

CONSTRUCTION MANAGEMENT PLAN

Northern Rivers Schools Cluster – Blakebrook Public School



ADCO

VERSION CONTROL

Rev. No.	Issue Date	Approved By	Position	Details
0	21/12/23	Tim Rassmussen	Project manager	Preliminary Submission

ADCO PROJECT PERSONNEL CONSULTATION AND SIGN OFF

We, the undersigned, confirm that we have been consulted on the contents of this document, read and understood the contents of this document, and agree to implement the requirements of this plan on this project site.

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CONTENTS

	Version Control	1
	ADCO Project personnel consultation and sign off	1
1.0	Purpose of this Plan	4
2.0	Project Understanding	4
2.1	Introduction	4
2.2	Project Objectives	5
2.3	Project Scope	5
	2.3.4 Blakebrook Public School	5
2.4	Staging	5
2.5	Project Challenges	5
3.0	Delivery Team Structure	6
3.1	Introduction	6
3.2	Project Organisational Chart	7
4.0	Site Establishment	7
4.1	Covid-19 Management Control	7
4.2	Public Access & Parking	7
4.3	Hoardings, Site Fences, Gates & Signage	7
4.4	Site Office & Amenities	8
4.5	Temporary Services	8
4.6	Storage	9
4.7	Site Security	9
4.8	Dilapidation reports	9
4.9	Traffic Management	9
4.10	Materials Handling	9
4.11	Scaffold Access Requirements	9
5.0	Staging, Sequencing & Access Management	9
5.1	Introduction	9
6.0	Construction Management	10
6.1	Introduction	10
6.2	Coordination of Services Shutdowns, Diversions and Reconnection	10
	6.2.1 Introduction	10
	6.2.2 Disruption Notices	10
6.3	Noise, Dust and Vibration Management	10
6.4	Working within the Operational Environment	11
	6.4.1 Introduction	11
	6.4.2 Stakeholder Management	11
	6.4.3 Disruption Notice (DN) Notification	11
6.5	Risk Management & Mitigation Strategies Within the Live environment	12
6.6	Managing and Mitigating Disruptions	13
6.7	Managing Hazardous Substances	13
	6.7.1 Introduction	13
	6.7.2 Response to Unexpected Discovery	13
6.8	Asbestos Removal & Air Monitoring	13
	6.8.1 Introduction	13
	6.8.2 Notification and Permit	14
	6.8.3 Air Monitoring	14
	6.8.4 Trigger Action Response Plan (TARP)	14
6.9	Building Handover & Commissioning	15
	6.9.1 Introduction	15
6.10	Completion Documentation	15
7.0	Project Administration	15
7.1	Engagement with Local Trades & Suppliers	15

7.1.1	Selection of Subcontractors	15
7.1.2	Opportunity for Local Supply Chain	16
7.1.3	Assessing Local Businesses and Evaluating Tenders	16
7.1.4	Value Engineering	17
7.2	Project Administration Platforms	17
7.3	Hours of Operation	17
7.4	Site Inductions	17
7.4.1	ADCO Inductions	17
7.5	Interfacing with Separate Contractors	17
7.6	Plant & Equipment	17
7.8	Project Reporting & Meetings	18
7.8.1	Site Diary	18
7.8.2	Site Co-ordination Meetings	18
7.8.3	Toolbox Meetings	18
7.8.4	Monthly Reporting	18
7.9	Program Management	19
7.9.1	Introduction	19
7.9.2	Look-Ahead Programs	19
7.9.3	Communicating Program Status	19
7.9.4	Verification of Program Milestones	19
7.9.5	Program Reviews	19

Appendix A: COVID-19 Action Plan	20
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Appendix B: CTMP	27
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1.0 PURPOSE OF THIS PLAN

This Plan provides a detailed structure of the construction strategy, methodology and project objectives for successful construction delivery, and the governing management system. It is intended to clearly articulate to TSA Management and School Infrastructure NSW our understanding of, and methodology for delivering the tasks and services outlined within the contract documents.

Importantly, it demonstrates to TSA that ADCO will be on the front foot at project commencement, ready to begin site-based activities at the earliest opportunity.

2.0 PROJECT UNDERSTANDING

2.1 Introduction

The existing buildings at t Blakebrook Public School, 417 Rosehill Road, Blakebrook (Lot 2 Deposited Plan (DP) 859866) were significantly inundated during the February 2022 floods and most of the structures are no longer habitable due to the damages caused by the flood waters. As a result, the NSW Department of Education is proposing to demolish most of the existing school buildings and construct a new elevated school building to replace it. The floor level of the new building will be located above the design flood level to increase flood resistance and create useable undercroft spaces. The works are proposed to be undertaken as development permitted without consent (DPWC) under section 3.37 of State Environmental Planning Policy (Transport and Infrastructure) 2021. Any tree removal will be undertaken separately under the Local Land Services Act 2013.

Works will comprise the following:

- Site preparation including site establishment works, earthworks and relocation of school bell.
- Demolition of existing school buildings.
- Construction of a new elevated school building, with at-grade (undercroft) amenities and storage, including:

Ground Level

- Open undercroft space for covered outdoor learning and play.
- Male and female amenities and accessible toilet / change room facility.
- Cleaners' store.
- Equipment store.
- Sport equipment store.

Elevated Level:

- New administration comprising interview room, clerical spaces, Principal's office, staff room, sick bay and male, female and accessible amenities.
- School library with computer room, store, main communications room and library office.
- General Learning Spaces (GLS) with learning commons and multi-purpose space.
- Canteen with open servery space.
- Store.
- Male, female and accessible amenities.
- Mechanical plant.

General:

- New and hard soft landscaping including replacement play equipment, vegetable garden, fernery and yarning circle.
- New hydrant pump house with fire tanks.
- Relocation of existing septic tanks and water tanks.

It is not proposed to increase staff or student numbers as a result of these works.

2.2 Project Objectives

The reconstruction Blakebrook Public School will provide:

- Provide like for like facilities (new school v existing facilities)
- New homebases, admin and staff, and storerooms across the six schools,
- Raising of the schools to ensure the floor level is above flood level.
- New canteen facilities.
- New toilet facilities.
- Refurbishment of buildings if progress of design allows.
- Demolition of damaged existing buildings.
- Landscaping works

2.3 Project Scope

2.3.4 BLAKEBROOK PUBLIC SCHOOL

The project involves the reconstruction of Blakebrook Public School's facilities, containing:

- Installation of temporary fencing
- Surveying of the proposed site layout, ensuring that school design does not affect any significant trees, underground services, aboriginal and heritage items.
- Substrate testing for geotechnical analysis and depth of piers requirements.
- Decommissioning the existing flood effected school buildings from all services.
- Demolishing the existing flood effected school buildings.
- Establishment of construction site entrance and exit for vehicles and material unloading, that does not interfere with live school environment.
- Establishment of building foundations.
- Removal and disposal of spoil from site, some of which may be contaminated.
- Construction of elevated platform for new school to be placed on, sitting above the flood height level as highlighted in the flood planning documentation.
- Construction of school hubs/home bases offsite for most efficient installation time, modular buildings to be delivered to site and craned into position.
- Connection of new buildings to all services.
- Fit out of new buildings with equipment and furniture.
- Move students into new school once commissioning is complete.
- Complete landscape works to ensure school is fit for purpose.

2.4 Staging

The project will be undertaken in 3 stages.

Stage 1 – Early works

The scope of the early works consists of site establishment activities, services disconnections and diversions, Tree protection and removal along with hazardous material removal and demolition works to all structures and external hardstands.

Stage 2 – Substructure and civil works

The scope of the stage 2 substructure works consists of all inground services and structural works including but not limited to excavation for services, installation of all external services, piling, detail excavation for pile caps and SOG.

Stage 3 – Structure works and completion.

The scope of the stage 3 works consists of all structural slab on grounds, footpaths and the like. Structural steel gantry system and the supply and installation of all modules. External landscaping works and commissioning will all be undertaken during this stage.

