[illegible][illegible]

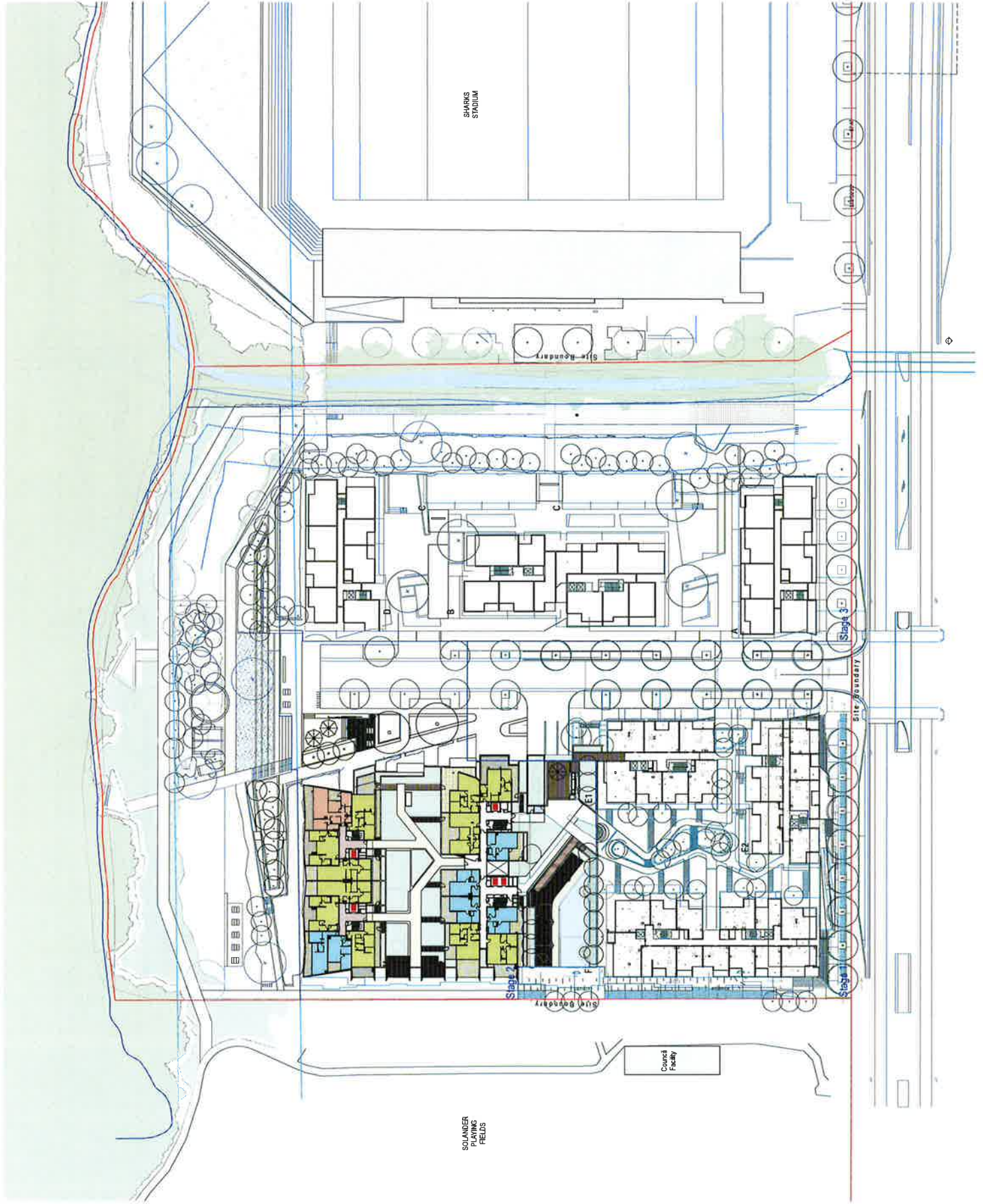
Year	Sub	Age (years)	Duration (years)
1990	10-14	10-14	10-14
1991	10-14	10-14	10-14
1992	10-14	10-14	10-14
1993	10-14	10-14	10-14
1994	10-14	10-14	10-14
1995	10-14	10-14	10-14
1996	10-14	10-14	10-14
1997	10-14	10-14	10-14
1998	10-14	10-14	10-14
1999	10-14	10-14	10-14
2000	10-14	10-14	10-14
2001	10-14	10-14	10-14
2002	10-14	10-14	10-14
2003	10-14	10-14	10-14
2004	10-14	10-14	10-14
2005	10-14	10-14	10-14
2006	10-14	10-14	10-14
2007	10-14	10-14	10-14
2008	10-14	10-14	10-14
2009	10-14	10-14	10-14
2010	10-14	10-14	10-14
2011	10-14	10-14	10-14
2012	10-14	10-14	10-14
2013	10-14	10-14	10-14
2014	10-14	10-14	10-14
2015	10-14	10-14	10-14
2016	10-14	10-14	10-14
2017	10-14	10-14	10-14
2018	10-14	10-14	10-14
2019	10-14	10-14	10-14
2020	10-14	10-14	10-14
2021	10-14	10-14	10-14
2022	10-14	10-14	10-14
2023	10-14	10-14	10-14
2024	10-14	10-14	10-14
2025	10-14	10-14	10-14
2026	10-14	10-14	10-14
2027	10-14	10-14	10-14
2028	10-14	10-14	10-14
2029	10-14	10-14	10-14
2030	10-14	10-14	10-14
2031	10-14	10-14	10-14
2032	10-14	10-14	10-14
2033	10-14	10-14	10-14
2034	10-14	10-14	10-14
2035	10-14	10-14	10-14
2036	10-14	10-14	10-14
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2054	10-14	10-14	10-14
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2058	10-14	10-14	10-14
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2063	10-14	10-14	10-14
2064	10-14	10-14	10-14
2065	10-14	10-14	10-14
2066	10-14	10-14	10-14
2067	10-14	10-14	10-14
2068	10-14	10-14	10-14
2069	10-14	10-14	10-14
2070	10-14	10-14	10-1

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1:1000

1:1000



Site Legend

- Site Boundary Line
- Stage Boundary Line
- Stage 1 (Existing)
- Stage 2 (Proposed)
- Stage 3 (Proposed)

Functional Areas

- Leisure Area
- Commercial Area
- Public Area
- Service Area
- Storage Area
- Other

Notes: 1. The Stadium is located on the site of the former Sharks Stadium.

Item	Description	Quantity	Unit	Value
1	Site Boundary Line	1	m	1.00
2	Stage Boundary Line	1	m	1.00
3	Stage 1 (Existing)	1	m	1.00
4	Stage 2 (Proposed)	1	m	1.00
5	Stage 3 (Proposed)	1	m	1.00

Item	Description	Quantity	Unit	Value
1	Site Boundary Line	1	m	1.00
2	Stage Boundary Line	1	m	1.00
3	Stage 1 (Existing)	1	m	1.00
4	Stage 2 (Proposed)	1	m	1.00
5	Stage 3 (Proposed)	1	m	1.00

Baskerville Capital Ventures No. 1 Pty Ltd  
 100/101 Bay Street, Suite 100, Sydney, NSW 2000  
 Captain Cook Drive, Sydney, NSW 2000 Australia  
 Project Name: Sharks Stadium  
 Project No: 13059  
 Project Code: A-04-100-070  
 Project Date: 13/05/2014  
 Project Status: In Progress















[illegible][illegible]

Year	Output	Imported	Exported
1990-91	100	100	100
1991-92	100	100	100
1992-93	100	100	100
1993-94	100	100	100
1994-95	100	100	100
1995-96	100	100	100
1996-97	100	100	100
1997-98	100	100	100
1998-99	100	100	100
1999-00	100	100	100
2000-01	100	100	100
2001-02	100	100	100
2002-03	100	100	100
2003-04	100	100	100
2004-05	100	100	100
2005-06	100	100	100
2006-07	100	100	100
2007-08	100	100	100
2008-09	100	100	100
2009-10	100	100	100
2010-11	100	100	100
2011-12	100	100	100
2012-13	100	100	100
2013-14	100	100	100
2014-15	100	100	100
2015-16	100	100	100
2016-17	100	100	100
2017-18	100	100	100
2018-19	100	100	100
2019-20	100	100	100
2020-21	100	100	100
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2022-23	100	100	100
2023-24	100	100	100
2024-25	100	100	100
2025-26	100	100	100
2026-27	100	100	100
2027-28	100	100	100
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2029-30	100	100	100
2030-31	100	100	100
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2033-34	100	100	100
2034-35	100	100	100
2035-36	100	100	100
2036-37	100	100	100
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2038-39	100	100	100
2039-40	100	100	100
2040-41	100	100	100
2041-42	100	100	100
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2065-66	100	100	100
2066-67	100	100	100
2067-68	100	100	100
2068-69	100	100	100
2069-70	100	100	100
2070-71	100	100	100
2071-72	100	100	100
2072-73	100	100	100
2073-74	100	100	100
2074-75	100	100	100
2075-76	100	100	100

**turner**

Unit 120, Shop 2  
120-122 Waverley Rd.  
Waverley NSW 1560 Australia  
Tel: 02 9390 1200  
Fax: 02 9390 1201

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Client	Melbourne Capital Ventures No 1 Pty Ltd
Project Name	Niddore Bay Twin Centre Residential Stage 2
Address	Capestan Court Drive Cronulla NSW 2230 Australia
Proposed Use	Residential
Site Area	13959
Plot Ratio	A-1/A-100-120
Proposed Height	B
City	Sydney
County	New South Wales
State	NSW

Scale 1:1000

































Foreshore Parkland not part of Stage 2 DA

Ausgrid Easement

Stage 3

Stage 1

POOL

BIO SWALE



Legend

- Lot 1, 2, 3
- Lot 4, 5, 6
- Lot 7, 8, 9
- Lot 10, 11, 12
- Lot 13, 14, 15
- Lot 16, 17, 18
- Lot 19, 20, 21
- Lot 22, 23, 24
- Lot 25, 26, 27
- Lot 28, 29, 30
- Lot 31, 32, 33
- Lot 34, 35, 36
- Lot 37, 38, 39
- Lot 40, 41, 42
- Lot 43, 44, 45
- Lot 46, 47, 48
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- Lot 64, 65, 66
- Lot 67, 68, 69
- Lot 70, 71, 72
- Lot 73, 74, 75
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- Lot 91, 92, 93
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- Lot 97, 98, 99
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- Lot 103, 104, 105
- Lot 106, 107, 108
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- Lot 1006, 1007, 1008
- Lot 1009, 1010, 1011
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- Lot 1270, 1271, 1272
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- Lot 1300, 1301, 1302
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- Lot 1492, 1493, 1494
- Lot 1495, 1496, 1497
- Lot 1498, 1499, 1500
- Lot 1501, 1502, 1503
- Lot 1504, 1505, 1506
- Lot 1507, 1508, 1509
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- Lot 1591, 1592, 1593
- Lot 1594, 1595, 1596
- Lot 1597, 1598, 1599
- Lot 1600, 1601, 1602
- Lot 1603, 1604, 1605
- Lot 1606, 1607, 1608
- Lot 1609, 1610, 1611





Foresore Parkland not part of Stage 2 DA

Ausgrid Equipment

Stage 3

Stage 1

POOL

BIO STALE

R.L. 3.50



1:1000 Scale for all dimensions and levels unless otherwise stated

- W: Water
- E: Electricity
- G: Gas
- S: Sewer
- T: Telecommunications
- C: Council
- P: Private
- U: Unserviced
- Y: Yards
- W: Water
- E: Electricity
- G: Gas
- S: Sewer
- T: Telecommunications
- C: Council
- P: Private
- U: Unserviced
- Y: Yards
- W: Water
- E: Electricity
- G: Gas
- S: Sewer
- T: Telecommunications
- C: Council
- P: Private
- U: Unserviced
- Y: Yards

Item	Description	Quantity	Unit
1	Excavate and backfill	100	m³
2	Concrete slab	100	m²
3	Reinforcement	100	m³
4	Formwork	100	m²
5	Labour	100	hrs
6	Transport	100	m³
7	Permit	1	unit
8	Insurance	1	unit
9	Survey	1	unit
10	Design	1	unit

- 1:1000 Scale for all dimensions and levels unless otherwise stated
- 1:1000 Scale for all dimensions and levels unless otherwise stated
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- 1:1000 Scale for all dimensions and levels unless otherwise stated

Bluestone Capital Ventures No. 1 Pty Ltd  
 13059  
 A-DA-110-660  
 1:1000 Scale for all dimensions and levels unless otherwise stated





<sup>1</sup> Current study is limited to the period in response of discussion in French.

[illegible]

<p>             1. <u>What is the purpose of the study?</u>              The purpose of the study is to determine the effect of the new drug on the treatment of the disease.           </p>	<p>             2. <u>What is the research question?</u>              The research question is: Does the new drug have a significant effect on the treatment of the disease compared to the standard treatment?           </p>	<p>             3. <u>What is the hypothesis?</u>              The hypothesis is that the new drug will have a significant effect on the treatment of the disease compared to the standard treatment.           </p>	<p>             4. <u>What is the significance of the study?</u>              The significance of the study is that it will help to determine if the new drug is a better treatment option for the disease.           </p>
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Site	Time	Wavelength	Number of Sites
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2	10:00 AM	400 nm	10
3	10:00 AM	400 nm	10
4	10:00 AM	400 nm	10
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6	10:00 AM	400 nm	10
7	10:00 AM	400 nm	10
8	10:00 AM	400 nm	10
9	10:00 AM	400 nm	10
10	10:00 AM	400 nm	10

**Blastone Capital Ventures No. 1 Pty Ltd**

Woolswarth Bay Town Centre Residential Stage 2  
Captain Cook Drive Cronulla NSW 2230 Australia

GA Plans  
Level 7

13059 AC/26158  
A-DA-110-070  
M

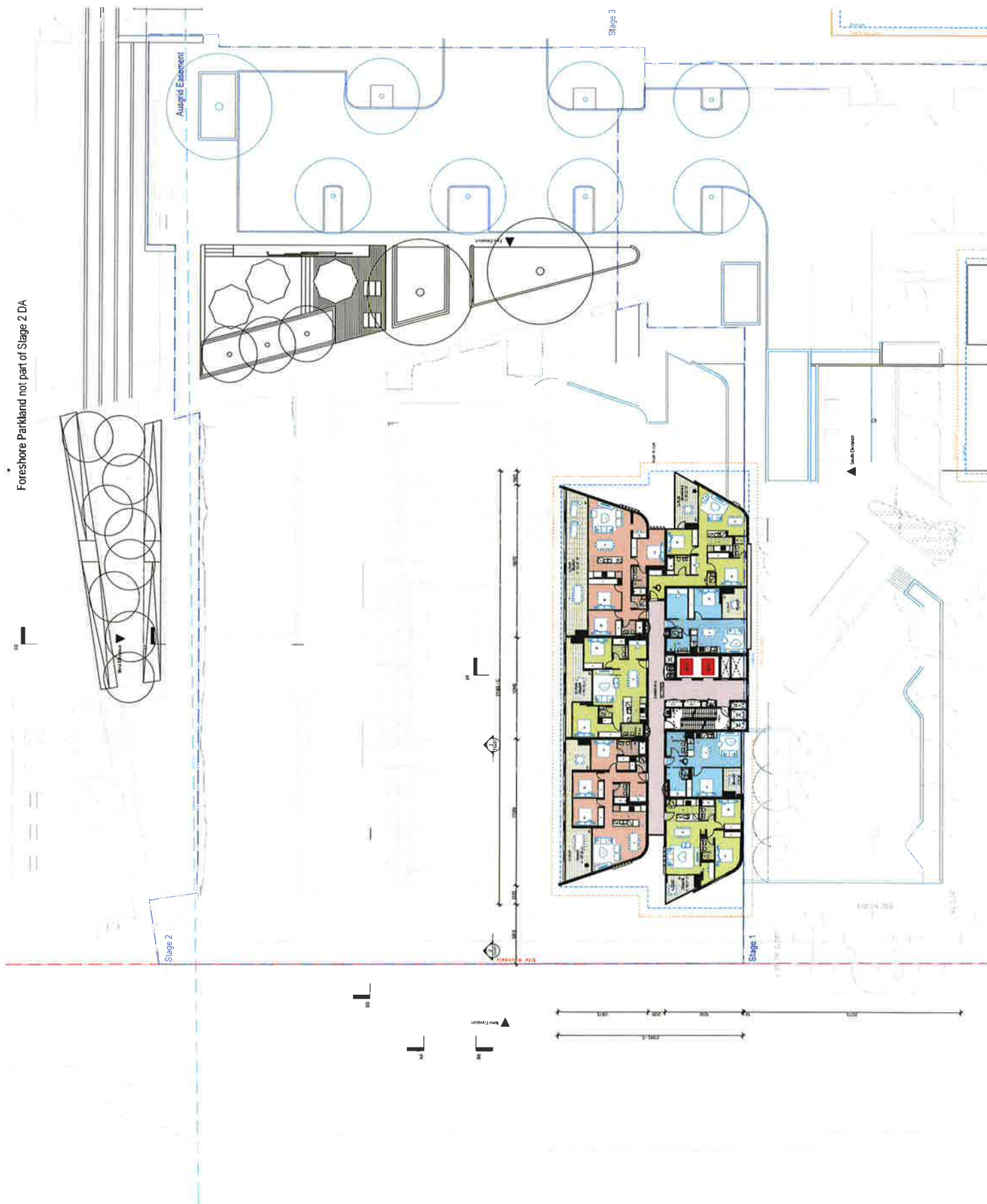








46



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[illegible]

Minneapolis Building Envelope and just the latest \$750

<p>NAME: _____</p> <p>DATE: _____</p> <p>CLASS: _____</p>	<p>1. What is a function?</p> <p>2. What is the domain of a function?</p> <p>3. What is the range of a function?</p> <p>4. What is the graph of a function?</p> <p>5. What is the equation of a function?</p> <p>6. What is the inverse of a function?</p> <p>7. What is the composition of functions?</p> <p>8. What is the identity function?</p> <p>9. What is the constant function?</p> <p>10. What is the linear function?</p> <p>11. What is the quadratic function?</p> <p>12. What is the cubic function?</p> <p>13. What is the exponential function?</p> <p>14. What is the logarithmic function?</p> <p>15. What is the trigonometric function?</p> <p>16. What is the hyperbolic function?</p> <p>17. What is the vector function?</p> <p>18. What is the scalar function?</p> <p>19. What is the complex function?</p> <p>20. What is the real function?</p>
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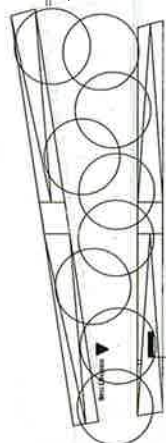
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35	90	185
40	100	190
45	110	195
50	120	200
55	130	205
60	140	210
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75	170	225
80	180	230
85	190	235
90	200	240
95	210	245
100	220	250

[illegible]

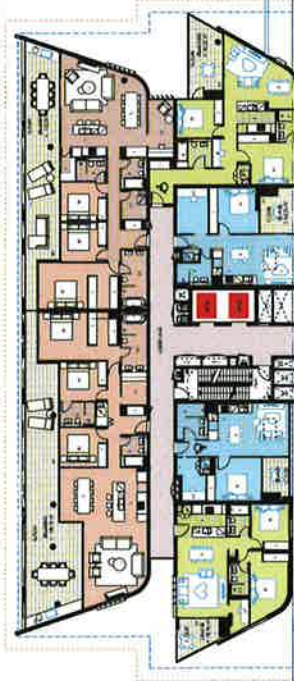
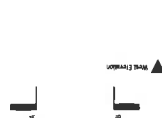




**Foreshore Parkland' not part of Stage 2 DA**



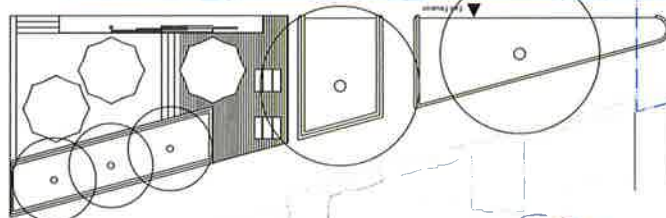
## Stage 2



### Stage 1



Ausgülti Easement



### Stage 3



**Figure 1.** The effect of the number of trials on the mean accuracy of the responses. The error bars represent the standard error of the mean.



10/1/01 Update on 1A supports for dated as opposed to through & finished

Analysis	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Analysis	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Analysis	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Analysis	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
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Analysis	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
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**Notes:** Washington Building Envelope as per the latest STSD envelope.

