

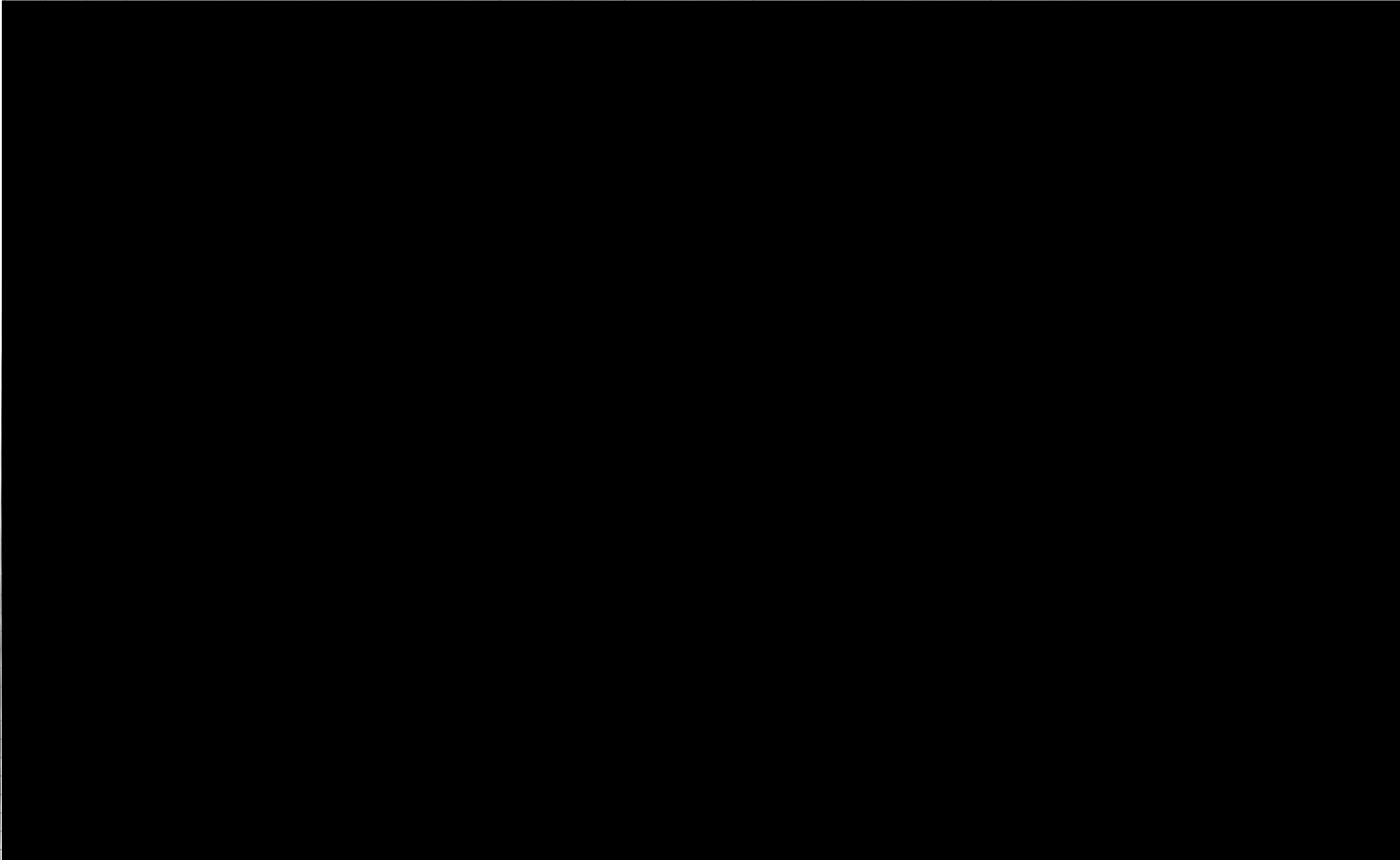
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Annexure A – Bid Design Deliverables

A2 Initial Delivery Phase Program

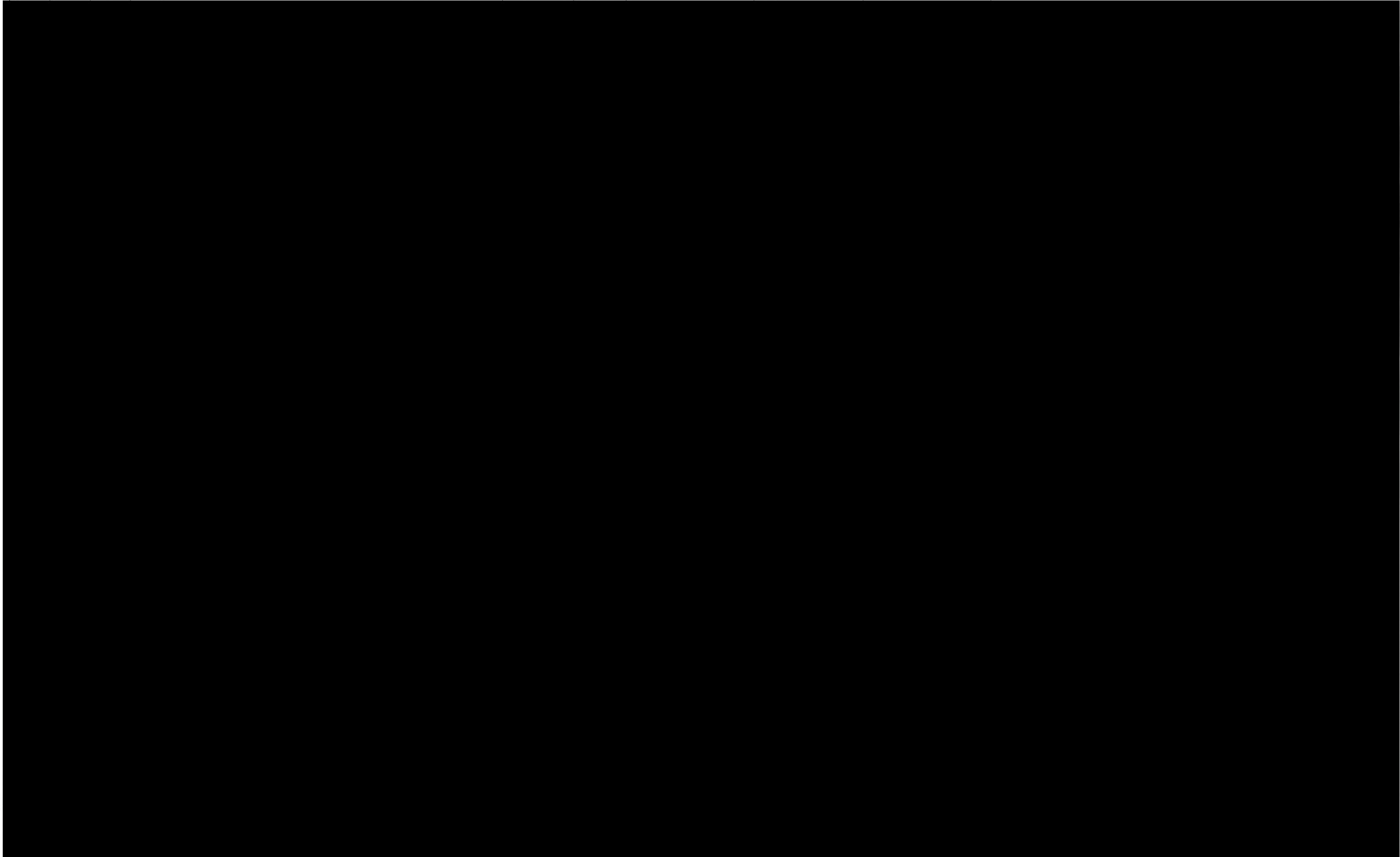
Annexure A2 - Intial Delivery Phase Programme

(08.02.04.32.06 Annexure A2 - Initial Delivery Phase Programme (SAHF Overall Rev H 170208))

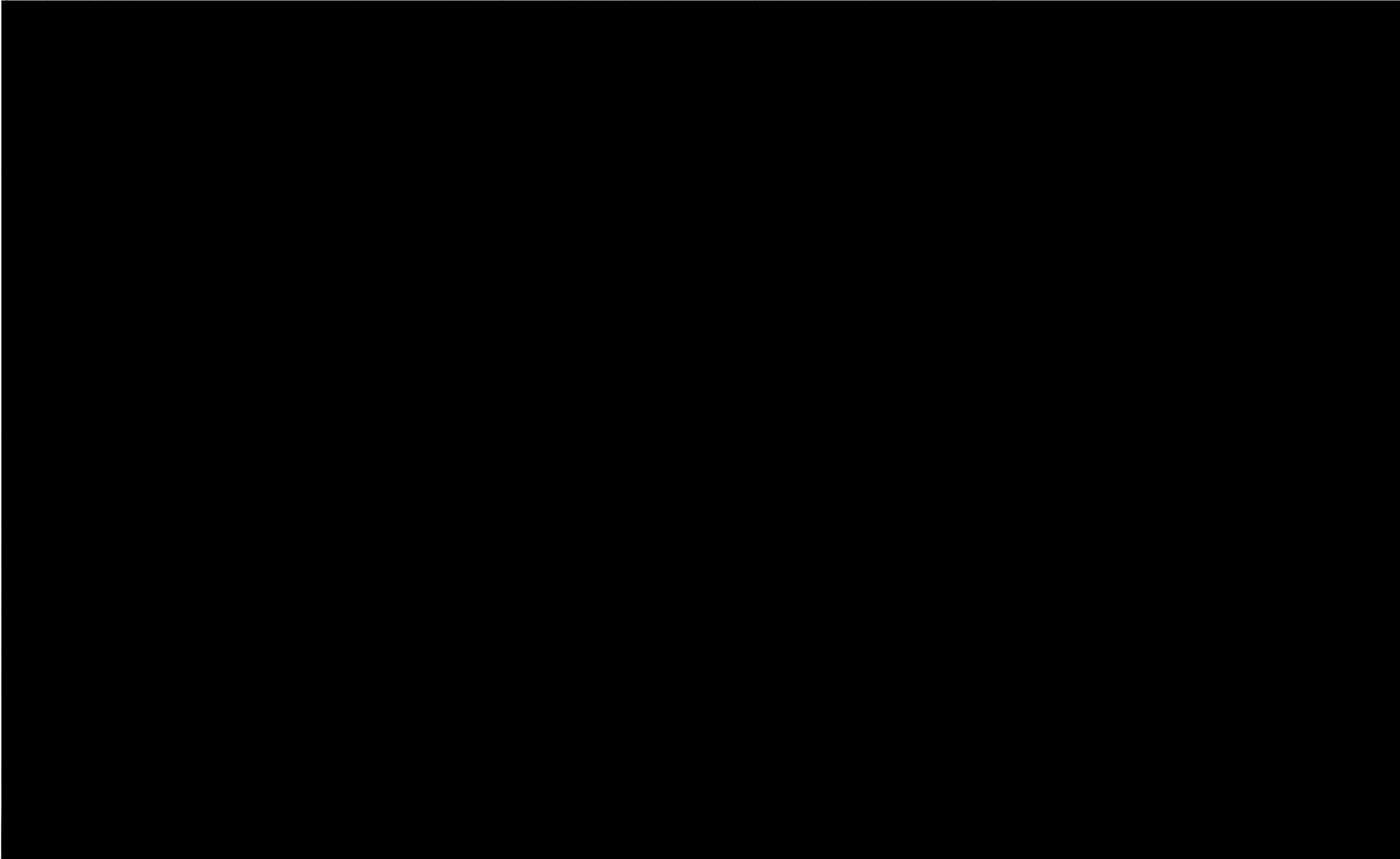


Annexure A2 - Intial Delivery Phase Programme

(08.02.04.32.06 Annexure A2 - Initial Delivery Phase Programme (SAHF Overall Rev H 170208))

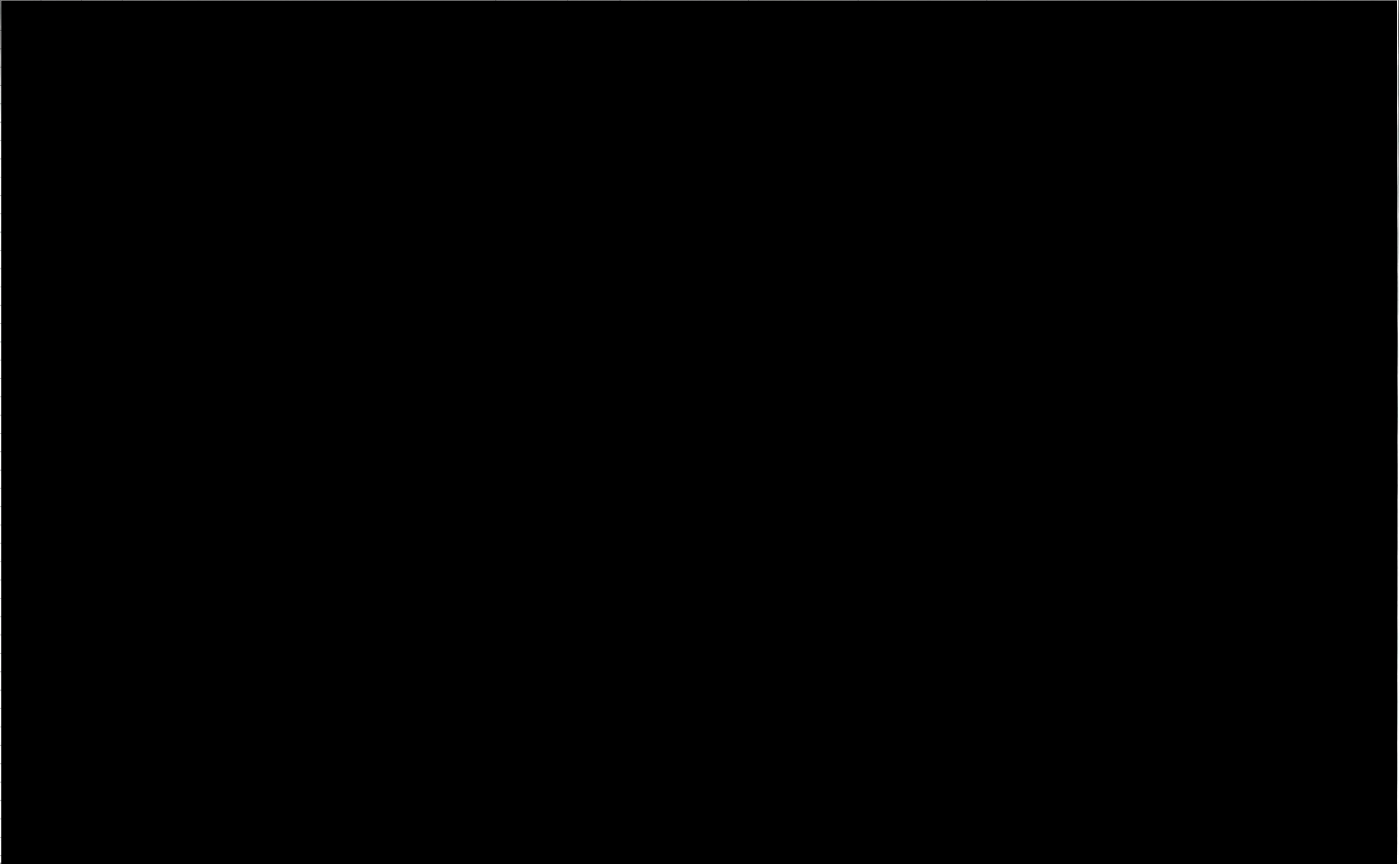


Annexure A2 - Intial Delivery Phase Programme
(08.02.04.32.06 Annexure A2 - Initial Delivery Phase Programme (SAHF Overall Rev H 170208))



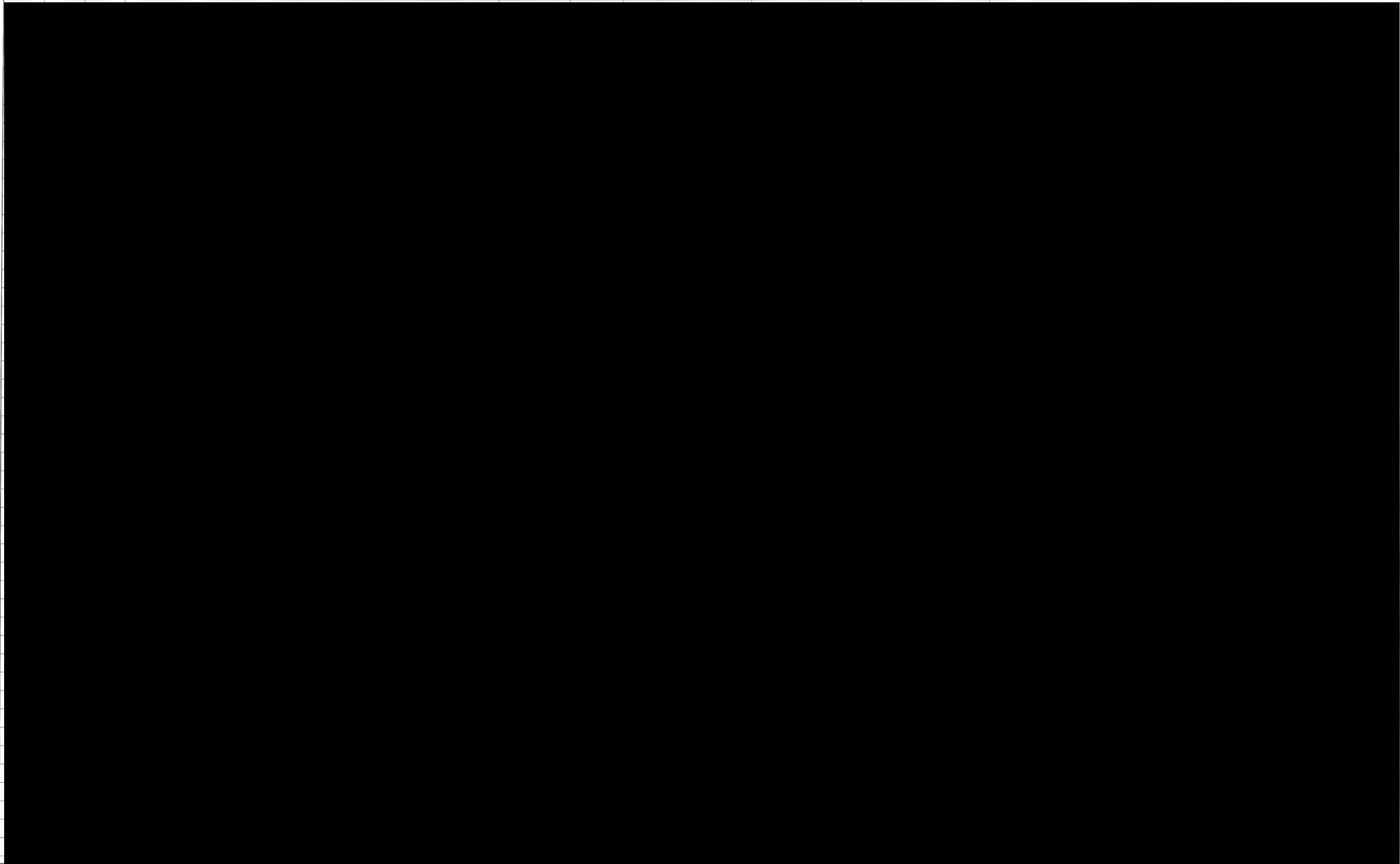
Annexure A2 - Intial Delivery Phase Programme

(08.02.04.32.06 Annexure A2 - Initial Delivery Phase Programme (SAHF Overall Rev H 170208))



