checklist.

8.0 LOCAL RESIDENTS & STAKEHOLDER COMMUNICATION

The Contractor will inform local residents and stakeholders regarding works that may have an impact in the local area including the following information, the nature of works and their potential impact. The notices will generally either be issued in the form of an email alert, and records will be kept in relation to properties given notifications.

Initially, Hickory will issue letters to all residents

The following are namely works/methodology changes that will be issued to the wider community for information:

- General Notification of Works
- Traffic Management Alteration/Amendment (as required)
- High Risk Works Activities (as required)
- Amendments to Project Strategy Documents (Construction Management Plan)
- High Impact (Noise, Vibration or Dust) Activities (as required)
- Project Status & Progress Statements (Quarterly).
In addition to issuing notifications Hickory will maintain construction site identification/notice boards at the Docklands Drive and Promenade waterfront boundaries which will include the following:

- Mandatory Safety Requirements
- Emergency Contact
- Building Surveyor
- License Numbers
- Building Permit Ref.
- Monthly “Notification of Works” Notices

Contractors must respond to all community enquiries / complaints and contacts in a polite and professional manner. All community enquiries must be referred to Hickory. All media enquiries/complaints must be referred to the Project Manager and all enquiries from Federal, State and /or Local Government political representatives, including Ministerial representations, to the Project Manager.

9.0  QUALITY ASSURANCE

Hickory is committed to providing high quality services and products in the building and construction industry, which meet Client expectations in respect to quality and in many circumstances exceed them.

Hickory affirm that they have a professional obligation to provide services and products in accordance with agreed Client requirements, and undertakes to adopt and use a systematic approach to the control and assurance of quality, so that only services and products which conform to the agreed requirements are offered for acceptance by our Clients.

In achieving this Hickory is committed to the implementation, maintenance and enhancement of a Quality System based on requirements of the Australian Standards Association.

Hickory recognises that this implementation will involve the effective training of personnel, to ensure they fully understand their responsibilities to comply with and monitor the Quality System.

Hickory affirms that standards of excellence can only be achieved and maintained by a clear unequivocal direction of all levels of management stimulating a participative atmosphere and sense of pride in quality by all employees and trade contractors.

9.1  DOCUMENT CONTROL

Hickory has established a document control system incorporating Aconex to ensure that all documentation affecting quality is:

- authorised and current; and
- readily available at the point of use.

The Project team will establish and keep current a Drawing Register for shop drawings, consultant drawings, schedules, "as-built" drawings. All superseded drawings are clearly marked and removed from use. Changes to drawings are identified by circling changes into "clouded bags" accompanied with a new revision number and identification of the date of the change.

9.2  PROCUREMENT & SUBCONTRACTING

Hickory select trade contractors who are able to comply with the quality, OH&S and environmental requirements specified for the project. Evaluating potential trade contractors' previous performance prior to engagement and careful review of purchasing data ensures this.
Previous performance will enable the project team to engage only trade contractors who have constantly demonstrated a certain level of quality performance.

During the life of the project, performance of trade contractors is monitored through monthly project reviews. The review includes, in addition to other matters, Quality and OH&S matters.

9.3 CONSTRUCTION PROCESS CONTROL

Control and supervision of construction is an exercise in identification, evaluation, elimination or where elimination is not possible, minimisation of risk.

During all phases of the construction risks are identified, evaluated, actions planned, implemented, supervised and documented. Thus production is maintained under controlled conditions.

Prior to commencing work on any element of the project an induction meeting is held during which key project personnel, including trade contractors’ representatives identify all activities that are hazardous, high priority for the client or in general involve unacceptable risk. A risk analysis is carried out to identify those activities, which require close control and supervision.

9.4 INSPECTION, MEASURING & EQUIPMENT

All equipment used for inspection, measuring and testing is regularly calibrated and maintained in good working order to ensure reliable performance and accurate results. Equipment is only used within its range of intended application.

Inspection and test activities are undertaken to verify conformance of products to the specified requirements. These inspections and tests are scheduled in the Contractor Pre-award/Induction Meeting Form and Hazard Identification Control Form.

The inspections are grouped in:

- Random inspections / by a member of the project team.
- Pre-planned inspections / as per the Trade Contractor Pre-award/Induction Meeting (Hazard Identification and Control form).
- Consultants inspections / reinforcement check by the Structural Engineer, air conditioning units installation, etc (where specialists knowledge and experience is required).
- Inspections and tests undertaken by the manufacturer prior to delivery on site to confirm compliance with the specified requirements or with relevant Australian Standards.
- The inspection and verification activities for the project will be generally carried out in accordance with the Inspection and Verification procedures. Results from the inspections are reported to the Project Manager, who acts accordingly.
- The inspection and test status of all works is identified and recorded to ensure that only product that has passed the required inspection and test is incorporated into the works.
- Regular inspections shall be carried out on the project and these inspections shall be documented.
- OH&S inspections shall include:
  - Weekly Site Safety Committee walk.
  - Monthly external audit.
  - Daily Site Safety Supervisor walk.
  - Daily subcontractor checklist inspections where nominated on the work method statement.
  - Workplace Services inspections will be random at the discretion of the Inspector.
  - Fortnightly Project Manager/Site Supervisor/Site Safety Supervisor walk.
  - Daily Site Supervisor walk.