<p>NAME _____</p> <p>DATE _____</p> <p>PERIOD _____</p>	<p><b>Journal Questions</b></p> <p>1. How does the author use the metaphor of the "great chain of being" to describe the hierarchy of the universe?</p> <p>2. What is the author's view on the relationship between the human mind and the universe?</p> <p>3. How does the author describe the process of knowledge acquisition?</p> <p>4. What is the author's view on the role of the individual in the universe?</p> <p>5. How does the author describe the process of the universe's evolution?</p> <p>6. What is the author's view on the relationship between the human mind and the universe?</p> <p>7. How does the author describe the process of knowledge acquisition?</p> <p>8. What is the author's view on the role of the individual in the universe?</p> <p>9. How does the author describe the process of the universe's evolution?</p> <p>10. What is the author's view on the relationship between the human mind and the universe?</p>
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[illegible]

5

Bluestone Capital Ventures No. 1

Woodware Bay Town Centre Residential Stage 2  
Captain Cook Drive Cronulla NSW 2230 Australia

GA Plants

Level 12

Level 12

Level 12

Level 12

**turner.**

**Turner**

**Turner**

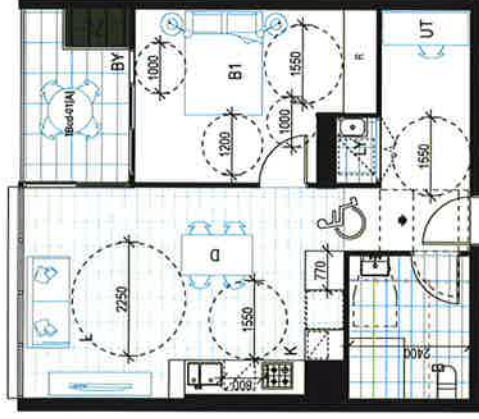
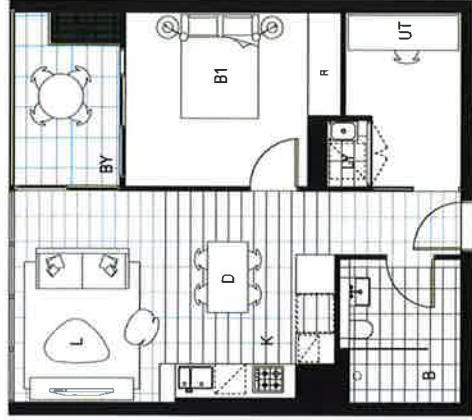
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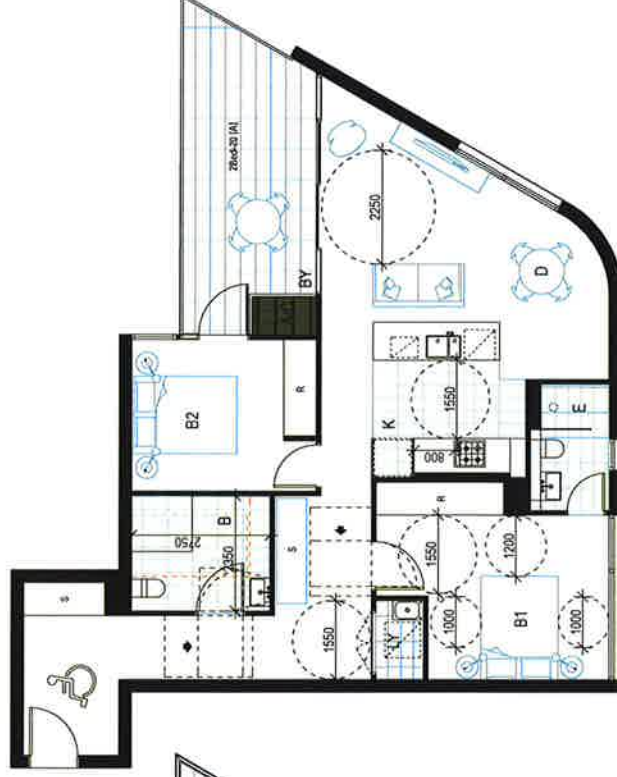








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	G.3.01, G.3.04, G.3.05
	G.4.01, G.4.04, G.4.05
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	G.7.01, G.7.04, G.7.05
	G.8.01, G.8.04, G.8.05
	G.9.01, G.10.01
26 apartments	



2B_T20 Locations:	
G.10.06	
G.11.06	
G.12.06	
3 apartments	



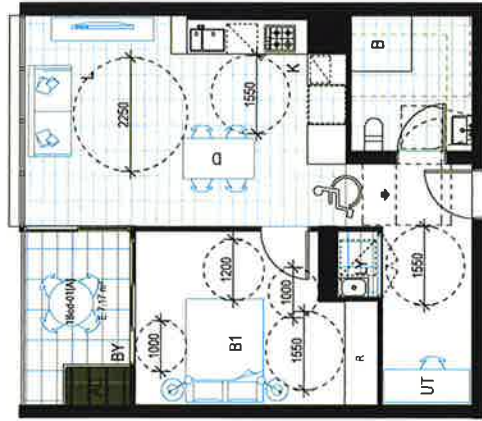
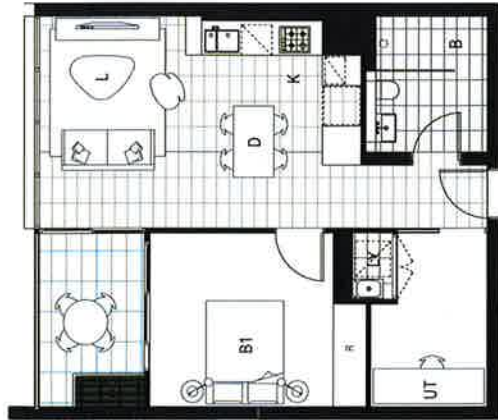
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[illegible][illegible]

Site	Code	Approximate Range in $\lambda$ (Å)
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2	10050	10000–10100

[illegible]





**1B\_T01 Locations:**  
G.2.08, G.3.08, G.4.08, G.5.08,  
G.6.08, G.7.08, G.8.08

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**7 apartments**



EPIC999	Star	Star ID	Star ID for the linked component of the star (if linked)
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51	Antares, A.2		
52	Antares, A.3		
53	Antares, A.4		
54	Antares, A.5		
55	Antares, A.6		
56	Antares, A.7		
57	Antares, A.8		
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105	Antares, A.56		
106	Antares, A.57		
107	Antares, A.58		
108	Antares, A.59		
109	Antares, A.60		
110	Antares, A.61		
111	Antares, A.62		
112	Antares, A.63		
113	Antares, A.64		
114	Antares, A.65		
115	Antares, A.66		
116	Antares, A.67		
117	Antares, A.68		
118	Antares, A.69		
119	Antares, A.70		
120	Antares, A.71		
121	Antares, A.72		
122	Antares, A.73		
123	Antares, A.74		
124	Antares, A.75		
125	Antares, A.76		
126	Antares, A.77		
127	Antares, A.78		
128	Antares, A.79		
129	Antares, A.80		
130	Antares, A.81		
131	Antares, A.82		
132	Antares, A.83		
133	Antares, A.84		
134	Antares, A.85		
135	Antares, A.86		
136	Antares, A.87		
137	Antares, A.88		
138	Antares, A.89		
139	Antares, A.90		
140	Antares, A.91		
141	Antares, A.92		
142	Antares, A.93		
143	Antares, A.94		
144	Antares, A.95		
145	Antares, A.96		
146	Antares, A.97		
147	Antares, A.98		
148	Antares, A.99		
149	Antares, A.100		
150	Antares, A.101		
151	Antares, A.102		
152	Antares, A.103		
153	Antares, A.104		

[illegible]

Case	Date	Age and sex	Parasites
1	April 19, 1961	40 yr. male	None
2	March 19, 1961	40 yr. male	None

[illegible]

[illegible][illegible]

<b>BALL1</b>	Schistocytosis Type 1 Leukocytes/mast cells stain plasma leukocyte forming nodules, begin to reach 1972
<b>BALL2</b>	Schistocytosis Type 2 Leukocytes/mast cells stain plasma leukocyte nodules typical of lymphoid node
<b>BALL3</b>	Schistocytosis Type 3 Plasma cells stain plasma leukocyte nodules of spleen, mast cells absent to trace
<b>BALL4</b>	Schistocytosis Type 4 Mast cells stain plasma leukocyte nodules typical of lymphoid node, trace to reach 1972
<b>BALL5</b>	Schistocytosis Type 5 Prevalence of mast cells stain plasma leukocyte nodules of spleen, trace to reach 1972
<b>BALL6</b>	Schistocytosis Type 6 Leukocytes/mast cells stain plasma leukocyte nodules typical of lymphoid node

<b>Cd1</b>	Classing Type 1 Prisoner must classing fresh to month P18
<b>Cd2</b>	Classing Type 2 Prisoner must classing fresh to month P97
<b>Cd3</b>	Classing Type 3 Ward classing fresh to month P93
<b>Cd4</b>	Classing Type 4 Prisoner must classing fresh to month P99
<b>Cd5</b>	Classing Type 5 Male Gendering fresh to month P100
<b>Cd6</b>	Classing Type 6 Sentence Classing
<b>Cd7</b>	Classing Type 7 Women classing fresh to month P100

CG1	Class Class Type 1 Class due to <b>Basic and General</b> is not reassessed. Alumnus due to <b>Basic and General</b> refers to <b>module P02</b>
CG2	Class Class Type 2 Class due to <b>Basic and General</b> reports <b>repeatedly</b> . Alumnus due to <b>Basic and General</b> refers to <b>module P02</b>
CG3	Class Class Type 3 <b>US/SP/other language</b> Class due to <b>Subject</b> is <b>reassessed</b> as defined by ESD Alumnus due to <b>Subject</b> , Class to <b>module P03</b>
CG4	Class Class Type 4 Class due to <b>Subject</b> is <b>reassessed</b> <b>report to university</b> Alumnus due to <b>Subject</b> , Class to <b>module P03</b>
CG5	Class Class Type 1 Class due to <b>Subject</b> is <b>reassessed</b> <b>report to university</b> Alumnus due to <b>Subject</b> is <b>reassessed</b> <b>report to university</b>

U-1	<p>Leaves Type 1</p> <p>Plant height/leaves system: 54 x 205 mm possible.</p> <p>Aluminum: fixed to match P72</p>
U-2	<p>Leaves Type 2</p> <p>Plant height/leaves system: 38 x 205 mm possible</p> <p>Aluminum: fixed to match P72</p>
U-3	<p>Leaves Type 3</p> <p>Plant height/leaves system: 52 x 160 mm possible on angle</p> <p>Aluminum: fixed to match P72</p>
U-4	<p>Leaves Type 4</p> <p>Adjustable leaves system: aluminum, fixed to match P72</p>
U-5	<p>Leaves Type 5</p> <p>Fixed leaves system: aluminum, fixed to match P72</p>

**Practical Concrete Type 1**  
Practical Concrete Vertical Joints. Finish pointing along horizontal  
slab finish is used to form concrete later applied. In match P74

**Practical Concrete Type 2**  
Practical Concrete Vertical Joints. Finish pointing along horizontal  
slab finish is used to form concrete later applied. In match P75

PP1	Plant Fresh Type 1 Plant fresh to match Duke "Dunbar"
PP2	Plant Fresh Type 2 Plant fresh to match Rose "November"
PP3	Plant Fresh Type 3 Plant fresh to match Duke "
PP4	Plant Fresh Type 4 Plant fresh to match Duke "Natural Garden"
PP5	Plant Fresh Type 5 Plant fresh to match Duke "New Year"

[illegible]

P1-20	Read from a text to identify the main idea and supporting details. Focus on a specific topic or issue.
P1-21	Read from a text to identify the main idea and supporting details. Focus on a specific topic or issue.
SC1	Read from a text to identify the main idea and supporting details. Focus on a specific topic or issue.
SC2	Read from a text to identify the main idea and supporting details. Focus on a specific topic or issue.
SC3	Read from a text to identify the main idea and supporting details. Focus on a specific topic or issue.

[illegible]

51.2 Tender cladding. Tender submission to mark a "cladding" over four sides





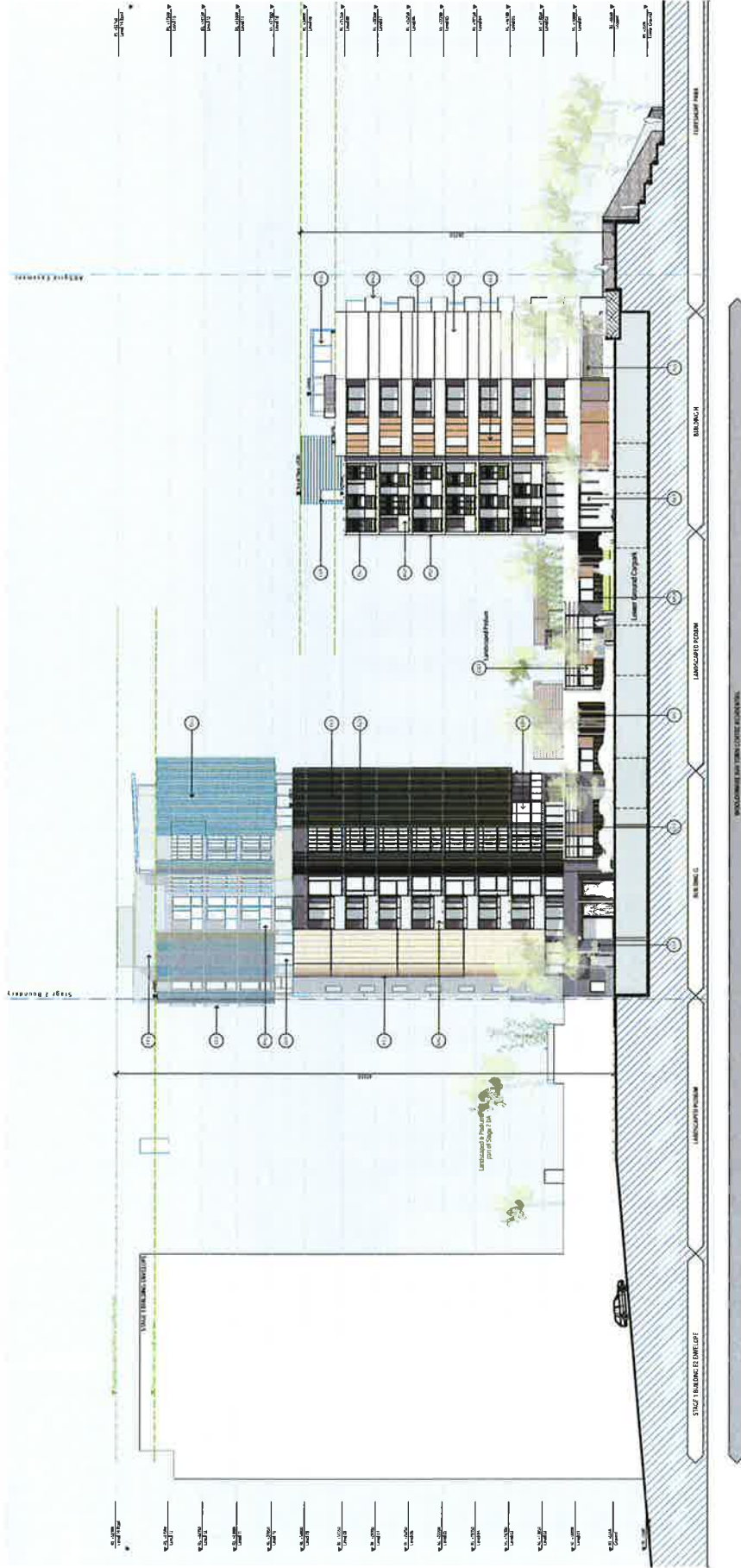
2015年11月

[illegible]

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2. All dimensions are in millimeters unless otherwise stated.  
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Item	Description	Quantity	Unit	Price	Total
1	Foundation	1	m <sup>2</sup>	1000	1000
2	Structure	1	m <sup>2</sup>	2000	2000
3	Roofing	1	m <sup>2</sup>	500	500
4	Cladding	1	m <sup>2</sup>	1500	1500
5	Finishes	1	m <sup>2</sup>	1000	1000
6	Landscaping	1	m <sup>2</sup>	500	500
7	Services	1	m <sup>2</sup>	1000	1000
8	Other	1	m <sup>2</sup>	500	500
9	Subtotal				8000
10	Grand Total				8000

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6	Landscaping	1	m <sup>2</sup>	500	500
7	Services	1	m <sup>2</sup>	1000	1000
8	Other	1	m <sup>2</sup>	500	500
9	Subtotal				8000
10	Grand Total				8000

**Elevation Section Legend**

- (A1) Foundation: Foundation and base slab.
- (A2) Structure: Structure and floor slabs.
- (A3) Roofing: Roofing and ceiling.
- (A4) Cladding: Cladding and facade.
- (A5) Finishes: Finishes and interior.
- (A6) Landscaping: Landscaping and garden.
- (A7) Services: Services and utilities.
- (A8) Other: Other and miscellaneous.

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- (A5) Finishes: Finishes and interior.
- (A6) Landscaping: Landscaping and garden.
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10

Architectural drawing showing a section of a building with various levels and structural elements.



Architectural drawing showing a section of a building with various levels and structural elements.

Item	Description	Quantity	Unit	Price	Total
1	Excavation and backfill	100	m³	100.00	100.00
2	Foundation work	200	m²	200.00	200.00
3	Structural steel	500	kg	500.00	500.00
4	Concrete work	300	m³	300.00	300.00
5	Roofing	100	m²	100.00	100.00
6	Cladding	200	m²	200.00	200.00
7	Windows	100	m²	100.00	100.00
8	Doors	50	m²	50.00	50.00
9	Interior fit-out	100	m²	100.00	100.00
10	Landscaping	100	m²	100.00	100.00
11	Site works	100	m²	100.00	100.00
12	Other works	100	m²	100.00	100.00
13	Subtotal				1000.00
14	Grand Total				1000.00

**Bluestone Capital Ventures No. 1 Pty Ltd**  
 100/101/102/103/104/105/106/107/108/109/110/111/112/113/114/115/116/117/118/119/120/121/122/123/124/125/126/127/128/129/130/131/132/133/134/135/136/137/138/139/140/141/142/143/144/145/146/147/148/149/150/151/152/153/154/155/156/157/158/159/160/161/162/163/164/165/166/167/168/169/170/171/172/173/174/175/176/177/178/179/180/181/182/183/184/185/186/187/188/189/190/191/192/193/194/195/196/197/198/199/200/201/202/203/204/205/206/207/208/209/210/211/212/213/214/215/216/217/218/219/220/221/222/223/224/225/226/227/228/229/230/231/232/233/234/235/236/237/238/239/240/241/242/243/244/245/246/247/248/249/250/251/252/253/254/255/256/257/258/259/260/261/262/263/264/265/266/267/268/269/270/271/272/273/274/275/276/277/278/279/280/281/282/283/284/285/286/287/288/289/290/291/292/293/294/295/296/297/298/299/300/301/302/303/304/305/306/307/308/309/310/311/312/313/314/315/316/317/318/319/320/321/322/323/324/325/326/327/328/329/330/331/332/333/334/335/336/337/338/339/340/341/342/343/344/345/346/347/348/349/350/351/352/353/354/355/356/357/358/359/360/361/362/363/364/365/366/367/368/369/370/371/372/373/374/375/376/377/378/379/380/381/382/383/384/385/386/387/388/389/390/391/392/393/394/395/396/397/398/399/400/401/402/403/404/405/406/407/408/409/410/411/412/413/414/415/416/417/418/419/420/421/422/423/424/425/426/427/428/429/430/431/432/433/434/435/436/437/438/439/440/441/442/443/444/445/446/447/448/449/450/451/452/453/454/455/456/457/458/459/460/461/462/463/464/465/466/467/468/469/470/471/472/473/474/475/476/477/478/479/480/481/482/483/484/485/486/487/488/489/490/491/492/493/494/495/496/497/498/499/500/501/502/503/504/505/506/507/508/509/510/511/512/513/514/515/516/517/518/519/520/521/522/523/524/525/526/527/528/529/530/531/532/533/534/535/536/537/538/539/540/541/542/543/544/545/546/547/548/549/550/551/552/553/554/555/556/557/558/559/560/561/562/563/564/565/566/567/568/569/570/571/572/573/574/575/576/577/578/579/580/581/582/583/584/585/586/587/588/589/590/591/592/593/594/595/596/597/598/599/600/601/602/603/604/605/606/607/608/609/610/611/612/613/614/615/616/617/618/619/620/621/622/623/624/625/626/627/628/629/630/631/632/633/634/635/636/637/638/639/640/641/642/643/644/645/646/647/648/649/650/651/652/653/654/655/656/657/658/659/660/661/662/663/664/665/666/667/668/669/670/671/672/673/674/675/676/677/678/679/680/681/682/683/684/685/686/687/688/689/690/691/692/693/694/695/696/697/698/699/700/701/702/703/704/705/706/707/708/709/710/711/712/713/714/715/716/717/718/719/720/721/722/723/724/725/726/727/728/729/730/731/732/733/734/735/736/737/738/739/740/741/742/743/744/745/746/747/748/749/750/751/752/753/754/755/756/757/758/759/760/761/762/763/764/765/766/767/768/769/770/771/772/773/774/775/776/777/778/779/780/781/782/783/784/785/786/787/788/789/790/791/792/793/794/795/796/797/798/799/800/801/802/803/804/805/806/807/808/809/810/811/812/813/814/815/816/817/818/819/820/821/822/823/824/825/826/827/828/829/830/831/832/833/834/835/836/837/838/839/840/841/842/843/844/845/846/847/848/849/850/851/852/853/854/855/856/857/858/859/860/861/862/863/864/865/866/867/868/869/870/871/872/873/874/875/876/877/878/879/880/881/882/883/884/885/886/887/888/889/890/891/892/893/894/895/896/897/898/899/900/901/902/903/904/905/906/907/908/909/910/911/912/913/914/915/916/917/918/919/920/921/922/923/924/925/926/927/928/929/930/931/932/933/934/935/936/937/938/939/940/941/942/943/944/945/946/947/948/949/950/951/952/953/954/955/956/957/958/959/960/961/962/963/964/965/966/967/968/969/970/971/972/973/974/975/976/977/978/979/980/981/982/983/984/985/986/987/988/989/990/991/992/993/994/995/996/997/998/999/1000/1001/1002/1003/1004/1005/1006/1007/1008/1009/1010/1011/1012/1013/1014/1015/1016/1017/1018/1019/1020/1021/1022/1023/1024/1025/1026/1027/1028/1029/1030/1031/1032/1033/1034/1035/1036/1037/1038/1039/1040/1041/1042/1043/1044/1045/1046/1047/1048/1049/1050/1051/1052/1053/1054/1055/1056/1057/1058/1059/1060/1061/1062/1063/1064/1065/1066/1067/1068/1069/1070/1071/1072/1073/1074/1075/1076/1077/1078/1079/1080/1081/1082/1083/1084/1085/1086/1087/1088/1089/1090/1091/1092/1093/1094/1095/1096/1097/1098/1099/1100/1101/1102/1103/1104/1105/1106/1107/1108/1109/1110/1111/1112/1113/1114/1115/1116/1117/1118/1119/1120/1121/1122/1123/1124/1125/1126/1127/1128/1129/1130/1131/1132/1133/1134/1135/1136/1137/1138/1139/1140/1141/1142/1143/1144/1145/1146/1147/1148/1149/1150/1151/1152/1153/1154/1155/1156/1157/1158/1159/1160/1161/1162/1163/1164/1165/1166/1167/1168/1169/1170/1171/1172/1173/1174/1175/1176/1177/1178/1179/1180/1181/1182/1183/1184/1185/1186/1187/1188/1189/1190/1191/1192/1193/1194/1195/1196/1197/1198/1199/1200/1201/1202/1203/1204/1205/1206/1207/1208/1209/1210/1211/1212/1213/1214/1215/1216/1217/1218/1219/1220/1221/1222/1223/1224/1225/1226/1227/1228/1229/1230/1231/1232/1233/1234/1235/1236/1237/1238/1239/1240/1241/1242/1243/1244/1245/1246/1247/1248/1249/1250/1251/1252/1253/1254/1255/1256/1257/1258/1259/1260/1261/1262/1263/1264/1265/1266/1267/1268/1269/1270/1271/1272/1273/1274/1275/1276/1277/1278/1279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[illegible]