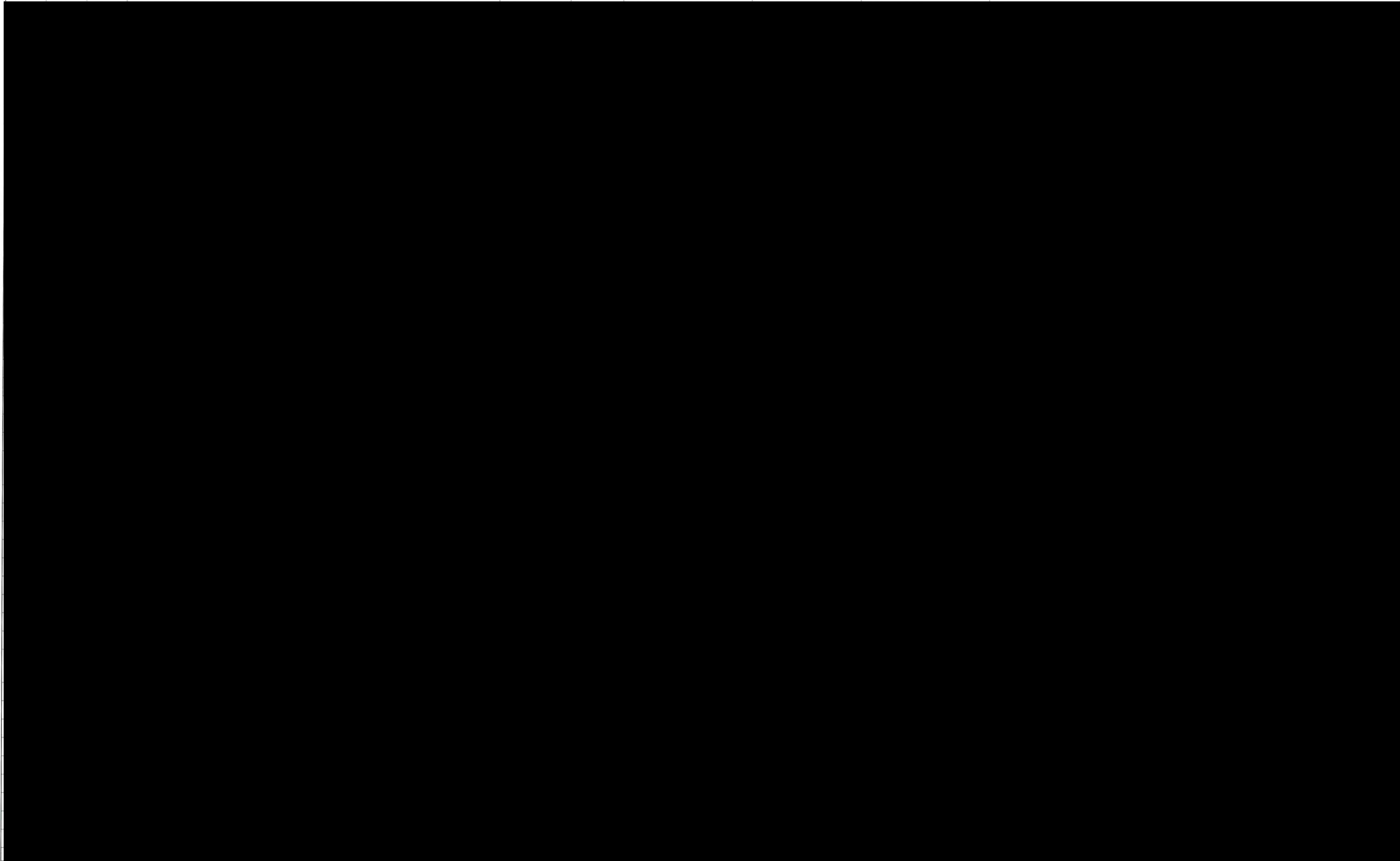
Annexure A2 - Intial Delivery Phase Programme

(08.02.04.32.06 Annexure A2 - Initial Delivery Phase Programme (SAHF Overall Rev H 170208))



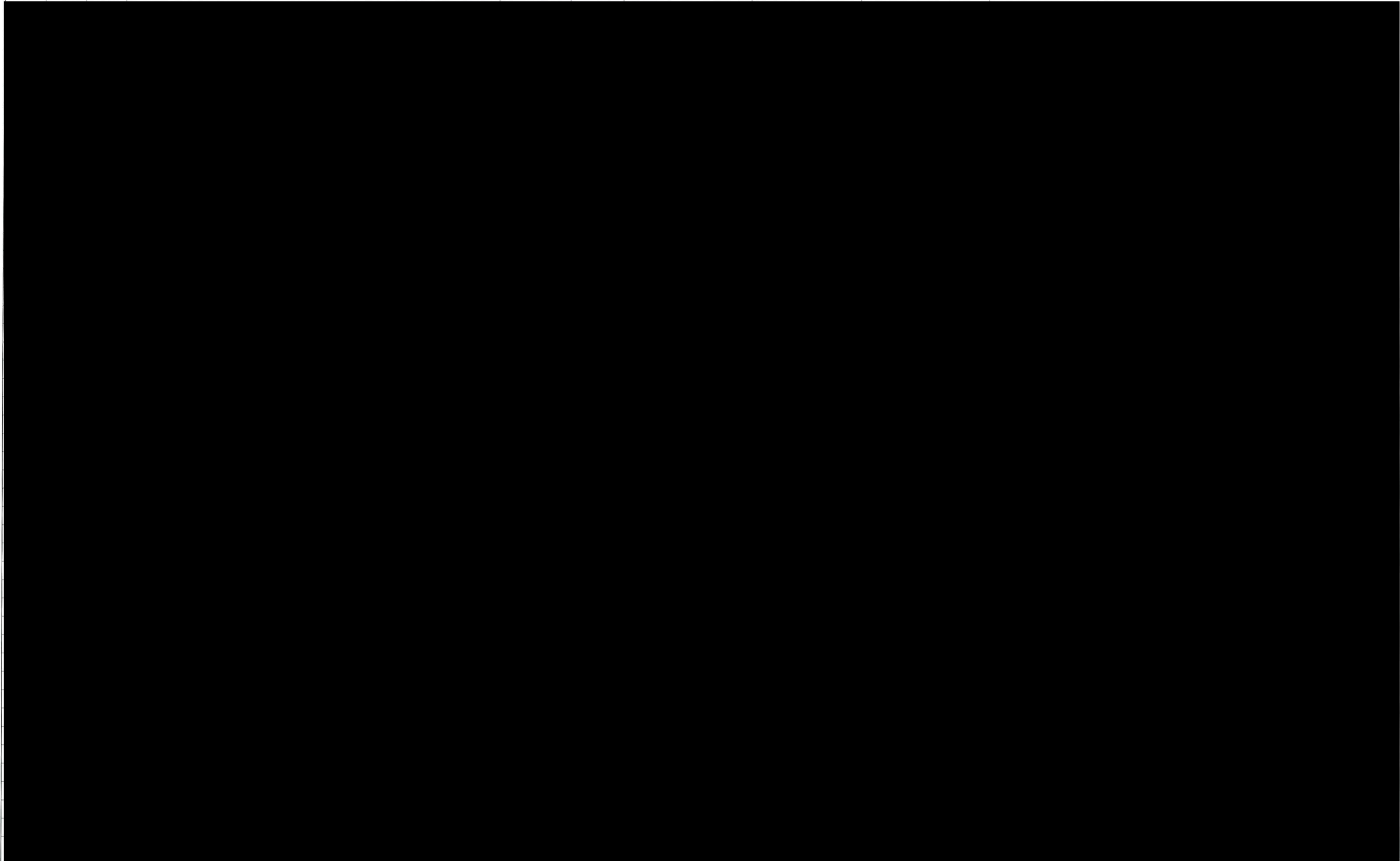
Annexure A2 - Intial Delivery Phase Programme

(08.02.04.32.06 Annexure A2 - Initial Delivery Phase Programme (SAHF Overall Rev H 170208))



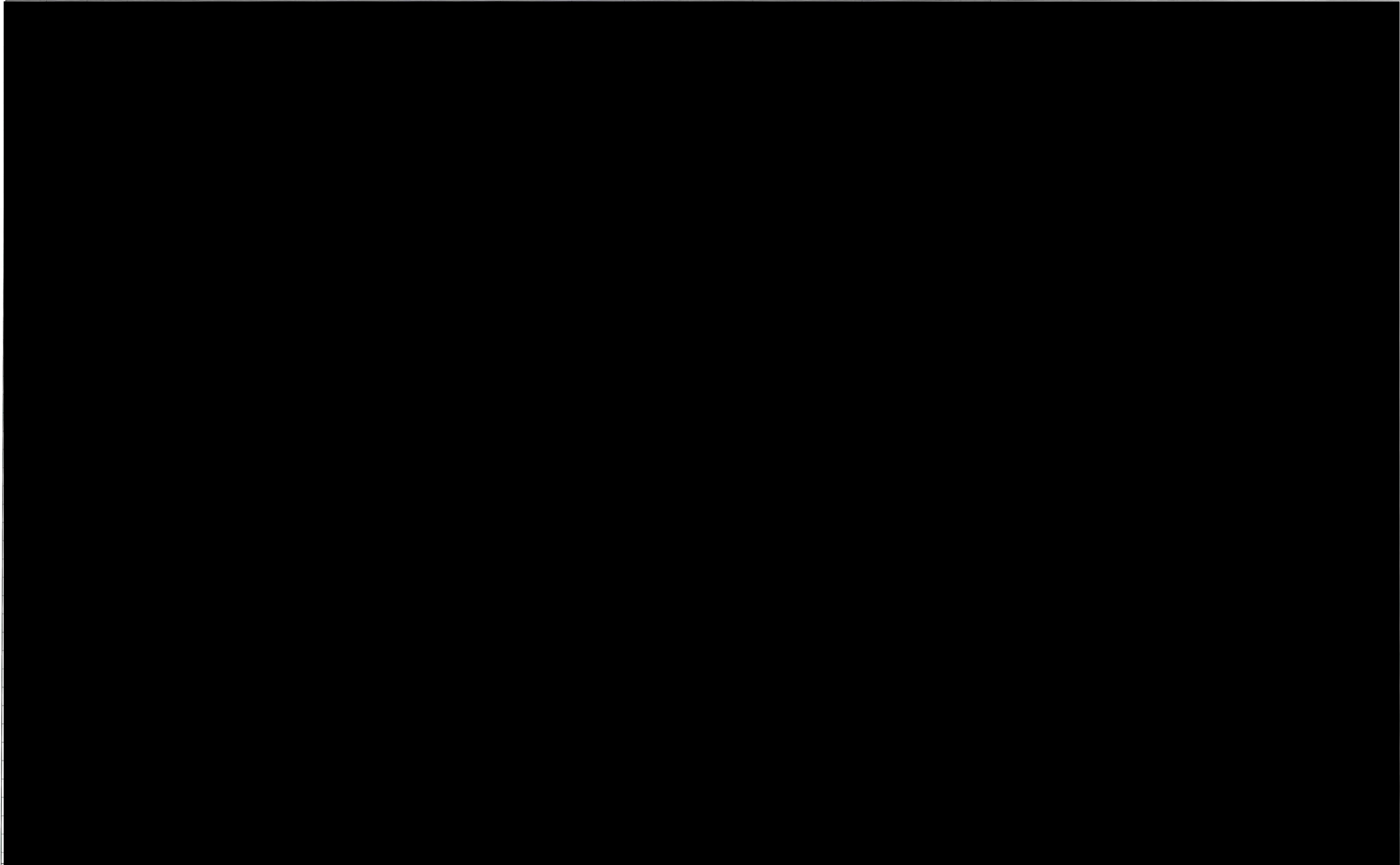
Annexure A2 - Intial Delivery Phase Programme

(08.02.04.32.06 Annexure A2 - Initial Delivery Phase Programme (SAHF Overall Rev H 170208))

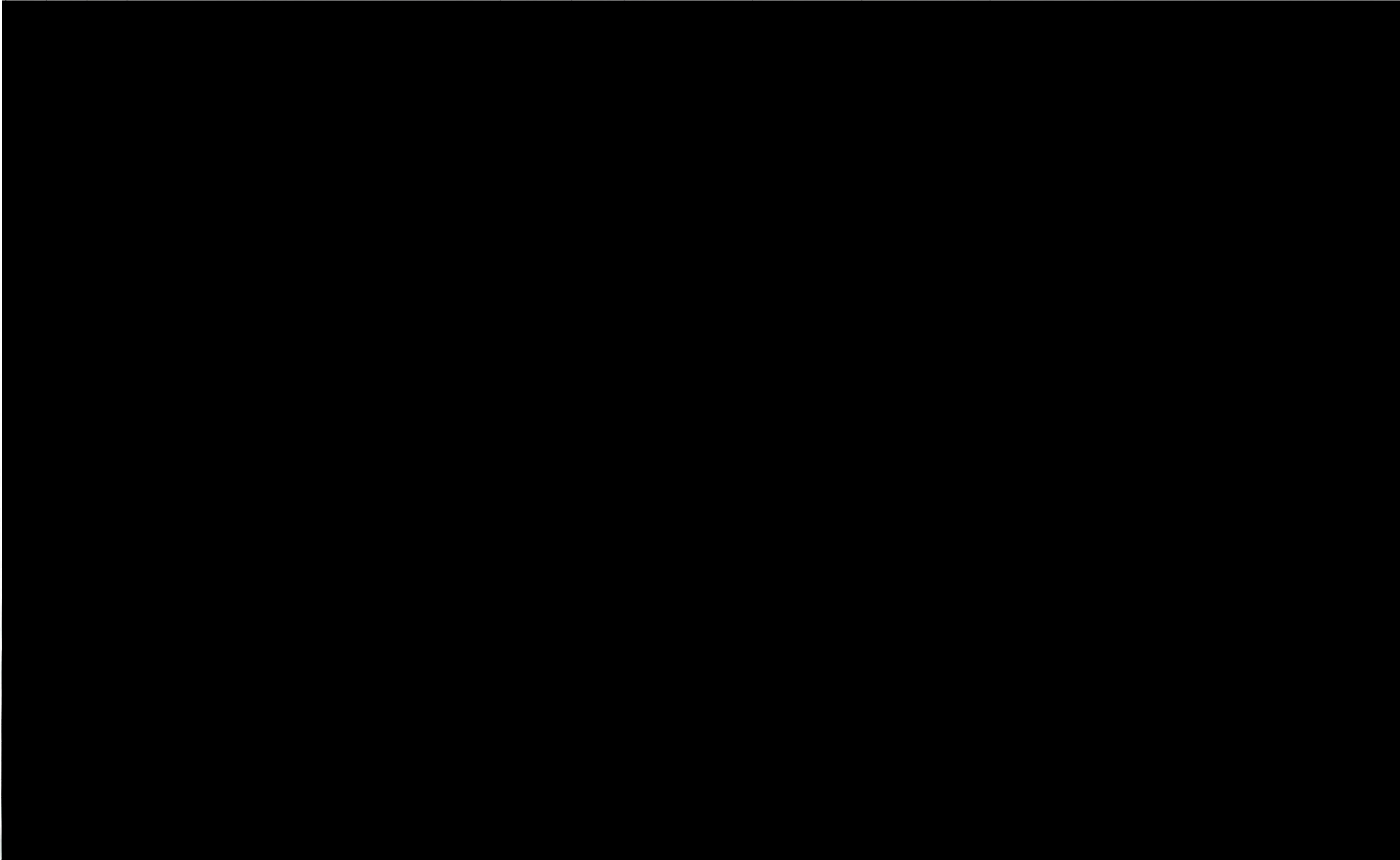


Annexure A2 - Intial Delivery Phase Programme

(08.02.04.32.06 Annexure A2 - Initial Delivery Phase Programme (SAHF Overall Rev H 170208))



Annexure A2 - Intial Delivery Phase Programme
(08.02.04.32.06 Annexure A2 - Initial Delivery Phase Programme (SAHF Overall Rev H 170208))



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Annexure A – Bid Design Deliverables

A1 Initial Delivery Phase Plans

Definitions

Consultant	Any Consultant who enters into a contract with Amélie to perform work as part of the Social and Affordable Housing Fund NSW.
Contractor	Any Principal Contractor or Operator who enters into a contract with Amélie to perform work as part of the Social and Affordable Housing Fund NSW.
Emergency	An incident that has the potential to occur or has occurred and endangers or threatens to endanger people, property or the environment (e.g. explosion, fire, collision, medical emergency, toxic release, natural disaster, structure collapse, vessel collision resulting in an emergency situation, workplace accident requiring emergency services, vehicle collisions, any incident that results in the attendance of emergency services).
Sub-Contractor	Any Contractor or consultant engaged to perform works for, or on behalf of the Principal Contractor as part of the Social and Affordable Housing Fund NSW.
High risk construction work	Work as defined in regulation 291 of the <i>Work Health Safety Regulations 2007</i> .
Imminent environmental hazard	Any situation that requires immediate attention to prevent a state of danger to human beings or the environment, as defined in: <ul style="list-style-type: none">• <i>Contaminated Land Management Act (NSW) 1997</i>;
Hold Point	A mandatory verification point beyond which a work process cannot proceed without authorisation by Amélie.
Plant	Includes any machinery, equipment or tool, and any component thereof under: Part 5.2 and 5.3, regulation 5(1) - <i>Plant Work Health Safety Regulations 2011</i> .
Integrated Management System (IMS)	The management system proposed by Amélie Housing to ensure the effectiveness of the overall management of the project. The IMS is based upon the following standards: <ul style="list-style-type: none">▪ AS/NZS 4801:2001 Occupational health and safety management systems - Specification with guidance for use.▪ AS/NZS ISO 14001:2004: Environmental management systems - Requirements with guidance for use.▪ ISO 31000:2009 Risk Management▪ AS/NZS ISO 9001:2000: Quality management systems – Requirements Definition

**Published
technical standard**

A document that gives technical information, guidance or advice on plant that is published by:

- Workcover NSW
- Standards Australia
- British Standards Institute
- International Organisation for Standardisation (ISO)
- Another organisation with substantially equivalent objectives in relation to the publication of technical information, guidance or advice as any of those organisations.

Abbreviations

AQTF	Australian Quality Training Framework
BBS	Behavioural Based Safety
CEMP	Construction Environmental Management Plan
CEO	Chief Executive Officer
CHMP	Cultural Heritage Management Plan
DoT	Department of Transport (NSW)
DPE	Department of Planning & Environment (NSW)
DFSI	Department of Finance, Services & Innovation (NSW)
EGM	Executive General Manager
EMP	Environmental Management Plan for Construction
EPA	Environment Protection Authority
EPBC	Environment Protection and Biodiversity Conservation Act
ERP	Emergency Response Plan
FACS	Family & Community Services (NSW)
FFW	Fitness for Work
HAZID	Hazard Identification Study
HP	Hold Point
HS&E	Health, Safety and Environment
HSE&S	Health, Safety, Environment and Sustainability
HSCP	Health and Safety Coordination Plan
HSEMP	Health, Safety and Environmental Management Plan
ILO	International Labour Organization
IMS	Integrated Management System
ISO	International Organisation for Standardisation
JSEA	Job Safety and Environment Analysis
KPI	Key Performance Indicator
LoTo	Lock out Tag out

OH&S	Occupational Health and Safety
OHS&E	Occupational Health and Safety and Environment
SAHF	Social and Affordable Housing Fund NSW
PDS	Project Delivery Standards
AMÉLIE	Amélie Housing
PRA	Personal Risk Assessment
PTW	Permit to Work
SCA	Safety Climate Assessment
SIMOPS	Simultaneous Operations
SMMS	Soil Management Method Statement
SMT	Safety Management Task
SO	Safety Observations
SSE	Short Service Employee
SWMS	Safe Work Method Statement
SWP	Safe Work Procedure
VoC	Verification of Competency

1 Introduction

Amélie is committed to a culture that ensures the health, welfare and safety of its workers. The aim is to prevent all workplace incidents and injuries and deliver the Social and Affordable Housing Fund NSW (SAHF) by robust safety and environment planning.

A key reference for project safety planning is provided in the principles of The Cooperative Research Centre for Construction Innovation: *The Guide to Best Practice for Safer Construction, 2007* (BPGSC)*. A key reference for project environment planning is the SAHF Environmental Management Plan for Construction (EMP).

In achieving these principles, Amélie presents this guidance document (the guide) to the Contractor for the purposes of providing a guide for the development of the Contractor's Health and Safety Management Plan (HSMP) and Construction Environmental Management Plan (CEMP). Other safety and environment planning references are contained in the guide.

The objective of the guide is to achieve a consistent approach to planning and achieving performance excellence across all facets of the SAHF.

It should be noted that the inclusion of explicit safety and environment requirements in the Contractor HSMP and CEMP (in accordance with this document) does not replace or override general safety and environment legislation. Rather, the intent is to complement existing laws through implementing a 'best practice' approach to the management of safety and environment on the SAHF.

Contractors are required to submit a HSMP and CEMP which respond to the elements detailed within the guide.