2.5 Project Challenges

Mitigation strategies and contingencies must be defined and implemented for the following challenges:

- Archaeological findings that could delay the construction programme.
- REF planning pathways.
- Conditions of the substrate effecting foundations, as well as vehicle access to site.
- Inclement weather conditions having the potential to delay project for extended periods of time.
- Risk of constructing in a flood prone area, having to evacuate site.
- Construction and demolition around heritage buildings that are to remain.
- Vibration, dust, and noise monitoring during construction to minimise affect on neighbouring buildings as well as within the Blakebrook and Wardell live school environments.
- Location of underground services potentially not reliable on provided surveys due to rural location.
- Working in a confined site noting that the construction areas for some of the schools is extremely tight when avoiding the TPZ (Tree Protection Zone)

3.0 DELIVERY TEAM STRUCTURE

3.1 Introduction

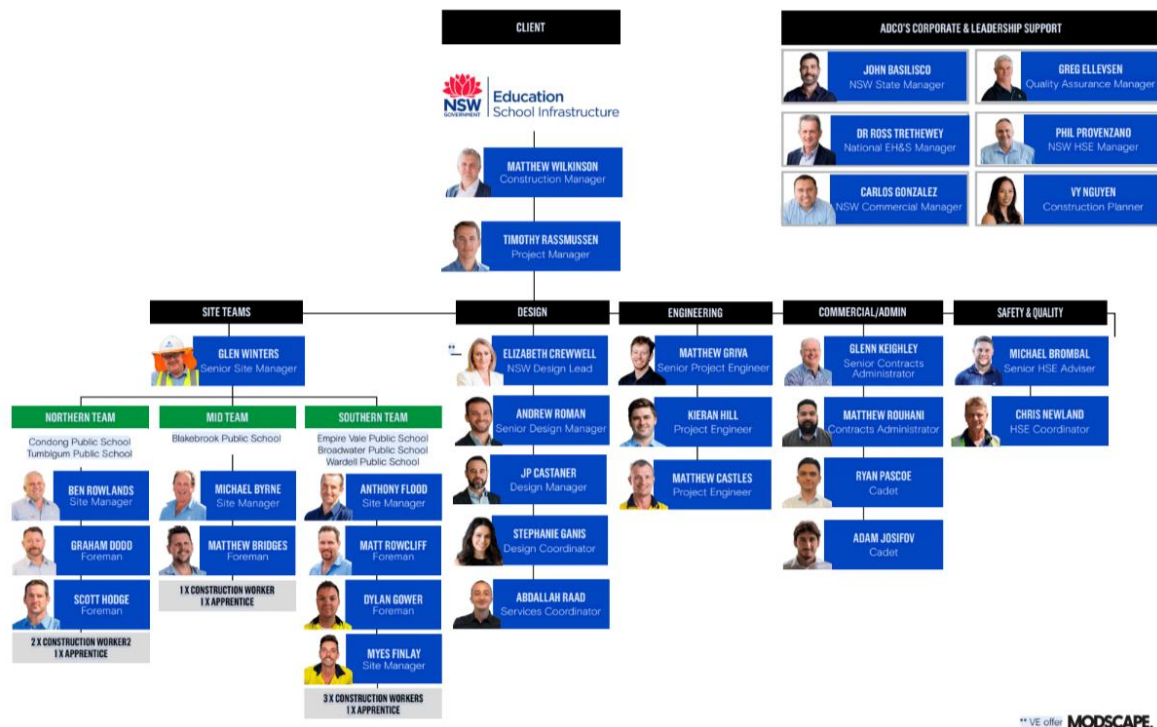
Due to the urgent nature of the delivery of this project, we have established a team of contracting experts to efficiently deliver this project from its conception to its completion. As the project is beginning at the masterplan phase ADCO's initialisation on the project requires high levels of administration and managing in building the consultant team to develop the design. ADCO has taken the responsibility of Managing Contractor as per the nature of this projects contract. Therefore, it is ADCO's responsibility in ensuring that the most appropriate construction methodology is the used through the lifetime of the project.

To achieve this, ADCO's team has to possess the relevant experience to work on an admin heavy project, whilst also being adaptable to any unknown risks that may become apparent during the design phase of the project. The project team that has been selected based on their high performance and can-do attitude, as well as their resilience in producing quality outcomes on complicated projects. ADCO have committed the best available team in market with the passion and knowledge to deliver this project. Understanding the project is critical to its successful delivery, ADCO has been put in a unique position to be part of the project's early conception and therefore have been able to quickly and continuously growth our understanding whilst investigatory works proceed.

All members of our team bring valuable insight and relevant previous experience to the project. The sharing of that knowledge between team members, about the current environment and about new and innovative ideas, will, we believe, help to foster this strong cultural fit between members of the team.

Key project personnel will work diligently to implement the agreed staging and sequencing methodology, analysing access logistics and explore several value management initiatives and alternatives if required.

3.2 Project Organisational Chart



4.0 SITE ESTABLISHMENT

4.1 Covid-19 Management Control

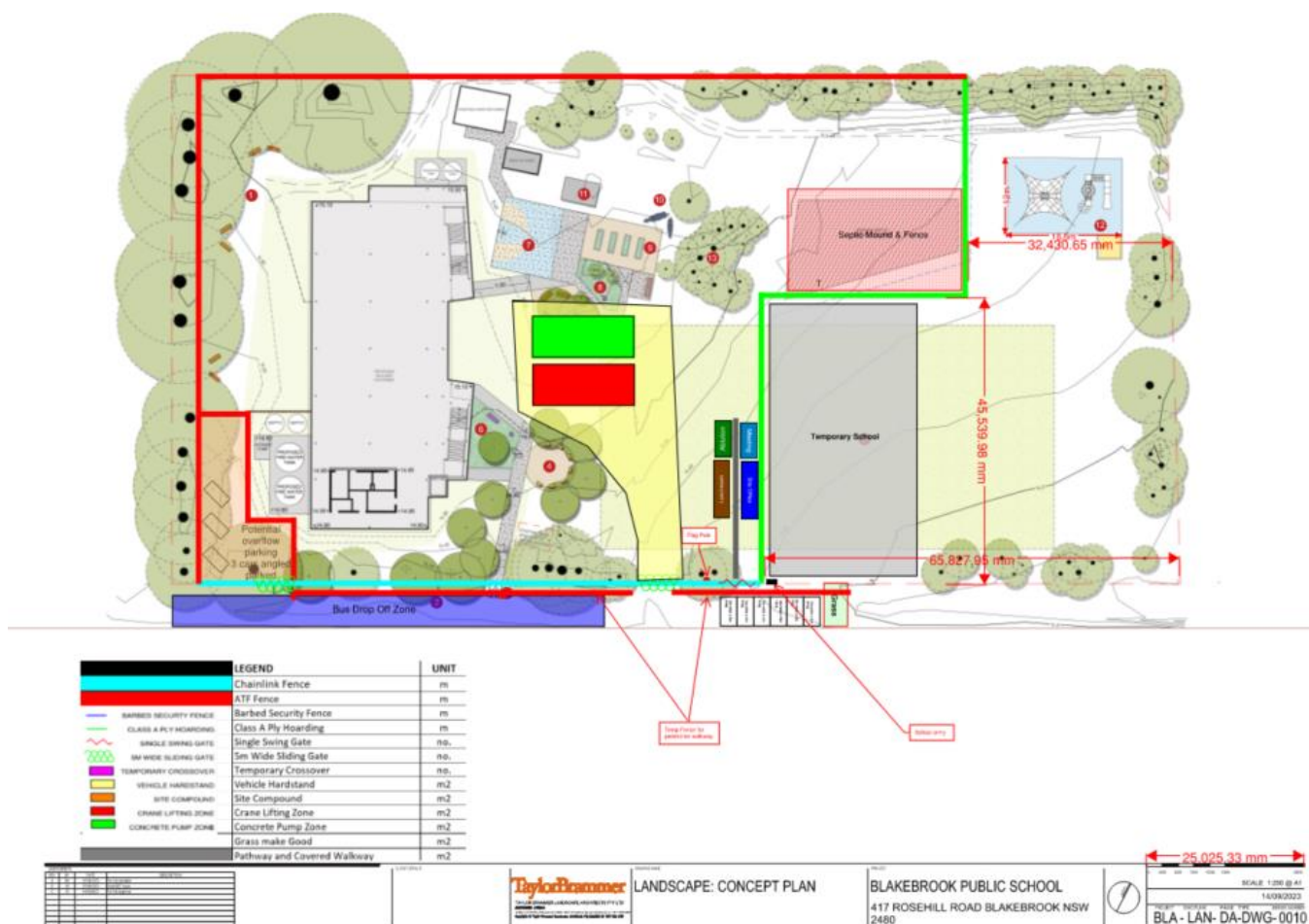
ADCO will implement vigorous procedures and protocols to monitor and manage COVID-19. Our COVID-19 Management Plan (Plan) addresses the potential safety risks and impacts that may arise from the pandemic at both at our State Office and Project Site(s) and to put in place appropriate measures to mitigate those risks whilst ensuring continuity of our operations. Should a potential case emerge on a project site, our COVID-19 Response Protocol follows two alternative streams of action depending upon whether the notified circumstances are deemed high risk or moderate risk. Please refer to **Appendix A** for a copy of our COVID-19 Response Protocol to be implemented on this project.