Year	Sub	Age	Sex	Weight (kg)	Height (cm)	Body fat (%)	VO <sub>2</sub> max (ml/min)	VO <sub>2</sub> max (ml/kg/min)
1988	1	21	M	75.0	175	12.5	3.5	46.7
1989	2	22	M	78.0	178	13.0	3.8	48.7
1990	3	23	M	80.0	180	13.5	4.0	50.0
1991	4	24	M	82.0	182	14.0	4.2	51.7
1992	5	25	M	85.0	185	14.5	4.5	54.0
1993	6	26	M	88.0	188	15.0	4.8	56.0
1994	7	27	M	90.0	190	15.5	5.0	58.3
1995	8	28	M	92.0	192	16.0	5.2	60.4
1996	9	29	M	95.0	195	16.5	5.5	63.2
1997	10	30	M	98.0	198	17.0	5.8	66.2
1998	11	31	M	100.0	200	17.5	6.0	69.0
1999	12	32	M	102.0	202	18.0	6.2	71.3
2000	13	33	M	105.0	205	18.5	6.5	74.0
2001	14	34	M	108.0	208	19.0	6.8	76.9
2002	15	35	M	110.0	210	19.5	7.0	79.1
2003	16	36	M	112.0	212	20.0	7.2	81.1
2004	17	37	M	115.0	215	20.5	7.5	84.0
2005	18	38	M	118.0	218	21.0	7.8	87.0
2006	19	39	M	120.0	220	21.5	8.0	89.1
2007	20	40	M	122.0	222	22.0	8.2	91.0
2008	21	41	M	125.0	225	22.5	8.5	93.3
2009	22	42	M	128.0	228	23.0	8.8	96.1
2010	23	43	M	130.0	230	23.5	9.0	98.0
2011	24	44	M	132.0	232	24.0	9.2	100.0
2012	25	45	M	135.0	235	24.5	9.5	103.3
2013	26	46	M	138.0	238	25.0	9.8	106.1
2014	27	47	M	140.0	240	25.5	10.0	108.3
2015	28	48	M	142.0	242	26.0	10.2	110.4
2016	29	49	M	145.0	245	26.5	10.5	113.6
2017	30	50	M	148.0	248	27.0	10.8	116.7
2018	31	51	M	150.0	250	27.5	11.0	118.9
2019	32	52	M	152.0	252	28.0	11.2	121.1
2020	33	53	M	155.0	255	28.5	11.5	124.0
2021	34	54	M	158.0	258	29.0	11.8	127.0
2022	35	55	M	160.0	260	29.5	12.0	129.1
2023	36	56	M	162.0	262	30.0	12.2	131.1
2024	37	57	M	165.0	265	30.5	12.5	134.0
2025	38	58	M	168.0	268	31.0	12.8	137.0
2026	39	59	M	170.0	270	31.5	13.0	139.1
2027	40	60	M	172.0	272	32.0	13.2	141.1
2028	41	61	M	175.0	275	32.5	13.5	144.0
2029	42	62	M	178.0	278	33.0	13.8	147.0
2030	43	63	M	180.0	280	33.5	14.0	149.1
2031	44	64	M	182.0	282	34.0	14.2	151.1
2032	45	65	M	185.0	285	34.5	14.5	154.0

[illegible]





- [illegible]



1. The design of the building is based on the information provided by the client. The design is subject to change without notice. The client is responsible for ensuring that the information provided is accurate and complete. The design is based on the information provided and is not a guarantee of performance. The design is based on the information provided and is not a guarantee of performance. The design is based on the information provided and is not a guarantee of performance.



Room	Area	Volume	Notes
Room 1	1000	1000	Room 1
Room 2	2000	2000	Room 2
Room 3	3000	3000	Room 3
Room 4	4000	4000	Room 4
Room 5	5000	5000	Room 5
Room 6	6000	6000	Room 6
Room 7	7000	7000	Room 7
Room 8	8000	8000	Room 8
Room 9	9000	9000	Room 9
Room 10	10000	10000	Room 10

Room	Area	Volume	Notes
Room 11	11000	11000	Room 11
Room 12	12000	12000	Room 12
Room 13	13000	13000	Room 13
Room 14	14000	14000	Room 14
Room 15	15000	15000	Room 15
Room 16	16000	16000	Room 16
Room 17	17000	17000	Room 17
Room 18	18000	18000	Room 18
Room 19	19000	19000	Room 19
Room 20	20000	20000	Room 20

Room	Area	Volume	Notes
Room 21	21000	21000	Room 21
Room 22	22000	22000	Room 22
Room 23	23000	23000	Room 23
Room 24	24000	24000	Room 24
Room 25	25000	25000	Room 25
Room 26	26000	26000	Room 26
Room 27	27000	27000	Room 27
Room 28	28000	28000	Room 28
Room 29	29000	29000	Room 29
Room 30	30000	30000	Room 30

Room	Area	Volume	Notes
Room 31	31000	31000	Room 31
Room 32	32000	32000	Room 32
Room 33	33000	33000	Room 33
Room 34	34000	34000	Room 34
Room 35	35000	35000	Room 35
Room 36	36000	36000	Room 36
Room 37	37000	37000	Room 37
Room 38	38000	38000	Room 38
Room 39	39000	39000	Room 39
Room 40	40000	40000	Room 40

Room	Area	Volume	Notes
Room 41	41000	41000	Room 41
Room 42	42000	42000	Room 42
Room 43	43000	43000	Room 43
Room 44	44000	44000	Room 44
Room 45	45000	45000	Room 45
Room 46	46000	46000	Room 46
Room 47	47000	47000	Room 47
Room 48	48000	48000	Room 48
Room 49	49000	49000	Room 49
Room 50	50000	50000	Room 50

Room	Area	Volume	Notes
Room 51	51000	51000	Room 51
Room 52	52000	52000	Room 52
Room 53	53000	53000	Room 53
Room 54	54000	54000	Room 54
Room 55	55000	55000	Room 55
Room 56	56000	56000	Room 56
Room 57	57000	57000	Room 57
Room 58	58000	58000	Room 58
Room 59	59000	59000	Room 59
Room 60	60000	60000	Room 60

Room	Area	Volume	Notes
Room 61	61000	61000	Room 61
Room 62	62000	62000	Room 62
Room 63	63000	63000	Room 63
Room 64	64000	64000	Room 64
Room 65	65000	65000	Room 65
Room 66	66000	66000	Room 66
Room 67	67000	67000	Room 67
Room 68	68000	68000	Room 68
Room 69	69000	69000	Room 69
Room 70	70000	70000	Room 70

Room	Area	Volume	Notes
Room 71	71000	71000	Room 71
Room 72	72000	72000	Room 72
Room 73	73000	73000	Room 73
Room 74	74000	74000	Room 74
Room 75	75000	75000	Room 75
Room 76	76000	76000	Room 76
Room 77	77000	77000	Room 77
Room 78	78000	78000	Room 78
Room 79	79000	79000	Room 79
Room 80	80000	80000	Room 80



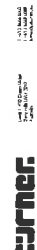




En	Case	Apparatus	Remanence
1	2000000	2000000	2000000
2	2000000	2000000	2000000
3	2000000	2000000	2000000
4	2000000	2000000	2000000

[illegible]

**המנהל**

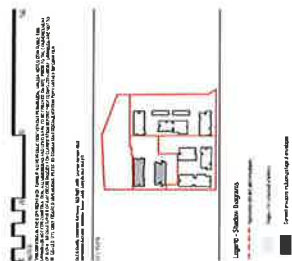
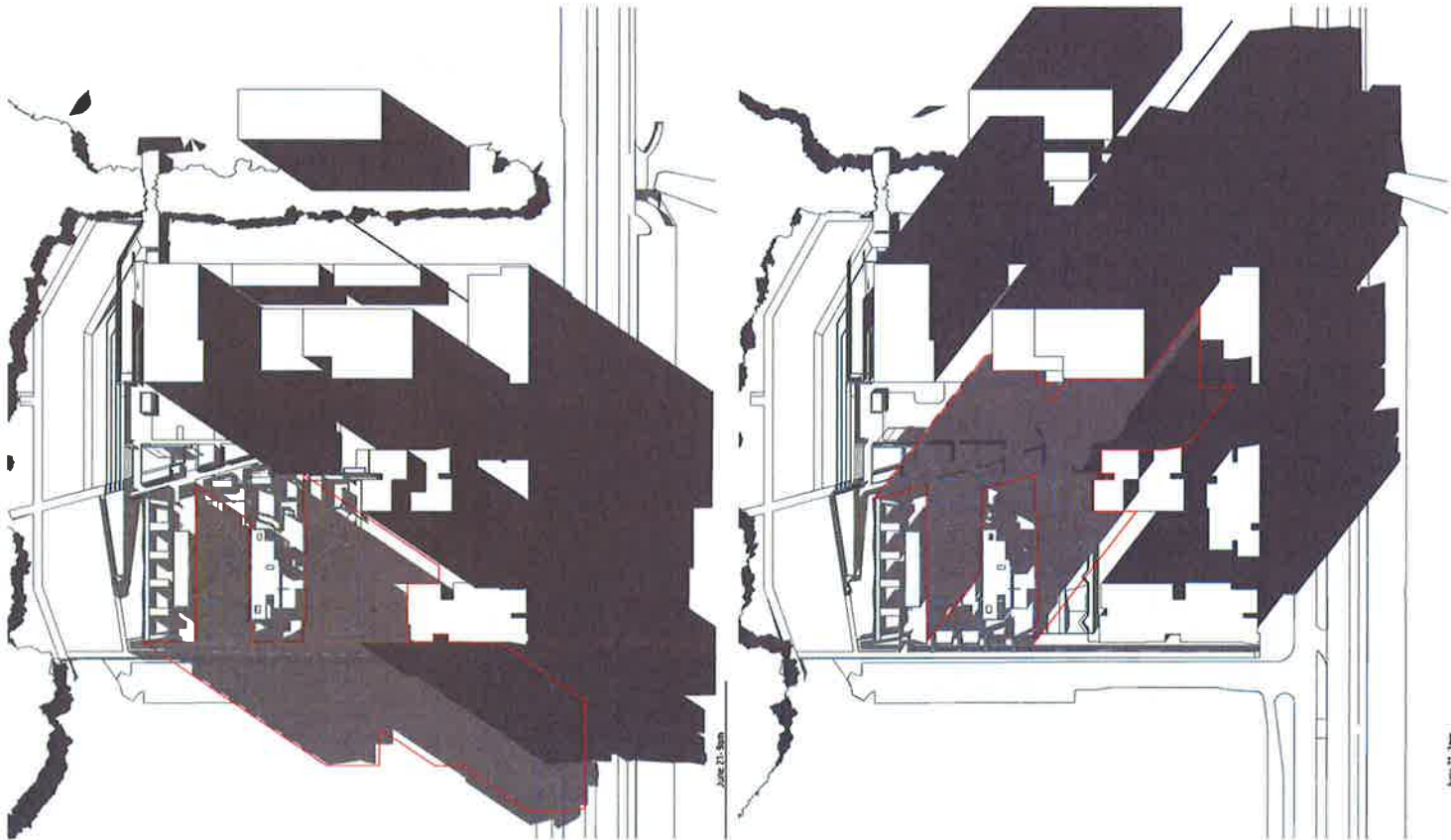








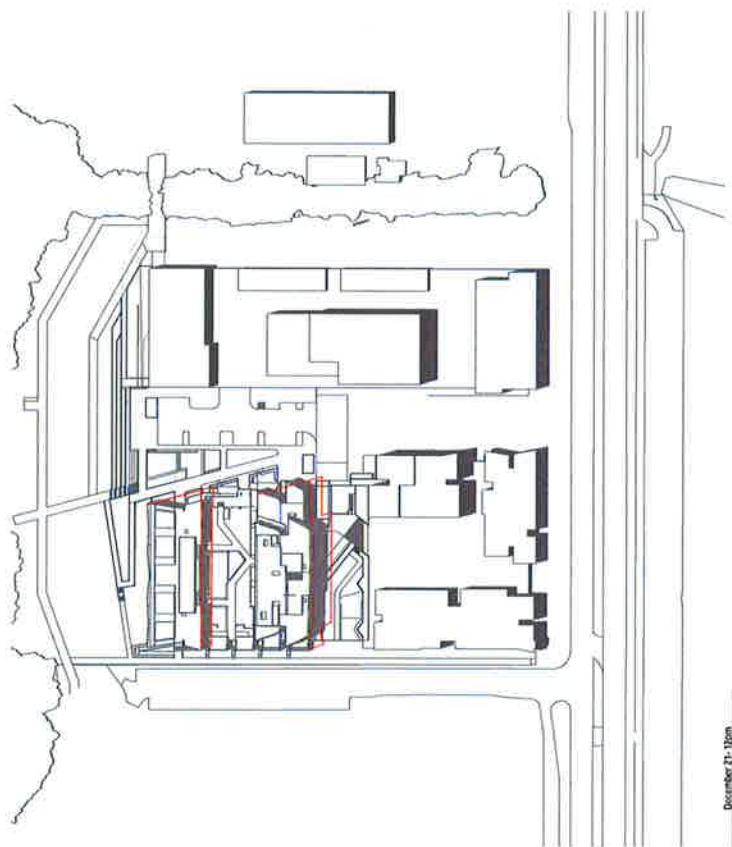




Case No.	Case Name	Case Description	Case Status
1	Case 1	Case 1 Description	Case 1 Status
2	Case 2	Case 2 Description	Case 2 Status
3	Case 3	Case 3 Description	Case 3 Status
4	Case 4	Case 4 Description	Case 4 Status
5	Case 5	Case 5 Description	Case 5 Status
6	Case 6	Case 6 Description	Case 6 Status
7	Case 7	Case 7 Description	Case 7 Status
8	Case 8	Case 8 Description	Case 8 Status
9	Case 9	Case 9 Description	Case 9 Status
10	Case 10	Case 10 Description	Case 10 Status
11	Case 11	Case 11 Description	Case 11 Status
12	Case 12	Case 12 Description	Case 12 Status
13	Case 13	Case 13 Description	Case 13 Status
14	Case 14	Case 14 Description	Case 14 Status
15	Case 15	Case 15 Description	Case 15 Status
16	Case 16	Case 16 Description	Case 16 Status
17	Case 17	Case 17 Description	Case 17 Status
18	Case 18	Case 18 Description	Case 18 Status
19	Case 19	Case 19 Description	Case 19 Status
20	Case 20	Case 20 Description	Case 20 Status
21	Case 21	Case 21 Description	Case 21 Status
22	Case 22	Case 22 Description	Case 22 Status
23	Case 23	Case 23 Description	Case 23 Status
24	Case 24	Case 24 Description	Case 24 Status
25	Case 25	Case 25 Description	Case 25 Status
26	Case 26	Case 26 Description	Case 26 Status
27	Case 27	Case 27 Description	Case 27 Status
28	Case 28	Case 28 Description	Case 28 Status
29	Case 29	Case 29 Description	Case 29 Status
30	Case 30	Case 30 Description	Case 30 Status
31	Case 31	Case 31 Description	Case 31 Status
32	Case 32	Case 32 Description	Case 32 Status
33	Case 33	Case 33 Description	Case 33 Status
34	Case 34	Case 34 Description	Case 34 Status
35	Case 35	Case 35 Description	Case 35 Status
36	Case 36	Case 36 Description	Case 36 Status
37	Case 37	Case 37 Description	Case 37 Status
38	Case 38	Case 38 Description	Case 38 Status
39	Case 39	Case 39 Description	Case 39 Status
40	Case 40	Case 40 Description	Case 40 Status
41	Case 41	Case 41 Description	Case 41 Status
42	Case 42	Case 42 Description	Case 42 Status
43	Case 43	Case 43 Description	Case 43 Status
44	Case 44	Case 44 Description	Case 44 Status
45	Case 45	Case 45 Description	Case 45 Status
46	Case 46	Case 46 Description	Case 46 Status
47	Case 47	Case 47 Description	Case 47 Status
48	Case 48	Case 48 Description	Case 48 Status
49	Case 49	Case 49 Description	Case 49 Status
50	Case 50	Case 50 Description	Case 50 Status
51	Case 51	Case 51 Description	Case 51 Status
52	Case 52	Case 52 Description	Case 52 Status
53	Case 53	Case 53 Description	Case 53 Status
54	Case 54	Case 54 Description	Case 54 Status
55	Case 55	Case 55 Description	Case 55 Status
56	Case 56	Case 56 Description	Case 56 Status
57	Case 57	Case 57 Description	Case 57 Status
58	Case 58	Case 58 Description	Case 58 Status
59	Case 59	Case 59 Description	Case 59 Status
60	Case 60	Case 60 Description	Case 60 Status
61	Case 61	Case 61 Description	Case 61 Status
62	Case 62	Case 62 Description	Case 62 Status
63	Case 63	Case 63 Description	Case 63 Status
64	Case 64	Case 64 Description	Case 64 Status
65	Case 65	Case 65 Description	Case 65 Status
66	Case 66	Case 66 Description	Case 66 Status
67	Case 67	Case 67 Description	Case 67 Status
68	Case 68	Case 68 Description	Case 68 Status
69	Case 69	Case 69 Description	Case 69 Status
70	Case 70	Case 70 Description	Case 70 Status
71	Case 71	Case 71 Description	Case 71 Status
72	Case 72	Case 72 Description	Case 72 Status
73	Case 73	Case 73 Description	Case 73 Status
74	Case 74	Case 74 Description	Case 74 Status
75	Case 75	Case 75 Description	Case 75 Status
76	Case 76	Case 76 Description	Case 76 Status
77	Case 77	Case 77 Description	Case 77 Status
78	Case 78	Case 78 Description	Case 78 Status
79	Case 79	Case 79 Description	Case 79 Status
80	Case 80	Case 80 Description	Case 80 Status
81	Case 81	Case 81 Description	Case 81 Status
82	Case 82	Case 82 Description	Case 82 Status
83	Case 83	Case 83 Description	Case 83 Status
84	Case 84	Case 84 Description	Case 84 Status
85	Case 85	Case 85 Description	Case 85 Status
86	Case 86	Case 86 Description	Case 86 Status
87	Case 87	Case 87 Description	Case

Year	Male	Female	Age-standardized
1990	13.7	10.7	12.2
2000	14.5	11.5	13.0
2005	15.2	12.2	13.7
2010	16.0	13.0	14.5

[illegible]

[illegible]

	Total	Spontaneous	Non-spontaneous
Protein	100.0	100.0	100.0
Water	40.0	40.0	40.0
Salts for buffer	10.0	10.0	10.0
Antibiotic	10.0	10.0	10.0

[illegible]





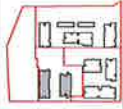
March 21 - 3am



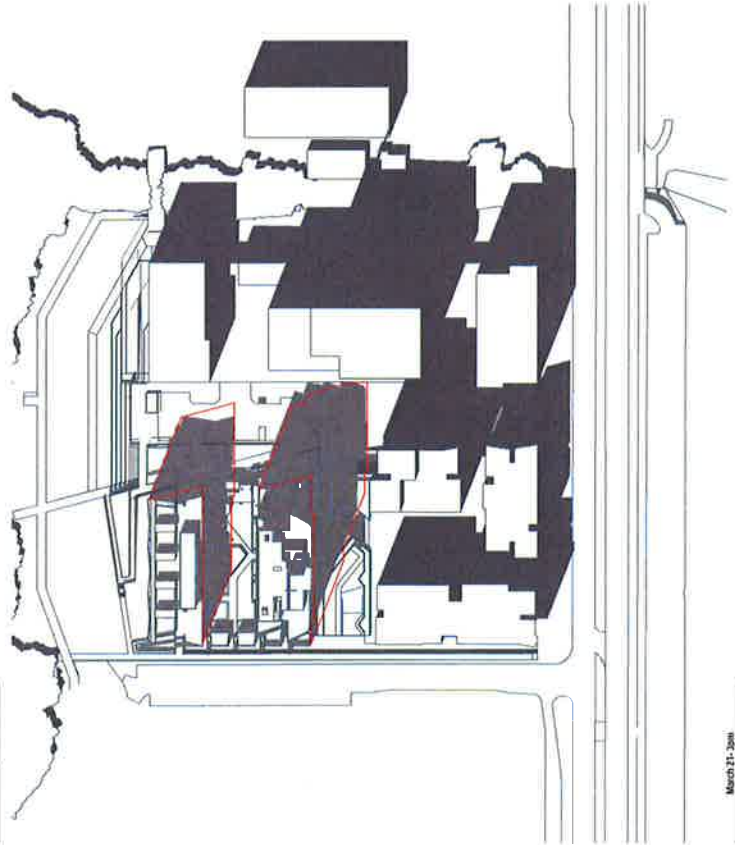
March 21 - 12pm

10

Section 10-10  
 Section 10-10 shows the building's internal structure and the location of the new addition. The new addition is shown in red. The existing building is shown in black. The section is oriented vertically on the page.