Amélie recognises that Contractors may already have in place an HSMP (or component of) which is already known by their employee base and which has contributed towards a positive Contractor safety culture in line with the BPGSC. Contractors are encouraged to exceed the requirements of the guide in every possible instance. Amélie will review all proposed HSMP's and CEMP's in line with the requirements of the guide.

The Contractor is requested to advise Amélie of any components of this document to which they do not agree with, in order to transparently negotiate an outcome which achieves safety and environment 'best practice'. Contractors will be given the opportunity to respond to each element of the guide (including the SAHF EMP) by completing and submitting to Amélie, the Contractor Compliance Statement (Appendix 7).

Contractors will be required to monitor and maintain compliance with their HSMP, CEMP and legislation and all related subordinate plans and procedures during the course of the work. Contractors must ensure that their HSMP and CEMP are kept on site and made easily available to employees and Amélie personnel upon request.

The requirements contained in this guide (and supporting HSMP and CEMP) apply to all Contractors. Contractors must ensure that any Sub-Contractors also meet the requirements contained in their HSMP and CEMP.

Changes to the guide are at the discretion of Amélie and in accordance with any project learning's in the interests of continual improvement for the duration of the project. Any change to the guide that may affect a HSMP and/or CEMP

will be managed via a consultation process to ensure the HSMP and CEMP achieve the project objectives.

* Cooperative Research Centre for Construction Innovation: *The Guide to Best Practice for Safer Construction*, 2007

1.1 SAHF Safety Charter

Amélie Housing is proposing to adopt a Safety Charter for this project that includes participation and commitments from Amélie staff, Service Contractor and Contractors, Tenants and others involved with the project. The Charter is intended to support the continuous improvement of safe workplaces throughout the SAHF. It is founded on the principle that effective leadership of health and safety is essential to the successful delivery of any project.

Everyone involved shares a common commitment to deliver the program using best practice behaviours and performance benchmark standards in health and safety.

The Charter is aligned with Amélie's Occupational Health and Safety policy and objectives particularly to ensure the continuous improvement of safety at all Amélie workplaces.

It is founded on the key principle that health and safety leadership must be actively demonstrated daily to deliver any project.

The benefits of the Charter will be realised through the continual integration of learning's into Amélie business strategies, plans, systems, and processes.

The Charter provides a series of proposed guiding principles in health and safety that will be endorsed by the Amélie Project Control Group. Charter signatories realise the vital link between a culture of health and safety and a successful project, and are united in their vision to achieve the principles of this Safety Charter.

Upon appointment of the Contractor, a charter will be developed between the Contractor and Amélie through a collaborative process of workshops and employee engagement sessions. All Contractor personnel will be required to provide input to the charter, agree on the principles of the charter and declare commitment to the charter by way of signature. The charter will be a publically displayed document at the Contractor's site.

A copy of the Amélie SAHF Safety Charter can be found in Appendix 7 of the guide.

1.2 Contractor Health and Safety Management Plan (HSMP) - Hold Point

The Contractor HSMP must be developed in accordance with the following guidelines as a minimum (where applicable):

- *SAHF HSEMP Health, Safety & Environment Management Plan* (this document);
- Work Health and Safety Act 2011;
- Work Health and Safety Regulation 2011;
- Cooperative Research Centre for Construction Innovation: *The Guide to Best Practice for Safer Construction*, 2007;

- The Cooperative Research Centre for Construction Innovation - *A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006;*
- The Cooperative Research Centre for Construction Innovation - *A Practical Guide to Safety Leadership, 2008;*
- AS/NZS 4801:2001 Occupational health and safety management systems - *Specification with guidance for use;*
- WorkSafe Framework for Undertaking Work near Overhead and Underground Assets, 2006;

The above mentioned guidelines must be referenced within the Contractor's HSMP (where applicable).

The Contractor HSMP must contain a project scope of work which includes:

- the project site location;
- a summary of the major activities;
- a summary of the high risk activities;
- an outline of any new technology being introduced;
- an outline of any unusual construction methods being introduced; and
- any potential impact on other parties.

The Contractor HSMP must also contain:

- Organisation policies (Rehabilitation and Injury Management Policy, Occupational Health and Safety Policy, Environment Policy etc)
- Outline of site safety organisation and structure;
- Specific safety responsibilities of key project personnel;
- Responsibility for and of the sub-contractor;
- Employee safety rules/responsibilities; and
- Company/site statement of safety policy.

1.3 Contractor Construction Environmental Management Plan (CEMP) - Hold Point

Amélie will prepare an Environmental Management Plan for Construction* (EMP) which will be provided to Contractors for incorporation into their processes.

Amendments to the EMP will be communicated by Amélie to Contractors.

All relevant requirements in the EMP must be reflected in the Contractor Construction Environmental Management Plan (CEMP). Refer to Appendix 1 for an outline of a CEMP.

The Contractor CEMP must be in compliance with the following guidelines:

- SAHF HSEMP Health, Safety & Environment Management Plan (this document);
- AS/NZS ISO 14001:2004: Environmental management systems - Requirements with guidance for use

- WorkSafe Industry Standard: Contaminated Construction Sites (June 2005)

The Contractor CEMP should consider the principles and requirements of the following guidelines:

- Civil Contractors Federation *Environmental Guidelines for Civil Construction*, May 2010
- EPA *Environmental Guidelines for Major Construction Sites*, EPA Publication 480, 1996

The EMP includes Project Delivery Standards (PDS) that address key environmental risks, effects and legal requirements. PDS are a collation of the management and mitigation measures, environmental monitoring and contingency plans for the project. The following table provides a summary of the PDS and the work packages they are applicable to. It is a requirement that the elements of the PDS that are relevant to the Contractor are incorporated into the CEMP.

Project Delivery Standards – applicable works and project areas (this is a guide only)

Project Delivery Standard	Secured Sites				Non Secured Sites
	Demolition	Basement Construction	Building Construction	Civil Works	
Construction management (all activities)	✓	✓	✓	✓	✓

Refer: SAHF EMP Environment Management Plan for Construction

1.4 Contractor HSE Deliverable Documents - Hold Point

In addition to the Contractor Health and Safety Management Plan (HSMP) and Construction Environmental Management Plan (CEMP) there will be a suite of documents which the Contractor will be required to submit to Amélie for review and comment prior to works commencing. These documents will be known as Deliverable Documents and are detailed in the following table:

Deliverable Document Title	Section reference
Health and Safety Coordination Plan	Section 2.4
Hazard Identification and Risk Management Procedure	Section 2.7
Permit to Work Procedure	Section 2.9
Crane Safety Procedure	Section 2.9.2

Incident and Hazard Reporting and Investigation Procedure	Section 2.10
Emergency Management Plan	Section 2.11.1
Construction Noise Management Plan	Section 3.2
Soil Management Plan	Section 3.4
Dust Management Plan	Section 3.5
Stormwater Management Plan	Section 3.6

Any amendments to Deliverable Documents must involve Amélie review.

2 Occupational Health and Safety Requirements (HSMP)

All Contractors will be required to show within their HSMP, that they have in place a safety system which covers OH&S policies, procedures and practices that comply with the relevant safety legislation and Australian Standards, in particular:

- *Work Health & Safety Act 2011*
- *Work Health & Safety Regulations 2011*
- AS/NZS 4801:2001 Occupational health and safety management systems - Specification with guidance for use.
- ISO 31000:2009 Risk Management

Note: Contractors are required as part of their quality system to address OH&S as a system element.

2.1 Safety Culture

Amélie has an aspirational target to achieve a Total Safety Culture with the view that there is 'one project team' consisting of Amélie personnel, Contractors, Sub-contractors and all other site personnel.

The Total Safety Culture model consists of three key elements:

- People;
- Practices, and;
- The Environment.

The fundamental aim of the Total Safety Culture is to break away from the traditional mentality of safety management which attributes 'practices' and 'environment' to achieving a safe workplace.

The 'people' element of the culture personalises safety and emphasises the human side of workplace safety culture. The philosophy behind the 'people' element suggests that a deeper awareness of our colleagues' personal lives and values will encourage positive intervention and pro-active engagement on safety behaviour and decision making.

The SAHF Total Safety Culture program aims not to rely solely on the development and application of policies, plans and procedures but rather to inject existing systems, processes and practices with the 'people' element.

In order to achieve the objectives of this culture, a safety program will be facilitated by Amélie and will run the entire course of the project. Contractors (and Sub-contractors) will be required to contribute to the SAHF safety culture program, participate in the tiered safety culture workshops (eg: monthly Project Safety and Environment Leadership Team meetings/workshops) and promote and foster the principles of the program to the entire Contractor (and Sub-contractor) workforce.

The SAHF safety culture program will be built around three critical principles being:

- Openness – the generation of transparent workflows that promote communication and consultation;
- Involvement – by employees, contractors and other stakeholders in the achievement of a Total Safety Culture; and

- Acceptance – that compliance with the requirements of the Contractor HSMP is mandatory and continually assessed against an assurance regime.

The SAHF safety culture program will adopt the following guiding principles:

- All incidents are preventable through consideration of risk before commencing work;
- SAHF strives for a zero harm environment (destination zero harm);
- Every person will contribute to the SAHF safety intervention program;
- Continuous improvement of the entire program is essential;
- Awareness of workplace risks which is critical to the success of the program.

2.1.1 Project Safety and Environmental Leadership Team

Amélie will facilitate Project Safety and Environment Leadership Team (PSELT) workshops during the project to develop safety and environmental initiatives and action plans for the achievement of project safety and environmental goals.

Contractors must provide senior management representation, together with OHS manager and Environmental manager representation at the monthly PSELT workshops.

Refer: *Corporate Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007*

A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006

2.2 Behavioural Based Safety Program

As part of the Total Safety Culture program, Contractors will be required to implement elements of a Behavioural Based Safety (BBS) program which will strive to have work groups and individuals performing at 100% safe behaviour levels.

A BBS program is a process through which work groups, workers, supervisors and managers can identify, measure and change the environment and system drivers on safe behaviour.

An example of a BBS measurement tool is a Safety Observation card (SO).

Amélie recognises that values, beliefs and attitudes combine to construct environments and systems that can be reflected in workplace behaviours. As such, a SO is intended as a workplace monitoring tool designed for managers, supervisors and workers to identify, discuss and examine any workplace risks (and actions taken) amongst co-workers.

A BBS program should detail the methodology used to conduct and record measurement tools such as SO's as well as establishing a numeric SO target for workers, supervisors and managers.

Amélie recognises that the success of a BBS program is dependent on the implementation strategy which should encourage employee contribution and commitment. Details of the BBS program implementation strategy shall be included in the Contractor HSMP.

Refer: *Corporate Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007*

A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006

2.3 Safety in Design

Where design forms part of the Contractor's scope of works, the Contractor's HSMP will be required to include an outline of the designer's proposed methodology for compliance with the following (where applicable):

- Work Health and Safety Act 2011 Section 22: Duties of designers of buildings
- WorkSafe Designing Safer Buildings and Structures Compliance Code (2005)
- Safe Work Australia – Safe Design of Structures (July 2012)
- Guidance on the Principles of Safe Design for Work (Australian Safety and Compensation Council) May 2006;
- Safety Through Design, National Safety Council, 1999
- Cooperative Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007 (The designer's methodology will be reviewed against Stage 2 Design elements within the "Best Practice Guide for Safer Construction" guidance document).
- Relevant Australian Standards

Design deliverables to include:

- Conduct a design risk assessment in consultation with the stakeholders for the project
- Record residual safety risk information within the designers safety in design risk assessment
- Prepare a design report that includes a summary of the safety in design tasks undertaken

Refer: *Principle 2 - Corporate Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007*

Section 5 (SMT 12) - A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006

2.4 Health and Safety Coordination Plan – Deliverable Document (Hold Point)

Contractors will be required to prepare a Health and Safety Coordination Plan (HSCP) in accordance with *Part 5.1 of the Occupational Health and Safety Regulations (Vic) – Principal Contractor, and Part 6.4 of the Work Health Safety Regulations, 2011*

The intent of the HSCP is to ensure that a suitable implementation process is in place for the Contractor HSMP.

The HSCP shall be reviewed and approved by way of signature by the Contractor Project Manager each month, prior to being submitted to Amélie.

The HSCP will be a Deliverable Document to be provided to Amélie on a monthly basis as a tool for monitoring the Contractors progress against the implementation of their HSMP.

The HSCP must contain:

- a list of the names, positions and responsibilities of all persons who will have specific responsibilities for health and safety;
- the arrangements for coordination of the health and safety of persons engaged to perform construction work;
- the arrangements for managing occupational health and safety incidents when they occur, and;
- any specific rules, with the arrangements for ensuring that all persons at the workplace are informed of those rules.

The Contractor will also be required to:

- monitor, maintain and keep up to date the HSCP in the course of performing the work under the Contract;
- ensure that a copy of the HSCP (and any revisions to that plan) are retained for the duration of the work under the Contract and are available for inspection for the duration of the Contract, and;
- ensure that any person performing construction work at the Site is aware of the HSCP (and any revisions to that plan) and is provided with access to the HSCP (and any revisions to that plan).

Refer: *Section 2.9 - WorkSafe Industry Standard – A guide to managing safety in Civil Construction, edition 1 June 2012*

2.5 Systems of Work

The Contractor must include within its HSMP, a list of Safe Operating Procedures or instructions issued to site personnel.

2.6 Consultative Arrangements

The Contractor must ensure consultative arrangements such as:

- listing of employer safety representatives to be displayed on site;
- issue resolution procedures;
- format and frequency of site safety committee meetings; and
- format and frequency of site pre-start and safety toolbox meetings.

Amélie will facilitate weekly Safety Meetings with the Contractor / Operator to review progressions in safety performance, recognise positive safety outcomes and work collaboratively with the Contractor / Operator to resolve safety challenges. Amélie will provide a standing agenda for the weekly Safety Meetings.

Refer: *Section 5 (SMT 16) - A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006*

Corporate Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007

2.7 Risk Management - Deliverable Document (Hold Point)

The Contractors HSMP must include details of a robust Hazard Identification and Risk Management process which will be supported with a Hazard Identification and Risk Management procedure. The Hazard Identification and Risk Management Procedure will be a Deliverable Document.

Hazard identification and risk assessment tools may take varying forms depending on the nature and scale of works (eg. Personal Risk Assessment, Job Safety and Environment Analysis (JSEA), Safe Work Methods Statement (SWMS), Hazard Identification Study (HAZID) or a Risk Assessment Workshop).

Prior to the Contractor undertaking any site works, a Hazard Identification Study (HAZID) or Risk Assessment workshop will be required to be facilitated by the Contractor in accordance with the scope of works. This must be reflected within the Contractor's HSMP.

HAZID's or Risk Assessment Workshops will include Amélie involvement and will address Environment, Health and Safety risks associated with the scope of works and the proposed construction methodology and staging.

Refer: *Sections 1, 2, 3, 4 and 5: A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006*

Principle 4: Corporate Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007

2.7.1 Personal Risk Assessments (PRA)

Contractors will be required to implement a Personal Risk Assessment (PRA) program into their day-to-day operations. Prior to the commencement of any physical task in which hazards are presented, a personal risk assessment shall be completed to ensure that any potential risks are eliminated or reduced to As Far as is Reasonably Practicable.

The intent of the PRA process is to prevent injuries. The aim is to reinforce a value that identifying hazards, assessing risk and taking action to implement controls before work commences is a critical step in managing safety. As such a PRA implementation plan which involves deference of expertise by involving the Contractor workforce in the development of the PRA template and program is required. The intention of the PRA implementation plan is to commit management, employees and sub-contractors alike to the program.

Amélie recognises that the success of a PRA program is dependent on the implementation strategy and principles that ensure:

- Pre planning is a requirement for preventing injuries;

- A PRA must be conducted prior to every physical work task in which hazards are presented;
- The PRA enhances existing compliance tools including permits and SWMS; and
- Risk assessed through the Contractor's own risk matrix.

Refer: *Section 5 (SMT 31): A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006*

2.7.2 Job Safety and Environment Analysis (JSEA)

Contractors will be required to implement a Job Safety and Environment Analysis (JSEA) process into their day-to-day operations. The JSEA process is a group exercise intended to include all work team members to contribute to the risk reduction strategies associated with a certain task. For this reason, JSEA's must be carried out in an environment that is conducive to group discussion. A JSEA must be specific to the task and requires the approval, by way of signature, of the supervising person or manager. All JSEA's shall be acknowledged by way of signature by all participants involved in the activity and must remain onsite at all times and be accessible by employees and Amélie.

Amélie recognises that the success of a JSEA program is dependent on the implementation strategy which should encourage employee contribution and commitment.

A JSEA must be conducted:

- if determined as being required via the completion of a PRA;
- for any task involving multiple workers;
- for new or unfamiliar tasks;
- upon the introduction of a new plant or piece of equipment;
- upon the identification of new hazards arising;
- for tasks that have previously resulted in an incident, be it injury, equipment damage or environment related;
- for tasks of considerable risk;
- for modified tasks or when modified plant or equipment is to be used;
- to contribute towards the safety of personnel who are new to the task;
- for tasks that involve the use of Hazardous Chemicals;
- for tasks that involve crane activities;
- when a permit or SWMS is required;
- when any work team member requests that a JSEA be undertaken;
- as an ongoing process during works; and
- as a basis to create Standard Operating Procedures (SOP) or SWMS's.

The Contractors will be required to nominate a maximum validity period of JSEA's within their HSMP (eg: how long JSEA's will remain open before requiring to be re-written)

The level of any risk assessed by way of a JSEA, must be determined through the utilisation of the Contractor's own Risk Matrix.

Refer: *Section 5 (SMT 6): A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006*

2.7.3 Safe Work Method Statements (SWMS)

A SWMS is required for all High Risk Construction Work as defined in Part 6.1, Schedule 3 of the Work Health Safety Act 2011 (Cth). These are as follows:

- where there is a risk of a person falling more than 2 metres;
- on telecommunications towers;
- works involving demolition;
- works involving the removal or likely disturbance of asbestos;
- works involving structural alterations that require temporary support to prevent collapse;
- works involving a confined space;
- works involving a trench or shaft if the excavated depth is more than 1.5 metres;
- works involving a tunnel;
- works involving the use of explosives;
- works on or near pressurised gas distribution mains or piping;
- works on or near chemical, fuel or refrigerant lines;
- works on or near energised electrical installations or services;
- works in an area that may have a contaminated or flammable atmosphere;
- works involving tilt-up or precast concrete;
- works on or adjacent to roadways or railways used by road or rail traffic;
- works at workplaces where there is any movement of powered mobile plant;
- works in an area where there are artificial extremes of temperature;
- works in, over or adjacent to water or other liquids where there is a risk of drowning;
- works involving diving.

The level of any risk assessed by way of a SWMS must be determined through the utilisation of the Contractor's own Risk Matrix. A SWMS may be required for certain other tasks as determined by a Risk Assessment.

All SWMS's must remain onsite at all times and be accessible by employees and Amélie.

Refer: *Sections 2.10 of WorkSafe Industry Standard – A guide to managing safety in Civil Construction*

2.8 Training and Induction

2.8.1 Induction

The Contractor's HSMP must reflect the requirement for all Contractor and Sub-contractor personnel working on the project to complete the Amélie SAHF induction in addition to the Contractor-specific induction.

Amélie will adopt a train the trainer approach in which key Contractor personnel will be trained in the delivery of the SAHF induction. Contractor specific induction information must not conflict with any content within Amélie SAHF induction.

It is the responsibility of the Contractor to ensure all personnel receive a project induction and maintain induction records (completed questionnaires, completed attendance forms, induction card register). Induction cards will be supplied by the Contractor and must be carried by personnel at all times whilst on the project site.

Contractor-specific inductions are the responsibility of Contractors to prepare, deliver and maintain records.

Contractor specific inductions are to include the following topics as a minimum:

- Organisational structure;
- Objectives / scope of works;
- Site safety and environment requirements;
- Office locations;
- Overview and location of policies and procedures;
- Management systems in place;
- Any known risks;
- Hazard identification and risk assessment processes;
- Permit to work program;
- Site specific emergency management procedures/plans;
- Wardens;
- Key OHS and E Contacts; and
- CEMP requirements.

Refer: *Section 5 (SMT 9 and SMT 10): A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006*

Corporate Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007

2.8.2 Training

Contractors will be required to undertake appropriate project training and competency assessments of employees and sub-contractors by suitably competent trainers and assessors (e.g: holders of certificate IV in training and assessment).

Contractors will be required to maintain a training matrix which incorporates all Contractor and sub-contractor employees.