4.2 Public Access & Parking

ADCO understand the concerns with works in live school environments and the potential impacts that this will impose on local commuters and vehicle operators. Prior to any establishment ADCO will review the project logistic with the stakeholders to test the proposed staging and sequencing of the construction. Project signage will inform the public of the works and the alternative arrangements of the Schools. Safe access will be maintained around the site with the hoardings to be on all elevations segregating the live environments with the construction zone. ADCO will encourage the use of public transport and carpooling for workers to access the site. Street parking will be discouraged to ensure that impact to the public is minimised. If possible, some parking may be considered within the site boundary, however will be at the discretion of the site manager.

4.3 Hoardings, Site Fences, Gates & Signage

As Principal Contractor, ADCO places a high priority on establishing a secure site that adequately contains construction activities and prevents unauthorised access by the public. Isolation of the project site will consist of a combination of fixed chain-link fencing and plywood hoarding. Prior to the installation of any hoardings, ADCO project personnel will walk the proposed locations with the project stakeholder representatives to ensure they are satisfied with the level of segregation and there is no impact on access. Perimeter A and B Class hoardings will consist of the following: Site signage, wayfinding and exit signage will be installed to ensure access is clearly detailed for the public and construction workers.



4.4 Site Office & Amenities

ADCO places a high priority on providing quality amenities, we believe that it is key to respecting our employees and subcontractors who we rely on to deliver quality project outcomes.

The ADCO office and worker sheds are proposed to accommodate a peak work force of 31 personnel and ADCO workers. They will also be located outside of the potential heritage archaeological zone. The following is to be included in each of the site compounds;

- Lunch rooms
- Change rooms
- Male and female amenities
- Showers
- Office
- ADCO Meeting Room
- Client meeting room

Upon completion of the works the site compound will be removed and any make good works completed before handover.

4.5 Temporary Services

Temporary Services for the construction site will be obtained from the existing services that were utilised by the current Schools, including:

- Water supply will be obtained from the current feeds
- Sewer drainage will be connected to the existing services
- Power supply will be provided from the existing electrical feed, however ADCO will install a meter for construction

Any disruption of the existing service to the live schools will be coordinated with the relevant stakeholders to ensure that there is no down time.

4.6 Storage

ADCO will ensure all storage will be within accordance of the site logistics strategies.

4.7 Site Security

ADCO will install and maintain secure fixed hoardings and fencing to all site boundaries. The office will be locked and alarmed when not occupied and have a static security camera at the site accommodation entry point. Access to the project will be controlled by the designated access point.

Personnel access will be via the following:

- Ground floor access will be directly from the street.

4.8 Dilapidation reports

A dilapidation report will be undertaken before the works commence and this will be completed on the following areas, including but not limited to;

- Existing schools
- Surrounding residential accommodation
- Surrounding commercial buildings
- Surrounding council infrastructure
- Public Domain areas.
- As required under the DA

4.9 Traffic Management

ADCO will engage a suitably qualified Traffic management consultant to develop Construction Traffic management plans for each school which will form part of ADCO's standard suite of construction management plans.

4.10 Materials Handling

Materials handling is the life blood of the construction site and must be carefully managed to ensure it is sufficient to achieve the project requirements and construction programme. After a review of the site conditions and construction methodology we have determined that materials handling, loading and unloading can be undertaken within the site boundary of each school.

4.11 Scaffold Access Requirements

Scaffold will be utilised during demolition, structure and façade works. Scaffold plans will be developed for the project to cover the demolition and new build of each school in consultation with the volumetric contractor.

5.0 STAGING, SEQUENCING & ACCESS MANAGEMENT

5.1 Introduction

As mentioned above, the project will be split into 3 stages being early works (demolition), substructure and then structure and completion. Although the project will be staged, ADCO's site establishment will remain in the same location for the duration of the project and the staging is defined within this construction management plan to obtain the first Crowne Certificate as early as possible to maintain the construction program. The below outlines the sites construction and logistics plan for perpetuity of the project.

6.0 CONSTRUCTION MANAGEMENT

6.1 Introduction

Safety, environmental and quality management are critical considerations in the daily operations of every ADCO site. ADCO has developed detailed management systems and plans for implementing and controlling construction safety, environmental, and quality assurance programs. These systems have been independently certified and regular internal and external auditing ensures system adherence.

The management plans are coordinated with the overall management of the project in our Project Management Plan's, which defines all stakeholders, describes these roles and responsibility of the team members and integrates aspects of project delivery.

Each project team has a dedicated team member, who is responsible for maintaining the management systems. Initial examples of the safety, quality and environmental plans which will be implemented on the project are included in this methodology plan.

In addition to the SDP, ADCO will implement a series of individual Management Plans that define how the project is to be executed, monitored and controlled for all stages including design, early works, infrastructure works and main works.

Supporting Plans during the delivery phase will include, but not limited to:

- WHS Management Plan
- Environmental Management Plan
- Training Management Plan
- Commissioning and Handover Plan
- Quality Management Plan

6.2 Coordination of Services Shutdowns, Diversions and Reconnection

6.2.1 INTRODUCTION

ADCO understands the criticality of maintaining services within an operational construction project.

A detailed review, investigation and due diligence summary will be completed prior to any services shutdowns of works commence. This will allow ADCO to collect and understand the current work systems in place and methodology around completing any isolations, diversions or reconnections.

These investigations will consist of tracing existing cables and components, detailed review of As-Built documentation and testing of existing services.

6.2.2 DISRUPTION NOTICES

ADCO will develop and submit a disruption notice register, no less than 2 weeks before the first disruption will occur.

6.3 Noise, Dust and Vibration Management

The impact of noise, dust and vibration within a live construction environment is a fundamental consideration and providing a controlled environment during the works is critical.

IMPACT	MITIGATION STRATEGY
Noise:	Working within the existing site, noise is the biggest risk to maintaining normal operations within the live schools. Unlike vibration and dust issues, which are more easily controlled, noise presents a far greater challenge to control. Noise sensors can monitor changes in the noise level in the work environment and provide real data for instances that remedial action to be taken, as well as providing documented evidence in any dispute resolution that may arise.
Vibration:	Detection sensors can be used where vibration, or sudden movement etc. is to be monitored. The activity sensor detects building vibration or sudden movement and alerts the site team of the situation.
Dust:	Dust monitoring sensors use a laser and optical sensor to measure light scattered from particles passing through the laser beam. Optical sensors transform scattered light into electrical signals which are processed to provide mass measurements.

ADCO will implement objectives for ensuring that sub-contractors employ all feasible and reasonable measures to control these risks and these objectives will include:

Provide guidance to sub-contractors on environmental management for construction activities.

Agree, document, and implement a protocol for dealing with noise, dust and vibration management.

Balance the needs of constructions workers with reasonable client expectations.

Provide a measurable standard for the assessment and control of noise, dust and vibration.

6.4 Working within the Operational Environment

6.4.1 INTRODUCTION

ADCO's methodology will work within the operational requirement of the live schools to understand and respect their daily routines. Our focus on the live environment is centred around operational continuity of the schools and the staff and students which occupy them. This not only includes the internal operation of the schools but also the external areas, including parking, play space, canteen, amenities and public infrastructure.

Ongoing communication will take place between the site team and the direct representatives of the school.

The following construction methods will be implemented specifically to mitigate risks associated with working in the operational environment:

IMPACT	MITIGATION STRATEGY
Demolition of concrete structures.	Pulverising and saw cutting methods will be used to minimise vibration and noise. Dust suppression will occur with water sprayers based on the heavy equipment.
Demolition of roofing.	Roof sheeting any structural steel will be removed carefully to cause less vibration, dust and noise.
Working close to operational areas.	Noisy works to be limited to out of School hours where reasonably practicable
Existing services.	Existing services to be identified, protected and marked clearly to prevent damage.

6.4.2 STAKEHOLDER MANAGEMENT

ADCO understands the importance of implementing a clear communications strategy for this project due to its challenging and live environment nature.

The objective of this strategy is to allow for a set framework for communication between all stakeholders involved in the project including surrounding staff, students and the like.

Throughout the project we will implement many communication strategies:

Pre-construction meetings with client and stakeholders to discuss design finalisation, construction methodology, disruption forecasting, program, access, safety, shared facilities, waste and traffic management.

Fortnightly meetings with internal and external stakeholders throughout the construction works.