Legend: Section Regions  
 - Existing Building  
 - New Addition  
 - Core Addition  
 - Core Addition (New Addition)



March 21 - 2pm

Item	Description	Quantity	Unit	Price	Total
1	Core Addition	1	sqm	1000	1000
2	Core Addition (New Addition)	1	sqm	1000	1000
3	Core Addition (New Addition)	1	sqm	1000	1000
4	Core Addition (New Addition)	1	sqm	1000	1000
5	Core Addition (New Addition)	1	sqm	1000	1000
6	Core Addition (New Addition)	1	sqm	1000	1000
7	Core Addition (New Addition)	1	sqm	1000	1000
8	Core Addition (New Addition)	1	sqm	1000	1000
9	Core Addition (New Addition)	1	sqm	1000	1000
10	Core Addition (New Addition)	1	sqm	1000	1000

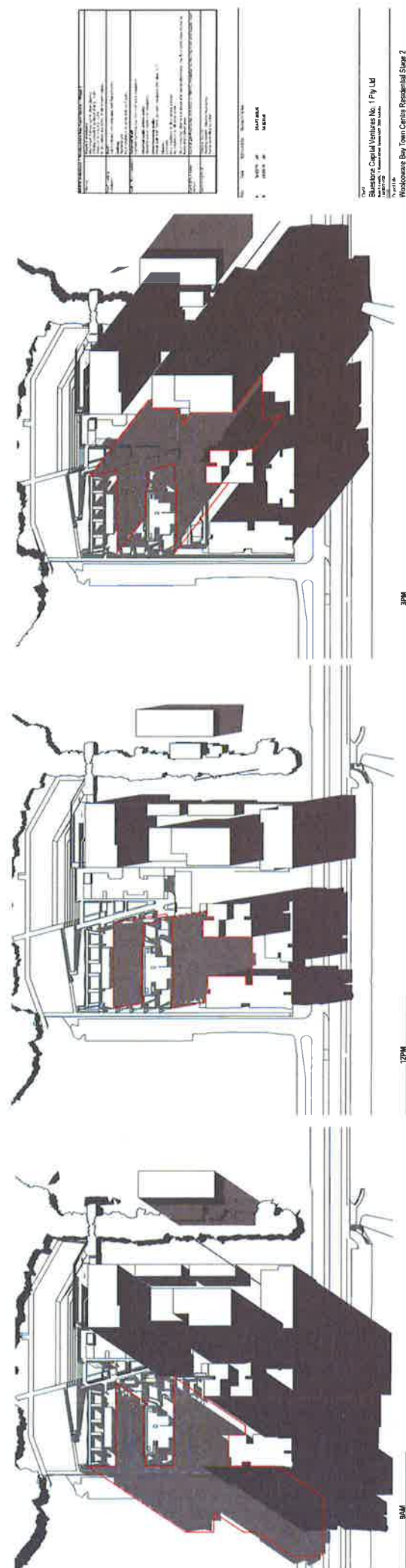
Legend: Section Regions  
 - Existing Building  
 - New Addition  
 - Core Addition  
 - Core Addition (New Addition)

Blairmont Capital Ventures No. 1 Pty Ltd  
 Project: Blairmont Capital Ventures No. 1 Pty Ltd  
 Location: Blairmont Capital Ventures No. 1 Pty Ltd  
 Date: 19/09/2019  
 Drawn: AUA-706-002  
 Checked: AUA-706-002  
 Approved: AUA-706-002  
 Project: Blairmont Capital Ventures No. 1 Pty Ltd  
 Location: Blairmont Capital Ventures No. 1 Pty Ltd  
 Date: 19/09/2019  
 Drawn: AUA-706-002  
 Checked: AUA-706-002  
 Approved: AUA-706-002





Illustrative Scheme Shadows on 21st June



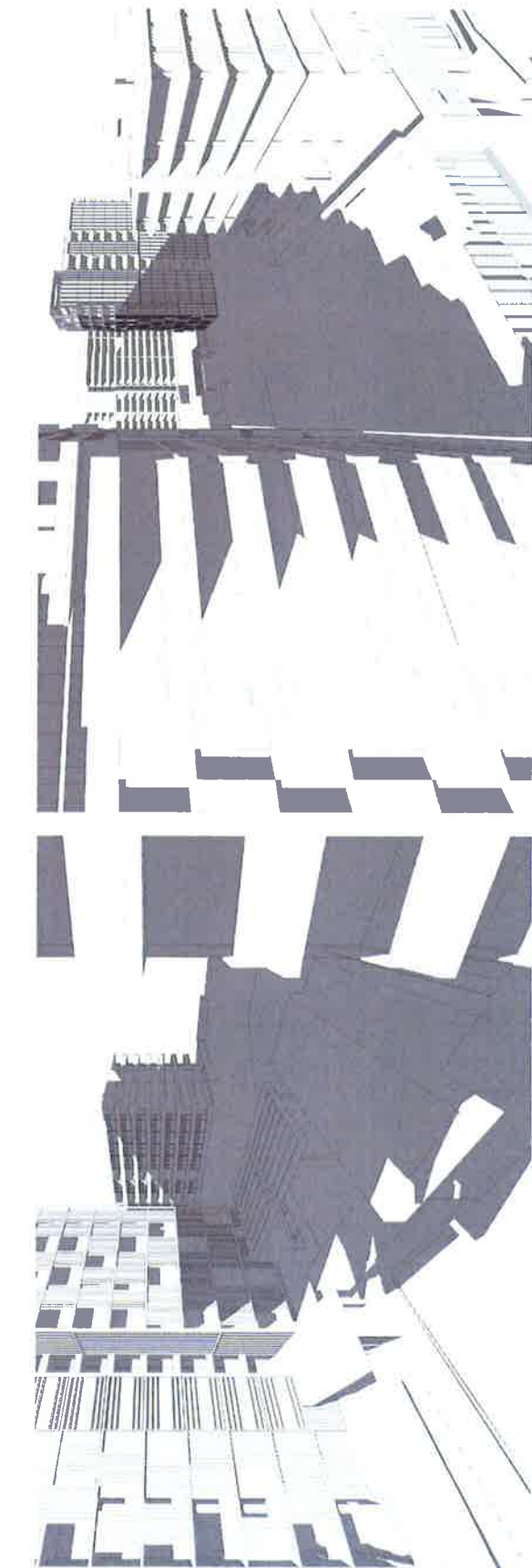
Current Scheme Shadows on 21st June

[illegible]

Year	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100
1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	

[illegible]





Illustrative Scheme Shadows on 21st June



Current Scheme Shadows on 21st June

Year	Country	Age-standardized rate	95% CI
2002	China	25.4	24.8-26.0
2002	USA	24.8	24.2-25.4
2002	Japan	24.8	24.2-25.4
2002	France	24.8	24.2-25.4
2002	Germany	24.8	24.2-25.4
2002	Italy	24.8	24.2-25.4
2002	Spain	24.8	24.2-25.4
2002	Sweden	24.8	24.2-25.4
2002	Switzerland	24.8	24.2-25.4
2002	Belgium	24.8	24.2-25.4
2002	Australia	24.8	24.2-25.4
2002	Canada	24.8	24.2-25.4
2002	South Korea	24.8	24.2-25.4
2002	South Africa	24.8	24.2-25.4
2002	India	24.8	24.2-25.4
2002	China	24.8	24.2-25.4
2002	USA	24.8	24.2-25.4
2002	Japan	24.8	24.2-25.4
2002	France	24.8	24.2-25.4
2002	Germany	24.8	24.2-25.4
2002	Italy	24.8	24.2-25.4
2002	Spain	24.8	24.2-25.4
2002	Sweden	24.8	24.2-25.4
2002	Switzerland	24.8	24.2-25.4
2002	Belgium	24.8	24.2-25.4
2002	Australia	24.8	24.2-25.4
2002	Canada	24.8	24.2-25.4
2002	South Korea	24.8	24.2-25.4
2002	South Africa	24.8	24.2-25.4
2002	India	24.8	24.2-25.4
2002	China	24.8	24.2-25.4
2002	USA	24.8	24.2-25.4
2002	Japan	24.8	24.2-25.4
2002	France	24.8	24.2-25.4
2002	Germany	24.8	24.2-25.4
2002	Italy	24.8	24.2-25.4
2002	Spain	24.8	24.2-25.4
2002	Sweden	24.8	24.2-25.4
2002	Switzerland	24.8	24.2-25.4
2002	Belgium	24.8	24.2-25.4
2002	Australia	24.8	24.2-25.4
2002	Canada	24.8	24.2-25.4
2002	South Korea	24.8	24.2-25.4
2002	South Africa	24.8	24.2-25.4
2002	India	24.8	24.2-25.4
2002	China	24.8	24.2-25.4
2002	USA	24.8	24.2-25.4
2002	Japan	24.8	24.2-25.4
2002	France	24.8	24.2-25.4
2002	Germany	24.8	24.2-25.4
2002	Italy	24.8	24.2-25.4
2002	Spain	24.8	24.2-25.4
2002	Sweden	24.8	24.2-25.4
2002	Switzerland	24.8	24.2-25.4
2002	Belgium	24.8	24.2-25.4
2002	Australia	24.8	24.2-25.4
2002	Canada	24.8	24.2-25.4
2002	South Korea	24.8	24.2-25.4
2002	South Africa	24.8	24.2-25.4
2002	India	24.8	24.2-25.4
2002	China	24.8	24.2-25.4
2002	USA	24.8	24.2-25.4
2002	Japan	24.8	24.2-25.4
2002	France	24.8	24.2-25.4
2002	Germany	24.8	24.2-25.4
2002	Italy	24.8	24.2-25.4
2002	Spain	24.8	24.2-25.4
2002	Sweden	24.8	24.2-25.4
2002	Switzerland	24.8	24.2-25.4
2002	Belgium	24.8	24.2-25.4
2002	Australia	24.8	24.2-25.4
2002	Canada	24.8	24.2-25.4
2002	South Korea	24.8	24.2-25.4
2002	South Africa	24.8	24.2-25.4
2002	India	24.8	24.2-25.4
2002	China	24.8	24.2-25.4
2002	USA	24.8	24.2-25.4
2002	Japan	24.8	24.2-25.4
2002	France	24.8	24.2-25.4
2002	Germany	24.8	24.2-25.4
2002	Italy	24.8	24.2-25.4
2002	Spain	24.8	24.2-25.4

**Questone Capital Ventures No. 1 Pty Ltd**  
 200 Pitt Street, 11th Floor, Sydney, NSW 2000  
 Tel: 02 9231 1234 Fax: 02 9231 1235  
 Email: [info@questone.com.au](mailto:info@questone.com.au)

**Analysis Diagrams**

**Shadow Diagrams Comparison**

Printed by \_\_\_\_\_ Date by **ACJ/FOT/EB**

Print file **13059** File # **B**

Date file **A-DA-700-026**

For Information

Building G North Facade - June 21 Morning



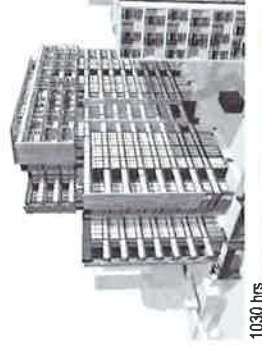
0900 hrs



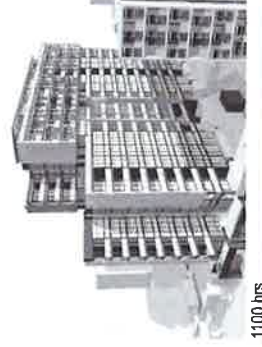
0930 hrs



1000 hrs



1030 hrs



1100 hrs

Building H North Facade - June 21 Morning



0900 hrs



0930 hrs



1000 hrs

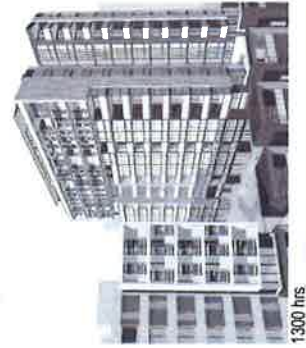


1030 hrs

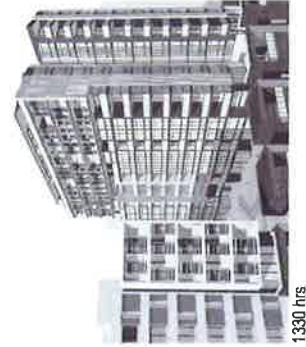


1100 hrs

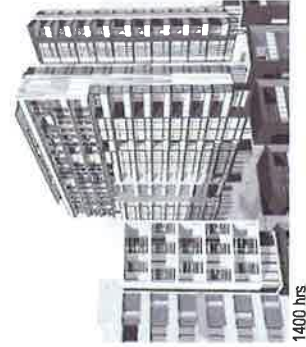
Building G North Facade - June 21 Afternoon



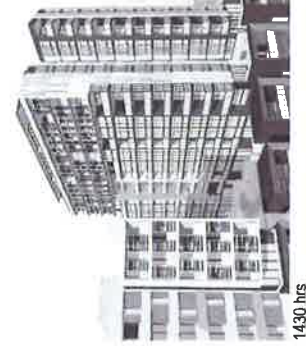
1300 hrs



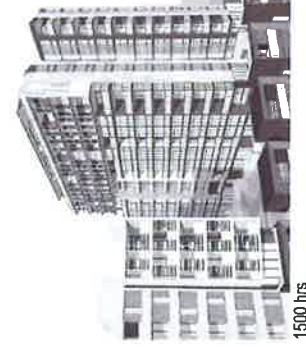
1330 hrs



1400 hrs

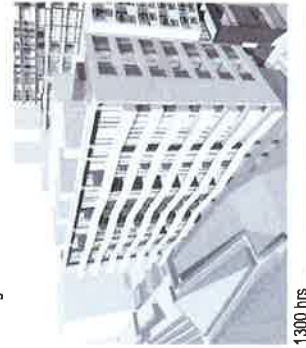


1430 hrs

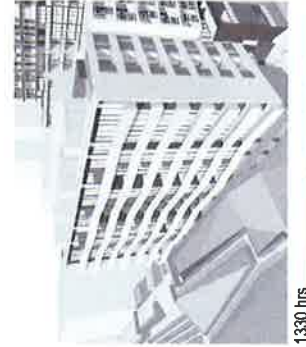


1500 hrs

Building H North Facade - June 21 Afternoon



1300 hrs



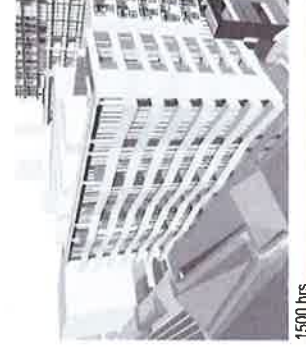
1330 hrs



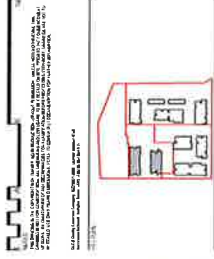
1400 hrs



1430 hrs



1500 hrs



Time	View	Orientation	Notes
0900	North	North	Building G North Facade
0930	North	North	Building G North Facade
1000	North	North	Building G North Facade
1030	North	North	Building G North Facade
1100	North	North	Building G North Facade
1300	North	North	Building G North Facade
1330	North	North	Building G North Facade
1400	North	North	Building G North Facade
1430	North	North	Building G North Facade
1500	North	North	Building G North Facade

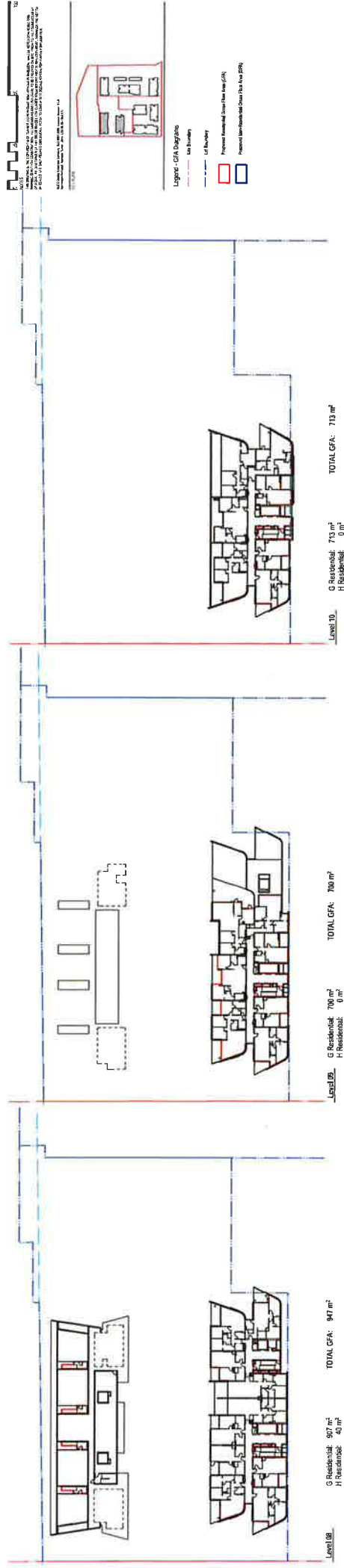
Time	View	Orientation	Notes
0900	North	North	Building H North Facade
0930	North	North	Building H North Facade
1000	North	North	Building H North Facade
1030	North	North	Building H North Facade
1100	North	North	Building H North Facade
1300	North	North	Building H North Facade
1330	North	North	Building H North Facade
1400	North	North	Building H North Facade
1430	North	North	Building H North Facade
1500	North	North	Building H North Facade

Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Name: Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Address: Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Location: Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Status: Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Date: Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Contact: Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Phone: Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Email: Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Website: Bluestone Capital Ventures No. 1 Pty Ltd  
 Project Logo: Bluestone Capital Ventures No. 1 Pty Ltd









<p>1. <u>What is a function?</u></p> <p>A function is a relation between a set of inputs and a set of possible outputs, where each input is related to exactly one output.</p>	<p>2. <u>What is the domain of a function?</u></p> <p>The domain of a function is the set of all possible input values (x-values) for which the function is defined.</p>	<p>3. <u>What is the range of a function?</u></p> <p>The range of a function is the set of all possible output values (y-values) that the function can produce.</p>
<p>4. <u>What is a linear function?</u></p> <p>A linear function is a function whose graph is a straight line. It can be represented by the equation <math>y = mx + b</math>, where <math>m</math> is the slope and <math>b</math> is the y-intercept.</p>	<p>5. <u>What is a quadratic function?</u></p> <p>A quadratic function is a function whose graph is a parabola. It can be represented by the equation <math>y = ax^2 + bx + c</math>, where <math>a</math>, <math>b</math>, and <math>c</math> are constants, and <math>a \neq 0</math>.</p>	<p>6. <u>What is a rational function?</u></p> <p>A rational function is a function that can be expressed as the ratio of two polynomials. It is written in the form <math>f(x) = \frac{p(x)}{q(x)}</math>, where <math>p(x)</math> and <math>q(x)</math> are polynomials and <math>q(x) \neq 0</math>.</p>

[illegible]

Share	Business Capital Ventures No. 1 Pty Ltd 100% owned and controlled by Mr. Lee
Share No. 1/16	Roundstone Bay Town Centre Residential Stage 2 Corner Cooks Lane Central NSW 2230 Australia
Company Name	Analysis Diagrams Analysis Diagrams 02
Share No. 1/16	130559
Share No. 1/16	130546 A1
Share No. 1/16	130546 A2
Share No. 1/16	130546 A3
Share No. 1/16	130546 A4
Share No. 1/16	130546 A5
Share No. 1/16	130546 A6
Share No. 1/16	130546 A7
Share No. 1/16	130546 A8
Share No. 1/16	130546 A9
Share No. 1/16	130546 A10
Share No. 1/16	130546 A11
Share No. 1/16	130546 A12
Share No. 1/16	130546 A13
Share No. 1/16	130546 A14
Share No. 1/16	130546 A15
Share No. 1/16	130546 A16
Share No. 1/16	130546 A17
Share No. 1/16	130546 A18
Share No. 1/16	130546 A19
Share No. 1/16	130546 A20
Share No. 1/16	130546 A21
Share No. 1/16	130546 A22
Share No. 1/16	130546 A23
Share No. 1/16	130546 A24
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Share No. 1/16	130546 A99
Share No. 1/16	130546 A100





Case	Date	Quantity	Remarks
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2	10/1/95	1000 g	Small for weight
3	20/2/95	1000 g	Small for weight

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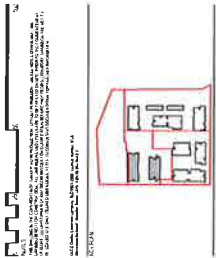
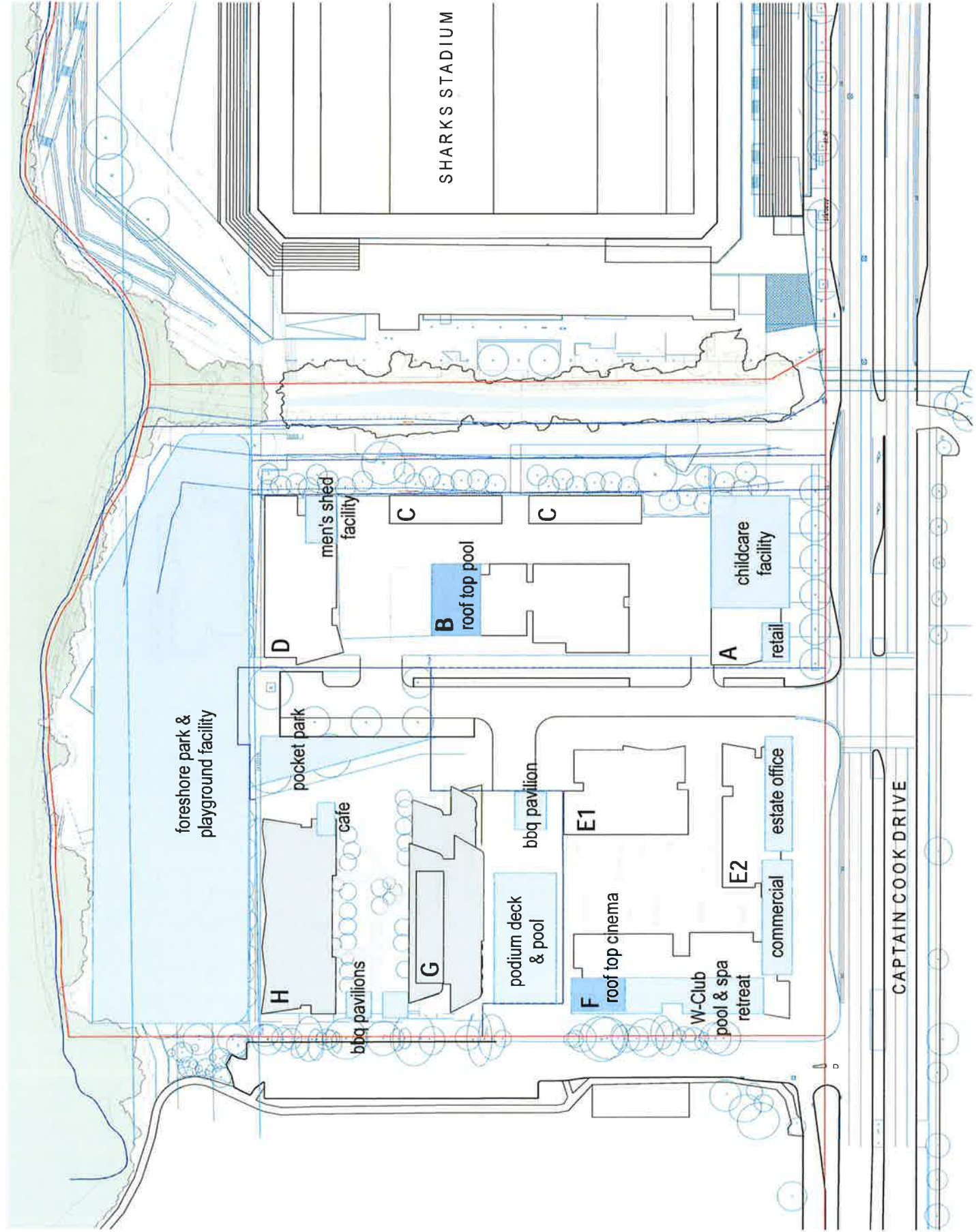
121 Macquarie Street  
Sydney NSW 2000  
Tel: 02 9250 9300  
Fax: 02 9250 9301  
Email: [info@turner.com.au](mailto:info@turner.com.au)