Contractors will be responsible for carrying out Verifications of Competency (VOC) on all personnel who will be required to operate specific types of equipment or perform activities requiring specialist skills. Contractors will be required to develop a procedure which demonstrates how they will verify the competencies of workers in the following disciplines (as a minimum):

- Mobile Plant operators (eg: wheel loader, excavator, skid steer, backhoe, dump truck, grader, rolling compactor);
- Crane operators;
- Forklift operators;
- Riggers and Dogman;
- Energy Isolation / Lock out Tag out (LoTo);
- Selected power tools, and;
- Fixed piling activities.

VOC's shall only be conducted by Registered Training Organisations (RTO) and shall include both competency-based assessments and written assessments. All training records must be maintained by the Contractor and made available to Amélie upon request.

Contractors will be required to demonstrate within their HSMP, how they will manage any Short Service Employees (SSE) or any workers who are new to their area of discipline. SSE management should address how the Contractor will mentor SSE's to prevent exposure to risks related to their area of discipline.

All Contractor personnel who have formal responsibilities under the CEMP shall be trained in the requirements of the CEMP.

Refer: *Corporate Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007*

Section 4 and Section 5 (SMT 5, SMT 8 and SMT 21): A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006

2.9 Amélie Permit to Work Requirements - Deliverable Document (Hold Point)

The Contractor will be required to utilise and maintain a Permit to Work (PTW) program relevant to work to be undertaken. Details of this program must be included within both the Contractor HSMP and described further within a PTW procedure which is to be provided to Amélie for review prior to any site works commencing.

The Contractor PTW Procedure will be a Deliverable Document.

As a minimum, the Contractor PTW program must incorporate any of the activities identified in the table below, which are relevant to their scope of

works. Amélie will require permits and approvals for the following specific activities as per the below table:

Permit Activity	Contractor Permit Required	Amélie Permit Required
Working at Heights	√	
Confined Space	√	
Energy Isolation / Lock out Tag out (LoTo)	√	√
Critical Lift (Crane)	√	√
Excavations/Ground Penetration	√	√
Working on Operational Sites		√
Hot Works	√	
Working near (or over) Water	√	
Low Voltage Electrical Works	√	
High Voltage Electrical Works	√	
Electromagnetic Radiation Work	√	
Working with Asbestos (Removal and Disposal)	√	√
Soft Sling use	√	
Grid Mesh Removal / Deck Openings	√	
Work Box / Man Cage	√	
Scaffolding	√	

All Amélie or contractor permits must be accompanied with a JSEA and in some instances, a Safe Work Method Statement.

For those activities requiring a Amélie permit, contact must be made with the relevant SAHF Project Manager at least 1 (one) business day prior to works to confirm permit requirements.

Rescue Plans will be required to accompany permits for:

- Work at heights;
- Work over water;
- Confined space; and
- Diving.

Refer: *A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006*

2.9.1 Energy Isolation Program

In order to prevent harm and property damage the Contractors must provide an energy isolation program. The aim is to eliminate or minimise safety risks to personnel and thereby comply with legislative obligations to implement a safe system of work. Compliance with the *WorkSafe Guidance Note: Lock out and Tagging of Plant – June 2005* must be achieved by all Contractors.

The purpose of the isolation program is to ensure stored energy sources (hazards) do not release and create a safety risk (injury/damage). Examples may be from:

- accidental start-up or movement of equipment;
- release of stored energy during maintenance, cleaning, servicing, commissioning, construction, demolition or other activities (e.g. springs, hydraulics, pneumatics, gravity); and
- Contact with live electrical energy.

The Contractors energy isolation program shall demonstrate how personnel will be protected. The program must detail a means of providing positive isolation for each worker. It must also eliminate the risk of inadvertent operation, introducing energy to plant or equipment or release stored energy while anyone is working on or near equipment. All Contractor personnel must be trained in their organisations energy isolation program.

Energy isolation procedures in each workplace may vary in detail because of differences in plant, power sources, hazards and processes. However, an energy isolation procedure should include the following basic steps in every case.

- Shut the plant down
- Identify all energy sources and other hazards
- Identify all isolation points
- Isolate all energy sources
- De-energise all stored energies
- Locking out all isolation points
- Tag plant controls, energy sources and other hazards
- Test by “trying” to re-activate the plant, without exposing the tester or others to risk. This ensures that the isolation procedures are effective and all stored energies have been dissipated.

All energy isolations and commissions will require controls to ensure the safe reintroduction of energy to the plant, system or equipment.

An out of service tag on an item of plant indicates that the plant is unserviceable and should not be used. It can be attached to non-powered plant such as ladders, jacks and trolleys as well as powered plant and should be attached to the main controls if possible, or to a prominent part if there are no controls (such as in the case of a damaged ladder).

Out of service tags should be attached by a competent person having specific knowledge relating to the plant and, where applicable, be placed on devices which isolate energy sources, only when those devices are set in the ‘off’ or ‘safe’ position

Source: *WorkSafe Guidance Note: Lock out and Tagging of Plant – June 2005*

2.9.2 Crane Safety Procedure - Deliverable Document (Hold Point)

Where crane operations form part of the Contractor's scope, the Contractor will be required to develop a Crane Safety Procedure. The intent of the Crane Safety Procedure is to eliminate, at the source, crane-related risks to the health, safety or welfare of employees and other persons at the site, through the establishment of minimum guidelines for safe crane usage and lifting operations.

The Crane Safety Procedure will be a Deliverable Document and shall, as a minimum, ensure compliance with the following:

- AS 1418.1 2002 Cranes, hoists and winches;
- AS 2550 Set-2011 Cranes, hoists and winches - Safe use Set;
- AS 2550.1 Appendix I Use of earthmoving equipment as a crane.
- AS 1418.8 Section 5 Requirements for earthmoving equipment
- Code of Practice Safe Use of Cranes in the Building and Construction Industry.

The Crane Safety Procedure must include:

- requirements for, and details of, load indication equipment to main and auxiliary hoist lines to effectively communicate/warn of a dangerous occurrence (eg: external rated capacity indicators);
- details of a testing and tagging regime of all lifting equipment (slings, shackles, chain-blocks, FSWR etc), and;
- details of quarantine controls for the management of faulty or damaged lifting equipment.

The Contractor's Crane Safety Procedure must also include a lift categorisation program that establishes specific safety controls for certain lift categories (e.g. permit, lift/rigging study, critical lift plan, SWMS).

Lift categories should be determined through the level of risk presented by lift types, lift techniques or lift processes. Some examples of determining factors for lift categories could include:

- rated lifting capacity thresholds;
- centre of gravity shifts;
- lifts requiring more than one crane;
- 'pick and carry' lifts, or;
- lifts that are not routine.

Lift categories must be incorporated into the Contractor's permit to work program.

Note: Where an excavator or backhoe is used for lifting, the requirements of this section apply. When lifting with an excavator or backhoe, the attachment of loads must only be made to those points provided and approved by the manufacturer.

2.10 Incident / Hazard Reporting and Investigation - Deliverable Document (Hold Point)

Amélie supports proactive hazard reporting. Identifying preventative actions should be a key element of the Contractor's safety and environment management rather than relying only on the assignment of corrective actions. Contractors must detail in their HSMP how hazards and incidents will be identified, reported, managed/mitigated, communicated and investigated as per this document and the SAHF Event Notification & Reporting Procedure. A register of hazards and risks and consequent actions is to be kept by each work area.

Amélie have established an incident and hazard reporting procedure for the whole SAHF (SAHF Event Notification & Reporting Procedure). Contractors can use their own incident internal reporting procedures, however these are required to be consistent with SAHF procedures (defined below) and include timely notification to the nominated (Amélie) SAHF Project Manager as required.

The SAHF Event Notification & Reporting Procedure requires:

- Emergency services (000) to be notified immediately in the event of an emergency;
- all incidents (including near misses) and high risk hazards must be reported to the SAHF Project Manager immediately or as soon as practicable (i.e. following notification of emergency services if required, and the site supervisor / manager). The role of the SAHF Project Manager is to complete SAHF internal notifications;
- all safety hazards with an overall risk rating of "High" or greater as well as any imminent environmental hazards are to be reported as an incident;
- details of a process of communicating lessons learnt resulting from incidents and hazard identifications (eg: Safety Notices, Safety Alerts, Lessons Learnt presentations and incident / hazard reviews within toolbox meetings);
- the SAHF Project Manager to be notified of any intentional or actual site visit by a regulator's inspectorate;
- the SAHF Project Manager to be notified of any regulator's improvement or prohibition notice, field report or similar;
- the SAHF Project Manager to be notified of any Health and Safety Representatives provisional improvement or issue resolution notice issued.

2.10.1 Incident Investigations

The level of incident or accident investigation required will be determined by the following three criteria based on Appendix 3: Amélie Risk Matrix - Consequence criteria (actual or potential).

Note: Regulator's timelines will apply for notifiable incidents.

The three levels of investigation reporting criteria are as follows:

1. Noticeable and Minor: Level 1 investigation required

Verbal notification to SAHF Project Manager as soon as possible.

Initial incident report (eg: situation report / part A incident report form) to SAHF Project Manager within two (2) working days with subsequent situation report updates as required thereafter.

Follow up investigation report to be facilitated by the Contractor

The report shall include:

- written details of the accident or incident;
- corrective actions being undertaken to avoid reoccurrence of the accident or incident.

2. Moderate: Level 2 investigation required

Verbal notification to SAHF Project Manager as soon as possible.

Initial incident report (eg: situation report / part A incident report form) to SAHF Project Manager within one (1) working day with subsequent situation report updates as required thereafter.

Follow up investigation report to be facilitated by the Contractor with Amélie to be invited to participate. Contractor investigation team to include (as a minimum) the Contractors project manager and/or supervisor, nominated OHS Manager/Environmental Manager or Advisor and any person(s) involved in the event.

The investigation report shall include:

- written details of the accident or incident;
- supporting documentation as requested by Amélie (photographs, diagrams, witness statements, JSEA, SWMS, pre-start attendance sheet, etc);
- a timeline of events;
- identification of root causes / causal factors, and;
- corrective actions being undertaken to avoid reoccurrence of the accident or incident. As a general rule, there should be at least one corrective action for each root cause / causal factor.

3. Major or Catastrophic (Eg: Emergency): Level 3 investigation required

Contact emergency services (ring 000)

Initial incident report (eg: situation report / part A incident report form) to Amélie Incident Manager within two (2) hours with subsequent situation report updates as required thereafter.

Follow up investigation report to be facilitated by the Contractor with Amélie to be invited to participate. Investigation to be facilitated by an Amélie approved third party facilitator, with invitation to Amélie for involvement. Contractor investigation team to include (as a minimum) the Contractor project manager / supervisor, OHS Manager / Environmental Manager / Advisor and any person(s) involved in the event.

The investigation report shall include (as a minimum):

- written details of the accident or incident;

- supporting documentation as requested by Amélie (photographs, diagrams, witness statements, JSEA, SWMS, pre-start attendance sheet, etc);
- a timeline of events;
- identification of root causes / causal factors, and;
- corrective actions being undertaken to avoid reoccurrence of the accident or incident. As a general rule, there should be at least one corrective action for each root cause / causal factor.
- Level 3 incidents will require the (Contractor) investigation facilitator to be trained in industry recognised investigation models such as:
 - Root Cause Analysis
 - Tripod
 - Incident Cause Analysis Method (ICAM)
 - TapRoot

Note: Certain investigations may require third party facilitation depending on the nature of the incident. All Level 2 & 3 incident investigations must include an invitation to Amélie for participation.

In the event that disagreement should arise regarding the need to perform an incident investigation or there is a disagreement of the level of investigation required, Amélie reserves the right to direct an incident investigation to be undertaken at a level determined by Amélie.

Amélie will review all incident investigation reports for quality of content and may request additional detail from the Contractor / Operator if the incident investigation report does not meet Amélie requirements.

Note: Amélie's review of incident investigation reports are intended to ensure the report accurately reflects the content/discussions/findings of those incident investigation workshop of which Amélie are involved.

External reporting of safety related incidents will be required in accordance with the Regulatory requirements including but not limited to the following Regulators:

- NSW WorkCover Authority
- Energy Safe NSW
- EPA
- DPE
- Building Control Commission

External reporting of safety related incidents will be the responsibility of the contractor. Amélie must be notified by the Contractor prior to any intention to report externally.

Refer: *Section 3.6 of the WorkSafe Industry Standard – A guide to managing safety in Civil Construction*

Section 5 (SMT 22): A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006

2.11 Emergency Management

2.11.1 Emergency Response Plan - Deliverable Document (Hold Point)

Contractors must have an Emergency Response Plan (ERP) for each site.

An overview of the ERP must be included within the Contractor HSMP and CEMP. The Contractor ERP will be a Deliverable Document and must reflect the respective risks and complexity of the operation. The Contractor ERP must:

- be in accordance with Contractor operational requirements;
- reflect the scale of the operation and magnitude of a potential emergency;
- identify and deliver emergency management training and exercise programs for their own personnel;
- identify nominated emergency situation controllers and their responsibilities;
- clearly identify links and reference to other relevant documents (e.g. Incident Reporting Procedure and other Emergency Response Procedures);
- be tested regularly and at least within the first three (3) months of operation;
- be consistent with the requirements of the NSW Emergency Management Arrangements and Standards Australia, AS/NZS 3745: 2010-Emergency Control Organisation and Procedures for Buildings;
- include the provision of emergency equipment;
- outline procedures to ensure arrangements with other site occupants in the event of an emergency;
- include any other emergency procedure which will be adopted on site;

Definition of an Emergency:

An incident within Site that has the potential to occur or has occurred and endangers or threatens to endanger people, property or the environment. (e.g. explosion, fire, collision, medical emergency, toxic release, natural disaster, structure collapse, vessel collision resulting in an emergency situation, workplace accident requiring emergency services, vehicle collisions, any incident that results in the attendance of emergency services).

The Contractor's Emergency Response Plan for a site must include the following:

- Scope and Objectives of the procedure.
- Risk Management Process:
 - Summary of risk assessment/s;
 - List of potential emergency scenarios relative to the operation;
 - Emergency response and recovery measures;

- Hazardous goods location and inventory.
- Planning Structure:
 - Evacuation and mustering process;
 - Communication pathways;
 - Training of personnel;
 - Emergency equipment requirements and location;
 - Response and recovery, including safety and environmental impacts of an emergency and their responses (e.g. the disposal of used absorbent);
 - Testing the procedure:
 - Type and frequency of exercises;
 - Debriefing requirements; and
 - Procedure review and amendment.
- Roles and Responsibilities:
 - Contractor roles and responsibilities;
 - Responsibilities in regard to other activities within the same work area; and
 - Incident management procedures.
 - Emergency incident notification procedures;
 - Notification of emergency agencies;
 - Notification to SAHF; and
 - List of current qualified First Aiders.

The Contractor shall maintain access through the site at all times for emergency response vehicles. Access points must be clearly defined and signed accordingly. When accesses are to be changed, Amélie must be advised in writing in advance of any change.

Refer: Section 3.7 of *WorkSafe Industry Standard – A guide to managing safety in Civil Construction*

Section 5 (SMT 39): A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006

Task 3.1 of the Corporate Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007

2.12 OHS&E Representation

An Environmental Manager must be provided by Contractors, and all personnel must hold relevant national qualifications in the field of Environmental Management, together with suitable proven experience.

The details of the Contractor Environmental Manager are to be included in the Contractor CEMP.

An OH&S Manager must be provided by Contractors with details included within the Contractor HSMP. Contractor OH&S Managers must hold relevant national qualifications in the field of Occupational Health and Safety, together with suitable proven experience in the field of OH&S Management.

Contractors must provide the resumes of all proposed OH&S Managers (and any OH&S Advisors / Officers) to Amélie for review prior to being appointed. Additional Contractor OH&S representation will be dependent on the Contractor's scope of works and size of the Contractor workforce and will be decided between Amélie and the Contractor.

As part of the Contractor HSMP, Contractors will be required to inform Amélie of a proposed ratio of OH&S professionals* versus workers. Similarly, Contractors will be required to inform Amélie of a proposed ratio of supervisors to workers.

Part 2.1 of the Work Health Safety Act 2011 provides for the following employee representation mechanisms which must be reflected within the Contractor HSMP:

- designated work groups (DWGs);
- health and safety representatives (HSRs) and their deputies; and
- health and safety committees (HSCs).

*Definition of an OHS professional is an OH&S Manager/Advisor/Officer who holds national qualifications in the field of Occupational Health and Safety, together with suitable proven experience in the field of OH&S.

Refer: *Section 3.1 of the WorkSafe Industry Standard – A guide to managing safety in Civil Construction*

Section 5 (SMT 16): A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006.

2.13 Contractor Signage

In accordance with Work Health and Safety Regulations (NSW) 2011, Part 6.4 and the Occupational Health and Safety Regulations 2007 Part 5.1 – Construction, Clause 5.1.15, the Principal Contractor at a worksite shall place signs 'that are clearly visible from outside the workplace where the construction work is being performed, showing the name and contact telephone numbers of the principal contractor'.

Principal Contractor signs shall be placed clear of traffic management devices and shall not interfere with other signage.

Principal Contractor signs shall be clearly visible and displayed for the duration of the works and maintained in good condition. Principal Contractor details must be displayed on all work vehicles and mobile plant.

The Contractor must provide effective delineation throughout their site. Amélie does not permit the use of flagging or bunting for delineation purposes.

All forms of delineation and exclusion zones should be marked by physical barrier and signage. Bollards and witches hats/cones can only be used to mark exclusion zones where the use of continuous physical barrier is not practical as determined by a risk assessment.

Note: Exclusion zones on deck of vessels / marine craft may be marked by high visibility paint or 'tiger stripe' adhesive tape where physical barriers are not practicable.

2.14 Personal Protective Equipment (PPE)

The minimum PPE requirements for Contractor personnel on any operational area on the SAHF site are:

- long Sleeve High Visibility work shirt/jacket;
- long leg work pants;
- Steel cap work boots (slip-on or quick-release for maritime personnel);
- construction Hard Hat;
- protective eyewear;
- work gloves when conducting any type of physical work, and;

Operational areas are defined as being any area of the Contractors working site outside of office buildings, cars, mobile plant cabins, accommodation areas and outside of backhoe cabins (backhoe/grab dredges).

All PPE must comply with relevant Australian Standards.

2.15 Fitness for Work (FFW)

Contractors will be required to develop a Fitness for Work (FFW) Plan to provide guidelines and expectations to eliminate fitness for work hazards in the workplace. An overview of the FFW plan must be included in the Contractor HSMP.

Objectives of the Contractor Fitness for Work Plan should include:

- education and awareness methods to raise awareness of FFW issues;
- providing clear guidance to all personnel on FFW responsibilities;
- specific personal responsibilities;
- consequences for unacceptable behaviour;
- fatigue management;
- methods of assisting employees should a health problem become apparent (eg: Employee Assistance Program); and
- compliance with the Contractor's Drug and Alcohol policy.

2.16 Traffic Management and Simultaneous Operations (SIMOPS)

Contractors will be required to develop a Traffic Management Plan (TMP), or a number of TMP's, in accordance with their scope of works and number of work fronts or points of interface. TMP's are required to be developed both for the purposes of complying with the Road Management Act 2004 and to provide for a safe working environment within the Contractors' site (eg: Site Compound, internal traffic movements etc). TMP's will form part of the Contractor HSMP.

Each TMP that involves a public interface will be required to be submitted to Amélie for review and comment prior to being given effect. The development of

Contractor TMP's will follow the Contractor facilitation of a HAZID or Risk Assessment Workshop specific to traffic management and SIMOPS. All Contractors, Operators and others who could be affected by a TMP, or who have an interface as a result of a TMP, must be consulted with and considered as part of the TMP development.

Amélie may request attendance at certain TMP HAZID's or Risk Assessment Workshops in the interests of precinct-wide safe traffic management. Amélie reserves the right to request TMP's be developed by Contractors for certain areas within the SAHF precinct at the discretion of Amélie.