Disruption notices weekly meetings to discuss upcoming works and effects to the wider precinct.

FF&E CAR Form meetings to formally review and approve the selected Group 1 procurement items.

Commissioning meetings with SINSW and project stakeholders to efficiently coordinate the requirement of operation relating to the project's needs.

By implementing this communication strategy, keeping everyone informed, all parties involved can identify any potential risk and for ADCO to provide flexibility within our approach.

Successful outcomes will ensure transparency and a fluidity in our approach and meet the below objectives:

Supporting the project with minimal disruption to the stakeholders and building operations.

Compliance.

Proactive approach to all stakeholders.

Quality and satisfaction.

Risk mitigation.

Safety.

6.4.3 DISRUPTION NOTICE (DN) NOTIFICATION

In any event where works will be required within public spaces, or isolations are required for services integration, ADCO will manage this process through the Disruption Notice process.

We will provide the most efficient and effective methodology of works to ensure durations and disruptions are kept to a minimum. Temporary solutions will be proposed where possible to ensure School operations are maintained.

Staged approaches and flexibility in planning and methodologies will be adopted to assist in reducing impacts to the transition areas.

6.5 Risk Management & Mitigation Strategies Within the Live environment

Prior to the commencement of any project, the ADCO project team conducts a Project Risk Assessment (PRA). This process will be undertaken in conjunction with a Risk Management Workshop.

The PRA includes protection of the public, site establishment, site specifications, visitors, procurement, traffic management, legal compliance, workplace consultation, inspections and audits.

The risk assessment provides the details of all foreseeable hazards and the associated risks together with details of control measures to be implemented on site. The risk register is a live document and is reviewed weekly, updated as required and communicated to stakeholders.

After an initial review of the project documentation, ADCO have identified the following key risks to the project.

ID #	RISK ITEMS	MITIGATION MEASURES									
1	Procurement Delays & Long Lead Time Items	ADCO are aware that construction materials and FFE items may require long lead times due to COVID-19 logistics disruptions. Procurement will be closely monitored against the construction program to avoid compromising the commissioning and handover milestone dates. Should procurement delays arise, ADCO will endeavor to offer alternate suppliers and items and submit these to SINSW for consideration and approval.									
2	Maintaining Access & Egress Continuity	Staging and sequencing strategies will be documented to ensure operations can continue unimpeded throughout delivery, including: / Ensure that demolition works are undertaken in a manner that does not compromise safety and wellbeing of staff, and students.									
3	Vibration Control	Construction works will be undertaken in close proximity to the live school therefore ADCO will partner with digital advisory company, as built to provide monitoring throughout construction.									
4	Noise & Dust Control	ADCO will employ a number of strategies to successfully control noise and dust, including utilizing as built to install sensors to monitor noise and report on the site conditions.									
5	Vehicle & Pedestrian Movement	Logistics strategies will be implemented, continually monitored and if necessary, modified to address any deficiencies throughout construction. This strategy will be documented within the Traffic Management Plan									
7	Archaeological findings on the site potentially delaying the main works.	During the planning phase, an Archaeological dig will be undertaken to determine if there are artefacts of significance within the site boundaries. This will be managed and coordinated with the live schools to ensure appropriate safety measures are implemented.									
9	Design delays due to coordination issues.	Early review of each portion of the works would be encouraged before the works commence with the relevant project consultants. This review should occur within sufficient time before the works commence to allow any issues to be resolved before they have a chance to delay the site works.									
10	Hazardous Material	Potential ACM or hazardous materials may appear during the demolition and excavation works. ADCO will take steps to follow their unexpected finds protocol and engage a specialist contractor to review any suspicious materials early on during construction. This will allow early identification and removal.									
11	Operational and function coordination issues with the end users.	Ensure that the design intent is achieved during construction and that any design issues that require changes are functionally check for end user satisfaction. Incorporate end user and consultant walk throughs of the partially finished works to check for operational and functional items.									
12	Project cost budget is exceeded.	Ensure that any design changes are costed early, possibly before being included in the works. Suggest potential value engineering options early in the project that could be utilised during the works to off set additional costs.									
13	COVID-19	ADCO has implemented COVID-19 Strategy. This is an evolving document which is regularly updated as government legislations change. Our approach to the project will include: <table border="1"> <tr> <th>#</th><th>INITIATIVE</th><th>PURPOSE</th></tr> <tr> <td>1</td><td>COVID Management Plan</td><td>Overarching Document</td></tr> <tr> <td>2</td><td>COVID Risk Advice</td><td>Government Updates</td></tr> </table>	#	INITIATIVE	PURPOSE	1	COVID Management Plan	Overarching Document	2	COVID Risk Advice	Government Updates
#	INITIATIVE	PURPOSE									
1	COVID Management Plan	Overarching Document									
2	COVID Risk Advice	Government Updates									

		3	Project Risk Assessment	Risk mitigation in Project Risk Register
		4	Site Activity Plan	Planning day-to day activities on Site
		5	Posters	To be displayed around site
		6	Quick Action Response Guides	Issued to all key management personnel
		7	Inductions	COVID to be included in site inductions

6.6 Managing and Mitigating Disruptions

Our team recognises the importance of completing construction works within the live environment with as little disruption to the live schools.

Managing and mitigating disruptions is completed through the DN process as a form of communicating to all stakeholders the upcoming works. ADCO will provide a high focus on conducting workshops and design meetings to assist in reducing durations, providing alternative methodologies of works, exhausting temporary options to ensure School operations can continue without disruption.

From past experiences within live environments, the team will adopt some of the below strategies to assist in managing and mitigating disruptions during construction:

Additional resources are provided to assist during the disruption. For example, during the delivery and transportation of large equipment, ADCO will ensure sufficient spotters / traffic controllers are present.

Programming out of hours, weekends and “slow periods” for disruptive works.

Temporary solutions have been previously adopted for complex disruptions in which affect larger areas / stakeholders.

6.7 Managing Hazardous Substances

6.7.1 INTRODUCTION

Safe Work Australia classifies a ‘Hazardous Substance’ as a substance that fits the criteria for a hazardous substance as set out in the document entitled Approved Criteria for Classifying Hazardous Substances published by Safe Work Australia.

Asbestos, material containing asbestos, polychlorinated biphenyl (PCB) and lead based paints are recognised as hazardous substances. Other substances in certain situations are also considered hazardous and therefore require controlled handling. Examples are glues, solvents, cleaning agents, paints, and water treatment chemicals.

6.7.2 RESPONSE TO UNEXPECTED DISCOVERY

If any hazardous substance not specified in work under the Contract is discovered on the site, ADCO must suspend all work which may result in exposure to such hazardous substance and notify SINSW immediately of the type of substance and its location.

With the initial notification, or as soon as practicable thereafter, ADCO will submit details, including:

The additional work and additional resources ADCO estimate to be necessary to deal with the substance so that work and subsequent use of the Works may proceed safely and without risk to health.

ADCO’s estimate of the cost of the measures necessary to deal with the substance.

Other details reasonably required by the project stakeholders.

ADCO will, in planning and carrying out any work dealing with the substance take all reasonable steps to:

To carry out the work concurrently with other work wherever possible.

To minimise otherwise effects of the work on the Contractual Completion Date/s.

6.8 Asbestos Removal & Air Monitoring

6.8.1 INTRODUCTION

Where ADCO is responsible for asbestos removal work and will comply with the relevant statutory requirements, standards, codes and guidelines, including but not limited to the:

SafeWork NSW requirements.

SafeWork NSW Code of Practice How to manage and control asbestos in the workplace.

SafeWork NSW Code of Practice How to safely remove asbestos.

Environmentally Hazardous Chemicals Act 1985 (NSW).
Waste Avoidance and Resource Recovery Act 2001 (NSW).

6.8.2 NOTIFICATION AND PERMIT

ADCO will notify the local office of SafeWork NSW and the Principal of the intention to carry out that work, not less than seven (7) days prior to commencing any asbestos removal work,
Where the regulations require a licence for asbestos removal work, before the work commences, ADCO will submit a copy of the current licence held by the entity that will undertake the work and a copy of any SafeWork NSW permit required for the work.

6.8.3 AIR MONITORING

ADCO will engage an independent testing authority to provide asbestos air monitoring in respect of the following:

For each day that demolition, ground remediation and any works involving existing fill material likely to contain asbestos, are being carried out.

Otherwise on each day during asbestos removal until completion of each area where removal has been undertaken.

To avoid any doubt, asbestos air monitoring for demolition and ground remediation is not subject to asbestos being present or removed.