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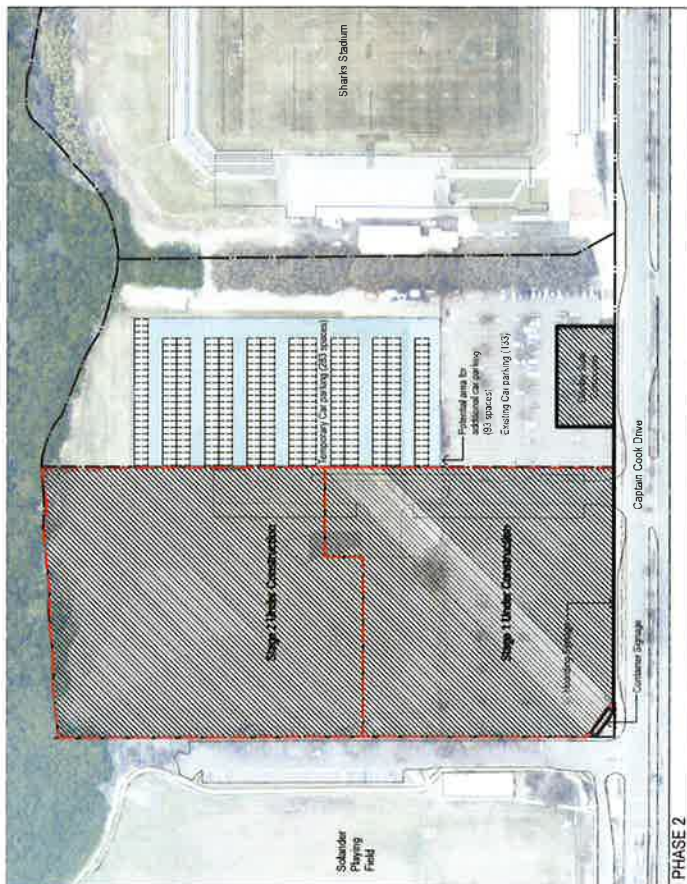
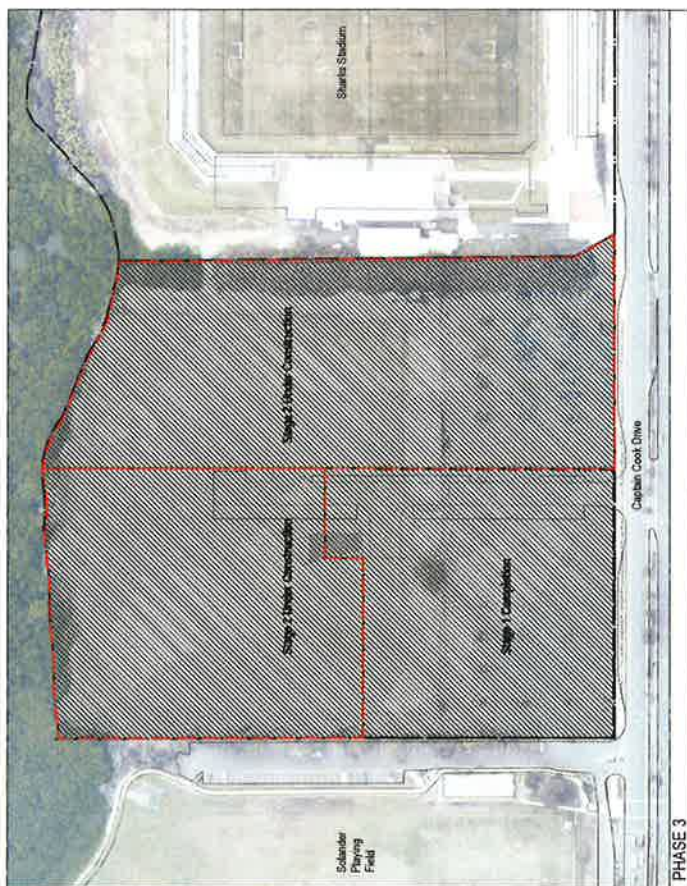
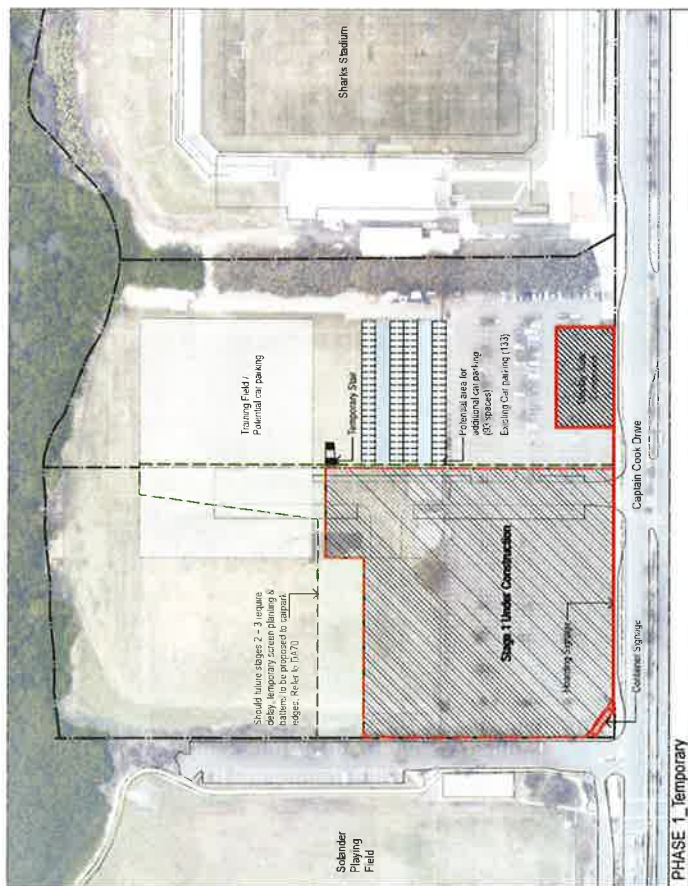


NO.	REVISION	DATE	BY	CHKD	APPD
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DATE	10/10/2018
BY	...
CHKD	...
APPD	...

Client: Bluescope Capital Ventures No 1 Pty Ltd  
Project: Bluescope Bay West Coastal Residential Stage 2  
Location: Captain Cook Drive, Cronulla NSW 2230 Australia  
Drawing No: A-01A-700-090  
Drawing Title: Site Amenities Diagram  
Scale: 1:1000  
Date: 10/10/2018  
Turner logo





<p>1. <b>NAME</b> _____</p> <p>2. <b>DATE</b> _____</p> <p>3. <b>TIME</b> _____</p> <p>4. <b>LOCATION</b> _____</p> <p>5. <b>WEATHER</b> _____</p> <p>6. <b>MOON</b> _____</p> <p>7. <b>STAR</b> _____</p> <p>8. <b>PLANET</b> _____</p> <p>9. <b>COMET</b> _____</p> <p>10. <b>NEBULA</b> _____</p> <p>11. <b>CLUSTER</b> _____</p> <p>12. <b>OTHER</b> _____</p>	<p>1. <b>NAME</b> _____</p> <p>2. <b>DATE</b> _____</p> <p>3. <b>TIME</b> _____</p> <p>4. <b>LOCATION</b> _____</p> <p>5. <b>WEATHER</b> _____</p> <p>6. <b>MOON</b> _____</p> <p>7. <b>STAR</b> _____</p> <p>8. <b>PLANET</b> _____</p> <p>9. <b>COMET</b> _____</p> <p>10. <b>NEBULA</b> _____</p> <p>11. <b>CLUSTER</b> _____</p> <p>12. <b>OTHER</b> _____</p>	<p>1. <b>NAME</b> _____</p> <p>2. <b>DATE</b> _____</p> <p>3. <b>TIME</b> _____</p> <p>4. <b>LOCATION</b> _____</p> <p>5. <b>WEATHER</b> _____</p> <p>6. <b>MOON</b> _____</p> <p>7. <b>STAR</b> _____</p> <p>8. <b>PLANET</b> _____</p> <p>9. <b>COMET</b> _____</p> <p>10. <b>NEBULA</b> _____</p> <p>11. <b>CLUSTER</b> _____</p> <p>12. <b>OTHER</b> _____</p>	<p>1. <b>NAME</b> _____</p> <p>2. <b>DATE</b> _____</p> <p>3. <b>TIME</b> _____</p> <p>4. <b>LOCATION</b> _____</p> <p>5. <b>WEATHER</b> _____</p> <p>6. <b>MOON</b> _____</p> <p>7. <b>STAR</b> _____</p> <p>8. <b>PLANET</b> _____</p> <p>9. <b>COMET</b> _____</p> <p>10. <b>NEBULA</b> _____</p> <p>11. <b>CLUSTER</b> _____</p> <p>12. <b>OTHER</b> _____</p>
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View 2\_Building H from Foreshore Park

1. The information provided in this document is for informational purposes only and does not constitute an offer or a solicitation of an offer. The information is not intended to be used for any purpose other than that for which it is provided. The information is not intended to be used for any purpose other than that for which it is provided.



Item	Description	Quantity	Unit	Price	Total
1	Concrete	100	m³	150	15000
2	Reinforcement	50	m³	200	10000
3	Formwork	200	m²	50	10000
4	Labour	100	hrs	100	10000
5	Transport	10	trucks	1000	10000
6	Insurance	1	policy	10000	10000
7	Permits	1	set	10000	10000
8	Design	1	set	10000	10000
9	Construction	1	set	10000	10000
10	Finishing	1	set	10000	10000
11	Landscaping	1	set	10000	10000
12	Utilities	1	set	10000	10000
13	Security	1	set	10000	10000
14	Other	1	set	10000	10000
15	Contingency	1	set	10000	10000
16	Profit	1	set	10000	10000
17	Subtotal				100000
18	Tax				10000
19	Grand Total				110000

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View 1\_ North West view of Building G & H from Solander Fields

10

Architectural rendering of a modern multi-story residential building with a wavy facade, set against a clear blue sky. The building features large glass windows and balconies. In the foreground, there is a landscaped area with greenery, a paved path, and a few people walking. A car is parked on the right side of the path.



Item	Code	Quantity	Unit	Description
1	100	1	m <sup>2</sup>	Concrete slab, 100mm thick
2	200	1	m <sup>2</sup>	Concrete slab, 200mm thick
3	300	1	m <sup>2</sup>	Concrete slab, 300mm thick
4	400	1	m <sup>2</sup>	Concrete slab, 400mm thick
5	500	1	m <sup>2</sup>	Concrete slab, 500mm thick
6	600	1	m <sup>2</sup>	Concrete slab, 600mm thick
7	700	1	m <sup>2</sup>	Concrete slab, 700mm thick
8	800	1	m <sup>2</sup>	Concrete slab, 800mm thick
9	900	1	m <sup>2</sup>	Concrete slab, 900mm thick
10	1000	1	m <sup>2</sup>	Concrete slab, 1000mm thick

Architectural rendering of a modern multi-story residential building with a wavy facade, set against a clear blue sky. The building features large glass windows and balconies. In the foreground, there is a landscaped area with greenery, a paved path, and a few people walking. A car is parked on the right side of the path.

Architectural rendering of a modern multi-story residential building with a wavy facade, set against a clear blue sky. The building features large glass windows and balconies. In the foreground, there is a landscaped area with greenery, a paved path, and a few people walking. A car is parked on the right side of the path.





View 3. Building H, Cafe and Pocket Park

1. The design of the building is based on the concept of a modern, multi-story building with a ground-floor cafe and an outdoor terrace. The building is designed to be a landmark building in the area, and to provide a high-quality environment for its occupants.



Item	Description	Quantity	Unit	Price	Total
1	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000
2	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000
3	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000
4	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000
5	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000
6	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000
7	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000
8	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000
9	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000
10	Building H, Cafe and Pocket Park	1	Unit	1,000,000	1,000,000

1. The design of the building is based on the concept of a modern, multi-story building with a ground-floor cafe and an outdoor terrace. The building is designed to be a landmark building in the area, and to provide a high-quality environment for its occupants.

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[illegible]

View 4 - Building B and Podium Landscape





An architectural rendering of a modern multi-story residential building. The central feature is a tall, slender tower with a light-colored facade and a dark, grid-like pattern of windows. To its left is a shorter, wider section with a dark, textured facade. To the right is another section with a light-colored facade and a grid-like window pattern. The building is surrounded by lush green landscaping, including trees and shrubs. A paved walkway runs along the base of the building. The sky is a clear, light blue.

View from the South East of Building G from Solander Fields



View from the North West looking at Building G & H



View from North East of Building G &amp; H

<p>NAME: _____</p> <p>DATE: _____</p> <p>Page No. _____</p>	<p>1. Write a short note on the following:</p> <p>(a) The importance of the study of the life cycle of a plant.</p> <p>(b) The importance of the study of the life cycle of an animal.</p>
<p>2. Write a short note on the following:</p> <p>(a) The importance of the study of the life cycle of a plant.</p> <p>(b) The importance of the study of the life cycle of an animal.</p>	<p>3. Write a short note on the following:</p> <p>(a) The importance of the study of the life cycle of a plant.</p> <p>(b) The importance of the study of the life cycle of an animal.</p>

Run	Date	Approximate Duration
1	23 May 1985	23 May 04:00-05:00

**PERSPECTIVES**

**Bluestone Capital Ventures No. 1 Pty Ltd**  
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89 Market Street  
Sydney NSW 2000 Australia Tel: +61-2-9739-4100 Fax: +61-2-9739-4101 Email: info@bluestonevc.com.au Website: www.bluestonevc.com.au

**Woodrose Bay Town Centre Residential Stage 2**  
**Captain Cook Drive Cronulla NSW 2230 Australia**

**Perspectives**  
**Perspectivas 06**

AUTUMN A1	Sale Price	Acquisition
NT\$8A.1	1395\$	R/A-A-800-RS0 R









Office of Environment and Heritage

# Code of Ethical Conduct

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Office of  
Environment  
& Heritage



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## Introduction

The ethics policies and framework of the Office of Environment and Heritage NSW (OEH) should be integrated into all aspects of our work. This commitment reflects the NSW Government's policy that:

*The people of New South Wales have a right to expect the business of the State to be conducted with efficiency, fairness, impartiality and integrity.*

*Public employment carries with it a particular obligation to the public interest. It requires standards of professional behaviour from staff that promote and maintain public confidence and trust in the work of government agencies.*

This Code of Ethical Conduct describes the ethical framework that should guide our actions, decisions and behaviour as OEH employees. It applies to everyone engaged by OEH, whether by permanent appointment, temporary appointment, on work experience, volunteer work or as contractors. OEH strongly supports this policy and is committed to maintaining a workforce that displays the highest standards of conduct and ethics through our diverse range of workplaces.

The Code of Ethical Conduct is not an absolute statement of what is right and wrong in all circumstances. No statement could adequately perform that function. Ethical dilemmas are often vague and correct courses of action are not always obvious. Seek guidance from the sources identified in this code when confronted with work-related ethical dilemmas.

## An ethical OEH

OEH strives to be an ethical organisation. This concept acknowledges that 'ethics' is not simply an individual responsibility – it is also a corporate responsibility. In practice, this means that OEH must have ethical policies, systems, procedures and practices for delivering its services and managing staff. There must also be appropriate management systems to assist in resolving ethical dilemmas as they arise and responding to unethical decisions and practices when they are identified.

Everyone in OEH has both an organisational and an individual responsibility to act ethically.

### Chief Executive and the Executive Team

The Chief Executive and the Executive Team are responsible for:

- establishing and maintaining ethical policies, systems and procedures for all aspects of OEH work
- ensuring that staffing policies and practices are fair and equitable
- ensuring that mechanisms for responding to potentially unethical circumstances are appropriate and effective (e.g. grievance and complaint handling systems)
- ensuring that areas of work that are of inherently higher risk in terms of ethics and corruption are identified and that preventive strategies are in place
- monitoring the ethical health and culture of OEH and responding to any problems identified.



## **Managers**

All OEH managers are responsible for:

- monitoring their workplaces to identify and address situations more likely to raise ethical
- dilemmas (e.g. by establishing good procedural guidance for decision-making, particularly the exercise of discretion)
- ensuring that staff are not placed in potentially difficult situations (e.g. by working alone in the field where they may face compromising situations)
- being available and supportive to staff who require guidance on ethical dilemmas
- fostering a work environment free of harassment, discrimination, victimisation, corruption, maladministration and waste
- ensuring that staff are aware of the principles contained in this Code of Ethical Conduct and the established systems and procedures for addressing ethical problems
- supporting and protecting staff who report, in good faith, instances of potentially unethical or corrupt practices
- ensuring that staff are treated fairly, equitably and in accordance with legislation and policy (e.g. access to training and other development possibilities).

## **All OEH staff**

All staff have a duty to:

- act ethically, lawfully and in accordance with the principles contained in this Code of Ethical Conduct
- report potentially unethical or corrupt practices via the established mechanisms.

## **Principles guiding personal and professional behaviour**

### **OEH's corporate values**

We have six corporate values which shape the way we work. Together these values guide our actions as an organisation and our internal and external relationships.

#### **1. Protect the environment**

We understand that the health of the environment underpins our social and economic prosperity as well as the health and wellbeing of the community.

#### **2. Recognise the rights and status of Aboriginal people**

We respect the unique rights and status of Aboriginal people based on their prior and continuing occupation of the land and waters of NSW, including the right to self-determination in economic, social and cultural development. We also acknowledge the importance of connection to Country for community wellbeing.

#### **3. Act with integrity**

We are ethical, impartial and honest. We are also open, accessible and accountable to the community and each other.

**4. Act professionally**

We treat everyone with respect. We need to be responsive and flexible and to get things done quickly and effectively. We base our decisions on facts, analysis and community values. We encourage debate, but we speak with one voice once a decision has been made.

**5. Work collaboratively**

We value the knowledge, skills and experience of the people we work with. We encourage teamwork and work collaboratively to achieve the best outcomes.

**6. Be innovative**

We bring energy and creativity to our work. We will learn and improve by questioning, challenging and thinking about the future.

## **Applying values to our work situations**

### **Protect the environment**

Protecting the environment is a fundamental value. We do this through a range of roles. We implement Government policy and influence behaviour throughout the community to improve environmental outcomes while building knowledge, tools and policy frameworks for informing and improving decision-making by government and others. We minimise our environmental impact at work by reducing our consumption of paper, energy and fuel and by reusing and recycling resources.

### **Recognise the rights and status of Aboriginal people**

Our approach will support reconciliation by acknowledging and recognising the rights and status of Aboriginal people based on their prior and continuing occupation of the land and waters of NSW.

We acknowledge that Aboriginal spiritual and cultural values exist in the land, waters and natural resources of NSW and we seek advice from Aboriginal people on how best they should be respected. We recognise that there will be times and places where Aboriginal spiritual values and beliefs will require a culturally sensitive approach to the management of other values.

We value the contributions of the Aboriginal people in the management of natural and cultural heritage. Our approach to engagement with Aboriginal communities will be early and ongoing to give them the best opportunities to be involved in environmental management and protection decisions that affect them, and to allow them to fully enact their custodial responsibilities to traditional lands and seas and their resources.

In our dealings with aboriginal people we adapt our business processes, communication strategies and practices so they are appropriate to the circumstances, needs and capacities of Aboriginal communities, and encourage the most effective way of doing business.

### **Act with integrity**

Community confidence in OEH depends on the responsiveness, correctness, impartiality and quality of our actions and decisions. As OEH employees, we must always act in OEH's interest and not in our own personal interest, performing our duties honestly and lawfully at all times. We must try to avoid situations where conflict in our work as OEH officers and in our private lives might throw into question the integrity of OEH's decision making. Where there is a potential conflict of interest, we must disclose this.



OEH's processes, policies and decision-making are intended and designed to be as clear and transparent as possible (subject to statutory and other legal confidentiality requirements). This principle applies internally for the benefit of staff as well as externally for the benefit of our stakeholders and clients. In both cases, people should be able to understand the steps that have been followed and the reasons for arriving at a particular conclusion or outcome. Our decisions must be fair, reasonable and appropriate, given the facts of the situation. Our decision-making should consider only relevant facts and must be supported by adequate documentation, data and information.

## Act professionally

Acting professionally involves delivering high-quality decisions and service to stakeholders and clients. This should be achieved as effectively and efficiently as possible.

We should seek to understand and respect the expectations of the people we deal with and, where possible, to meet those expectations. If client expectations are unrealistic, we should explain why this is so and what is reasonable and deliverable. We should explain the decision-making steps and processes and provide an approximate time frame for completion.

It is important that we provide clear, accurate, current and complete information in a format that is easy for clients to understand. There could be significant legal consequences for OEH if we provide incorrect information in circumstances where clients could be expected to rely upon it. If you are unsure about the correct response to an information request, tell the client that you will make inquiries and inform them later.