Contractor TMP's must include processes for the management of SIMOPS both on their site and within the greater SAHF precinct and include details of:

- The overall strategy for the management of traffic, including traffic staging methodology during various stages of the work
- Any potential impact of the works on traffic and adjacent Contractors or Operators
- Emergency access and alternative routes
- The location/placement of traffic management signage, barriers and other traffic control devices
- Duration and times for conducting the works (e.g. day or night operation)
- Traffic management arrangements at the worksite outside normal working hours or when workers are not present at the site (after-care)
- Onsite speed limits
- Designated vehicle routes
- Operational safety zones (around plant)
- Arrangements and number of traffic controllers required for each stage of the works (including for the management of pedestrian/plant interface)
- Communication protocols between mobile plant (and pedestrians) such as the use of UHF radio's and non-verbal communication
- UHF / VHF radio, and mobile phone protocols
- Protocols covering requirements for truck drivers to stay inside the cabin unless directed otherwise

TMP's should be prepared by a person who is suitably experienced and competent in traffic management.

Workers' awareness of activity around them can be compromised when using radios or mobile phones for site communications. Site safety rules should include:

- stopping mobile plant while the device is in use
- pulling vehicles or mobile plant over and stopping in a safe location, unless a hands-free system is used
- ensuring workers on foot only to use these devices when in a safe location.

All mobile plant/equipment and light vehicles must be fitted with flashing / rotating amber beacons and audible reversing alarms.

Refer: Task 3.1 of the *Corporate Research Centre for Construction Innovation: The Guide to Best Practice for Safer Construction, 2007*
Road Management Act 2004

2.17 OHS & E Reporting

The following reports are to be provided to Amélie on a monthly basis unless stated otherwise:

- Contractor OHS Monthly Report (an Amélie template will be provided);
- Contractor Health and Safety Coordination Plan (update report on implementation);
- Summary of changes to work scope risk assessment;
- Risk Register summary;
- Corrective and Preventative Actions Register summary;
- Summary of environmental activities during the period (eg: monitoring programs);
- Notices, fines and infringements issued by government agencies and authorities (as they occur);
- The names and assigned induction card numbers of those who have received a SAHF Induction during the period.

The HSE KPI Report Template (Appendix 2) must be completed by the Contractor and provided to Amélie on a fortnightly basis unless stated otherwise.

Note: The SAHF HSE KPI's are indicative only and will be negotiated and agreed between Amélie and the principal Contractor prior to the commencement of any works.

Incident reporting and investigation will be conducted as per section 2.10 of the guide.

Reports are to be provided electronically in a Word or Excel format.

2.18 Pre-works OHS & E Audit – Hold Point

Amélie will conduct pre-works OHS&E audits prior to the commencement of certain key Contractor activities, including but not limited to:

- major earthworks;
- basement construction;
- any activity considered by Amélie to require a pre-works audit.

The Contractor HSMP and CEMP must acknowledge that works for these activities cannot commence until such time the pre-works OHS&E audit has been completed and any findings rectified to the satisfaction of Amélie.

2.19 Change Management

Contractors will be required to demonstrate how they will manage any temporary or permanent change to their operations, processes or equipment

within a Change Management procedure/process. The Contractor Change Management procedure / process should detail the change management process involving the following;

- organisational changes (including personnel);
- technical changes;
- changes to procedures or process;
- plant, equipment and materials (eg: ensuring plant, equipment and materials are not used outside of manufacturers specifications);
- scheduling;
- legislation and regulatory requirements;
- the health safety and wellbeing of employees or subcontractors.

Any changes will need to be assessed for potential OHS&E and Quality impacts.

A Change Management Register must be maintained by the Contractor and made available to Amélie for review upon request for auditing purposes.

2.20 Plant and Equipment

Contractors must ensure that any risk associated with plant is eliminated so far as is reasonably practicable.

If there is a likelihood of powered mobile plant colliding with pedestrians or other powered mobile plant, Contractors must ensure that the plant has a warning device that will warn people who may be at risk from the movement of the mobile plant. All mobile plant/equipment and light vehicles must be fitted with flashing/rotating amber beacons and audible reversing alarms.

The Contractor must have in place systems to ensure that the prescribed plant is registered, has a current certificate of inspection and is only operated by competent personnel.

Contractors must outline within their HSMP, the maintenance, inspection, testing and repair program for all plant and equipment that will be used on the project including any procedures for identifying, isolating and removing from service any unsafe plant or equipment. This program must outline processes for the management of unplanned maintenance, spills, waste management, hose management etc. All planned maintenance is to occur off-site.

Bunded secondary containment units (120% capacity) must be provided for all fuels, oils and chemicals except in specific cases where a request for exemption is approved by Amélie Housing. Exemptions to this capacity requirement will be dependent on the manufacturers' specifications of the bund and the assessment of risk.

Contractors must identify within their HSMP and Traffic Management Plan, any designated mobile plant compounds, go-lines and vehicle parking and access areas.

For all Pile work and deep foundation engineering, the *WorkSafe Industry Standard for Piling Work and Foundation Engineering Sites January 2014* must be complied with.

Refer: *Sections 7 and 8 of WorkSafe Industry Standard – A guide to managing safety in Civil Construction*

Section 5 (SMT 27): A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006

2.21 Approvals

Amélie is responsible for obtaining project approvals required under the *Environmental Planning and Assessment Act 1979 (NSW)*

In addition, Amélie will obtain other approvals as required, including but not limited to:

- *Land and Environmental Assessment Act 1958 (Victoria)*
- *Roads Act (NSW) 1989;*

AMÉLIE will obtain approvals under the identified legislation, there may be additional approvals that need to be identified and obtained as part of the Contractor's risk assessment.

This is the responsibility of the Contractor, unless otherwise advised by Amélie Housing.

2.22 Post-construction Safety and Environment Review

At completion of physical works, a Post-Construction Safety and Environment Review must be undertaken to confirm that known risks have been closed out, any open corrective/preventative actions completed and to identify any new/residual risks that remain. These reviews will include Amélie representation and other stakeholders as relevant (e.g. designers).

In the event that known or remaining risks cannot be eliminated, the Contractor will be required to include these within their project risk register along with appropriate treatment plans and provide a copy to Amélie.

Upon completion of the Contractor's scope of works, a joint review of the risk register will be undertaken to ensure all known risks have been addressed and treatment plans developed/reviewed for residual risks.

2.23 Lessons Learnt Workshop

Upon completion of the Contractor's scope of work, a Lessons Learnt Workshop must be facilitated by the Contractor to evaluate the Contractor's safety performance and to identify both positive outcomes and learning experiences. The Contractor Lessons Learnt Workshop will include involvement of Amélie and any other relevant stakeholders as required.

A Lessons Learnt report will be prepared by the Contractor to summarise the outcomes of the workshop which will be shared with all relevant stakeholders.

3 Environmental Management Requirements

3.1 Environmental External Notifications

Amélie will coordinate all external communication with government agencies as identified in the Amélie EMP. This is to ensure a consistent approach to government agency liaison. Amélie will be the direct contact with EPA, DPE, FSI, DTF, Heritage NSW, NSW, Sydney Water, NSW Roads, Power authorities and local government councils in regard to all aspects of the works/activities relating to the Amélie unless otherwise arranged.

No contact is to be made by Contractors to government agencies, unless required by legislation or regulation, without prior consultation with Amélie

3.2 Responsibilities for Environmental Monitoring Programs - Deliverable Document (Hold Point)

Construction Noise Monitoring – equipment conformance

The Contractor is responsible for undertaking airborne noise monitoring in accordance with the *Best Practice Environmental Guidelines for Major Construction Sites, EPA Publication 480* as a minimum.

Construction Noise Monitoring – complaint response

In the event that a noise complaint is received during construction operations, the Contractor will be required to undertake noise monitoring by undertaking similar works to those occurring at the time of a complaint event for the purposes of obtaining relevant noise levels of construction operations. This activity is expected to take 15 minutes per event (expect up to five events per activity e.g. bulk earthworks).

Dust Monitoring

The objective of the dust monitoring program is:

- to inform an operational feedback mechanism to enable appropriate dust management on site.

It will be a requirement for Contractors to incorporate operational feedback mechanisms in their Dust Prevention and Management Plans to respond to dust monitoring response levels. Contractors may also conduct their own dust monitoring.

3.3 Site Environmental Management

The Soil Management Plan, Dust Prevention and Management Plan, Construction Noise Management Plan, Stormwater Management Plan and Asbestos Management Plan (if required) will be Deliverable Documents. Details of these plans must be included in the Contractor CEMP. See sections 3.5 and 3.6 for further information on Dust Prevention and Management and Stormwater Management.

Consideration should be given to tenants, residents and existing infrastructure in and adjacent to Amélie sites in the development of these management plans and in the management of lighting/light spill.

The location and intensity of lighting on site should not impact on residents.

Site management, including requirements for stockpiling, dust management, stormwater management and asbestos management and removal must occur in accordance with:

- Contaminated Land Management Act (NSW) 1997;
- NSW SEPP 55 Remediation of Land and the Managing Land Contamination – Planning Guidelines;

Note: The discovery of any suspected asbestos will be treated as a reportable event for the project. An incident investigation will not be required unless otherwise directed by Amélie. For removal of non-friable asbestos in amounts greater than 10 square metres or removal of friable asbestos in any amounts, a copy of the asbestos clearance certificate will be required to be provided to Amélie.

3.4 Soil Management - Deliverable Document (Hold Point)

Contractors will be required to manage soil during site preparation and excavation on Amélie Housing sites, including the following requirements:

- Soil tracking management;
- Management of waste;
- Finished surfaces;
- Importation of fill; and
- Auditing.

Contractors will be required to develop, implement and maintain their own Soil Management Plan in accordance with the Amélie Housing requirements.

Provision for hold points and inspections of works by Amélie will need to be considered and incorporated into the Contractors Soil Management Plan. These hold points are:

- Following stockpiling of inert waste;
- Prior to the relocation/disposal of material offsite; and
- Prior to the proposed importation of material to site.

3.5 Dust Management - Deliverable Document (Hold Point)

The Contractor will be required to provide a dust prevention and management plan. The objective of the Dust Prevention and Management Plan is to:

- focus on preventing the generation of dust in preference to applying dust suppression measures;
- minimise loss of amenity to surrounding community and operating tenants, and damage to property due to the generation of dust, and;
- to ensure there is no health risk due to generation of dust to the environment.

The Contractor will be required to incorporate dust prevention and suppression measures such as the use of dust suppressants, cleaning of roads and shade cloth fences and visual monitoring of air quality in their Dust Prevention and Management Plan.

The Dust Prevention and Management Plan shall detail the Contractor's dust prevention strategy, the frequency of dust suppression, the locations that will receive dust suppression, details of any shade cloth fences to be constructed and provisions to ensure adequate water for dust suppression is maintained on site.

3.6 Stormwater Management - Deliverable Document (Hold Point)

Contractors will be required to develop a Stormwater Management Plan. The Stormwater Management Plan must be developed in accordance with the *EPA Environmental Guidelines for Major Construction Sites* (Publication 480) and be based around the primary objective to minimise the generation of contaminated stormwater and retain all contaminated stormwater on site 1).

The Contractor's Stormwater Management Plan must detail strategies / measures to prevent eroded soil from washing away and contaminating stormwater.

The Contractor's Stormwater Management Plan shall:

- detail the types of sediment controls;
- consider the nature of the site (soil types, topography and rainfall patterns);
- include measures to ensure that sediment control designs are adequate;
- detail methods on how to minimise the quantity of uncontaminated stormwater entering cleared areas;
- establish cut-off or intercept drains to redirect stormwater away from cleared areas and slopes;
- reduce water velocities;
- account for peak run-off flows in design of control structures;
- detail the locations and types of erosion and sediment control measures (e.g.: silt fences, drainage systems, traps);
- establish the inspection, maintenance and cleaning program for sediment run-off control structures;
- detail contingency plans for unusual storm events;
- assess the effectiveness of sediment control measures and make any necessary improvements; and
- ensure that any contaminated water pumped into the stormwater system is treated to remove sediment if the turbidity exceeds 30 NTU.

Any dewatering must be conducted in accordance with the EPA Environmental Guidelines for Major Construction Sites (Publication 480).

Refer: *EPA Environmental Guidelines for Major Construction Sites (Publication 480)*

3.7 Vibration Management

Contractors must consider vibration impacts during construction activities.

Contractors must regularly maintain all plant and machinery to ensure optimal performance, and where possible, use quieter and less vibrating equipment. Contractors should also schedule high vibration generating activities within normal working hours, where feasible and reasonable.

Safe buffer distances between equipment and residences should be established and maintained. This may be confirmed by investigative vibration monitoring prior to operation of vibration intensive equipment e.g. rock breakers and rollers.

Where the risk to sensitive receptors is considered to be very high, the activity should be assessed with investigative vibration monitoring and documented for project compliance. The contractor will develop and implement a vibration monitoring plan in the event of complaints from the community or tenants and develop appropriate management controls if necessary.

3.8 Heritage

Heritage requirements are outlined in the Construction Management PDS of the SAHF EMP. If any potential heritage or Aboriginal Cultural Site is identified during construction activities, the process described in the SAHF EMP will be followed.

3.9 Fauna Management

Injured fauna should not be handled unless safe to do so. All native animals, including snakes, are protected. The proposed management of any wildlife encountered on site should be documented in a salvage plan prior to construction commencing.

Any wildlife which may require veterinary attention or relocation must be undertaken in accordance with the NSW Acts and regulations. Any capture and relocation activities must be undertaken by a suitably qualified ecologist.

4 Audit and Inspection

Amélie will undertake regular audits and site inspections to monitor compliance with SAHF legal and project requirements and the requirements of the Contractor CEMP, Contractor HSMP and any related subordinate plans or procedures. This includes audits against Contractor Deliverable Documents.

There are four types of audit findings:

- Conformance: Requirements met in full
- Partial Non-Conformance: Some activities do not comply with requirements
- Non-conformance: Requirements not met
- Not Applicable: Requirements not relevant at the time of audit

Audit findings may result in:

- Recommended Action (RA): This is an action to be undertaken to remedy or prevent a non-conformance
- Improvement Opportunity (IO): This is an action to be undertaken to improve management or demonstration of conformance
- Positive Performance Recognition: Recognition of actions, activities or performance that exceeds requirements. No action is required to be undertaken

The Contractor shall keep and make available to Amélie any records, procedures, records, systems and processes for auditing purposes.

The Contractor HSMP and CEMP shall detail the Contractors internal and external audit schedule which outlines how compliance is measured against project objectives. These should identify the frequency of audits and inspections and the persons or positions responsible for carrying out the audits and inspections.

Compliance audits against the HSMP and CEMP shall be conducted by the Contractor at intervals no greater than three (3) months for the duration of work on the Site. Compliance audits shall include an on-site inspection.

Contractors will be required to incorporate the following mandatory HSE field inspections into their HSMP, HSCP and CEMP as a minimum:

Inspection Type	Frequency	Facilitated by
Worksite Inspection (includes barricading, scaffold, housekeeping inspections)	Daily	Contractor Supervisor together with workers
Plant and Equipment Inspection	Daily	Plant operator / equipment operator
Site Safety and Environment Walk *(written report to be prepared by the Contractor and provided to Amélie within 2 days)	Weekly	Contractor Project Manager together with Amélie Safety Representatives

Targeted OHSE Inspection	Weekly	SAHF Safety Manager (or delegate)
Amélie SAHF OHSE Inspection	Fortnightly	Amélie Project Manager together with Contractor Supervisor / Foreman
CEMP Audit	Monthly	Amélie Manager IMS/Project Manager Environment (or delegate)
HSMP Element Audit	Monthly	Amélie Safety Manager (or delegate)

The Amélie OHSE Inspection template can be provided to Contractors upon request.

Refer: *Section 5 (SMT 23 and SMT 24): A Construction Safety Competency Framework: Improving OH&S performance by creating and maintaining a safety culture, 2006*

5 Communications

5.1 Complaints and Enquiries

Amélie is proposing to have a centralised complaints and enquiries system.

These contacts are:

Email: TBC

Amélie website: TBC

For details regarding the management of complaints and enquiries, refer to the Environmental Management Plan.

All public enquiries must come through the Amélie contact.

5.2 Media and Research Enquiries

All media enquiries must be immediately directed to:

Brian Murnane
Amélie Program Manager
(02) 9568 0219 or:
0414 903 165

The only authorised media spokespeople on behalf of the Amélie are:

Brian Murnane
CEO, Amélie Housing

No comment is to be provided to the media by anyone else in the organisation, including Amélie consultants and contractors, without the prior agreement from Amélie.

6 Review of Amélie Health, Safety & Environmental Management Plan

This document is subject to internal review and will be updated as required throughout the course of the program.

Changes to the guide are at the discretion of Amélie and in accordance with any project learning's in the interests of continual improvement of the project duration. Any change to the guide that may affect a HSMP will be managed via a consultation process to ensure the HSMP, CEMP achieve the project objectives.

Any changes to this document will be communicated to the Contractor and must be incorporated in the Contractor's relevant documentation including HSMP, CEMP and other Deliverable Documents.

Appendix 1: HSMP and CEMP Framework Outline

Deliverable Documents (Hold point)

The Contractor acknowledges that occupational health and safety and environmental management at the Site is the responsibility of the Contractor.

The Contractor is required to submit a HSMP and CEMP which respond to the elements listed in the below table and further described within this document.

The HSMP and CEMP shall include, but not be limited to:

HSMP	CEMP
<ul style="list-style-type: none"> • Introduction <ul style="list-style-type: none"> ○ Scope of the Health and Safety Management Plan ○ Description of the works to be undertaken which includes: <ul style="list-style-type: none"> - the project site location; - a summary of the major activities; - a summary of the high risk activities; - an outline of any new technology being introduced; - an outline of any unusual construction methods being introduced; and - any potential impact on other parties. ○ Site facilities and layout 	<ul style="list-style-type: none"> ▪ Introduction. <ul style="list-style-type: none"> ○ Scope of the CEMP. ○ Description of the works to be undertaken.
<ul style="list-style-type: none"> • Planning <ul style="list-style-type: none"> ○ Health & Safety Policy ○ Health and Safety Objectives and Targets ○ Legal Requirements (to include reference to and compliance strategies against): <ol style="list-style-type: none"> 1. Work Health Safety Act 2011 2. Work Health Safety Regulations 2011 3. The Guide to Best Practice for Safer Construction 2007 4. WorkSafe Industry Standard – A guide to managing safety in Civil Construction June 2012 (for Civil Construction works only) 5. ISO 31000:2009 Risk Management 6. WorkSafe Framework for Undertaking Work near Overhead and Underground Assets, 2004 7. Construction Work Code of Practice July 2014, <i>Safework Australia</i> 	<ul style="list-style-type: none"> • Planning. <ul style="list-style-type: none"> ○ Environmental Policy. ○ Environmental Objectives and Targets ○ Legal Requirements. ○ Applicable project delivery standards (see Amélie EMP). ○ Risk Management and task-based risk assessments ○ Organisational Structure and Responsibility (to include plan owners name, key personnel (operations & base) the organisational structure with key environmental responsibilities, and contact numbers (work hours and after hours). ○ Document and Record Control (identification of relevant

HSMP	CEMP
<ul style="list-style-type: none"> ○ Risk Management including management of High risk construction work: as defined in Work Health Safety Regulations 2011 ○ Hazard Identification and Risk Assessment ○ Change Management (How decision and change is managed to identify and mitigate any newly introduced risks. ○ Organisational Structure and Responsibility (to include plan owners name, key personnel (operations & base) the organisational structure with key health and safety responsibilities, and contact numbers (work hours and after hours) ○ Senior Management commitment to safety ○ Public safety ○ Training and Induction (the training and induction requirements which at a minimum must include Amélie SAHF induction, site induction and the requirement for all Contractor personnel to hold a Construction Industry card (White Card). This includes: <ul style="list-style-type: none"> - The type of statutory licenses and competency certificates relevant to the scope of works (e.g. scaffolding, rigging, crane and hoist operation, pressure equipment (e.g. boilers), load shifting equipment (e.g. forklifts, backhoes, front end loaders) - Procedure and system for training staff and ensuring competency (E.g: safety training needs analysis and plans) - The training and management of Short Service Employees (SSE) <p>Note: The Contractor must be able to demonstrate in</p> 	<p>documents and records and how they will be controlled).</p> <ul style="list-style-type: none"> ○ Training and Induction (including project induction and site and hazard specific training requirements). ○ Internal Communication ○ External Communication. ○ Emergency preparedness, response and recovery (including Contractor Emergency Response Plan). ○ EMP controls related to EPBC Act/NES Matters.