All documented inspections will be reviewed and signed off by the Project Manager and / or Site Manager.
9.5 NON-CONFORMING WORKS & RECTIFICATION

Hickory takes responsibility for the disposition of any non-conforming work and place that work on hold pending resolution of the non-conformance. The control mechanism provides for notification of the functions concerned.

The non-conformance is formally recorded when it is "major" or where it is apparent that it is associated with a quality system failure (for example inadequate inspections).

Minor defects are recorded on a Defect List and gradually rectified during the life of the project, but prior to Completion Date. Any minor defects can be transformed into a major NCR if not rectified by the date stated.

Where a failure or non-compliance becomes evident within the Management System, procedures are enacted to investigate and record the problem, and preventative action is taken and reviewed for effectiveness.

9.6 ARCHIVING

The company has established and maintains a procedure to identify, collect, index, file and store quality records for each project. These records are accessible to the client for verification that conformance has been achieved.

9.7 AUDIT & REVIEW

To ensure that the Project Management Plan is operating effectively on the project, a management system audit program is set up. Audits are performed as early as practicable after implementing system procedures for each phase of the project.

Management system audits are also performed on suppliers and trade contractors.

At least once a year, the Management System is comprehensively reviewed by management to evaluate the system’s effectiveness. The management review takes into consideration audit reports on current projects. It provides opportunity for updating the Management System to reflect changes in company structure and activities and to introduce new technology.

9.8 INDUCTION & TRAINING

All personnel are briefed on their specific roles and responsibilities at appropriate stages of the project.

The company maintains records of employee training and qualifications.

Training is provided, where necessary, to ensure that personnel have the specific skills and/or qualifications to perform their work.

All employees, consultants, trade contractors and visitors are required to undertake a site-specific induction. The induction is carried out by a suitably qualified Site Safety Supervisor.

10.0 EXISTING IN-GROUND SERVICES

There a number of existing in-ground services throughout the Promenade Plaza, as per the Existing Services plans and the Dial Before You Dig plans obtained. A detailed assessment will be conducted prior to any excavation conducted on site with a qualified service locator. All relevant permits required will be also obtained prior to any excavation.
11.0 APPENDICES

APPENDIX A – RELEVANT LEGISLATION, ACTS & POLICIES

- OHS Act 2004
- OHS Regulation 2007
- National Standard for Plant [NHSRC:1010 (1994)].
- Electricity OHS Act 2004
- Electrical Safety Act 1998
- Electrical Safety (Installations) Regulations 2009.
- Electrical Safety (Registration and Licensing) Regulations 2010.
- AS3012 Electrical installations on construction and demolition sites.
- AS 3760:2001 In Service Safety and Inspection of Electrical Equipment.
- Energy safe Procedure for Energisation.
- AS4576 Guidelines for Scaffolding.
- AS1418 Cranes Hoists and Winches.
- AS2550 Cranes Hoists and Winches - Safe Use.
- Plant (Amendment 1 to Code of Practice No 19) (1998).
- Plant (Code of Practice No. 19, 1995.
- Road Management Act 2004.
- Archaeological and Aboriginal Relics Preservation Act 1972
- Environment Conservation Council Act 1997
- Environmental Effects Act 1978
- Environment Protection Act 1970
- Environment Protection (Resource Efficiency) Act 2002
- Flora and Fauna Guarantee Act 1988
- Forests and National Parks (Amendment) Act 2003
- Litter Act (1987)
- Occupational Health and Safety Act 1975
- Pollution of Waters by Oils and Noxious Substances Act 1986
- Road Safety Act 1986
- EPAV Best Practice Environmental Management – Environmental Guidelines for Major Construction Site

Hazardous Substances/ Dangerous Goods

- Australian Dangerous Goods Code
- Australian Standard AS 1940B1993: The Storage and Handling of Flammable and Combustible Liquids
- Australian Standard AS 4452B1997: The Storage and Handling of Toxic Substances

Asbestos & Hazardous Building Materials
- Australian Standard AS 4452B1997: The Storage and Handling of Toxic Substances

Waste Management
- National Waste Minimisation and Recycling Strategy
- Contaminated Soil & Water Management
- NEPC (1999) National Environmental Protection (Assessment of Site Contamination) Measures
- Concrete & Paint Waste Management
- National Waste Minimisation and Recycling Strategy

Stormwater & Erosion
- ANZECC (2000) Australian and New Zealand Guidelines for Fresh and Marine Water Quality
- Noise & Vibration
- ANZECC guidelines ‘Technical Basis for Guidelines to minimise Annoyance to Blasting Over pressure and Ground Vibration’

Community & Neighbourhood Management

Heritage & Archaeological Management
APPENDIX B – EMERGENCY EVACUATION PLAN
APPENDIX C – TRAFFIC MANAGEMENT REPORT

PREPARED BY ONE MILE GRID – REFER CONSTRUCTION TRAFFIC MANAGEMENT REPORT.
APPENDIX D – HOARDING PLAN

16-22 CLAREMONT STREET
SOUTH YARRA
(EXISTING DOUBLE STOREY BRICK BUILDING)
(TO BE DEMOLISHED)
Note – Example only – Site Specific Details to be updated