6.8.4 TRIGGER ACTION RESPONSE PLAN (TARP)

ADCO will comply with the following requirements, including any related instructions issued by SINSW.

TRIGGER	CONDITION GREEN	CONDITION AMBER	CONDITION RED
Asbestos Management Plan	Trigger Action	Trigger Action	Trigger Action
	Asbestos Management Plan is available (as part of ADCO's Project WHS Management Plan), covering all asbestos related risks for the particular project.	Project WHS Management Plan is not up to date in relation to asbestos management.	Principal determines that the Project WHS Management Plan, as submitted by ADCO as part of its tender for this Project, will not be treated as a complying Project WHS Management Plan for the Project at the Date of Contract.
	Planned Response	Planned Response	Planned Response
	Unless the Principal otherwise determines, the Project WHS Management Plan, as submitted by ADCO as part of its tender for this Project, will be treated as a complying Project WHS Management Plan for the Project at the Date of Contract. ADCO must (where necessary) updates the Asbestos Management Plan through the WHS Management Monthly Report.	Principal may issue instruction to ADCO to address this issue as soon as possible. Principal may treat this as non-compliance and withhold payment (including in respect of a Payment Claim) to such extent that it considers appropriate until this is addressed.	ADCO cannot commence construction until Project WHS Management Plan is addressed in the manner required by the Principal. Principal may issue an instruction to ADCO to action as soon as possible. Principal may treat this as non-compliance and withhold payment (including in respect of a Payment Claim) to such extent that it considers appropriate until this is addressed.
Asbestos Removal License	Trigger Action	Trigger Action	Trigger Action
	Entity that carries out asbestos removal work is licensed, with any conditions imposed on license appropriate for this particular asbestos removal.	Entity's asbestos removal license has expired, or has conditions imposed on license inappropriate for this particular asbestos removal.	Entity is unlicensed to carry out asbestos removal.
	Planned Response	Planned Response	Planned Response
	Before any asbestos removal work commences, ADCO to submit to the Principal a copy of the current license held by	Principal may issue instruction to ADCO requiring license to be renewed, or that another entity be engaged if license conditions are inappropriate for this	Principal may issue instruction to ADCO requiring entity be licensed or another licensed entity be engaged.

	the entity that will undertake this work.	particular asbestos removal, as soon as possible. Principal may treat this as non-compliance and withhold payment (including in respect of a Payment Claim) to such extent that it considers appropriate until this is rectified.	Principal may treat this as non-compliance and withhold payment (including in respect of a Payment Claim) to such extent that it considers appropriate until this is rectified.
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6.9 Building Handover & Commissioning

6.9.1 INTRODUCTION

At ADCO, we believe that early planning, provision of appropriate resources and clear communication are key elements of a successful and timely completion and handover process.

We will provide a detailed completion plan which will provide an overview of the approach, methodology and procedures which will be implemented by our team to manage construction activities relative to the achievement of the completion of the project. It will ensure that the contract requirements and all other agreed expectations relating to the project are met with satisfaction. Our objectives for a successful handover & completion are:

Identification, early rectification and sign-off of all defects before Completion to achieve a defect free handover.

The timely, efficient and comprehensive commissioning of the works (including the inspection and testing process).

Ensure compliance with the client design, Fire Engineer, BCA, DDA and Australian Standards.

Early completion and approval of the draft operation and maintenance manuals.

Early completion and approval of keying hierarchies.

The collection of installation certificates, test certificates & fire certificates as required for the Development Approval.

Compliance with all requirements for Completion under the contract.

Provision of thorough end user training.

14-Day completion validation period.

Provision of maintenance schedules for planned maintenance during the defect's liability period.

Outline of the process for raising defects or unplanned maintenance with the ADCO customer care team. Ongoing support post construction with ADCO presence on site to immediately address any operational issues that may arise.

6.10 Completion Documentation

A completion management plan will be developed with SINSW, the key stakeholders and project consultants. It will provide an overview of the approach, methodology, and procedures implemented by ADCO to manage construction activities relative to the achievement of the project's completion, including the commissioning and handover. It will ensure that the contract requirements and all other agreed expectations relating to NSW DOE Schools are met with satisfaction. This will include SINSW and consultants' progressive inspection of the completed works for validation and final quality reports.

Early planning, provision of appropriate resources and clear communication are key elements of successful and timely completion and handover process. The commissioning requirements, including inspection and testing, certification and training, will be included within the scope of work completed by subcontractors. Commissioning is vital in ensuring that building services are operational and effectively meet project requirements for the building's occupation, the future operation of the building and maintenance personnel's understanding. User training will be completed in parallel to the finalisation of the operation and maintenance manuals so that any comments raised during the training are incorporated into the manual.

7.0 PROJECT ADMINISTRATION

7.1 Engagement with Local Trades & Suppliers

7.1.1 SELECTION OF SUBCONTRACTORS

ADCO strive to utilise the best subcontractors for the specific works and will ensure that this include inviting local subcontractors to tender and potentially undertake the works.

Unrelated to the project's location, all subcontractors will undergo the same ADCO selection process which is based on their financial stability, skillsets, reliability, price and acceptance of commercial terms to perform the works.

Consideration with respect to the forecast completion date of the project must also be had when selecting and awarding trade packages, to ensure selected trades are not over committing when viewing current workload and demands. ADCO will only engage with reputable specialist subcontractors who will be prequalified in terms of a proven track record in delivering projects within a sensitive environment, demonstrated thorough understanding of our quality and safety requirements and that have a positive attitude to working with ADCO in delivering an incident and injury free project.

7.1.2 OPPORTUNITY FOR LOCAL SUPPLY CHAIN

The ADCO Contracts Administrator will be responsible for engaging with the local community via a combination of Industry Briefings, Communications and Tender Portal updates. We advertise our tender opportunities on the Estimate One portal and seek ROIs via the adcoconstruct.com.au webpage.

Expression of Interest (EOI) will assist ADCO in understanding the level of interest from the local industry to deliver the works packages. ADCO will treat all tenders fairly and ethically throughout the procurement process. This assistance will extend to larger local companies to achieve their contractual obligations of local participation, which will boost the local industry by sharing best practice and increasing communication between industry participants.

7.1.3 ASSESSING LOCAL BUSINESSES AND EVALUATING TENDERS

Each Works and/or Trade package will include:

#	TASK	DELIVERABLES
1	Preparation of Subcontract Proposal for review including:	<ul style="list-style-type: none"> / Request for Tender (RFT). / Scope of Works. / Contract Documentation – subcontract construction documentation will be issued to the Principal in accordance with the Contract
2	Tender Shortlist	<p>Finalising a shortlist to a minimum three companies to be issued tender documents. The Trade Partner Tender Evaluation Report will be used to assess which companies will be shortlisted to best achieve the project's objectives. The assessment criteria will be based on a score that will consist of the following:</p> <ul style="list-style-type: none"> / Local to Site test / Safety systems / Quality systems / Training / Previous experience / Environment / Financial capacity
3	Tender Issue	<p>The approved shortlist of tenderers will receive subcontract construction documentation via Aconex, in particular the Procurement Module</p> <p>Tenders will be lodged in a secured tender box in the project office or via a confidential module within Aconex</p>
4	Tender Evaluation Process	<p>Trade package tenders will be assessed in accordance with a Tender Evaluation Plan which will include the following information:</p> <ul style="list-style-type: none"> / Price (value for money) and non-price – as there is a greater emphasis on the LIP, we would propose up to 60% Price and 40% Non-Price weighting for the majority of packages.
5	Evaluation and Assessment	<p>Subject to the approval we will apply a Quality Premium adjustment of tender prices. A report will be produced documenting the assessment process and nominating the preferred tenderer. Other procurement processes that will be followed are:</p> <ul style="list-style-type: none"> / Receive and evaluate tenders based on internal requirements / Hold post-tender evaluation meetings with the top two tenderers and obtain final clarifications. / Negotiate contract details ensuring compliance with the criteria stated above / Execute contracts and record in contract management and administration system as per standard process.
6	Tender Award	<p>We will conduct Pre-Award discussions with the preferred tenderer to resolve any identified issues during the assessment prior to executing the contract</p>

7	Debriefs	After the contract has been executed, a Notice will be issued to the unsuccessful tenderers to offer a submission debrief. In that debrief we will provide feedback across the evaluation criteria.
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7.1.4 VALUE ENGINEERING

ADCO understands the design consultants team will endeavour to specify Australian made products as much as reasonably possible and promote employment and business growth by expanding market opportunities for local industry. We will use Value Engineering as a way to support local engagement, trying to source local materials where possible. Alternative products may be proposed during the project to provide some value engineering and assist with the ultimate delivery of the project objective on many different levels. Local supply will have the added benefit of reducing risk profile concerning lead times and COVID-19.