HSMP	CEMP
<p>writing that persons planning to undertake potentially hazardous tasks are trained to a national recognized standard (AQTF).</p> <ul style="list-style-type: none"> - Content and frequency of site health & safety induction program o Internal Communication (outline health and safety consultation with staff e.g. Health & Safety Representatives, Health & Safety Committee meetings, toolbox meetings) o Injury Management and Rehabilitation o The Contractor must supply appropriate methods to communicate information to employees such as regular safety meetings, HS&E noticeboards, safety dashboards, safety notices and OHS committees. o External Communication o Emergency Planning, Preparedness, Response and Recovery (how emergency situations are managed) o Minimum PPE requirements (to reflect Amélie minimum PPE requirements) o Sub-Contractor management (How the principal Contractor will manage Sub-Contractors and how they will be integrated into the principal Contractors HSMP) o Fitness for Work (to include fatigue management, drug and alcohol policy, noise control and hearing conservation program) o Simultaneous Operations (SIMOPS). (To include Traffic Management Plan) o Journey Management o Fire prevention and control o Fall prevention (Detailed policy and mitigation measures regarding the prevention of falls) o Manual Handling o Safe Crane and Lifting Operations o Dangerous goods and hazardous 	

HSMP	CEMP
<p>substances management</p> <ul style="list-style-type: none"> ○ Barricading and Signage ○ Mobile Equipment (How the Contractor plans to manage the risks associated with mobile equipment including interface with personnel) ○ Confined Space ○ Scaffolding ○ Permit to Work activities ○ Energy Isolation program (to include electrical safety requirements and Lock out Tag out (LoTo) training to all Contractor personnel) ○ Site security 	
<ul style="list-style-type: none"> ● Implementation <ul style="list-style-type: none"> ○ Work Instructions/Safe Work Method Statements/Risk Assessments/JSEA's/Personal Risk Assessments/Safe Work Procedures ○ Certified safety related machinery and equipment required by legislation/regulation 	<ul style="list-style-type: none"> ▪ Implementation <ul style="list-style-type: none"> ○ Contractor Management. ○ Identification of procedures and work method statements. ○ Operational control procedures (e.g. stormwater/groundwater management (a risk assessment is required to identify controls for this), waste management).
<ul style="list-style-type: none"> ● Measurement and Evaluation <ul style="list-style-type: none"> ○ Audits and Inspections (How audit and inspections are to be undertaken and the frequency) ○ Incident / Hazard Reporting & Investigation ○ Corrective and preventative actions ○ Monitoring of safety performance (including safety reporting requirements and responsibilities.) ○ Management Review ○ Issue Resolution ○ Disciplinary procedures (in respect to employees, contactors, sub-contractors and their employees for serious breaches of site safety rules) 	<ul style="list-style-type: none"> ● Measurement and Evaluation <ul style="list-style-type: none"> ○ Audits and Inspections. ○ Incident / hazard reporting and investigation. ○ Environmental performance monitoring and reporting. ○ Environmental monitoring programs and contingency plans.
	<ul style="list-style-type: none"> ● Management Review <ul style="list-style-type: none"> ○ Review meetings content and frequency ○ Project construction close-out

In addition to the Contractor's HSMP and CEMP, there will be a suite of documents which the Contractor will be required to submit to Amélie for review and comment prior to works commencing. These documents will be known as Deliverable Documents and are detailed in the following table (refer Contractor HSE Deliverable Documents - Hold Point 1.4):

Deliverable Document Title	Section reference
Health and Safety Coordination Plan	Section 2.4
Hazard Identification and Risk Management Procedure	Section 2.7
Permit to Work Procedure	Section 2.9
Crane Safety Procedure	Section 2.9.2
Incident and Hazard Reporting and Investigation Procedure	Section 2.10
Emergency Management Plan	Section 2.11.1
Construction Noise Management Plan	Section 3.2
Soil Management Plan	Section 3.4
Dust Management Plan	Section 3.5
Stormwater Management Plan	Section 3.6

Appendix 2: Amélie HSE KPI Report Template (Indicative)

HSE KPI Report Table - Month Ending			
LEADING INDICATORS	Week 1 23/6/2016	Week 2 30/6/2016	Month (Total)
No. personnel signed on to Project Safety Charter			
No. safety recognition / awards			
% Health & Safety Co-ordination Plan reviews completed on time (monthly)			
No. project risk registers reviews conducted and communicated to the workforce			
% senior management involvement in on-site safety programs			
No. safety walks conducted by senior management			
No. contractor workplace audits, inspections or JSEA's checked.			
No. OHS Initiatives or actions completed			
No. Safe Behaviour Observations conducted			
% Safe Behaviours Observed			
Safety activities completed (text and No.)			
% of Scheduled emergency training / drills completed			
Ratio of open preventative actions Versus open corrective actions			
% of Incidents investigation recommendations implemented			
% scheduled internal and external system audits completed			
No. of JSEA / SOPs / SWMS's written and observed			
No. Near Miss Incidents reported			
% of scheduled environmental audits completed.			

LAGGING INDICATORS	Week 1 23/6/2016	Week 2 30/6/2016	Month (Total)
No. First Aid injury (FAI) reported			
FAIFR (FAI Frequency Rate)			
No. Medical Treatment Injuries (MTI) reported			
MTIFR (MTI Frequency Rate)			
No. restricted work case (RWC) reported			
Total restricted work hours			
No Lost Time Injury (LTI) reported			
LTIFR (LTI Frequency Rate)			
Total Lost Time Work Hours			
No Fatality or Permanent Disability			
No of repeat incidents			
No. recorded notifiable incidents			
No. worker compensation claims			
No. Environmental Incidents reported			
No total incidents reported			

HOURS WORKED	Week 1 23/6/2016	Week 2 30/6/2016	Month (Total)
Average No. of safety professional on site			
Ratio of Safety Advisors to workers			
Ratio of Supervisors to workers			
Average number of field personnel on site			
Total hours worked			
Average hours worked weekly			

ENVIRONMENTAL DATA (to be reported monthly only)	Week 1 23/6/2016	Week 2 30/6/2016	Month (Total)
Fuel Consumption (Litres)			
Electricity Usage (kWH)			
Organic Waste (kg)			
Commingled Recycling (kg)			
Waste to Landfill (kg)			
Potable water consumption (kL)			
Non-potable water consumption (kL)			

Appendix 3: Amélie SAHF Risk Matrix

Table 1 - Risk Matrix

Consequence (Opportunity) →	1 Noticeable	2 Minor	3 Moderate	4 Major	5 Catastrophic (Outstanding)
Likelihood ↓					
5 Almost Certain	M	H	VH	VH	E
4 Likely	M	M	H	VH	E
3 Possible	L	M	H	H	VH
2 Unlikely	VL	L	M	H	H
1 Rare	VL	L	L	M	M

Using the AMÉLIE SAHF Risk Matrix for incident classifications

1. Determine the potential Consequence level (table 2)
2. Use Table 1a below to determine the notification period to SAHF Project Manager

Note: The SAHF Project Manager must be verbally notified of all incidents and near miss events as soon as possible. VTS must be notified as soon as possible for any major or catastrophic incidents (eg: emergencies)

Table 1a – Initial incident report submission timeframes (Eg: Situation report / part A incident report form)

Potential Consequence Level	Submission Period
Catastrophic	As soon as possible and no later than within 2 (two) hours
Major	As soon as possible and no later than within 2 (two) hours
Moderate	As soon as possible and no later than within one working day
Minor / Noticeable	As soon as possible and no later than within two working days

Event is defined as an incident or situation which occurs in a particular place during a particular time interval.

For risk assessment purposes, the highest ranked consequence for particular event should be selected, taking account of the existing controls.

Risk is defined in terms of Consequence and Likelihood and the above risk matrix defines the relationship of consequence and likelihood

Consequence is defined as the outcome of an event, expressed either qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

Likelihood is a qualitative descriptor of probability or frequency of a particular event.

Table 2 - Qualitative measures of Consequence

Select the highest ranked potential consequence for an event, taking account of any existing controls or mitigation measures. Consequences are not cumulative.

Level <input type="checkbox"/> Class <input type="checkbox"/>	1 Noticeable	2 Minor	3 Moderate	4 Major	5 Catastrophic (Outstanding)
Impact on Health and Safety	Minor medical treatment required.	Moderate but reversible disability requiring hospitalization	Moderate irreversible disability or impairment (<30%) to one or more persons	Single fatality and/or severe irreversible disability (>30%) to one or more persons	Multiple fatalities, or significant Irreversible effects to >20 persons
Environment - Human Health (Acute and chronic)	Internal notification of heightened or perceived health risk.	External notification of heightened or perceived health risk	Exposure with adverse short-term health effects for at least one person	Exposure resulting in multiple long-term health effects or single early death	Multiple early deaths related to chronic or acute exposure

Appendix 4: Amélie Occupational Health and Safety Policy

Amélie Housing is committed to a safety culture that ensures the health, welfare of its workers.

This commitment extends to ensure Amélie Housing operations do not place the community at unnecessary risk of injury, illness or property damage. The aim is to prevent all workplace incidents and injuries.

Amélie's safety culture objectives are to:

1. Comply with all applicable legislation including the Work Health Safety (WHS) Act 2011, compliance codes and industry standards;
2. Integrate risk management principles when making decisions and determining treatments to a standard of "as low as is reasonably practicable"
3. Consult with workers and where applicable third party stakeholders about health and safety issues likely to affect their workplace;
4. Influence third party stakeholders where practicable to comply with all applicable Occupational Health and Safety (OH&S) legislations;
5. Provide information, instruction, training and supervision for all Amélie workers ensuring they work in a safe and healthy manner;
6. Establish, maintain and seek continuous improvement of Amélie's safety performance and management systems;
7. Establish measurable safety objectives at the corporate, divisional and departmental levels of the business.
8. Encourage, recognise and reward workers notable safety practices;
9. Communicate Amélie's Safety Policy and Management Systems to workers and make it available to interested parties;
10. Commit to the provision of sufficient resources (human, physical and financial) to achieve the requirements of all applicable OH&S legislation, this policy and the OH&S Management System.
11. Acknowledgement that shared safety responsibilities exist between third party stakeholders and actively work together to create, manage and measure a positive safety culture;
12. Reinforce the principle that all injuries are preventable as safety risks are often foreseeable.

All workers have a personal responsibility to:

1. Take reasonable care to ensure the safety of themselves and that of others;
2. Co-operate and be compliant with Amélie's safe work procedures;
3. Actively support the safety management system; and
4. Immediately notify management of any workplace hazard, incident, or injury.

Amélie Housing

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Appendix 5: Amélie Environmental Policy Summary

Amélie Housing has a commitment in developing housing in an economically, socially and environmentally sustainable manner.

Amélie's environmental objectives are to:

1. Comply with all environmental statutory requirements and other applicable environmental obligations;
2. Have regard to triple bottom line assessment decision making principles in accordance with all Acts.
3. Develop, Establish and implement a Safety and Environmental Management Plan (SEMP) in accordance the relevant acts, codes and regulations.
4. Maintain an Environment Management System that is consistent with the International Standard ISO 14001 – Environmental Management Systems (2004)
5. Influence tenant and contractor Environment Management Plans to be consistent with the International Standard ISO 14001 – Environmental Management Systems (2004)
6. Integrate appropriate environmental management systems into decision making across all functional area of Amélie Housing.
7. Maintain policies which address key environmental issues;
8. Encourage workers, tenants and third party stakeholders to adopt responsible environmental management techniques where feasible;
9. Adopt best practice environmental management techniques where feasible;
10. Minimise waste, greenhouse gas emissions, water and energy use to the extent practicable;
11. Communicate the Environment Policy to Amélie employees, con (tractors and stakeholders);
12. Commit to the provision of sufficient resources (human, physical and financial) to achieve the aims, objectives and targets of the Amélie Environment Management System.

It is the personal responsibility of each worker to ensure they:

1. Integrate environmentally sustainable decision making into the planning and implementation of all activities;
2. Continually improve environmental performance;
3. Comply with all Amélie environmental policies and procedures; and
4. Comply with all statutory environmental obligations.

Amélie Housing

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Appendix 6: Contractor Compliance Statement

SAHF MODEL SAFETY AND ENVIRONMENT MANAGEMENT FRAMEWORK				
CONTRACTOR COMPLIANCE STATEMENT				
SECTION REFERENCE		ABLE TO COMPLY	NOT ABLE TO COMPLY	COMMENT (Eg: why or why not compliance can be achieved)

SECTION 1: INTRODUCTION				
1.1	Amélie's Safety Charter	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
1.2	Contractor Health and Safety Management Plan (HSEMP)	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
1.3	Contractor Construction Environmental Management Plan (CEMP)	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
1.4	Contractor HSE Deliverable Documents	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

SECTION 2: OCCUPATIONAL HEALTH AND SAFETY REQUIREMENTS				
2.1	Safety Culture	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.1.1	Project Safety and Environmental Leadership Team	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.2	Behavioral Based Safety Program	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.3	Safety in Design	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.4	Health and Safety Coordination Plan	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.5	Systems of Work	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.6	Consultative Arrangements	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.7	Risk Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.7.1	Personal Risk Assessments	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.7.2	Job Safety and Environment Analysis	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.7.3	Safe Work Method Statements	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.8	Training and Induction	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.8.1	Induction	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.8.2	Training	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.9	Amélie Permit to Work Requirements	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.9.1	Energy Isolation	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.9.2	Crane Safety Procedure	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.10	Incident / Hazard Reporting and Investigation	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

2.10.1	Incident Investigation	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.11	Emergency Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.11.1	Emergency Response Procedure	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.12	OHS&E Representation	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.13	Contractor Signage	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.14	Personal Protective Procedure	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.15	Fitness for Work	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.16	Traffic Management and Simultaneous Operations	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.17	OHS&E Reporting	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.18	Pre-works OHS&E Audit	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.19	Change Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.20	Plant and Equipment	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.20.1	Prevention of Hydrocarbons Entering the Water	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.32	Approvals	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.33	Post-construction Safety and Environment Review	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2.34	Lessons Learnt Workshop	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

SECTION 3: ENVIRONMENTAL MANAGEMENT REQUIREMENTS (CEMP)				
3.1	Environmental External Notifications	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
3.2	Responsibilities for Environmental Monitoring Programs	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
3.3	Site Environmental Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
3.4	Soil Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
3.5	Dust Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
3.6	Stormwater Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
3.7	Vibration Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
3.8	Heritage	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
3.9	Fauna Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

SECTION 4: AUDIT AND INSPECTION				
4	Audit and Inspection	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

SECTION 5: COMMUNICATIONS				
5.1	Complaints and Enquiries	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
5.2	Media and Research Enquiries	<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 6: REVIEW AND UPDATE OF SAHF MODEL SAFETY AND ENVIRONMENT MANAGEMENT FRAMEWORK				
6	Review and update of Amélie's Health Safety and Environment Management Plan	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

APPENDIX 1: HEALTH AND SAFETY MANAGEMENT PLAN (HSMP) AND CONSTRUCTION ENVIRONMENT MANAGEMENT PLAN (CEMP) OUTLINE				
Appendix 1	Health, Safety & Environmental Management Plan (HSEMP) and Construction Environment Management Plan (CEMP) Outline	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

APPENDIX 2: ENVIRONMENTAL MANAGEMENT PLAN FOR CONSTRUCTION (Refer to SAHF EMP for below section review)				
Section 1	Introduction	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Section 2	Planning	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Section 3	Measurement and Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Section 4	Management Review	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 1	Amélie's Environmental Policy	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 2	Amélie's Statement of Intent	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 3	Project Delivery Standards – Applicable Works and Project Areas	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 4 – Table 5	Project Delivery Standards:			
Construction Management	Hours of Operation	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Airborne Noise	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Airborne Noise Monitoring	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Dust Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Dust Monitoring	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Waste Management	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Energy and Greenhouse Gases	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Equipment Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Fuels, oils, chemicals and hazardous goods	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

	Emergency Response Preparedness	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Heritage	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 4 – table 6	Project Delivery Standards :			
	Decommissioned Landfill Site	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Contaminated Material	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 4 – table 7	Project Delivery Standards :			
Annexure 4 – table 8	Project Delivery Standards :	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 5	Airborne Noise and Contingency Plans	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 6	Dust Monitoring Contingency Plans	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 7	Response Processes:	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Heritage	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
	Complaints	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 8	Drawings	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Annexure 9	EMP Controls Related to EBPC Act / NES Matters	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

APPENDICES				
Appendix 1	x	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Appendix 2	Amélie's HSE KPI Weekly Report Template (Indicative)	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Appendix 3	Amélie's SAHF Risk Matrix	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Appendix 4	Occupational Health and Safety Policy Summary	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Appendix 5	Amélie's Environmental Policy Summary	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Appendix 6	Contractor Compliance Statement	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
Appendix 7	Amélie's Safety Charter	<input type="checkbox"/>	<input type="checkbox"/>	Comments:

Other Comments:

Signed
Name (please print)

.....

On behalf of

.....

(Company)

Date

.....

Appendix 7: Amélie's Safety Charter

Amélie Housing is proposing to adopt a Safety Charter for this project that includes participation and commitments from Amélie staff, Service Contractor and Contractors, Tenants and others involved with the project.

Everyone involved shares a common commitment to deliver the program using best practice behaviours and performance benchmark standards in health and safety.

The Charter is aligned with Amélie's Occupational Health and Safety policy and objectives particularly to ensure the continuous improvement of safety at all Amélie Housing workplaces.

It is founded on the key principle that health and safety leadership must be actively demonstrated daily to deliver any project.

The benefits of the Charter will be realised through the continual integration of learning's into Amélie business strategies, plans, systems, and processes.

The Charter provides a series of proposed guiding principles in health and safety that will be endorsed by the Amélie Project Control Group. Charter signatories realise the vital link between a culture of health and safety and a successful project, and are united in their vision to achieve the principles of this Safety Charter.

The Amélie Safety Charter's 5 Principles:

- *I am responsible for positively contributing to the safety culture of my workplace. I am empowered and encouraged to challenge the norm by actively seeking improvements in safety excellence, to report safety issues, to question work practices and to encourage my colleagues to do the same.*
- *Safety is the single most important consideration in my daily activities at work, meaning there is no task or activity so critical that safety should be compromised.*
- *I understand that I have the unqualified approval and support of the project's Executive Group to identify and pursue safety matters. I am authorised to intervene in any activity where safety may be compromised in order to take actions to prevent injury, near miss or incidents.*
- *I acknowledge that when it comes to safety matters there is a 'no blame culture' meaning that safety is something that can be discovered, investigated and explored without blame or risk of penalty.*
- *I recognise that those I work with have family and friends that expect to see them return home safely at the end of the day. There is no task so critical, no action so urgent, that I will ever allow it to affect this expectation.*

Declaration of Commitment

I understand that Amélie Housing strives to achieve the highest level of safety performance and that my contribution is critical to achieving this goal. I commit to the principles enshrined in this safety charter and agree to work collaboratively with all parties to ensure a safe working environment for all personnel associated with this project.

Name	Position	Signature

Confidential

Annexure B1 – Bid Services Deliverables
Initial Service Delivery Phase Plans

Annexure B - Service Delivery Phase Plans

Affordable Housing Allocation Plan

Purpose	To provide a Plan for allocating vacancies in Affordable Housing provided under the Social and Affordable Housing Fund in accordance with the NSW Affordable Housing Guidelines.
Applications	Applications will be received directly by Amélie Housing. Social Housing eligible households on the Housing Pathways Register will be required to submit their application for Affordable Housing directly to Amélie Housing using the purpose designed Application for Affordable Housing Form.
Eligibility	Following receipt of the Application Form an interview will be conducted to confirm the Affordable Housing applicant's eligibility in accordance with the NSW Affordable Housing Guidelines.
Allocations	<p>Amélie Housing will comply with the NSW Affordable Housing Guidelines for the allocation of Affordable Housing to Tenants, noting that for the Program, the primary purpose of Affordable Housing is to facilitate the transition of Social Housing Tenants (including Retained Social Housing Tenants) to available Affordable Housing, where appropriate.</p> <p>Amélie Housing will identify, prioritize and allocate Social Housing Tenants who are eligible for Affordable Housing in accordance with the NSW Affordable Housing Guidelines.</p> <p>When Affordable Housing vacancies arise, allocation priority will be given to those Social Housing Tenants (known to Amélie Housing) who are able to successfully transition.</p> <p>The Social Housing Tenants may be from within the Program or external to the Program.</p> <p>If there are no Social Housing Tenants who are able to successfully transition, Affordable Housing vacancies will be filled from elsewhere in accordance with current industry practices.</p>
Selection of Applicants on the NSW Housing Register	<p>Using the NSW Housing Register, Amélie Housing will identify Applicants with the capacity to sustain an Affordable Housing tenancy by:</p> <ol style="list-style-type: none"> 1. identifying and matching Applicant needs to Dwelling attributes; 2. using relevant filters within the Housing Pathways database to locate Applicants with the means to afford and sustain an Affordable Housing rent; and 3. making contact with all suitable Applicants in line with relevant FACS policies and processes for identifying and contacting potential Affordable Housing applicants.
Wait List	Amélie Housing will actively promote Affordable Housing amongst its own Social Housing Tenants and within the general media to attract applications for Affordable Housing from households within our priority Target Groups. We will maintain a Wait List of Affordable Housing applicants from whom we can offer a tenancy when a vacancy occurs.