It is our responsibility to make the best use of our time and the resources made available to assist us with our work. To assist OEH in its ongoing aim to achieve both individual and team-based improvements in performance, there is a responsibility to ensure that we keep up to date with changes and developments in our areas of expertise. We should also advise our supervisors of any areas or ways in which we believe improvements to efficiency or effectiveness could be made.

We should approach our work impartially, implementing the policies and decisions of the government of the day in a politically neutral manner regardless of our personal beliefs and opinions. Actions and decisions we take need to be in line with relevant legislative, industrial and administrative requirements.

We should only access OEH information for authorised work-related purposes. If our work involves access to confidential, sensitive, personal, commercial or political information, we need to guard against disclosing the information without clear authority.

Acting professionally also means that, although internally we have diverse views and robust debate about the best way to deal with an issue, we respect and act consistently with the final decision once it is made.

## Work collaboratively

By working together within OEH and with our many external partners, we can often deliver better environmental, social and economic outcomes for the people of NSW. Our external partners include other NSW agencies, local councils and Commonwealth agencies, as well as a range of organisations within industry, environment groups, local communities and the scientific community. We work with these partners to deliver joint programs, help us achieve our goals or help them achieve their goals.

From an ethical perspective, we should be aware that working collaboratively is often essential for producing optimal outcomes. However, when considering whether and how to collaborate, we need to assess the benefits and costs involved. We must ensure that OEH resources are used efficiently and that our decisions are informed and focused on delivering desired results.

## **Be innovative**

We should constantly be seeking new methods and means of improving the quality of our decision-making and service delivery. From an ethical perspective, this involves seeking new systems and procedures to ensure and enhance the integrity, transparency, professionalism, effectiveness and efficiency of our work.

## **Guide to ethical decision-making**

There is no simple blueprint for identifying and dealing with ethical dilemmas. However, the following questions can help to determine whether difficult decisions or actions are proper and ethical. We should consider the following questions:

- Is the decision or conduct lawful?
- Is the decision or conduct consistent with government policy and in line with OEH's corporate values, goals and Code of Ethical Conduct?
- What will be the outcome of the decision for us, our work colleagues, OEH and other parties?
- Do these outcomes raise a conflict of interest or lead to private gain at public expense (actual or perceived)?
- Can the decision or conduct be justified in terms of the public interest and would it withstand public scrutiny?
- Is the making of the decision or the undertaking of the action within the delegated authority for the position?

If there is still any concern as to whether the proposed action or decision is contrary to the Code of Ethical Conduct, we may need to consider the following options:

- Clarify matters with supervisors or other senior management. It may help to put the issues on paper.
- Give supervisors verbal and written advice of any concerns and implications of the decision or action to be taken.
- Document your actions on the issue.
- Seek advice from other officers not directly involved, such as other trusted senior officers.
- Governance Branch staff can also provide advice.
- Seek advice from appropriate external government agencies such as the Independent Commission Against Corruption (ICAC), the NSW Ombudsman, the Auditor-General NSW, and/or the NSW Public Service Commission's "Behaving Ethically" document for NSW Government Sector employees. The ICAC has an advice line with a duty officer who is able to assist to work through ethical issues.



## Significant ethical issues

This section provides guidance about how to deal with more commonly encountered ethical issues. This is not an exhaustive list and many other ethical situations are likely to be encountered at work. In all circumstances, if we are unsure how to respond to a situation, we should seek guidance.

### Conflicts and disclosures of interest

The community, our clients, stakeholders and colleagues expect all OEH decisions to be impartial and not influenced by inappropriate considerations. It is corrupt behaviour to knowingly make a decision influenced by a conflict of interest.

A conflict of interest exists when it is possible that we can be influenced, or perceived to be influenced, by a personal interest when carrying out our duties.

If a conflict of interest exists, could arise or could be perceived by third parties to exist, the issue should be raised in writing with the relevant manager, who must then inform the Group's or Division's Executive member. Employees and their managers have a joint responsibility to avoid or resolve conflicts of interest.

Some examples of situations that may give rise to a conflict of interest and some of the options for dealing with them are detailed below:

- having a significant financial interest in a matter in which OEH is involved (e.g. holding shares in a company you are inspecting or which is the subject of a prosecution brief you are writing)
- having friends or relatives with a significant financial interest in a matter OEH deals with (e.g. if a friend or relative has tendered for a OEH contract, especially when you could potentially influence the outcome or use commercial-in-confidence information for insider trading)
- participating in a selection panel where a relative or friend has applied for the position
- employing friends or relatives on short-term contracts without undertaking proper selection processes
- allowing personal beliefs or attitudes, not related to your work, to influence the impartiality of any advice given
- having or developing personal relationships that go beyond the professional working level
- with OEH clients or stakeholders that we have dealings with, or people we are investigating or prosecuting on behalf of OEH
- having another job or other employment that may, or may appear to, compromise OEH's integrity or our integrity as OEH officers
- participating in political activities to do with, or making political comments about, OEH's work.

To resolve conflicts that arise, or could arise, staff, their managers and Executive members should consider the significance of the conflict and apply one of the following options:

- Where the potential for conflict is minimal or can be eliminated by disclosure or effective supervision, record the details of the situation and take no further action.
- Dispose of the conflicting personal interest (e.g. sell the shares; give up the second job).
- Do not participate in the particular task which may, or may appear to, raise a conflict

of interest (e.g. we should declare our interest and not participate in any way in the selection process for a position or a tender which has attracted an application from a friend or relative). In the case of a selection process for a position, a panel member should make the convenor aware and the convenor can then determine, consulting with more senior staff, if necessary, whether it is appropriate for the person to remain on the panel.

- Consider whether the conflict is significant enough to require transfer, either on a permanent or temporary basis, from the area of work where the conflict exists.

There will be circumstances where interests and potential conflicts are more likely to arise. For example, staff in remote areas may not be able to avoid sitting on a selection committee for a position that a friend or relative has applied for if no other suitably qualified committee member is available. In these circumstances, you should discuss the matter with your Executive Director or Director.

In the case of meetings of boards or committees, general practice would be for:

- the meeting Chair to call for any potential or actual conflicts of interest at the commencement of the meeting
- member/s discloses any potential conflict and the impact
- members discuss the conflict and make a decision on whether, for example, the member/s participates or is excluded on the particular matter
- meeting minutes reflect the declaration, discussion, decision and action.

Particular OEH boards and committees will have specific codes of conduct and may have specific declaration forms and hold a register of interests.

Aboriginal staff may face unique challenges as representatives and advocates for the Aboriginal community, while at the same time implementing government policy. Seek advice from senior managers if potential interests or conflicts arise.

## **Acceptance of gifts, benefits or hospitality**

Offers of gifts, benefits or hospitality by any party that we have business dealings with create particularly delicate ethical dilemmas. The problem with such offers is that they may create a sense of obligation and even an expectation that something will be given in return. Feelings of obligation can undermine the impartiality of our decision-making. Even when there is no sense of obligation, the acceptance of gifts can create a perception that your impartiality is compromised.

Generally, we should not accept any gifts, benefits or hospitality offered in the course of our work.

An exception to the above rule is gifts or benefits that are essentially token. Gifts of nominal value such as inexpensive pens, notepaper, key rings or modest diaries that are promotional material broadly distributed by the provider may be accepted by staff. Gifts of promotional clothing such as caps or t-shirts which display stakeholder logos should not be worn in the working environment. Displaying this material could be perceived as stakeholder promotion.

Meals should only be accepted by OEH staff if they are clearly part of a working session and the cost is minimal. Modest and genuine working lunches, offered to a working group, are usually acceptable.

Decline any offer that is individually targeted and not generally available to public employees or stakeholder participants. Invitations to social activities such as harbour cruises and restaurants should be declined.



We should respond to offers in the following manner:

- If we are offered significant items or benefits (including cash), after refusing them, take notes of the incident and refer the matter to our supervisors.
- If we consider that the offer was a bribe, or could have been a bribe, we should immediately refer the incident to supervisors who will then notify the Division's Executive member. Senior management will then determine how to conduct future relationships with the party offering the benefit. In significant cases, the police and ICAC may be informed.
- If a gift cannot be refused, and it is of more than nominal value, then the receiver should note details of the gift on one of OEH's gift registers. Depending on the nature of the gift, it will then become the corporate property of OEH and be displayed, be donated to charity or otherwise disposed of, or be destroyed.

For more information, see the *Policy and Guidelines for the Acceptance of Gifts and Benefits by OEH Staff* (OEH staff access only).

When lodging an expenses claim which is ancillary to accepting hospitality, staff should adopt the policy set out

at: <http://OEHnet.npws.nsw.gov.au/intranet/publish2.nfs/> Content/Travel Claim (OEH staff access only).

It is prohibited to expend State funds on any event (e.g. farewell or other social functions) that will provide predominately personal benefit to NSW public sector employees.

For more information see Ministerial Memorandum M2008-24 Out of Pocket Expenses and Christmas Season Parties [www.dpc.nsw.gov.au/publications/memos\\_and\\_circulars](http://www.dpc.nsw.gov.au/publications/memos_and_circulars)

## Public comment on OEH's work

Public comment includes public speaking engagements, comments on radio, the internet, email and television, and expressing views in letters to newspapers or in books, journals or notices or where it might be expected that publication or circulation of the comment would spread to the wider community.

There needs to be a clear distinction between any public comments made as a private citizen and that which is made as a government or OEH official (see Political and Community Participation below).

As private citizens, we have the right to make public comment and to enter into public debate on political and social issues. However, there are some circumstances when such public comment is inappropriate, such as where:

- we may be seen as being associated with OEH
- comment may be seen or interpreted as the official position of OEH
- comment may be seen or interpreted as an OEH officer criticising the policies and practices of the government of the day, the Minister for Environment and Heritage or OEH
- making a public comment would compromise our ability to carry out our duties in a competent and efficient manner
- comment would create the public perception that we are not prepared to implement or administer the policies and practices of the government of the day
- making a public comment would involve releasing confidential information, or any other information not publicly available, that is held by OEH.

To avoid any confusion, private citizen comments must not be made using any OEH resources (e.g. letterhead or email systems).

If the media contacts staff, they should not provide any comment on the issues raised unless specially authorised by OEH's media policy. Contact OEH Public Affairs for advice.

## **Private submissions to proposals or inquiries**

In general, OEH staff can exercise the right of all citizens to provide submissions to public inquiries or proposals, except those initiated by OEH. Input to OEH inquiries and submissions should be made via internal channels. However, there are some significant restrictions placed upon this right to avoid the possibility of compromising OEH:

- We should not present our views as being the views of OEH.
- We should not use our positions with OEH to give greater status to our personal submissions.
- We should not release, paraphrase or otherwise use any confidential information or any other information not publicly available, acquired in the course of our employment or otherwise held by OEH. This could jeopardise the future supply of information to OEH and may have detrimental legal consequences.
- We should not use any OEH resources when producing our private submissions.

## **Political and community participation**

As private citizens, staff have the right to be members of political parties and other political, special interest or community groups. However, it is necessary to consider whether involvement as members of such groups could lead to an actual or perceived conflict of interest and have an impact on OEH's reputation. As public employees, our primary duty is to serve the government of the day in a politically neutral manner.

We need to maintain Ministerial and public confidence in the impartiality of the actions and advice of public employees.

Staff must inform the Deputy Chief Executive or Executive Director, through their manager, as soon as they become aware that a potential conflict has occurred or might occur.

Depending on the circumstances, affected staff may choose to stop a particular political or community activity or, if possible, withdraw from the area of work where the conflict is occurring. If a manager becomes aware of a conflict of interest they have a responsibility to advise the staff member accordingly.

Special arrangements apply to public employees who are contesting State or Federal elections. Details of these arrangements are given in Part 5 sections 71 and 72 of the Government Sector Employment Act 2013 (GSE Act) refer to the [Public Service Commission website](#).

## **Public release of information**

OEH supports public participation and transparency of decision-making. We assume the information upon which we base our decisions will be publicly available. However, if our work involves access to confidential, sensitive, personal, commercial or political information, we need to guard against disclosing this information without clear authority. Unauthorised disclosures may harm individuals or organisations or provide an improper advantage to other parties. In this regard, staff should be careful not to release private information relating to fellow staff and clients, such as home addresses and private phone numbers.



The integrity and credibility of OEH may be damaged if the agency appears unable to keep its information secure. It is our responsibility to make sure that unauthorised people cannot access confidential information in any form, including computer files and emails. We should discuss sensitive information only with people inside or outside OEH who are authorised to have access to the information.

OEH releases information in various formats, including reports, brochures, booklets, and advice in print and on the internet. We can provide official information, when requested, that is already available to members of the public. However, other official information or documents should only be provided when:

- it is a normal part of the job and proper authority exists to provide the information
- it is a requirement to do so by law, e.g. subpoenas or requests under the Government Information (Public Access) Act 2009 (refer requests to OEH's Governance Branch - Privacy and Information Access unit staff).
- the Legislative Council requests documents under the Standing Orders 52 provision.
- staff are called to give evidence in court.

In these cases, comments should be restricted to the facts and should not, as far as possible, express an opinion on official policy or practice unless required to do so (e.g. when being examined in court).

If it is not clear whether information is in the public domain, seek advice from team leaders / managers or an appropriate senior officer in the Governance Branch - Privacy and Information Access unit.

When information sought is not in the public domain, seek advice from the Privacy and Information Access Team in the Governance Branch about Privacy and Information Access procedures.

## **Use of public resources**

Public resources include finances, equipment, people and information. As they are all publicly funded, it is important to ensure that OEH resources are directed toward the performance of OEH's public duties. In particular:

- ensure that OEH's plant and equipment are not used or borrowed for private purposes, other than in the limited circumstances discussed below
- ensure that OEH's facilities and equipment are used appropriately and efficiently
- ensure others do not use facilities and equipment inappropriately or inefficiently
- be effective and economical in the management of our own work time and others' time
- have proper authorisation when incurring expenditure on behalf of OEH
- do not use OEH's information for personal or other improper purposes.

Using OEH facilities and equipment for private purposes is not permitted, apart from a few limited circumstances. It may be acceptable to make minor use of some work facilities or equipment for private purposes. This could involve limited use of computers and printers for private assignments outside work hours. It may also include use of e-mails and phone calls during work hours to deal with family or business matters. The use should involve minimal cost and time for OEH.

OEH managers, or higher staff positions, may authorise the use of OEH office facilities, such as meeting rooms and equipment, for activities and meetings involving community or other voluntary organisations, where appropriate.

OEH vehicles should only be used for official purposes. For more information see OEH FBT Pool Car Policy (OEH staff access only).

For further information see chapter 8.8 of the NSW Government Personnel Handbook: Use of facilities and equipment. [www.dpc.nsw.gov.au/publications/personnel\\_handbook](http://www.dpc.nsw.gov.au/publications/personnel_handbook)

## **Sustainability issues at work**

OEH is committed to being a model organisation in adopting sustainability principles. 'Sustainability' in this context refers to the environmental, social and economic aspects of how we do our work. It incorporates our current environmental strategies on waste and energy reduction as well as our social programs.

Our commitment to sustainability benefits staff and the community. It also reflects a number of government policies and directions that promote various elements of sustainability. These policies include the Government's Waste Reduction and Purchasing Policy, the Sustainability Policy and the Procurement Policy.

We are encouraged to be actively involved in our sustainability program and to apply the principles and recommended actions contained within our sustainability agenda. These principles and actions are reflected in existing OEH plans and programs. They will be progressively updated and integrated to reflect our greater commitment to a more holistic sustainability approach.

## **Ethics of professions**

Some staff are members of a profession, e.g. lawyers, engineers, accountants and chemists. They may be required, or choose, to be a member of a relevant professional organisation. Those organisations may have a professional code of ethics or code of conduct that members are expected to uphold. In some cases, failing to uphold the code may mean that members are unable to practise their profession.

We need to be aware of the existence and impact of professional codes of ethics as they relate to OEH corporate values. OEH's Code of Ethical Conduct should not be in conflict with those professional codes. However, if conflicts do arise, they should be brought to the attention of supervisors. Managers will respect the professional ethics staff may have to comply with and will not expect them to act in a contrary manner.

## **Other employment or business interests**

When considering new employment or business interests outside OEH, or if you have just joined OEH and already have a second job, it is necessary to consider whether work performance for OEH could be adversely affected and whether there is any potential for a conflict of interest.

Employees covered by the Government Sector Employment Act 2013 (GSE Act) must obtain written approval from management prior to accepting a second job, or if they already have a second job, continuing with it. The relevant delegated officer can approve outside employment or business interests that do not involve an apparent conflict of interest. The People and Culture Division can provide information on who holds the appropriate delegation in your circumstances. Requests will be assessed on the basis of whether or not the second job could have an adverse impact on an employee's work for OEH.



Any employment situations that involve, or have the potential to involve, a conflict of interest must always be referred to the Chief Executive. Approvals given for outside employment should be reviewed each year. All areas should establish and maintain a register to record secondary employment declarations and approval details. Those details must be forwarded to the People and Culture Division where a central register is maintained.

Even though some employees, such as contractors and agency temporary staff, are not covered by the GSE Act the same principles apply: we need to consider whether outside employment or business could have an adverse impact on work for OEH. In these cases where there is a potential or perceived conflict of interest staff should discuss the issue with their manager.

## **Employment after leaving OEH and dealing with former employees**

Particular care should be taken to avoid allowing decisions and actions to be influenced by plans for, or offers of, employment outside OEH. If we allow ourselves to be influenced in this way, we will be creating a conflict of interest and risking our own and OEH's integrity.

Obtaining employment with an organisation that has a business relationship with OEH, or is regulated by OEH, creates a difficult ethical situation. In this circumstance, it would be unethical to release, use or otherwise take advantage of confidential or sensitive information we had access to while an OEH employee. We must also respect OEH's intellectual property rights over material it has produced. This means not using or profiting from such information unless it becomes publicly available.

On leaving OEH, we must return all equipment and resources issued including access cards, any OEH records or other information, and library books that may have been taken away from work.

When dealing with former OEH employees, we must make sure that we do not give them, or appear to give them, favourable treatment or access to information that is not publicly available.

## **Lobbying**

All persons employed, contracted or engaged by OEH must comply with the NSW Government Lobbyist Code of Conduct ([http://www.dpc.nsw.gov.au/data/assets/pdf\\_file/0017/32066/Lobbyist-Code-amendments-2013-strict.pdf](http://www.dpc.nsw.gov.au/data/assets/pdf_file/0017/32066/Lobbyist-Code-amendments-2013-strict.pdf)) published on the Department of Premier and Cabinet's website.

Lobbying is a very broad term and includes any attempt to influence a Government representative in the exercise of their official functions on behalf of a third party.

Lobbying does not necessarily need to involve a formal meeting. Lobbying activities can be conducted over the phone, in writing (including by email), or in an informal setting in or outside of the work environment. Lobbyists need to be registered before they can lobby NSW Government representatives or Government Members of Parliament.

The Lobbyist Code of Conduct defines a "lobbyist" and sets out the key responsibilities of lobbyists and Government officials, including not permitting lobbying by unregistered lobbyists; informing lobbyists of their obligations to be registered and, when necessary, declining further contact; and reporting breaches of the Code.

The NSW Government Lobbyist Code of Conduct and the Lobbyist Register are together intended to ensure that contact between lobbyists and Government representatives is conducted in accordance with public expectations of transparency, integrity and honesty.

In any interactions between lobbyists and Government, we must be mindful of their broader legal and ethical obligations. These include the obligation to act with integrity and honesty, and to avoid conflicts of interest. A Lobbyist Query Flowchart ([http://www.dpc.nsw.gov.au/prem/lobbyist\\_register/questions\\_and\\_answers](http://www.dpc.nsw.gov.au/prem/lobbyist_register/questions_and_answers)) is available to assist in cases where you are contacted by a person who requests a meeting in order to make representations to you or other Government officials. If you need further assistance, seek advice from the Probity Team, Governance Branch.

## **OEH employees charged with criminal offences**

Staff who may have been charged with a criminal offence punishable by imprisonment for 12 months or more must immediately advise their Executive member, through their reporting officer. The People and Culture Division will be consulted for advice as to what actions may have to occur.

Staff may be facing minor charges. In these cases, if the offence is not punishable by 12 months or more imprisonment, it should only be reported if it is possibly connected to, or has a bearing on, employment with OEH.

For example, in most circumstances a traffic infringement normally would not need to be reported, even if work involves driving on a regular basis. However, if the infringement results in a driving licence suspension and work involves driving, then the offence will have a bearing on our employment with OEH. We would need to inform our reporting officer.

As another example, if the offence involved misappropriation of funds and the work to be performed with OEH involves authorising expenditure, then the offence could have a bearing on work and must be reported.

Action taken by OEH will depend on:

- the nature and circumstances of the alleged crime
- its relevance to the work to be performed
- any mitigating factors.

These factors will determine not only what action, if any, is taken by OEH in the event of a conviction, but also whether any action should be taken pending the outcome of the legal proceedings. If there are any doubts or concerns about whether to report an offence, we should contact the People and Culture Division to discuss the matter in confidence.

## **Working with children**

Some work in OEH falls within the requirements of child protection legislation because it involves unsupervised contact with children. The Commission for Children and Young People Act 1998 and the Child Protection (Prohibited Employment) Act 1998 are designed to ensure that people who may pose a risk to children do not work with them. The legislation means that for some positions, OEH staff and volunteers, such as Discovery rangers and community programs staff, will be required to undergo a 'working with children' check.

Staff in certain positions may be asked to provide a declaration about whether they have any convictions for child-related offences, or have faced disciplinary proceedings that involve children. When a declaration is made, OEH will contact other departments

to confirm the advice. It is important to notify your reporting officer if your work involves unsupervised access to children and you face proceedings that might fall within the child protection legislation. For information about the working with children check, see <http://www.kidsguardian.nsw.gov.au/working-with-children>

## **Dress and uniform**

Staff's appearance when representing OEH can reflect on the agency. Where uniforms are provided, it is important to bear in mind that they associate us with OEH even when we are not at work. In some circumstances, it may not be appropriate or advisable to wear uniforms outside work hours. For example, it would not be appropriate to wear the uniform to a political protest because it may lead to our personal views being taken as those of OEH.

Uniform and non-uniform dress in all workplaces, especially where we can be viewed by members of the public, should meet the community's expectations for professional service delivery. The full uniform must always be worn in a clean and neat manner and not combined with other clothing.