7.2 Project Administration Platforms

The project is to be administered by the web-based electronic document management system Aconex. An existing license for the System has been procured by Health Infrastructure and is currently in use on the project. All contractors, sub-contractors and suppliers engaged by ADCO must use Aconex for this project. Aconex will be used for, and will be the recognised method of, transmitting formal project correspondence, documents and information. Where it is necessary to transmit original signed documents, these shall be acceptable forms of correspondence only when they have been issued via Aconex first.

7.3 Hours of Operation

Generally, 7:00am – 6:00pm Monday to Friday and 8:00am – 1:00pm on Saturday.
No work Sunday or Public Holidays.

7.4 Site Inductions

7.4.1 ADCO INDUCTIONS

Prior to commencing work on site, all personnel will be required to attend and complete the site-specific induction. All personnel will be required to provide proof of identity and evidence they have completed the Construction Industry General Induction requirements. Copies of certificates of competency, licenses and other training qualification(s) required to perform high risk work on site i.e., electrical license, scaffolder, plant operator is to be provided at the time of the Site Induction. Visitors are not required to complete a site-specific Induction if they are always accompanied by a person who has been inducted into the HSEQ requirements. Visitors must sign in the person accompanying the visitor who will inform the visitor of relevant site rules, emergency procedures & PPE for site.

7.5 Interfacing with Separate Contractors

ADCO understands we may be required to interface with other Contractors undertaking separate works adjacent to or near each of our site/s. In such instances, we will cooperate, and coordinate works with other Contractors. We undertake to conduct ourselves in a collaborative and cooperative manner. We will ensure smooth project delivery and minimise impact to the live environment through:

Development and implementation of site rules that will outline the protocols for access to the works.

Liaison and coordination meetings with stakeholders and other contractors.

Addressing and minimising potential impacts of works on the other party, and vice versa.

Achieve outcomes that cause least disruption to all effected contractors and users.

Manage site works alongside other contractor works.

7.6 Plant & Equipment

ADCO will ensure that sufficient plant and equipment is provided to safely complete the scope of work. Plant and equipment requirements will be identified for all stages of the Project.

Ensure all plant arriving on-site is inspected prior to use. Plant inspection forms will be completed prior to site arrival, or prior to mobilisation of plant.

All plant and equipment used on-site will be maintained in accordance with manufacturer's specifications, certified by a suitably experienced and qualified person who performed the maintenance and be recorded.

All workers operating plant and equipment or performing work that requires the worker to hold a regulatory license, must be appropriately trained and / or licensed and be assessed as competent.

Demobilisation of plant and equipment is effectively managed.

7.8 Project Reporting & Meetings

7.8.1 SITE DIARY

ADCO will maintain a daily site diary to record general progress and any significant events, the number of personnel and the list of subcontractors on the site, temperature and weather conditions, meetings, visits and inspections, delays, unusual events and accidents. The original copy must be available for inspection by SINSW at any time without notice.

7.8.2 SITE CO-ORDINATION MEETINGS

ADCO will coordinate, minute and attend weekly/ fortnightly Site Co-ordination Meetings, to be attended by SINSW, TSA, ADCO and other project stakeholder representatives as required.

The agenda for the meetings will be agreed between all parties.

ADCO will prepare and issue minutes of this site meeting to the team for its review, comment and action.

7.8.3 TOOLBOX MEETINGS

Toolbox Meetings are an effective leadership tool that affords a worksite manager the opportunity to guide the worksite and demonstrate their commitment and the company's dedication to running a safe worksite, promoting teamwork and driving the message of "Safety First".

ADCO will conduct Toolbox Meetings weekly, or as required, to raise Health & Safety issues, answer questions and take an active role in ensuring everyone on site remains safe. Subcontractors are encouraged to raise any concerns they have, as well as discuss incidents that have happened since the last talk. Toolbox Meeting subjects can include:

Recent findings from a site review and what actions are needed to improve risks that are not being adequately controlled.

Risks associated with a current or upcoming task, and what controls you need to put in place to manage these.

Findings from any recent events (injury/ illness/ incident/ near miss) that need to be discussed to prevent the event from occurring again.

Emergency planning for the workplace.

Worker and job induction procedures.

Expected training, competency and supervision standards for the workplace.

Specific worksite rules.

The minimum required PPE and when it is to be used.

Management of hazardous substances.

Worksite facilities for health and safety.

Feedback from contractors and workers on any issues around health and safety.

7.8.4 MONTHLY REPORTING

ADCO will meet monthly (or at such other times as required) with the senior project team. We will prepare and provide a written report on the 25th of each month addressing the following:

All work health, safety and rehabilitation matters,

ADCO's forecasted anticipated completion date of the Works.

Progress of the Works including a minimum of six digital photographs of the Works.

Status of the Works against the current approved program.

Status of construction of the Works against the current approved program.

Details of any deviations from the current approved program.

Details of any matters which currently have a positive or adverse effect on the Works.

Details of any matters which in ADCO's opinion have the potential to affect or delay the Works.

Details of preventative and remedial action which has been, is being, or may be taken in respect of potential delays in relation to the Works.

A report on the status of all Variations, including variations for which a variation order has issued, or any proposed variations.

Summary of claims made by ADCO under the Contract, and the status of those claims.

Details of any other matters affecting or likely to affect the progress and cost of the Works.

7.9 Program Management

7.9.1 INTRODUCTION

ADCO will regularly review and update all activities throughout the construction phase. We will actively manage progress, anticipating and responding to events to stay on schedule and achieve the contractual completion dates.

The Master Works Program will incorporate the following:

Design Milestones

Authority requirements

Early works Program

Main Construction Program.

Completion and Handover Program.

Each program is developed to provide a logical, connected and resourced sequence of activities for consultation, design review, approvals, procurement, construction and commissioning, to ensure project delivery to the required project milestones. Within the ADCO team, responsibility is clearly allocated for controlling the development of the program with input from key contributors for programming, for coordinating the construction with subordinate programs, for monitoring program progress and adequacy and for reporting on the status of the program.

7.9.2 LOOK-AHEAD PROGRAMS

Medium-term programs are typically produced for a three-month rolling window by the Planner. Short-term, detailed look-ahead programs are produced on a three-week rolling window by Engineers and Supervisors.

7.9.3 COMMUNICATING PROGRAM STATUS

The Master Works Program involves activities undertaken by many Stakeholders in contribution, review and approval roles for the project. The Main Works Program therefore will be broadly and frequently communicated to ensure timely participation by Stakeholders.

As the specific needs of each Stakeholder may be substantially different (e.g., design consultant team, Project User Groups (PUGs), or ADCO's commissioning team) various sub-programs relevant to that Stakeholder will be created to assist in maintaining focus on their relevant activities. Notwithstanding whether these programs are created by ADCO or by the Stakeholders themselves, the milestones and critical path activities will be reviewed by ADCO to ensure alignment to the Master Works Program.

7.9.4 VERIFICATION OF PROGRAM MILESTONES

As part of the review process at each milestone, the Master Works Program will be reviewed by Health Infrastructure to verify that the program milestones and critical path activities can achieve the project objectives.

7.9.5 PROGRAM REVIEWS

The Master Works Program and all sub-programs will be status updated by each person carrying out the role shown. All sub-programs will be synchronised in ADCO weekly team meeting. This enables accurate monitoring of progress during all activities and milestones and accuracy in our reporting.

ADCO will control the development of the Master Works Program after contract award, incorporating further tasks and amendments to the design milestones required from initial consultations with TSA, SINSW and any other relevant stakeholder.

APPENDIX A: COVID-19 ACTION PLAN

COVID-19 RESPONSE PROTOCOL PROJECT SITE



RESPONSE PROTOCOL

This protocol sets out ADCO's response procedure if a potential COVID-19 case emerges on a project site. It is summarised in the attached flow chart. The flow chart and this protocol must be read together. The flow chart must not be relied upon in isolation.

This protocol follows two alternate streams of action depending upon whether the notified circumstances are deemed high risk or moderate risk.

High risk is where a person has had known close contact with a confirmed COVID-19 case.

Moderate risk is where a person is symptomatic of COVID-19 (but no close contact with a confirmed COVID-19 case is reported).

Close contact is when a person has been close to a person with infectious COVID-19 and might have become infected with the COVID-19 virus.

A high risk or moderate risk case may escalate to a **positive test result**.