<p>Initial Vacancies</p>	<p>Six months prior to the opening of a Stage that includes Affordable Housing Amélie Housing will advertise the upcoming availability of Affordable Housing and invite expressions of interest in leasing an Affordable Housing Dwelling. Advertising will done through:</p> <ul style="list-style-type: none"> ➤ Local media ➤ NSW Social Housing Register ➤ The St Vincent de Paul Network ➤ Managers of Social Housing within the locality (both FACS and CHP's) <p>Four months prior to the opening of a Stage that includes Affordable Housing Amélie Housing will invite all those who have expressed an interest to lodge an application and to attend an interview to confirm eligibility.</p> <p>Two months prior to the opening of a Stage that includes Affordable Housing Amélie Housing will advise Affordable Housing applicants whether their application has been successful or not. Successful Affordable Housing applicants will be advised of an estimated date for occupancy. If there are insufficient Affordable Housing applicants approved for Affordable Housing then Amélie Housing will undertake a second round of promotion within the NSW Social Housing Register and with FACS Housing Managers to identify potential Tenants and invite them to consider Affordable Housing.</p> <p>One month prior to the opening of a Stage that includes Affordable Housing Amélie Housing will meet with successful Affordable Housing applicants and sign tenancy agreements providing them with certainty of housing and enable them to give notice where they are currently living.</p> <p>At this meeting an appointment will be set for the new Tenant and Household Members to meet with the Tailored Support Coordinator. The new Tenant will also be offered:</p> <ul style="list-style-type: none"> i. a referral to local rental bond assistance providers; and ii. moving in assistance to be provided by the local St Vincent de Paul Conference. <p>Within a week of taking up occupancy the Tenant Support Coordinator would pay a home visit at which a Tenant Needs Assessment would be undertaken and a Tenant Support Services Plan would be discussed and documented. The plan would set out goals agreed by the Tenant and the assistance to be provided by the Tenant Support Coordinator to link with services that would help the Tenant achieve those goals.</p>
<p>Ongoing vacancies</p>	<p>Tenants will be required to provide 28 days clear notice of their intention to vacate.</p> <p>On being advised by a Tenant of their intention to vacate the Tenancy Manager will immediately refer to the Wait List for Affordable Housing managed by Amélie Housing to identify 3-6 potential Tenants and advise them of the upcoming vacancy and invite them to submit an expression of interest and attend an interview to review the Affordable Housing applicants data on file and confirm eligibility.</p>

Following the receipt of Expressions of Interest in the specific Dwelling and interviews Amélie Housing will offer the tenancy to the preferred Affordable Housing applicant.

If the preferred Affordable Housing applicant accepts the offer then Amélie Housing will meet with them and sign a tenancy agreement effective from a date immediately after the completion of vacancy maintenance.

At this meeting an appointment will be set for the new Tenant and Household Members to meet with the Tailored Support Coordinator. The new Tenant will also be offered:

- i. a referral to local rental bond assistance providers; and
- ii. moving in assistance to be provided by the local St Vincent de Paul Conference.

Within a week of taking up occupancy the Tenant Support Coordinator would pay a home visit at which a Tenant Needs Assessment would be undertaken and a Tenant Support services Plan would be discussed and documented. The plan would set out goals agreed by the Tenant and the assistance to be provided by the Tenant Support Coordinator to link with services that would help the Tenant achieve those goals.

If the preferred Affordable Housing applicant rejects the offer then Amélie Housing will offer the tenancy to the next preferred Affordable Housing applicant until such time as the offer is accepted. If necessary Amélie Housing will return to the Wait List and invite further expressions of interest.

If none of the Affordable Housing applicants who have expressed an Interest accept an offer of tenancy then Amélie Housing will work closely with FACS to identify suitable Affordable Housing applicants for Social Housing from the NSW Housing Register and invite them to apply for Affordable Housing.

If no Affordable Housing applicants can be found utilizing this strategy then Amélie Housing will advertise the vacant Dwelling on www.realestate.com.au and seek applications from the general public who qualify according to the NSW Affordable Housing Guidelines.

Annexure B – Service Delivery Phase Plans

Tailored Support Coordination Engagement Plan

The Tailored Support Coordination Engagement Strategy recognises the importance of engaging Tenants & Household Members in a process which will lead to the Target Outcomes of housing stability and economic independence.

Most Tenants & Household Members will need to engage with some Support Services in order to achieve these Target outcomes. Some Tenants & Household Members may already be engaged with Support Services when they take possession of their new accommodation, but these may be limited to specific needs or life domains.

Engagement with a Tailored Support Coordination service provides the opportunity to re-assess Tenants & Household Members needs and goals, in the context of their new accommodation, and with a view to maximising their quality of life. In addition, the Society of St Vincent de Paul potentially has much to offer Tenants & Household Members who have previously experienced homelessness or unstable housing.

As the largest provider of homelessness services in NSW, St Vincent de Paul understands the needs and aspirations of these Tenants & Household Members, and the range of services which may be of assistance.

Principles

The Engagement Strategy will be based on:

- A strengths-based approach, focusing on assisting Tenants & Household Members to achieve personal goals, and to improve their quality of life, in the context of their new housing.
- Promoting the benefits of coordinated support to Tenants & Household Members, outlining the range of opportunities.
- Presenting St Vincent de Paul as a friendly, benevolent and supportive organisation, which understands Tenants & Household Members, and which can provide a range of supports including material and other aid to foster engagement.
- Developing trusting relationships through community engagement and with St Vincent de Paul staff volunteers.
- Providing a 'safety net' response for Tenants & Household Members at risk.

Processes

Key features of the Engagement Strategy are summarised below.

Initial contact

The Coordinator will contact and visit Tenants & Household Members within 2 weeks of the Tenant taking possession. During induction, Amélie will notify the Tenant and Household Members that a representative of St Vincent de Paul will call to see if there are areas where St Vincent de Paul can be of assistance. The Coordinator will call the Tenants & Household Members and arrange a time to meet. The Coordinator may be accompanied by a volunteer when visiting Tenants & Household Members.

Initial meeting

At the initial meeting the Coordinator will aim to make a preliminary assessment of needs and provide immediate assistance. This may include:

- providing information about a range of community resources, facilities and services including shops, health services, etc.;
- arranging material aid available through St Vincent de Paul;
- organising practical assistance available through St Vincent de Paul; and
- providing assistance accessing required services, including advocacy; understanding eligibility requirements for services; completing and submitting application forms; brokerage; and transport to, and assistance at appointments.

This will require an initial informal assessment of need, and assist in developing a trusting relationship between the Tenant and the Coordinator.

The Coordinator will promote and explain the various types of assistance and support which may be available. The Coordinator will explain specific service offerings which may be of assistance, for example budgeting, or living skills in the new home.

The Coordinator will open up an initial discussion about Tenants & Household Members' needs and goals. The Coordinator will invite Tenants & Household Members to identify needs, and goals, using the Tenant Need Assessment Template.

The Coordinator will offer to arrange a time for a more detailed discussion about needs and goals, and to develop a Tenant Support Services Plan which can be progressed.

If appropriate a volunteer contact support person will be nominated for selected Tenants & Household Members (e.g. older people), on whom they can call for help, advice, support, etc.

Information for Tenants will encourage engagement

The Tenant welcome pack will include Guidelines for Tenants & Household Members, which include information about support available from St Vincent de Paul, and other assistance programs which are available. The Guidelines will actively promote St Vincent de Paul as a friendly, benevolent and supportive organisation, noting the availability of material and other aid.

Community integration activities will include information and promotion of St Vincent de Paul support (Coordination) services, including posters on wall in community centres, and the Coordinator attending community meetings.

Activities and protocols for Tenants who do not wish to engage

Where Tenants & Household Members do not wish to engage with the Coordinator, engagement may take place with other members of St Vincent de Paul, and/or some form of assessment may occur. For example:

- St Vincent de Paul will engage Tenants & Household Members in community activities. Some of these community activities will require some form of assessment, and a support plan. These will represent part completion of needs and plan. For example, older people wishing to join a planned activity group may be assessed, and attendance at the group will form the plan.
- Tenant groups (assisted by St Vincent de Paul volunteers) will be encouraged to identify needs which are common to Tenants & Household Members in the community, and to develop plans in response. For example, on-site skills development projects.
- An informal assessment of needs may be undertaken based on information accumulated by the Coordinator from various sources. The Coordinator may develop an informal plan to support Tenants & Household Members in order to sustain tenancies.

- Some services may be provided on-site, which obviates the need for Tenants & Household Members to go through an assessment and referral process with the Coordinator. Onsite services will undertake assessment and referral as required and complete plans in their area of expertise (e.g. health plan).

Safety net

A 'safety net system' will be in place for Tenants & Household Members who choose not to engage initially. Where there are any issues such as rental arrears, neighbourhood disputes, disturbances or complaints, Tenancy Officers will refer Tenants & Household Members to the Coordinator, and strongly encourage Tenants & Household Members to engage with the Coordinator. An active referral in these circumstances should foster engagement. The Coordinator may offer to assist Tenants & Household Members and arrange to represent their interests in disputes.

- Amélie Housing will provide Tenants & Household Members with the opportunity to talk to someone from St Vincent de Paul before further action is taken by Amélie Housing
- Tenant Support Workers will promote and seek to refer Tenants & Household Members to the Coordinator whenever there is an issue which might affect stability of tenancies. (Workers might refer to Tenants & Household Members at a Tenants & Household Members at risk service directly)
- Amélie Housing will maintain effective communication and coordination with the Coordinator on matters affecting tenancy stability, subject to the agreed protocol (which includes privacy restrictions).

Annexure B – Service Delivery Phase Plans

Performance and Data Reporting Plan

1 Overview of the Information Systems

St Vincent de Paul Housing Ltd ('the Company') will leverage off existing internal data management systems to support efficient and integrated data collection, analysis and reporting mechanism to meeting the required reporting deliverables as set out in Schedule 18 of the Services Agreement.

i. SDM Housing Management Software

The Company will use Amélie Housing's SDM Housing Management Software (SDM) to collect and manage performance data related to the SAHF *Asset and Tenancy Management Services*. Information collected such as rent arrears, rental revenue, waiting list and allocations, property turnover, complaints, offers, rejections, transfer applications, repairs and maintenance expenditure, and Tenant exits (and relevant tenure / circumstances) will be captured in the system. This information will be collected and reported on at the unit level and time period specified in Appendix D of Schedule 18.

The performance data from this system will be used to monitor and report against KPIs as outlined in Appendix C of Schedule 18 and reported through Annual and Quarterly Performance Reports to FACS.

ii. Society Client Information System

The Company will use the Society Client Information System (SCIS) currently under development to collect and manage performance and outcome data related to the *Tailored Coordination Support Services* (TSCS). The system will include information on all the services and client engagement activities provided by the Society. Data will be collected through a variety of methods e.g. tenant assessments, Tenant Survey (which will include the Tenant Satisfaction Survey and the Survey relating to TSCS to be conducted together but reported separately as required), staff entries and case notes and through other alternative methods proposed and incorporated into the Outcomes Measurement and Reporting Framework (refer to 5.1 and 5.2 below).

The performance and outcome data from this system will be used to monitor and report against the relevant KPIs in Appendix C of Schedule 18 and the Outcomes and Measurement Framework in Appendix E of Schedule 18 to the FACS Representative.

iii. Business Intelligence Systems

The Company is also introducing a Business Intelligence (BI) tool which will extract and link data from the Company's systems. The tool will allow the company to retrieve, analyse, and report on all its data sets providing insight into the Business, its Programs, Clients and Resources.

The data collected through SDM and SCIS (and the external service providers) will be analysed through the use of the Business Intelligence tool. This will enable the data from the various systems to be triangulated and integrated to provide a system view of the performance of the Program. The data will sit on a secure server and allow authorised staff to see real time dashboard style reports and allow drill down functionality to the key data enabling streamlined reporting and faster decision making.

2 Data analysis and use

In addition to the use of a business intelligence system, performance and outcome data will also be analysed through regular staff and stakeholder reflection and sense making processes. Reporting on performance and progress towards outcomes will be fed back to stakeholders engaged in the

Program, in particular to Tenants and Household Members, to ensure downward accountability and transparency on performance by the Company (see Section 5.3 for approach to continuous improvement and learning).

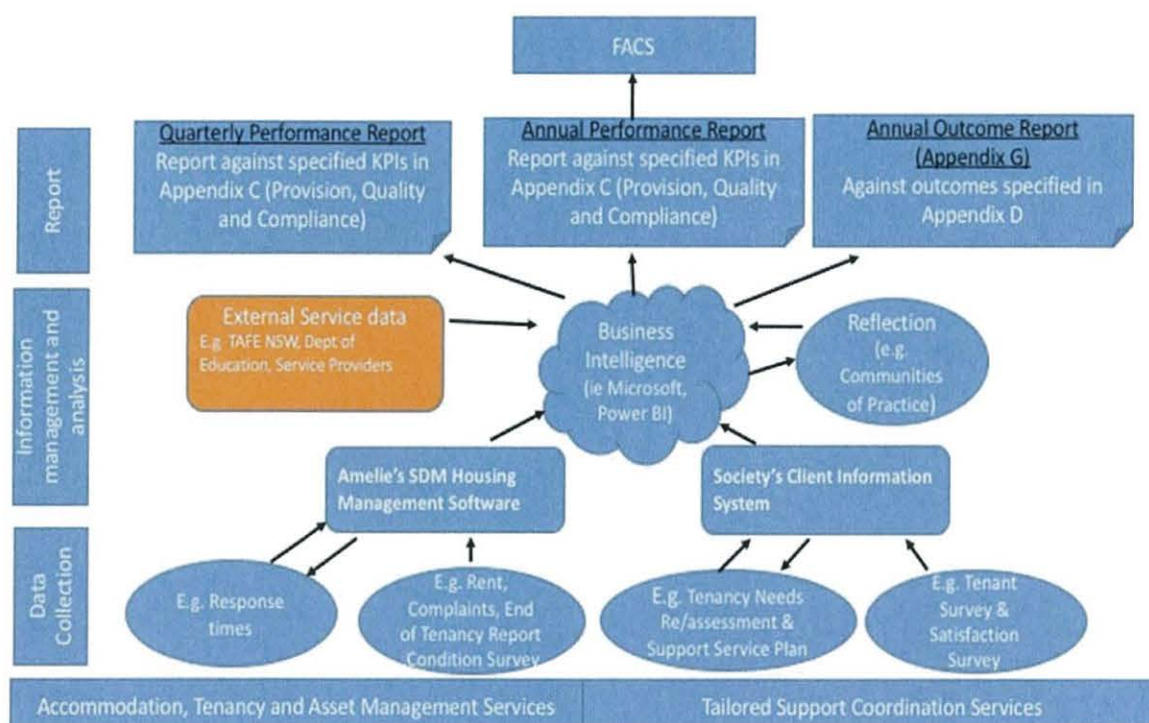
In addition to reporting on performance to FACS, data will be used for a range of purposes:

- To be accountable to Tenants and Household Members and to provide them with information they need to support their own goals.
- It will contribute to assessing the NSW Government's Future Directions goals of creating a more responsive Social Housing system
- To maximise efficiencies and value for money through regular review of input and activities to streamline approaches and identify cost savings where possible.
- To inform decision making processes through the use of data in governance and strategic oversight of the program.
- To strengthen program delivery and implementation strategies by enabling an assessment of which strategies are effectively progressing outcomes in order to adapt approaches where necessary.
- To provide evaluative data around areas of innovation and address gaps in the current evidence base. This will support the Program, the Company and the sector increase their understanding and learning around pathways for achieving and measuring social housing outcomes.
- It will also provide data inputs into evaluation and research activities conducted by FACS.
- To provide baseline data and counterfactuals for benchmarking Tenant outcomes for the remainder of the Term.
- To assess performance and ensure compliance with important service standards.
- To assess the effectiveness of the program and achievement of Target Outcomes.
- To inform revisions to the Performance and Outcome Measurement and Reporting Framework and the transition to Outcomes based contracting.

3 Process for collection, maintenance and reporting of data

The process for how data is collected recorded and maintained to meet the reporting requirements set out in the Services Agreement is presented in the diagram below. This diagram will be further developed based on the final Performance and Outcomes Measurement and Report framework developed with stakeholders. Developments may include internal management reports and other monitoring, evaluation and learning outputs and data collection methods. Any additions will add value to the planning, implementation, learning and assessment information needs of the Program, whilst not overburdening reporting requirements.

Figure 1: Performance and Data Reporting Process



4 Process for transmitting the required data to FACS

The Company and Amélie Housing will submit data in electronic format(s) as specified by the FACS representative.

5 Privacy and Personal Information

The Company will ensure it meets all requirements as specified in Privacy Legislation (i.e. Privacy Act 1988 (Cth) and any other applicable Commonwealth or NSW guidelines relating to privacy).

The Company and Amélie Housing recognise the importance of maintaining the confidentiality of individuals' personal and/or sensitive information. As an organisation the Society is bound by the *Privacy Act 1988*, the Australian Privacy Principles and the *Health Records and Information Privacy Act 2002* which governs the handling of health related information in NSW.

The Company and Amélie Housing will also adhere to the requirements set out in section 47 (confidential information and disclosure) of the Services Agreement.

The Company and Amélie Housing has adopted the St Vincent de Paul Society National Privacy Policy which came into effect in April 2014.

The Company performs many functions and provides a wide range of services and programs across the State. We will only collect personal and sensitive information that is necessary for us to carry out these functions and provide these services.

Annexure B – Service Delivery Phase Plans

Site and Community Integration Management Plan

Introduction

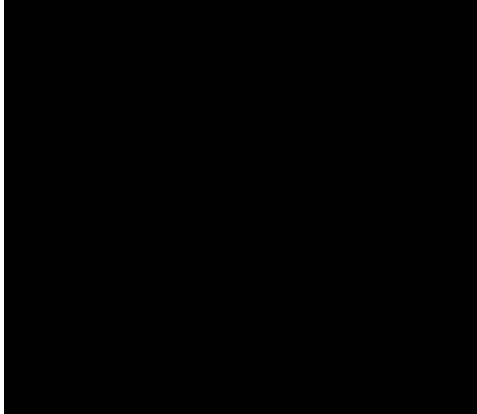
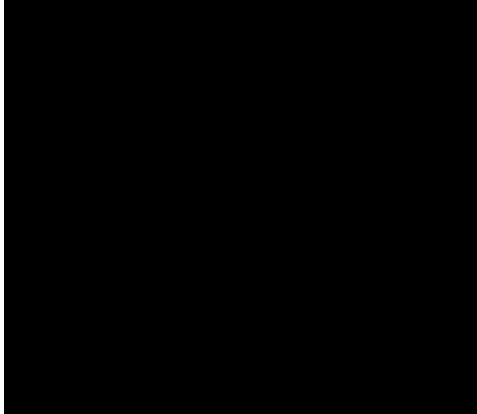
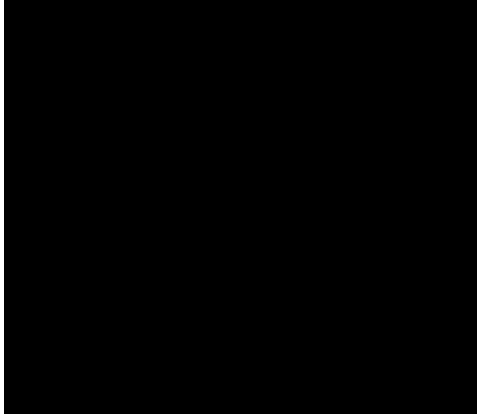
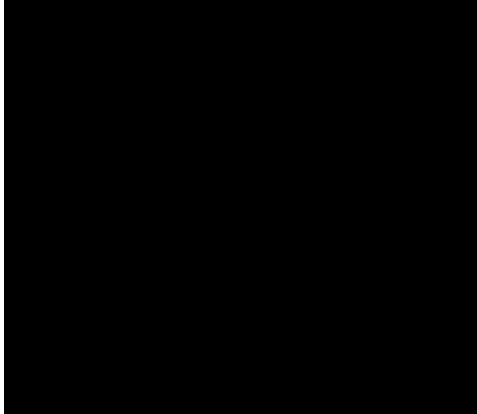
The Site & Community Integration Plan includes:

- An overview of the portfolio proposed
- A specific response to the key issues raised by FACS.
- A Policy Statement on our approach to site management and community integration.
- A commitment to develop a Community Building Plan for each Stage 3 months prior to the Completion of the Stage.