For additional information see Appropriate Use of Uniforms guidelines (OEH staff access only).

## **Drug, alcohol and other personal problems**

It is our responsibility to make sure that alcohol and drugs do not impair work performance or the safety or performance of others. OEH staff must ensure that they do not drive vehicles or operate plant / machinery while impaired by drugs or alcohol, including prescribed medicines.

The consumption of alcohol or other drugs can also adversely affect OEH's image in dealing with others. We must be responsible at all times and be aware of the impact our actions may have. Similarly, we must inform supervisors if we are taking medication that may affect work.

If we experience problems affecting work or home life, we have access to the Employee Assistance Program to provide free professional, confidential counselling services to OEH staff and members of our immediate family. We can be assured of complete confidentiality as OEH is not told about whom uses the service or the individual matters discussed. For an appointment, phone toll free 1300 360 364.

See also the Safety and Alcohol While Fire Fighting document (OEH staff access only).

## **Information technology use**

Premier's Circular 99-9 requires all NSW public sector agencies to ensure that IT resources are used appropriately. We need to ensure that:

- computer resources are used for OEH business purposes
- pornographic, sexually explicit and other offensive or defamatory material is not accessed or sent
- the security of our IT systems is maintained to prevent access to confidential information by unauthorised people
- the integrity of OEH data and IT systems is maintained.
- We must understand and comply with the following protection requirements:
- Access to the internet, e-mail services and mobile phones is provided for OEH business use.
- Using OEH's computer resources to seek out access or send any material of an



offensive, obscene, pornographic, threatening, abusive or defamatory nature is prohibited.

- Unauthorised or unacceptable use of OEH's computer resources may result in disciplinary action.
- Passwords must be memorised and kept secret. They are not to be written down or disclosed to any other person, including a supervisor or fellow worker.
- Unauthorised computer software is not to be downloaded to OEH computer equipment.
- Access to the internet should be via officially approved mechanisms only.
- OEH may monitor computer systems.
- Only limited personal use is permitted. For more information, see OEH's:

*Network Acceptable Use Policy (includes email/ internet usage) (OEH staff access only)*

*Password Policy (OEH staff access only)*

*Mobile Telephone and SMS Usage Policy (OEH staff access only)*

## **Discrimination and harassment**

Harassment of, or unfair discrimination against, staff or members of the public is not acceptable in any circumstances or for any reason including:

- gender
- physical appearance
- marital status
- pregnancy
- age
- race
- ethnic or national origin
- physical or intellectual impairment
- sexual preference
- religious or political conviction
- carers' responsibilities.

Examples of harassment include:

- verbal abuse or threats
- unwelcome remarks, jokes, innuendoes or taunting about a person's body, attire, marital status, sex, pregnancy, ethnic or national origin, sexual lifestyle or disability
- displaying or electronically transmitting sexually suggestive, racist or other offensive or derogatory material
- physical intimidation
- practical jokes which may cause awkwardness or embarrassment
- persistent and unwelcome invitations, requests or intimidation
- leering and/or other offensive gestures

- persistent and unwelcome physical contact such as patting, pinching, punching or touching.

Instances of harassment or unfair discrimination should be reported to your manager or other senior officer (OEH Respectful Workplace Policy and Procedures) and the NSW Government Personnel Handbook for further guidance).

## **Reporting and assessing unethical and corrupt conduct**

### **Protected disclosures**

We have a responsibility to report any instances of corruption, maladministration and waste by public officials or other public employees. We are protected when we make such reports by the terms of the Protected Disclosures Act 1994.

The Act provides certain protection against reprisals for employees who voluntarily report such matters either to nominated Protected Interest Disclosure (PID) Officers, the Chief Executive, the Director Governance (who is the OEH PID Coordinator) or to one of three investigative bodies (ICAC, the NSW Ombudsman or the NSW Auditor-General). Such protection does not apply to vexatious or malicious allegations.

OEH is strongly committed to the aims and objectives of the PID Act and has established a protected disclosure reporting system that is designed to encourage and protect such disclosures. If staff provide information about possible corruption, maladministration or waste, but for whatever reason elect not to make a formal protected disclosure, OEH will still provide similar protections to those provided by the Protected Disclosure Act (except where the allegations are vexatious or malicious).

### **Grievance procedures**

We all have the right to complain about and seek resolution of our concerns about OEH decisions or actions that affect us, interpersonal conflicts with other staff, or issues such as harassment and bullying. There are established procedures to deal with such grievances while protecting the interests of all parties involved. For more information, see the OEH Respectful Workplace Policy and Procedures available on OEH Intranet. You can also contact Employee Relations.

### **Complaints**

Complaints usually arise because of client dissatisfaction with the quality of our service or where they do not agree with our actions or decisions. Generally, if the complaint is routine it may be resolved locally. However, if the complainant alleges potential corruption or other significant issues (e.g. service delivery system problems) they will be investigated more formally. In these circumstances, or for general information, contact the Governance Branch. Also see the OEH Policy and approach for managing external complaints and allegations on the OEH website.

## **Compliance with this code**

We are all expected to foster an ethical and equitable work environment, free of harassment, discrimination, victimisation, corruption, maladministration and waste. As individuals, we are ultimately responsible for our own acts, omissions and behaviour.

As managers, we should be role models for staff and our behaviour must be beyond reproach. It is our responsibility to ensure that staff under our supervision understands

their duties, performance expectations and the ethical principles contained in this Code. We are accountable for identifying and correcting any behaviour that occurs in our workplaces contrary to the Code of Ethical Conduct. Supervisors are expected to take immediate and appropriate steps to address any apparent problems, as well as to implement preventive and awareness measures, such as training, to deal with harassment and discrimination.

Managers should seek guidance, if necessary, from their own managers or senior People and Culture staff.

Acting contrary to the principles contained in this Code may lead to disciplinary action by OEH. Disciplinary action may include counselling, official notice of unsatisfactory performance, dismissal or prosecution.

## **Legislation, awards and policies applying to staff**

As OEH employees, our rights are set out under the relevant employment laws as well as under the Government Sector Employment Act 2013 (GSE Act) and local award arrangements, and associated NSW public service and OEH policies and procedures.

The main legislation, industrial instruments, policies and directions relevant to us as OEH employees include:

- Staff and administrative notices
- OEH procedure guides
- Responsibilities included in the legislation administered by OEH
- NSW Public Service Commission – “Behaving Ethically” a guide for Public Sector Government Employees.
- *NSW Government Personnel Handbook*
- *Anti-Discrimination Act 1977*
- *Commission for Children and Young People Amendment Act 2005 No 108 (formerly the Commission for Children and Young People Act 1998 and Child Protection (Prohibited Employment) Act 1998).*
- *Crimes Act 1900*
- *Government Information and Public Access Act 2009*
- *Independent Commission Against Corruption Act 1988*
- *Industrial Relations Act 1996, No. 17*
- *Work Health and Safety Act 2011* and relevant OEH policies.
- *NSW Ombudsman Act 1994*
- *Privacy and Personal Information Protection Act 1998*
- *Protected Disclosures Act 1994 (PID Act)*
- *Public Finance and Audit Act 1983, No. 152*
- *NSW Government Sector Employment Act 2013 (GSE Act)*



## **Conclusion**

OEH is committed to maintaining a workforce characterised by the highest standards of conduct and ethics. Ultimately, we are all responsible for maintaining standards that inspire public confidence and trust in the work of OEH.

This OEH Code of Ethical Conduct is intended to assist us in undertaking our duties in an ethical, professional manner. However, if you are unsure of the appropriate course of action in a particular circumstance, you should discuss the matter with your reporting officer in the first instance. If this is not practical, you can contact your manager or director. Staff in the Governance Branch will also provide general advice about ethical issues and procedures.



Office of Environment and Heritage

# Code of Ethical Conduct



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## Introduction

The ethics policies and framework of the Office of Environment and Heritage NSW (OEH) should be integrated into all aspects of our work. This commitment reflects the NSW Government's policy that:

*The people of New South Wales have a right to expect the business of the State to be conducted with efficiency, fairness, impartiality and integrity.*

*Public employment carries with it a particular obligation to the public interest. It requires standards of professional behaviour from staff that promote and maintain public confidence and trust in the work of government agencies.*

This Code of Ethical Conduct describes the ethical framework that should guide our actions, decisions and behaviour as OEH employees. It applies to everyone engaged by OEH, whether by permanent appointment, temporary appointment, on work experience, volunteer work or as contractors. OEH strongly supports this policy and is committed to maintaining a workforce that displays the highest standards of conduct and ethics through our diverse range of workplaces.

The Code of Ethical Conduct is not an absolute statement of what is right and wrong in all circumstances. No statement could adequately perform that function. Ethical dilemmas are often vague and correct courses of action are not always obvious. Seek guidance from the sources identified in this code when confronted with work-related ethical dilemmas.

## An ethical OEH

OEH strives to be an ethical organisation. This concept acknowledges that 'ethics' is not simply an individual responsibility – it is also a corporate responsibility. In practice, this means that OEH must have ethical policies, systems, procedures and practices for delivering its services and managing staff. There must also be appropriate management systems to assist in resolving ethical dilemmas as they arise and responding to unethical decisions and practices when they are identified.

Everyone in OEH has both an organisational and an individual responsibility to act ethically.

### Chief Executive and the Executive Team

The Chief Executive and the Executive Team are responsible for:

- establishing and maintaining ethical policies, systems and procedures for all aspects of OEH work
- ensuring that staffing policies and practices are fair and equitable
- ensuring that mechanisms for responding to potentially unethical circumstances are appropriate and effective (e.g. grievance and complaint handling systems)
- ensuring that areas of work that are of inherently higher risk in terms of ethics and corruption are identified and that preventive strategies are in place
- monitoring the ethical health and culture of OEH and responding to any problems identified.



## **Managers**

All OEH managers are responsible for:

- monitoring their workplaces to identify and address situations more likely to raise ethical
- dilemmas (e.g. by establishing good procedural guidance for decision-making, particularly the exercise of discretion)
- ensuring that staff are not placed in potentially difficult situations (e.g. by working alone in the field where they may face compromising situations)
- being available and supportive to staff who require guidance on ethical dilemmas
- fostering a work environment free of harassment, discrimination, victimisation, corruption, maladministration and waste
- ensuring that staff are aware of the principles contained in this Code of Ethical Conduct and the established systems and procedures for addressing ethical problems
- supporting and protecting staff who report, in good faith, instances of potentially unethical or corrupt practices
- ensuring that staff are treated fairly, equitably and in accordance with legislation and policy (e.g. access to training and other development possibilities).

## **All OEH staff**

All staff have a duty to:

- act ethically, lawfully and in accordance with the principles contained in this Code of Ethical Conduct
- report potentially unethical or corrupt practices via the established mechanisms.

## **Principles guiding personal and professional behaviour**

### **OEH's corporate values**

We have six corporate values which shape the way we work. Together these values guide our actions as an organisation and our internal and external relationships.

#### **1. Protect the environment**

We understand that the health of the environment underpins our social and economic prosperity as well as the health and wellbeing of the community.

#### **2. Recognise the rights and status of Aboriginal people**

We respect the unique rights and status of Aboriginal people based on their prior and continuing occupation of the land and waters of NSW, including the right to self-determination in economic, social and cultural development. We also acknowledge the importance of connection to Country for community wellbeing.

#### **3. Act with integrity**

We are ethical, impartial and honest. We are also open, accessible and accountable to the community and each other.

**4. Act professionally**

We treat everyone with respect. We need to be responsive and flexible and to get things done quickly and effectively. We base our decisions on facts, analysis and community values. We encourage debate, but we speak with one voice once a decision has been made.

**5. Work collaboratively**

We value the knowledge, skills and experience of the people we work with. We encourage teamwork and work collaboratively to achieve the best outcomes.

**6. Be innovative**

We bring energy and creativity to our work. We will learn and improve by questioning, challenging and thinking about the future.

## **Applying values to our work situations**

### **Protect the environment**

Protecting the environment is a fundamental value. We do this through a range of roles. We implement Government policy and influence behaviour throughout the community to improve environmental outcomes while building knowledge, tools and policy frameworks for informing and improving decision-making by government and others. We minimise our environmental impact at work by reducing our consumption of paper, energy and fuel and by reusing and recycling resources.

### **Recognise the rights and status of Aboriginal people**

Our approach will support reconciliation by acknowledging and recognising the rights and status of Aboriginal people based on their prior and continuing occupation of the land and waters of NSW.

We acknowledge that Aboriginal spiritual and cultural values exist in the land, waters and natural resources of NSW and we seek advice from Aboriginal people on how best they should be respected. We recognise that there will be times and places where Aboriginal spiritual values and beliefs will require a culturally sensitive approach to the management of other values.

We value the contributions of the Aboriginal people in the management of natural and cultural heritage. Our approach to engagement with Aboriginal communities will be early and ongoing to give them the best opportunities to be involved in environmental management and protection decisions that affect them, and to allow them to fully enact their custodial responsibilities to traditional lands and seas and their resources.

In our dealings with aboriginal people we adapt our business processes, communication strategies and practices so they are appropriate to the circumstances, needs and capacities of Aboriginal communities, and encourage the most effective way of doing business.

### **Act with integrity**

Community confidence in OEH depends on the responsiveness, correctness, impartiality and quality of our actions and decisions. As OEH employees, we must always act in OEH's interest and not in our own personal interest, performing our duties honestly and lawfully at all times. We must try to avoid situations where conflict in our work as OEH officers and in our private lives might throw into question the integrity of OEH's decision making. Where there is a potential conflict of interest, we must disclose this.

OEH's processes, policies and decision-making are intended and designed to be as clear and transparent as possible (subject to statutory and other legal confidentiality requirements). This principle applies internally for the benefit of staff as well as externally for the benefit of our stakeholders and clients. In both cases, people should be able to understand the steps that have been followed and the reasons for arriving at a particular conclusion or outcome. Our decisions must be fair, reasonable and appropriate, given the facts of the situation. Our decision-making should consider only relevant facts and must be supported by adequate documentation, data and information.

## Act professionally

Acting professionally involves delivering high-quality decisions and service to stakeholders and clients. This should be achieved as effectively and efficiently as possible.

We should seek to understand and respect the expectations of the people we deal with and, where possible, to meet those expectations. If client expectations are unrealistic, we should explain why this is so and what is reasonable and deliverable. We should explain the decision-making steps and processes and provide an approximate time frame for completion.

It is important that we provide clear, accurate, current and complete information in a format that is easy for clients to understand. There could be significant legal consequences for OEH if we provide incorrect information in circumstances where clients could be expected to rely upon it. If you are unsure about the correct response to an information request, tell the client that you will make inquiries and inform them later.

It is our responsibility to make the best use of our time and the resources made available to assist us with our work. To assist OEH in its ongoing aim to achieve both individual and team-based improvements in performance, there is a responsibility to ensure that we keep up to date with changes and developments in our areas of expertise. We should also advise our supervisors of any areas or ways in which we believe improvements to efficiency or effectiveness could be made.

We should approach our work impartially, implementing the policies and decisions of the government of the day in a politically neutral manner regardless of our personal beliefs and opinions. Actions and decisions we take need to be in line with relevant legislative, industrial and administrative requirements.

We should only access OEH information for authorised work-related purposes. If our work involves access to confidential, sensitive, personal, commercial or political information, we need to guard against disclosing the information without clear authority.

Acting professionally also means that, although internally we have diverse views and robust debate about the best way to deal with an issue, we respect and act consistently with the final decision once it is made.

## Work collaboratively

By working together within OEH and with our many external partners, we can often deliver better environmental, social and economic outcomes for the people of NSW. Our external partners include other NSW agencies, local councils and Commonwealth agencies, as well as a range of organisations within industry, environment groups, local communities and the scientific community. We work with these partners to deliver joint programs, help us achieve our goals or help them achieve their goals.



From an ethical perspective, we should be aware that working collaboratively is often essential for producing optimal outcomes. However, when considering whether and how to collaborate, we need to assess the benefits and costs involved. We must ensure that OEH resources are used efficiently and that our decisions are informed and focused on delivering desired results.

## **Be innovative**

We should constantly be seeking new methods and means of improving the quality of our decision-making and service delivery. From an ethical perspective, this involves seeking new systems and procedures to ensure and enhance the integrity, transparency, professionalism, effectiveness and efficiency of our work.

## **Guide to ethical decision-making**

There is no simple blueprint for identifying and dealing with ethical dilemmas. However, the following questions can help to determine whether difficult decisions or actions are proper and ethical. We should consider the following questions:

- Is the decision or conduct lawful?
- Is the decision or conduct consistent with government policy and in line with OEH's corporate values, goals and Code of Ethical Conduct?
- What will be the outcome of the decision for us, our work colleagues, OEH and other parties?
- Do these outcomes raise a conflict of interest or lead to private gain at public expense (actual or perceived)?
- Can the decision or conduct be justified in terms of the public interest and would it withstand public scrutiny?
- Is the making of the decision or the undertaking of the action within the delegated authority for the position?

If there is still any concern as to whether the proposed action or decision is contrary to the Code of Ethical Conduct, we may need to consider the following options:

- Clarify matters with supervisors or other senior management. It may help to put the issues on paper.
- Give supervisors verbal and written advice of any concerns and implications of the decision or action to be taken.
- Document your actions on the issue.
- Seek advice from other officers not directly involved, such as other trusted senior officers.
- Governance Branch staff can also provide advice.
- Seek advice from appropriate external government agencies such as the Independent Commission Against Corruption (ICAC), the NSW Ombudsman, the Auditor-General NSW, and/or the NSW Public Service Commission's "Behaving Ethically" document for NSW Government Sector employees. The ICAC has an advice line with a duty officer who is able to assist to work through ethical issues.

## Significant ethical issues

This section provides guidance about how to deal with more commonly encountered ethical issues. This is not an exhaustive list and many other ethical situations are likely to be encountered at work. In all circumstances, if we are unsure how to respond to a situation, we should seek guidance.

### Conflicts and disclosures of interest

The community, our clients, stakeholders and colleagues expect all OEH decisions to be impartial and not influenced by inappropriate considerations. It is corrupt behaviour to knowingly make a decision influenced by a conflict of interest.

A conflict of interest exists when it is possible that we can be influenced, or perceived to be influenced, by a personal interest when carrying out our duties.

If a conflict of interest exists, could arise or could be perceived by third parties to exist, the issue should be raised in writing with the relevant manager, who must then inform the Group's or Division's Executive member. Employees and their managers have a joint responsibility to avoid or resolve conflicts of interest.

Some examples of situations that may give rise to a conflict of interest and some of the options for dealing with them are detailed below:

- having a significant financial interest in a matter in which OEH is involved (e.g. holding shares in a company you are inspecting or which is the subject of a prosecution brief you are writing)
- having friends or relatives with a significant financial interest in a matter OEH deals with (e.g. if a friend or relative has tendered for a OEH contract, especially when you could potentially influence the outcome or use commercial-in-confidence information for insider trading)
- participating in a selection panel where a relative or friend has applied for the position
- employing friends or relatives on short-term contracts without undertaking proper selection processes
- allowing personal beliefs or attitudes, not related to your work, to influence the impartiality of any advice given
- having or developing personal relationships that go beyond the professional working level
- with OEH clients or stakeholders that we have dealings with, or people we are investigating or prosecuting on behalf of OEH
- having another job or other employment that may, or may appear to, compromise OEH's integrity or our integrity as OEH officers
- participating in political activities to do with, or making political comments about, OEH's work.

To resolve conflicts that arise, or could arise, staff, their managers and Executive members should consider the significance of the conflict and apply one of the following options:

- Where the potential for conflict is minimal or can be eliminated by disclosure or effective supervision, record the details of the situation and take no further action.
- Dispose of the conflicting personal interest (e.g. sell the shares; give up the second job).
- Do not participate in the particular task which may, or may appear to, raise a conflict

of interest (e.g. we should declare our interest and not participate in any way in the selection process for a position or a tender which has attracted an application from a friend or relative). In the case of a selection process for a position, a panel member should make the convenor aware and the convenor can then determine, consulting with more senior staff, if necessary, whether it is appropriate for the person to remain on the panel.

- Consider whether the conflict is significant enough to require transfer, either on a permanent or temporary basis, from the area of work where the conflict exists.

There will be circumstances where interests and potential conflicts are more likely to arise. For example, staff in remote areas may not be able to avoid sitting on a selection committee for a position that a friend or relative has applied for if no other suitably qualified committee member is available. In these circumstances, you should discuss the matter with your Executive Director or Director.

In the case of meetings of boards or committees, general practice would be for:

- the meeting Chair to call for any potential or actual conflicts of interest at the commencement of the meeting
- member/s discloses any potential conflict and the impact
- members discuss the conflict and make a decision on whether, for example, the member/s participates or is excluded on the particular matter
- meeting minutes reflect the declaration, discussion, decision and action.

Particular OEH boards and committees will have specific codes of conduct and may have specific declaration forms and hold a register of interests.

Aboriginal staff may face unique challenges as representatives and advocates for the Aboriginal community, while at the same time implementing government policy. Seek advice from senior managers if potential interests or conflicts arise.

## **Acceptance of gifts, benefits or hospitality**

Offers of gifts, benefits or hospitality by any party that we have business dealings with create particularly delicate ethical dilemmas. The problem with such offers is that they may create a sense of obligation and even an expectation that something will be given in return. Feelings of obligation can undermine the impartiality of our decision-making. Even when there is no sense of obligation, the acceptance of gifts can create a perception that your impartiality is compromised.

Generally, we should not accept any gifts, benefits or hospitality offered in the course of our work.

An exception to the above rule is gifts or benefits that are essentially token. Gifts of nominal value such as inexpensive pens, notepaper, key rings or modest diaries that are promotional material broadly distributed by the provider may be accepted by staff. Gifts of promotional clothing such as caps or t-shirts which display stakeholder logos should not be worn in the working environment. Displaying this material could be perceived as stakeholder promotion.

Meals should only be accepted by OEH staff if they are clearly part of a working session and the cost is minimal. Modest and genuine working lunches, offered to a working group, are usually acceptable.

Decline any offer that is individually targeted and not generally available to public employees or stakeholder participants. Invitations to social activities such as harbour cruises and restaurants should be declined.