Notification obligations – ADCO employees

Under this protocol, ADCO employees experiencing symptoms of COVID-19 or who have had close contact with a confirmed COVID-19 case must:

- / immediately notify the State Manager;
- / seek advice from a medical practitioner or government health department as soon as possible; and
- / follow the recommendations of the relevant government health department, including in relation to COVID-19 testing and/or periods of self-isolation.

In addition, ADCO employees must notify their State Manager if they or a family member have travelled overseas (or have plans for such travel) or have travelled, or plan to travel, on a domestic cruise ship.

Immediate Actions – State Manager / ADCO Employee

On becoming aware of a moderate or high-risk scenario affecting an ADCO employee the State Manager; must direct the employee to:

- / leave the workplace immediately and comply with health department advice in relation to self-isolation and/or testing for COVID-19;
- / notify a family member or emergency contact that they are in a COVID-19 risk category; and
- / notify the State Manager on the nature of any medical advice received, including whether isolation and/or COVID-19 testing has been recommended and the results of testing (when available).

The employee must be reminded:

- / not to interact with any other employees when leaving the workplace; and
- / that the Employee Assistance Program is fully available to the employee.

Contact should be maintained between the State Manager and employee by phone or email only throughout any period of self-isolation.

Notification obligations – Subcontractor / Supplier Employee

Under this protocol, a subcontractor or supplier employee/worker experiencing symptoms of COVID-19 or who has had close contact with a confirmed COVID-19 case must:

DOCUMENT TITLE	COVID-19 RESPONSE PROTOCOL – PROJECT SITE	DOCUMENT CREATED	11 MARCH 2020
REVISION	3	DATE OF THIS REVISION	29 JULY 2021
		PAGE	1 of 8

COVID-19 RESPONSE PROTOCOL

PROJECT SITE



- / immediately notify their supervisor and/or employer;
- / seek advice from a medical practitioner or government health department as soon as possible; and
- / follow the recommendations of the relevant government health department, including in relation to COVID-19 testing and/or periods of self-isolation.

Immediate Actions – Subcontractor / Supplier Employer

Employers who become aware that their employee/worker on the project is symptomatic of COVID-19 or has had close contact with a confirmed COVID-19 case must:

- / immediately notify the Project Manager at ADCO;
- / direct the employee/worker to leave the workplace immediately and comply with health department advice in relation to self-isolation and/or testing for COVID-19;
- / direct the employee/worker not to interact with any other workers when leaving the workplace; and
- / notify the Project Manager on the nature of any medical advice received, including whether isolation and/or COVID-19 testing has been recommended and the results of testing (when available).

Project Manager notification to State Manager

The Project Manager must immediately notify the State Manager of any subcontractor or supplier employee/worker who has raised a notification under this protocol.

MODERATE RISK CASE

Where a **moderate risk** case is identified the construction site may remain open pending confirmation of the employee/worker COVID-19 status.

If the employee/worker:

- / is assessed by a medical practitioner as not being affected by COVID-19; or
- / provides proof of a **negative COVID-19 test result**,

the construction site will remain open and no further action is required.

Notification of positive COVID-19 test result

If a positive test result is returned in a **moderate risk** case, the State Manager must immediately:

- / notify the relevant health department that a positive COVID-19 test result has been returned by an employee/worker; and
- / notify the CEO of the positive test result.

Consultation with CEO regarding positive COVID-19 case and site closure

The State Manager must promptly consult with the CEO where a **positive** case has emerged. The CEO must determine **whether the construction site should be closed**.

In arriving at a decision, the CEO must have regard to current government health department advice and may consider other expert advice and recommendations.

DOCUMENT TITLE	COVID-19 RESPONSE PROTOCOL – PROJECT SITE	DOCUMENT CREATED	11 MARCH 2020
REVISION	3	DATE OF THIS REVISION	29 JULY 2021
		PAGE	2 of 8

COVID-19 RESPONSE PROTOCOL

PROJECT SITE



Site closure authorised by CEO

If a site closure is authorised by the CEO, the following actions are to be directed by the State Manager:

- / Project Manager to notify all subcontractors, suppliers and consultants of the closure via Aconex (pro-forma email to be approved by the State Manager noting that the closure is precautionary);
- / Site Manager and HSE Advisor to verbally notify on-site trade supervisors of the closure following the same explanation as the email notification (do not congregate the workforce);
- / State Manager to provide verbal notification to the Principal and government health department and follow up with a confirming email;
- / Chief Information Officer to issue SMS notification to visitors from the prior 14 days; and
- / Construction Manager to notify the CFMEU.

The Project Manager in consultation with the State Manager must provide updates to subcontractors, suppliers and consultants in relation to the site reopening. All correspondence must be approved by the State Manager.

The State Manager must maintain communication and provide updates to the Principal.

Positive test result further actions

If the employee/worker has returned a **positive COVID-19 test result** and the CEO has authorised the site closure, the:

- / "Directions to ADCO employees following a positive test result and site closure"; and
- / "Further actions following a positive test result and site closure"

(refer below) must be implemented by the State Manager.

HIGH RISK CASE

The State Manager must promptly consult with the CEO where a **high risk** case has emerged. The CEO must determine **whether the construction site should be closed**.

In arriving at a decision, the CEO must have regard to current government health department advice and may consider other expert advice and recommendations

Site closure authorised by CEO

If a site closure is authorised by the CEO, the following actions are to be directed by the State Manager:

- / Project Manager to notify all subcontractors, suppliers and consultants of the closure via Aconex (pro-forma email to be approved by the State Manager noting that the closure is precautionary);
- / Site Manager and HSE Advisor to verbally notify on-site trade supervisors of the closure following the same explanation as the email notification (do not congregate the workforce);
- / State Manager to provide verbal notification to the Principal and government health department and follow up with a confirming email;
- / Chief Information Officer to issue SMS notification to visitors from the prior 14 days; and
- / Construction Manager to notify the CFMEU;

The Project Manager in consultation with the State Manager must provide updates to subcontractors, suppliers and consultants in relation to the site reopening. All correspondence must be approved by the State Manager.

The State Manager must maintain communication and provide updates to the Principal.

DOCUMENT TITLE	COVID-19 RESPONSE PROTOCOL – PROJECT SITE	DOCUMENT CREATED	11 MARCH 2020
REVISION	3	DATE OF THIS REVISION	29 JULY 2021
		PAGE	3 of 8

COVID-19 RESPONSE PROTOCOL

PROJECT SITE



Site closure authorised by CEO and further actions

If the site closure is authorised by the CEO without a **positive COVID-19 test result**, the:

- / "Directions to ADCO employees following a positive test result and site closure"; and
- / "Further actions following a positive test result and site closure"

(refer below) must be implemented by the State Manager, as amended by the Head of Risk and Compliance to recognise the precautionary circumstances.

Notification of negative COVID-19 test result

Project Site Open

If the site has remained open and the employee/worker:

- / is assessed by a medical practitioner as not being affected by COVID-19; or
- / provides proof of a **negative COVID-19 test result**,

the site will remain open, and no further action is required.

Project Site Closed

If the site has been closed and the employee/worker thereafter:

- / is assessed by a medical practitioner as not being affected by COVID-19; or
- / provides proof of a **negative COVID-19 test result**,

the site will re-open at the direction of the State Manager.

Notification of positive COVID-19 test result

If a positive test result is returned in a **high risk** case, the State Manager must immediately:

- / notify the government health department that a positive COVID-19 test result has been returned by an employee/worker; and
- / notify the CEO of the positive test result.

Consultation with CEO regarding positive COVID-19 case and site closure

The State Manager must promptly consult with the CEO where a **positive** case has emerged. If the site is not already closed, the CEO must determine **whether the site should be closed**.

In arriving at a decision, the CEO must have regard to current government health department advice and may consider other expert advice and recommendations.

Site closure authorised by CEO and further actions

If the site closure is authorised by the CEO following a **positive test result**, the provisions of "Site closure authorised by CEO" (refer above) will apply and the:

- / "Directions to ADCO employees following a positive test result and site closure"; and
- / "Further actions following a positive test result and site closure"

(refer below) must be implemented by the State Manager.

DOCUMENT TITLE	COVID-19 RESPONSE PROTOCOL – PROJECT SITE	DOCUMENT CREATED	11 MARCH 2020
REVISION	3	DATE OF THIS REVISION	29 JULY 2021
		PAGE	4 of 8

COVID-19 RESPONSE PROTOCOL

PROJECT SITE



DIRECTIONS TO ADCO EMPLOYEES FOLLOWING POSITIVE TEST RESULT AND SITE CLOSURE

The following actions must be implemented by the State Manager following a positive test result and site closure:

- / Direct all ADCO employees on the project site to follow health department advice (whether they are symptomatic or not), which may include a period of self-isolation and/or COVID-19 testing;
- / If any ADCO employee from the affected project site attended the State Office, or another ADCO project, or mingled with other ADCO employees (e.g. at a work function) within the prior 14 days, direct those further employees to monitor for symptoms and follow health department advice, which may include a period of self-isolation and/or COVID-19 testing; and
- / Direct any ADCO employee who has had close contact with the confirmed COVID-19 case to self-isolate immediately and follow health department advice, which may include COVID-19 testing.

FURTHER ACTIONS FOLLOWING POSITIVE TEST RESULT AND SITE CLOSURE

The further actions below must be implemented by the State Manager following a positive test result and site closure:

Letter to subcontractors and suppliers

The State Manager must issue a **letter to all subcontractors, consultants, and suppliers** on the project:

- / confirming the positive test result;
- / advising the steps ADCO has taken with its own workforce;
- / requiring any worker who has had close contact with the confirmed COVID-19 case to follow government health department advice, which may include monitoring for symptoms, a period of self-isolation and undertaking COVID-19 testing; and
- / updating when the site is likely to be re-opened (if known).

Letter to employer

Where the COVID-19 case is not an ADCO employee, the State Manager must issue a **letter to the employer** of the confirmed case requiring the employer to:

- / notify the government health department of the COVID-19 case;
- / confirm the steps they have taken with their workforce, particularly workers on the project, to be satisfied that those workers have not contracted COVID-19 (before returning to the site or to any other ADCO project);
- / ensure that any worker who has had close contact with the confirmed COVID-19 case follows government health department advice, which may include monitoring for symptoms, a period of self-isolation and undertaking COVID-19 testing; and
- / provide evidence that the COVID-19 affected worker is fit to return before the worker returns to the project (or any ADCO project site).

Letter to Principal

The State Manager must issue a **letter to the Principal**:

- / identifying the steps ADCO has taken with its own workforce and with subcontractors, suppliers and consultants;
- / identifying the steps taken with and by the employer of the COVID-19 case;

DOCUMENT TITLE	COVID-19 RESPONSE PROTOCOL - PROJECT SITE	DOCUMENT CREATED	11 MARCH 2020
REVISION	3	DATE OF THIS REVISION	29 JULY 2021
		PAGE	5 of 8

COVID-19 RESPONSE PROTOCOL

PROJECT SITE



- / recommending that the Principal and its employees follow government health department advice, which may include monitoring for symptoms, a period of self-isolation and undertaking COVID-19 testing; and
- / updating the Principal on when the site is likely to be re-opened (if known).

Further safety, cleaning and hygiene measures

The State Manager will implement such further safety and hygiene measures, including cleaning and disinfecting, as are necessary or recommended by the government health department to ensure the site is safe and free of risks to health, so far as is reasonably practicable.

REOPENING THE CONSTRUCTION SITE

Subject to the above protocol actions being undertaken and advice from the government health department, the State Manager may recommend to the CEO that the construction site be re-opened.

The site must not be re-opened without the prior authorisation of the CEO.

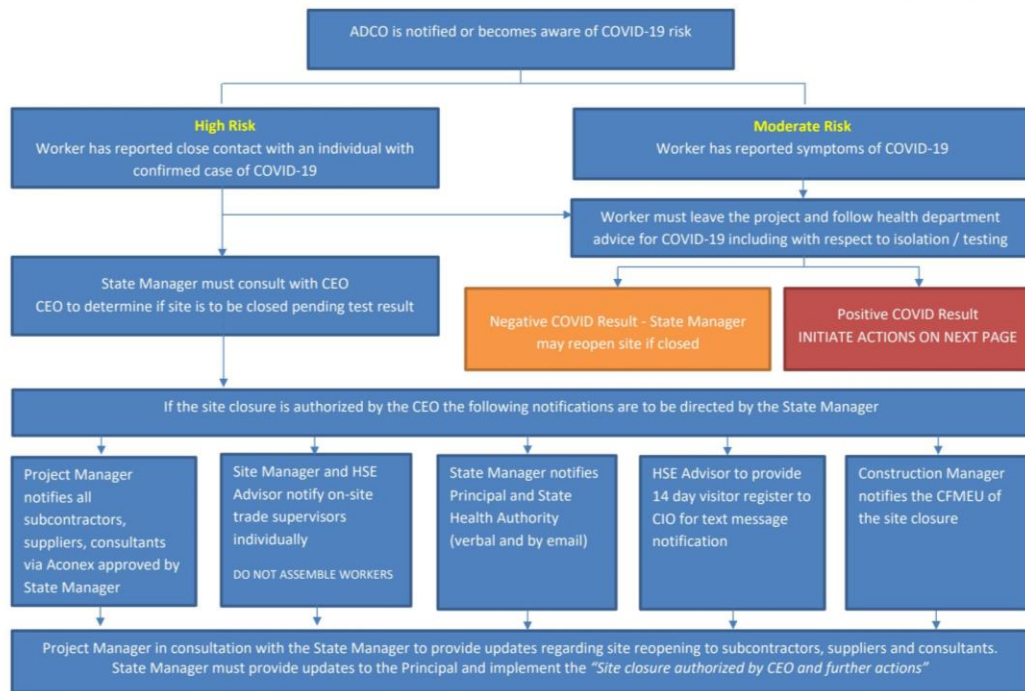
If authorised by the CEO, the State Manager may approve re-opening of the site and direct the Project Manager to do so.

ESCALATION TO THE CRISIS MANAGEMENT TEAM (CMT)

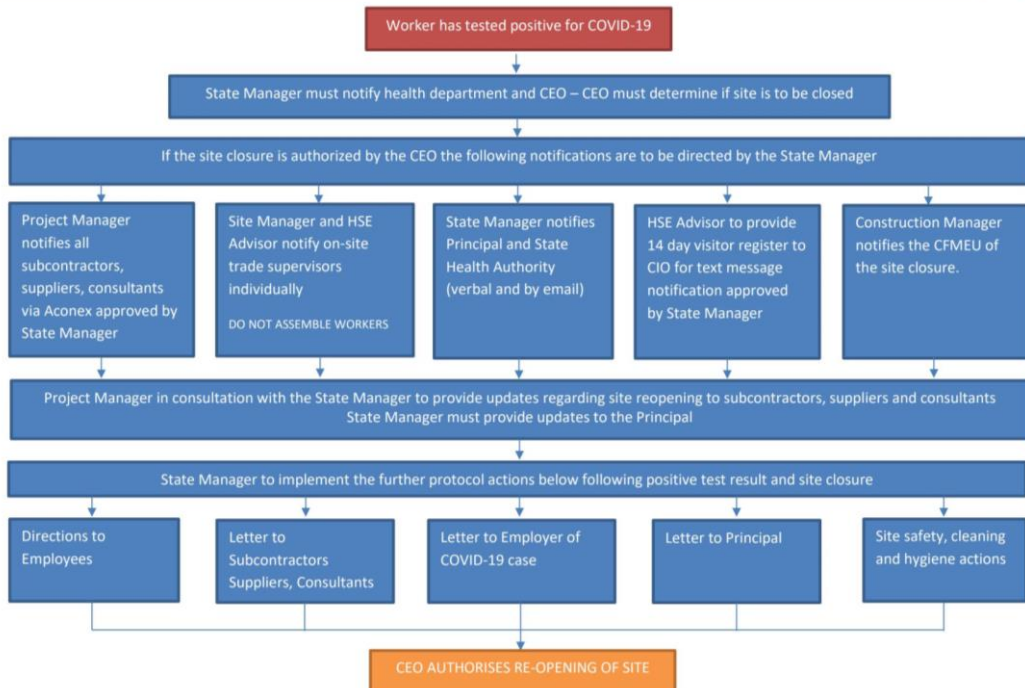
If multiple projects and/or state offices are impacted by positive test results for COVID-19, the CEO must consider whether the circumstances are such that the Board be notified and/or the CMT be convened.

DOCUMENT TITLE	COVID-19 RESPONSE PROTOCOL – PROJECT SITE	DOCUMENT CREATED	11 MARCH 2020
REVISION	3	DATE OF THIS REVISION	29 JULY 2021
		PAGE	6 of 8

COVID-19 RESPONSE PROTOCOL – PROJECT SITE



COVID-19 RESPONSE PROTOCOL – PROJECT SITE



APPENDIX B: CTMP