We should respond to offers in the following manner:

- If we are offered significant items or benefits (including cash), after refusing them, take notes of the incident and refer the matter to our supervisors.
- If we consider that the offer was a bribe, or could have been a bribe, we should immediately refer the incident to supervisors who will then notify the Division's Executive member. Senior management will then determine how to conduct future relationships with the party offering the benefit. In significant cases, the police and ICAC may be informed.
- If a gift cannot be refused, and it is of more than nominal value, then the receiver should note details of the gift on one of OEH's gift registers. Depending on the nature of the gift, it will then become the corporate property of OEH and be displayed, be donated to charity or otherwise disposed of, or be destroyed.

For more information, see the *Policy and Guidelines for the Acceptance of Gifts and Benefits by OEH Staff* (OEH staff access only).

When lodging an expenses claim which is ancillary to accepting hospitality, staff should adopt the policy set out

at: <http://OEHnet.npws.nsw.gov.au/intranet/publish2.nfs/> Content/Travel Claim (OEH staff access only).

It is prohibited to expend State funds on any event (e.g. farewell or other social functions) that will provide predominately personal benefit to NSW public sector employees.

For more information see Ministerial Memorandum M2008-24 Out of Pocket Expenses and Christmas Season Parties [www.dpc.nsw.gov.au/publications/memos\\_and\\_circulars](http://www.dpc.nsw.gov.au/publications/memos_and_circulars)

## Public comment on OEH's work

Public comment includes public speaking engagements, comments on radio, the internet, email and television, and expressing views in letters to newspapers or in books, journals or notices or where it might be expected that publication or circulation of the comment would spread to the wider community.

There needs to be a clear distinction between any public comments made as a private citizen and that which is made as a government or OEH official (see Political and Community Participation below).

As private citizens, we have the right to make public comment and to enter into public debate on political and social issues. However, there are some circumstances when such public comment is inappropriate, such as where:

- we may be seen as being associated with OEH
- comment may be seen or interpreted as the official position of OEH
- comment may be seen or interpreted as an OEH officer criticising the policies and practices of the government of the day, the Minister for Environment and Heritage or OEH
- making a public comment would compromise our ability to carry out our duties in a competent and efficient manner
- comment would create the public perception that we are not prepared to implement or administer the policies and practices of the government of the day
- making a public comment would involve releasing confidential information, or any other information not publicly available, that is held by OEH.

To avoid any confusion, private citizen comments must not be made using any OEH resources (e.g. letterhead or email systems).

If the media contacts staff, they should not provide any comment on the issues raised unless specially authorised by OEH's media policy. Contact OEH Public Affairs for advice.

## **Private submissions to proposals or inquiries**

In general, OEH staff can exercise the right of all citizens to provide submissions to public inquiries or proposals, except those initiated by OEH. Input to OEH inquiries and submissions should be made via internal channels. However, there are some significant restrictions placed upon this right to avoid the possibility of compromising OEH:

- We should not present our views as being the views of OEH.
- We should not use our positions with OEH to give greater status to our personal submissions.
- We should not release, paraphrase or otherwise use any confidential information or any other information not publicly available, acquired in the course of our employment or otherwise held by OEH. This could jeopardise the future supply of information to OEH and may have detrimental legal consequences.
- We should not use any OEH resources when producing our private submissions.

## **Political and community participation**

As private citizens, staff have the right to be members of political parties and other political, special interest or community groups. However, it is necessary to consider whether involvement as members of such groups could lead to an actual or perceived conflict of interest and have an impact on OEH's reputation. As public employees, our primary duty is to serve the government of the day in a politically neutral manner.

We need to maintain Ministerial and public confidence in the impartiality of the actions and advice of public employees.

Staff must inform the Deputy Chief Executive or Executive Director, through their manager, as soon as they become aware that a potential conflict has occurred or might occur.

Depending on the circumstances, affected staff may choose to stop a particular political or community activity or, if possible, withdraw from the area of work where the conflict is occurring. If a manager becomes aware of a conflict of interest they have a responsibility to advise the staff member accordingly.

Special arrangements apply to public employees who are contesting State or Federal elections. Details of these arrangements are given in Part 5 sections 71 and 72 of the Government Sector Employment Act 2013 (GSE Act) refer to the [Public Service Commission website](#).

## **Public release of information**

OEH supports public participation and transparency of decision-making. We assume the information upon which we base our decisions will be publicly available. However, if our work involves access to confidential, sensitive, personal, commercial or political information, we need to guard against disclosing this information without clear authority. Unauthorised disclosures may harm individuals or organisations or provide an improper advantage to other parties. In this regard, staff should be careful not to release private information relating to fellow staff and clients, such as home addresses and private phone numbers.

The integrity and credibility of OEH may be damaged if the agency appears unable to keep its information secure. It is our responsibility to make sure that unauthorised people cannot access confidential information in any form, including computer files and emails. We should discuss sensitive information only with people inside or outside OEH who are authorised to have access to the information.

OEH releases information in various formats, including reports, brochures, booklets, and advice in print and on the internet. We can provide official information, when requested, that is already available to members of the public. However, other official information or documents should only be provided when:

- it is a normal part of the job and proper authority exists to provide the information
- it is a requirement to do so by law, e.g. subpoenas or requests under the Government Information (Public Access) Act 2009 (refer requests to OEH's Governance Branch - Privacy and Information Access unit staff).
- the Legislative Council requests documents under the Standing Orders 52 provision.
- staff are called to give evidence in court.

In these cases, comments should be restricted to the facts and should not, as far as possible, express an opinion on official policy or practice unless required to do so (e.g. when being examined in court).

If it is not clear whether information is in the public domain, seek advice from team leaders / managers or an appropriate senior officer in the Governance Branch - Privacy and Information Access unit.

When information sought is not in the public domain, seek advice from the Privacy and Information Access Team in the Governance Branch about Privacy and Information Access procedures.

## **Use of public resources**

Public resources include finances, equipment, people and information. As they are all publicly funded, it is important to ensure that OEH resources are directed toward the performance of OEH's public duties. In particular:

- ensure that OEH's plant and equipment are not used or borrowed for private purposes, other than in the limited circumstances discussed below
- ensure that OEH's facilities and equipment are used appropriately and efficiently
- ensure others do not use facilities and equipment inappropriately or inefficiently
- be effective and economical in the management of our own work time and others' time
- have proper authorisation when incurring expenditure on behalf of OEH
- do not use OEH's information for personal or other improper purposes.

Using OEH facilities and equipment for private purposes is not permitted, apart from a few limited circumstances. It may be acceptable to make minor use of some work facilities or equipment for private purposes. This could involve limited use of computers and printers for private assignments outside work hours. It may also include use of e-mails and phone calls during work hours to deal with family or business matters. The use should involve minimal cost and time for OEH.



OEH managers, or higher staff positions, may authorise the use of OEH office facilities, such as meeting rooms and equipment, for activities and meetings involving community or other voluntary organisations, where appropriate.

OEH vehicles should only be used for official purposes. For more information see OEH FBT Pool Car Policy (OEH staff access only).

For further information see chapter 8.8 of the NSW Government Personnel Handbook: Use of facilities and equipment. [www.dpc.nsw.gov.au/publications/personnel\\_handbook](http://www.dpc.nsw.gov.au/publications/personnel_handbook)

## **Sustainability issues at work**

OEH is committed to being a model organisation in adopting sustainability principles. 'Sustainability' in this context refers to the environmental, social and economic aspects of how we do our work. It incorporates our current environmental strategies on waste and energy reduction as well as our social programs.

Our commitment to sustainability benefits staff and the community. It also reflects a number of government policies and directions that promote various elements of sustainability. These policies include the Government's Waste Reduction and Purchasing Policy, the Sustainability Policy and the Procurement Policy.

We are encouraged to be actively involved in our sustainability program and to apply the principles and recommended actions contained within our sustainability agenda. These principles and actions are reflected in existing OEH plans and programs. They will be progressively updated and integrated to reflect our greater commitment to a more holistic sustainability approach.

## **Ethics of professions**

Some staff are members of a profession, e.g. lawyers, engineers, accountants and chemists. They may be required, or choose, to be a member of a relevant professional organisation. Those organisations may have a professional code of ethics or code of conduct that members are expected to uphold. In some cases, failing to uphold the code may mean that members are unable to practise their profession.

We need to be aware of the existence and impact of professional codes of ethics as they relate to OEH corporate values. OEH's Code of Ethical Conduct should not be in conflict with those professional codes. However, if conflicts do arise, they should be brought to the attention of supervisors. Managers will respect the professional ethics staff may have to comply with and will not expect them to act in a contrary manner.

## **Other employment or business interests**

When considering new employment or business interests outside OEH, or if you have just joined OEH and already have a second job, it is necessary to consider whether work performance for OEH could be adversely affected and whether there is any potential for a conflict of interest.

Employees covered by the Government Sector Employment Act 2013 (GSE Act) must obtain written approval from management prior to accepting a second job, or if they already have a second job, continuing with it. The relevant delegated officer can approve outside employment or business interests that do not involve an apparent conflict of interest. The People and Culture Division can provide information on who holds the appropriate delegation in your circumstances. Requests will be assessed on the basis of whether or not the second job could have an adverse impact on an employee's work for OEH.

Any employment situations that involve, or have the potential to involve, a conflict of interest must always be referred to the Chief Executive. Approvals given for outside employment should be reviewed each year. All areas should establish and maintain a register to record secondary employment declarations and approval details. Those details must be forwarded to the People and Culture Division where a central register is maintained.

Even though some employees, such as contractors and agency temporary staff, are not covered by the GSE Act the same principles apply: we need to consider whether outside employment or business could have an adverse impact on work for OEH. In these cases where there is a potential or perceived conflict of interest staff should discuss the issue with their manager.

## **Employment after leaving OEH and dealing with former employees**

Particular care should be taken to avoid allowing decisions and actions to be influenced by plans for, or offers of, employment outside OEH. If we allow ourselves to be influenced in this way, we will be creating a conflict of interest and risking our own and OEH's integrity.

Obtaining employment with an organisation that has a business relationship with OEH, or is regulated by OEH, creates a difficult ethical situation. In this circumstance, it would be unethical to release, use or otherwise take advantage of confidential or sensitive information we had access to while an OEH employee. We must also respect OEH's intellectual property rights over material it has produced. This means not using or profiting from such information unless it becomes publicly available.

On leaving OEH, we must return all equipment and resources issued including access cards, any OEH records or other information, and library books that may have been taken away from work.

When dealing with former OEH employees, we must make sure that we do not give them, or appear to give them, favourable treatment or access to information that is not publicly available.

## **Lobbying**

All persons employed, contracted or engaged by OEH must comply with the NSW Government Lobbyist Code of Conduct ([http://www.dpc.nsw.gov.au/data/assets/pdf\\_file/0017/32066/Lobbyist-Code-amendments-2013-strict.pdf](http://www.dpc.nsw.gov.au/data/assets/pdf_file/0017/32066/Lobbyist-Code-amendments-2013-strict.pdf)) published on the Department of Premier and Cabinet's website.

Lobbying is a very broad term and includes any attempt to influence a Government representative in the exercise of their official functions on behalf of a third party.

Lobbying does not necessarily need to involve a formal meeting. Lobbying activities can be conducted over the phone, in writing (including by email), or in an informal setting in or outside of the work environment. Lobbyists need to be registered before they can lobby NSW Government representatives or Government Members of Parliament.

The Lobbyist Code of Conduct defines a "lobbyist" and sets out the key responsibilities of lobbyists and Government officials, including not permitting lobbying by unregistered lobbyists; informing lobbyists of their obligations to be registered and, when necessary, declining further contact; and reporting breaches of the Code.

The NSW Government Lobbyist Code of Conduct and the Lobbyist Register are together intended to ensure that contact between lobbyists and Government representatives is conducted in accordance with public expectations of transparency, integrity and honesty.

In any interactions between lobbyists and Government, we must be mindful of their broader legal and ethical obligations. These include the obligation to act with integrity and honesty, and to avoid conflicts of interest. A Lobbyist Query Flowchart ([http://www.dpc.nsw.gov.au/prem/lobbyist\\_register/questions\\_and\\_answers](http://www.dpc.nsw.gov.au/prem/lobbyist_register/questions_and_answers)) is available to assist in cases where you are contacted by a person who requests a meeting in order to make representations to you or other Government officials. If you need further assistance, seek advice from the Probity Team, Governance Branch.

## **OEH employees charged with criminal offences**

Staff who may have been charged with a criminal offence punishable by imprisonment for 12 months or more must immediately advise their Executive member, through their reporting officer. The People and Culture Division will be consulted for advice as to what actions may have to occur.

Staff may be facing minor charges. In these cases, if the offence is not punishable by 12 months or more imprisonment, it should only be reported if it is possibly connected to, or has a bearing on, employment with OEH.

For example, in most circumstances a traffic infringement normally would not need to be reported, even if work involves driving on a regular basis. However, if the infringement results in a driving licence suspension and work involves driving, then the offence will have a bearing on our employment with OEH. We would need to inform our reporting officer.

As another example, if the offence involved misappropriation of funds and the work to be performed with OEH involves authorising expenditure, then the offence could have a bearing on work and must be reported.

Action taken by OEH will depend on:

- the nature and circumstances of the alleged crime
- its relevance to the work to be performed
- any mitigating factors.

These factors will determine not only what action, if any, is taken by OEH in the event of a conviction, but also whether any action should be taken pending the outcome of the legal proceedings. If there are any doubts or concerns about whether to report an offence, we should contact the People and Culture Division to discuss the matter in confidence.

## **Working with children**

Some work in OEH falls within the requirements of child protection legislation because it involves unsupervised contact with children. The Commission for Children and Young People Act 1998 and the Child Protection (Prohibited Employment) Act 1998 are designed to ensure that people who may pose a risk to children do not work with them. The legislation means that for some positions, OEH staff and volunteers, such as Discovery rangers and community programs staff, will be required to undergo a 'working with children' check.

Staff in certain positions may be asked to provide a declaration about whether they have any convictions for child-related offences, or have faced disciplinary proceedings that involve children. When a declaration is made, OEH will contact other departments



to confirm the advice. It is important to notify your reporting officer if your work involves unsupervised access to children and you face proceedings that might fall within the child protection legislation. For information about the working with children check, see <http://www.kidsguardian.nsw.gov.au/working-with-children>

## **Dress and uniform**

Staff's appearance when representing OEH can reflect on the agency. Where uniforms are provided, it is important to bear in mind that they associate us with OEH even when we are not at work. In some circumstances, it may not be appropriate or advisable to wear uniforms outside work hours. For example, it would not be appropriate to wear the uniform to a political protest because it may lead to our personal views being taken as those of OEH.

Uniform and non-uniform dress in all workplaces, especially where we can be viewed by members of the public, should meet the community's expectations for professional service delivery. The full uniform must always be worn in a clean and neat manner and not combined with other clothing.

For additional information see Appropriate Use of Uniforms guidelines (OEH staff access only).

## **Drug, alcohol and other personal problems**

It is our responsibility to make sure that alcohol and drugs do not impair work performance or the safety or performance of others. OEH staff must ensure that they do not drive vehicles or operate plant / machinery while impaired by drugs or alcohol, including prescribed medicines.

The consumption of alcohol or other drugs can also adversely affect OEH's image in dealing with others. We must be responsible at all times and be aware of the impact our actions may have. Similarly, we must inform supervisors if we are taking medication that may affect work.

If we experience problems affecting work or home life, we have access to the Employee Assistance Program to provide free professional, confidential counselling services to OEH staff and members of our immediate family. We can be assured of complete confidentiality as OEH is not told about whom uses the service or the individual matters discussed. For an appointment, phone toll free 1300 360 364.

See also the Safety and Alcohol While Fire Fighting document (OEH staff access only).

## **Information technology use**

Premier's Circular 99-9 requires all NSW public sector agencies to ensure that IT resources are used appropriately. We need to ensure that:

- computer resources are used for OEH business purposes
- pornographic, sexually explicit and other offensive or defamatory material is not accessed or sent
- the security of our IT systems is maintained to prevent access to confidential information by unauthorised people
- the integrity of OEH data and IT systems is maintained.
- We must understand and comply with the following protection requirements:
- Access to the internet, e-mail services and mobile phones is provided for OEH business use.
- Using OEH's computer resources to seek out access or send any material of an

offensive, obscene, pornographic, threatening, abusive or defamatory nature is prohibited.

- Unauthorised or unacceptable use of OEH's computer resources may result in disciplinary action.
- Passwords must be memorised and kept secret. They are not to be written down or disclosed to any other person, including a supervisor or fellow worker.
- Unauthorised computer software is not to be downloaded to OEH computer equipment.
- Access to the internet should be via officially approved mechanisms only.
- OEH may monitor computer systems.
- Only limited personal use is permitted. For more information, see OEH's:

*Network Acceptable Use Policy (includes email/ internet usage)* (OEH staff access only)

*Password Policy* (OEH staff access only)

*Mobile Telephone and SMS Usage Policy* (OEH staff access only)

## **Discrimination and harassment**

Harassment of, or unfair discrimination against, staff or members of the public is not acceptable in any circumstances or for any reason including:

- gender
- physical appearance
- marital status
- pregnancy
- age
- race
- ethnic or national origin
- physical or intellectual impairment
- sexual preference
- religious or political conviction
- carers' responsibilities.

Examples of harassment include:

- verbal abuse or threats
- unwelcome remarks, jokes, innuendoes or taunting about a person's body, attire, marital status, sex, pregnancy, ethnic or national origin, sexual lifestyle or disability
- displaying or electronically transmitting sexually suggestive, racist or other offensive or derogatory material
- physical intimidation
- practical jokes which may cause awkwardness or embarrassment
- persistent and unwelcome invitations, requests or intimidation
- leering and/or other offensive gestures

- persistent and unwelcome physical contact such as patting, pinching, punching or touching.

Instances of harassment or unfair discrimination should be reported to your manager or other senior officer (OEH Respectful Workplace Policy and Procedures) and the NSW Government Personnel Handbook for further guidance).

## **Reporting and assessing unethical and corrupt conduct**

### **Protected disclosures**

We have a responsibility to report any instances of corruption, maladministration and waste by public officials or other public employees. We are protected when we make such reports by the terms of the Protected Disclosures Act 1994.

The Act provides certain protection against reprisals for employees who voluntarily report such matters either to nominated Protected Interest Disclosure (PID) Officers, the Chief Executive, the Director Governance (who is the OEH PID Coordinator) or to one of three investigative bodies (ICAC, the NSW Ombudsman or the NSW Auditor-General). Such protection does not apply to vexatious or malicious allegations.

OEH is strongly committed to the aims and objectives of the PID Act and has established a protected disclosure reporting system that is designed to encourage and protect such disclosures. If staff provide information about possible corruption, maladministration or waste, but for whatever reason elect not to make a formal protected disclosure, OEH will still provide similar protections to those provided by the Protected Disclosure Act (except where the allegations are vexatious or malicious).

### **Grievance procedures**

We all have the right to complain about and seek resolution of our concerns about OEH decisions or actions that affect us, interpersonal conflicts with other staff, or issues such as harassment and bullying. There are established procedures to deal with such grievances while protecting the interests of all parties involved. For more information, see the OEH Respectful Workplace Policy and Procedures available on OEH Intranet. You can also contact Employee Relations.

### **Complaints**

Complaints usually arise because of client dissatisfaction with the quality of our service or where they do not agree with our actions or decisions. Generally, if the complaint is routine it may be resolved locally. However, if the complainant alleges potential corruption or other significant issues (e.g. service delivery system problems) they will be investigated more formally. In these circumstances, or for general information, contact the Governance Branch. Also see the OEH Policy and approach for managing external complaints and allegations on the OEH website.

## **Compliance with this code**

We are all expected to foster an ethical and equitable work environment, free of harassment, discrimination, victimisation, corruption, maladministration and waste. As individuals, we are ultimately responsible for our own acts, omissions and behaviour.

As managers, we should be role models for staff and our behaviour must be beyond reproach. It is our responsibility to ensure that staff under our supervision understands



their duties, performance expectations and the ethical principles contained in this Code. We are accountable for identifying and correcting any behaviour that occurs in our workplaces contrary to the Code of Ethical Conduct. Supervisors are expected to take immediate and appropriate steps to address any apparent problems, as well as to implement preventive and awareness measures, such as training, to deal with harassment and discrimination.

Managers should seek guidance, if necessary, from their own managers or senior People and Culture staff.

Acting contrary to the principles contained in this Code may lead to disciplinary action by OEH. Disciplinary action may include counselling, official notice of unsatisfactory performance, dismissal or prosecution.

## **Legislation, awards and policies applying to staff**

As OEH employees, our rights are set out under the relevant employment laws as well as under the Government Sector Employment Act 2013 (GSE Act) and local award arrangements, and associated NSW public service and OEH policies and procedures.

The main legislation, industrial instruments, policies and directions relevant to us as OEH employees include:

- Staff and administrative notices
- OEH procedure guides
- Responsibilities included in the legislation administered by OEH
- NSW Public Service Commission – “Behaving Ethically” a guide for Public Sector Government Employees.
- *NSW Government Personnel Handbook*
- *Anti-Discrimination Act 1977*
- *Commission for Children and Young People Amendment Act 2005 No 108 (formerly the Commission for Children and Young People Act 1998 and Child Protection (Prohibited Employment) Act 1998).*
- *Crimes Act 1900*
- *Government Information and Public Access Act 2009*
- *Independent Commission Against Corruption Act 1988*
- *Industrial Relations Act 1996, No. 17*
- *Work Health and Safety Act 2011* and relevant OEH policies.
- *NSW Ombudsman Act 1994*
- *Privacy and Personal Information Protection Act 1998*
- *Protected Disclosures Act 1994 (PID Act)*
- *Public Finance and Audit Act 1983, No. 152*
- *NSW Government Sector Employment Act 2013 (GSE Act)*

## **Conclusion**

OEH is committed to maintaining a workforce characterised by the highest standards of conduct and ethics. Ultimately, we are all responsible for maintaining standards that inspire public confidence and trust in the work of OEH.

This OEH Code of Ethical Conduct is intended to assist us in undertaking our duties in an ethical, professional manner. However, if you are unsure of the appropriate course of action in a particular circumstance, you should discuss the matter with your reporting officer in the first instance. If this is not practical, you can contact your manager or director. Staff in the Governance Branch will also provide general advice about ethical issues and procedures.