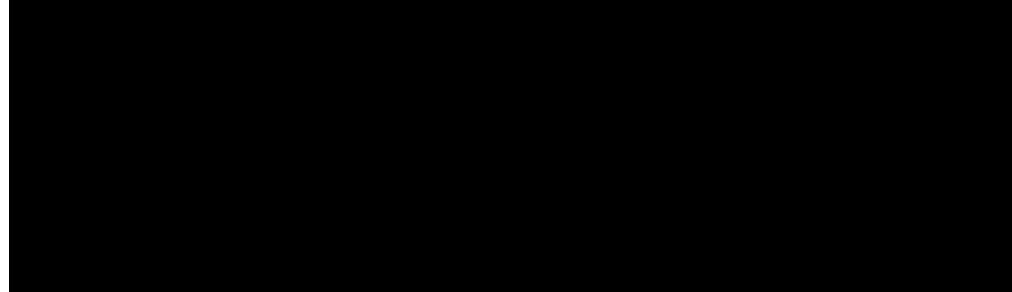
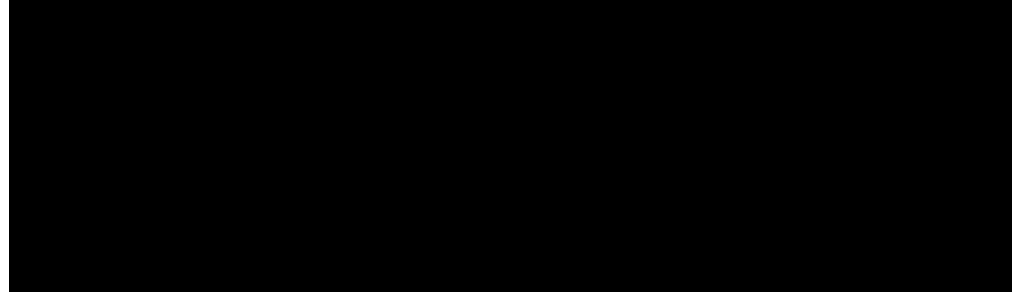
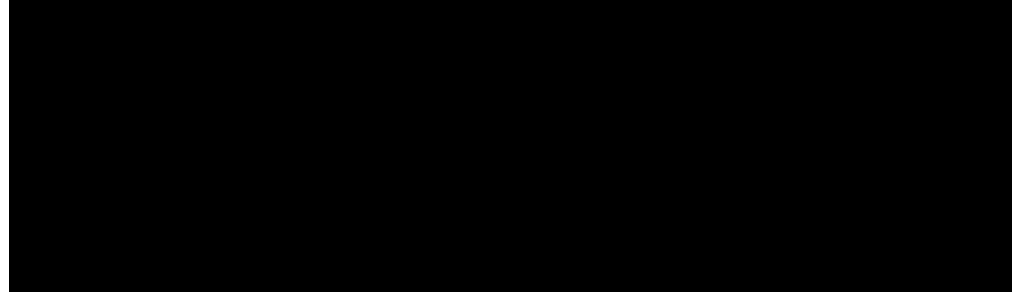
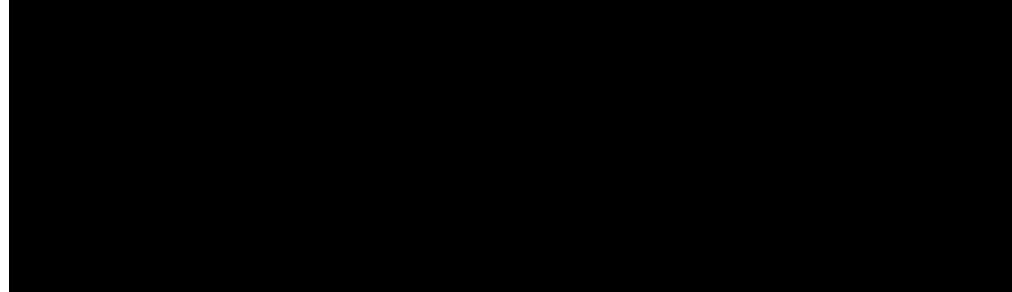
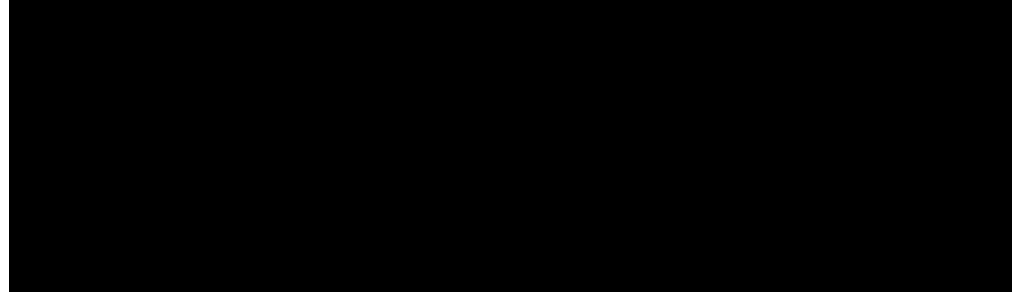
Overview of the Portfolio

The Society of St Vincent de Paul through Amélie Housing proposes to deliver ■■■ new Dwellings under the Program.

Of these it is anticipated that ■■■ will be constructed on ■ sites already owned by the Society as listed below:

- 
- 
- 
- 
- 
- 
- 

A further ■■■ Dwellings will be acquired On Market within ■■■ sites in the following municipalities:

- 
- 
- 
- 
- 

We will thus generate [REDACTED] small developments averaging [REDACTED] Dwellings with the smallest being [REDACTED] and the largest [REDACTED].

Tenure Mix

Given the size of our Projects we do not plan to develop any private housing on our own sites.

We have committed to a minimum of [REDACTED] Social Housing across the portfolio and a maximum of [REDACTED] Affordable Housing. We have also established the following principles:

- Affordable Housing will not be included in regional developments where the demand is low (generally due to Market Rent being more affordable).

- [REDACTED]

It may be that we acquire Dwellings in larger developments greater than [REDACTED] Dwellings and where we do so then we will ensure that the proportion of Social Housing is no greater than [REDACTED].

We have also investigated the level of Social Housing in the immediate neighbourhood (500 meter radius) and can advise that in all cases the proportion of Social Housing (which can provide an indicator of the concentration of disadvantage in the community) is less than [REDACTED] and indeed less than [REDACTED] in most instances.

Shared access

Where there is a mix of Social and Affordable Housing on the site we will:

- Employ the same specification for Social and Affordable Housing to eliminate any distinction between the amenity and quality offered the two types of tenure.
- Salt and pepper Social and Affordable Housing throughout the site rather than segregating them in different precincts.
- Ensure all common areas and facilities are shared across all residents of both Social and Affordable Housing.

Place Management

Our approach to the management of each site will be based on the principles of place management. This includes the seamless provision of all services to all residents regardless of tenure. Hence Social and Affordable Housing Tenants will be treated equally (other than their rents) and every effort will be made to foster a sense of community.

Community Building

In regard to encouraging community integration we believe that a deliberate strategy to facilitate engagement with and participation in the full breadth of community opportunities –health, education, recreation, civic, entertainment etc. – is an important ingredient to the Target Outcomes of the Program. For each site we will prepare a Community Building Plan which will encompass our place management as well as our community engagement approach to provide a comprehensive community integration strategy.

Policy Statement

Site & Community Integration Policy	
Purpose	The purpose of this Plan is to provide a framework for the development of strategies to ensure that each of the Social & Affordable Housing sites developed by Amélie Housing will result in an integrated community that supports the increased health and wellbeing of all residents but particularly those who are the most disadvantaged and / or who have experienced trauma.
Aim	The aim of Amélie Housing is to create socially sustainable communities in which all residents feel safe, secure, respected and have the opportunity to thrive as individuals and participate as active members of society.
Principles	<p>People will feel included and gain in confidence when:</p> <ul style="list-style-type: none"> • the community in which they live is managed in a responsive and respectful way and where residents have some role in the decision making that has a direct impact on their lives; • their immediate environment is safe and secure and there are opportunities to enjoy common spaces; • neighbours are known and there is an active looking out for each other; • residents are aware of and are encouraged and assisted to participate in the wealth of community activities and opportunities that are available in the wider community in which they live; • there is no discrimination as a consequence of poverty, race, language, religion or sexuality; and • residents have access to supports that enable them to navigate difficult times or long term disadvantage.
Strategies	<p>In order to create communities in which these principles can be achieved it is necessary to:</p> <ul style="list-style-type: none"> ❖ Attend to the external attributes of the development such as: <ul style="list-style-type: none"> ✓ The locational benefits of the site ✓ The physical design of the building ✓ The tenure diversity in the area ❖ Attend to the internal attributes of the development: <ul style="list-style-type: none"> ✓ Design and access to common spaces ✓ Integration and uniformity of people and facilities management ✓ Facilitate engagement and participation in the local community
Location	The first strategy to ensure social inclusion through community integration is to ensure the development is situated in a community which provides ready access

	<p>to the many services that support and enrich wellbeing such as:</p> <ul style="list-style-type: none"> • Public transport • Retail centre and convenience stores • Educational facilities (primary school, high school, university, TAFE) • Child care services • Health services (hospitals, general practice, community health) • Employment precincts (retail, service, manufacturing) • Recreational and entertainment facilities <p>For each of the sites we are developing we have produced a Locational Benefits Map which identifies the location of key services and the distance from the site. These demonstrate that all of our sites are extremely well located in relation to almost all of the services listed above.</p> <p>For those unsecured sites which will be acquired in the private market this list of locational attributes form part of the Site Selection Strategy (Schedule 22 of the Services Agreement).</p>
Design	<p>The second strategy to achieve social inclusion through community integration is through good physical design including:</p> <ul style="list-style-type: none"> • Standard design instructions for all SVDP housing to achieve integration with streetscape, use of common materials, smaller scale developments. • Standard design goals for social, affordable and private housing so as to minimise differences; Social Housing to be distributed throughout site. <p>This strategy is developed in our Delivery Phase Plan (Schedule 16 of the Services Agreement).</p>
Tenure diversity	<p>The third strategy to achieve social inclusion through community integration is to ensure that the development does not add to the concentration of disadvantage in the local area.</p> <p>For each development we have examined the tenure diversity in the neighbouring area to ensure that the development does not contribute to an increase in the concentration of social disadvantage by ensuring that the proportion of Social Housing in the surrounding neighbourhood does not exceed [REDACTED].</p> <p>As noted above we have undertaken this analysis for Society owned sites and the results are provided in Schedule 7 of the Services Agreement.</p>
Common Spaces	<p>The fourth strategy to achieve social inclusion through community integration is to provide common spaces within each development which foster community interaction and provide added amenity.</p> <ul style="list-style-type: none"> • Every Amélie Housing development above [REDACTED] units will include a small

	<p>meeting space which will not only provide an office for the Tenancy Manager and the Tailored Support Coordinator but also a space that Tenants can hire for small functions or community activities can be organised.</p> <ul style="list-style-type: none"> • A community garden will be included wherever possible to provide opportunity for Tenants to engage in gardening activities, create opportunities for social interaction and to grow vegetables. • A key feature of all common spaces whether they be entrance foyers, community rooms or community gardens is that they will be available to all residents regardless of tenure. <p>Specific strategies around community facilities will be addressed in the site specific Community Building Plans.</p>
<p>Place Management</p>	<p>The fifth strategy to achieve social inclusion through community integration is place management which includes:</p> <ul style="list-style-type: none"> • Integrated tenancy and property management service for all residents irrespective of tenure to be provided by Amélie Housing. • Single site manager providing one stop shop for all resident enquiries. • Site based office to meet with the site manager – this will not be open unless the site manager is visiting the site. • Community space available for resident meetings and activities. • Resident participation through annual meetings to review “body corporate” rules and to discuss issues that impact upon their daily life. • Social events to foster interaction and neighbourliness amongst residents. • Rapid response to any incidents of anti-social behaviour. <p>Specific strategies around place management will be addressed in the site specific Community Building Plans.</p>
<p>Community Engagement</p>	<p>The sixth strategy to achieve social inclusion through community integration is community engagement including:</p> <ul style="list-style-type: none"> • Generating positive attitude within local community to the development during planning and construction phases. • Providing resident welcome kits including information on community activities, services, events etc. • Regularly disseminating news of what’s happening in the community. • Facilitating contact with Society volunteers to assist with access to community activities. • Maintaining collaborative relationships with community service agencies within the local community to enhance the coordination service offered

	by the Tailored Support Coordinator.
Community Building Plans	<p>A site specific Community Building Plan will be developed by Amélie Housing in consultation with SVDP NSW during the Delivery Phase and will be completed prior to residents taking up occupancy in the development. These site specific Community Building Plans will be made available to the FACS Representative.</p> <p>The Site Specific Community Building Plan will address:</p> <ul style="list-style-type: none"> • Common Facilities • Place Management • Community Engagement <p>Amélie Housing will commence development of the Community Building Plan 9 months before the anticipated Completion of that Stage and complete the development of the Community Building Plan 3 months before the Completion of that Stage.</p>

Confidential

Annexure C – Base Case Financial Model

Confidential

Annexure D – Commercial Close Adjustment Protocol



Commercial Close Protocol

St Vincent de Paul Housing (ABN 41 158 167 483) (“Amelie”)

Secretary of the Department of Family and Community Services (“FACS”)

**The Corporation of the Trustees of the Roman Catholic Archdiocese of
Brisbane (ABN 25 328 758 007) (“ADF”)**

Commonwealth Bank of Australia (ABN 48 123 123 124) (“CBA”)

Each a “Party” to this document

General

This document sets out the process agreed by the Parties for the determination of the fixed base interest rate ("IR") for the Construction and Acquisition Facility (as defined in the Facility Agreement) at Commercial Close. It also sets out the process agreed by the Parties for amending the Base Case Financial Model following the rate determination to produce the Commercial Close Financial Model (as defined in and for the purposes of the Services Agreement) and the Project Base Case Financial Model (as defined in and for the purposes of the Facility Agreement). In addition it sets out the process agreed by the Parties for amending the Finance Documents and the Services Agreement following the determination of the IR, as set out in Schedule 1 of this document.

The IR will only be determined in accordance with this document contemporaneously or immediately following the satisfaction (or waiver) of the conditions precedent set out in:

- a) Schedule 2 (*Conditions Precedent Schedule*) of the Services Agreement in accordance with that agreement, except the condition precedent in paragraph 10 (*Commercial Close Financial Model and Model Output Schedule*) of that schedule; and
- b) Part A (*Initial Conditions Precedent*), Schedule 2 (*Conditions Precedent*) of the Facility Agreement in accordance with that agreement, except the condition precedent in paragraph 5(a) (*Project Base Case Financial Model*) of that schedule.

Subject to the above, Commercial Close will occur on the day on which all conditions precedent above have been satisfied (or waived) and certificates to that effect are exchanged between FACS and Amelie in accordance with the step 16 in the IR Set process in this document.

Capitalised terms used in this document which are not defined in this document shall have the meaning given to them in the Services Agreement between Amelie and FACS ("**Services Agreement**"), or the Facility Agreement between ADF and Amelie (amongst others) ("**Facility Agreement**").

Authorised Representatives

Each Party confirms, in respect of itself, that the following persons are duly authorised to act on their behalf for the purposes of this document (each such person being an "Authorised Representative"):

Amelie: [REDACTED]

ADF: [REDACTED]

FACS: Marcus Devenish, Michael Reddick

CBA: [REDACTED]

Either of the Authorised Representatives of FACS may confirm or otherwise on behalf of FACS.

Fixed Base Interest Rate

- i) The IR will be based on the prevailing mid inter-bank market Australian Dollar swap rate as published by ICAP (an inter-bank broker) on Reuters page ICAPAUWAPS01 and the relevant basis swap markets as published on Reuters page ICAPAUWAPBASIS (same publisher), in accordance with standard swap market practice and subject to paragraph (ii) below. CBA will use the market curves from the data in the table below to determine the base swap rate based on the **provided principal profile**.



- i) The following structural adjustments will be made:
- a) The market data reference rates are shown on the basis that the floating rate indicator is BBSW. To convert to BBSY Bid as the floating rate indicator, CBA will make an adjustment to the fixed rate to reflect the definitional difference between these two reference rates. This adjustment will be a margin of 5 basis points added for swaps to reflect that BBSY Bid is the floating rate indicator.
 - b) Basis adjustments (Monthly vs Quarterly rate sets) – Where the intended hedge profiles have a different floating rate reset frequency to that of the swap reference rates CBA will make an adjustment. The adjustment will reflect CBA favourable side of market adjustment for basis.
 - c) If rate-set dates of the intended swap occur in either of the periods below, CBA will make adjustments based on prevailing market conditions. These are:
 - 2 basis points will be added to the Liquidity and Execution margin for calendar quarter month-end rate-sets where the rate-sets fall within 5 days of the end of calendar quarter months; and
 - 2 basis points will be added to the Liquidity and Execution margin for non-calendar quarter month-end rate-sets where the rate-sets fall within 5 days of the end of non-calendar quarter months; and
 - 2 basis points will be added to the Liquidity and Execution margin for half-month-end rate-sets where the rate-sets fall on the 13th, 14th or 15th of the month (subject to normal business day convention).
- ii) A swap spread will be added in addition to the structural adjustments comprising:

Liquidity and Execution margin	2 basis points
Swap credit margin	18 basis points

Initial dry runs and preparation

As reasonably requested by FACS or Amelie, Amelie will arrange for each Authorised Representative (other than FACS's Authorised Representative) to meet with FACS's Authorised Representative prior to Commercial Close for the purposes of carrying out dry runs of the IR Set Process.

In addition, on the day before the day intended for Commercial Close, a final dry run will be undertaken in accordance with the IR Set Process to confirm with all Parties that sufficient buffer lies in the commitment letters for both debt and equity to enable the debt sizing covenants in clause 2.2 of the Facility Agreement, contingent on the IR Set Process, to be met the following day. This model, when confirmed as described in the IR Set Process, will be the Base Case Financial Model after the last dry run.

An original pre-rate set satisfaction notice will be issued by Amelie to FACS on the day prior to intended date for Commercial Close in accordance with paragraph 7 (*Pre-rate set satisfaction notice*) of Schedule 2 (*Conditions Precedent Schedule*) of the Services Agreement. FACS will issue Amelie with a pre-rate set notice on the same day. Both these notices will include confirmation of the Base Case Financial Model to be used for the IR Set Process, and that all conditions precedent in the Services Agreement and Facility Agreement have been satisfied (or waived) or will be satisfied by performance of the IR Set Process.

IR Set Process

The following steps will form the IR setting process ("IR Set Process"):

Item	Description	Time
1	Final dry run and confirmation of debt and equity buffers and satisfaction of debt sizing covenants and the initial principal profile to be used to set the Fixed Base Interest Rate. The resulting Base Case Financial Model will be uploaded to the dataroom. The initial principal profile will be communicated to CBA and NSW Treasury Corporation representative (TCorp) by Amelie by email.	1 day prior to IR set day
2	Original pre-rate set satisfaction notice delivered by Amelie and approved by FACS in accordance with the Services Agreement. Similarly FACS will issue a pre-rate set notice to Amelie to be confirmed by Amelie.	1 day prior to IR set day
3	Model audit report received, confirming that no further changes have been made to the Base Case Financial Model since previously circulated to the Parties.	1 day prior to IR set day
4	Each Authorised Representative will join a conference telephone call organised by Amelie. CBA will record the IR Set Process. Each Authorised Representative will identify themselves at the commencement of the call.	Around 9.00am on the day IR set day
5	CBA will declare their interim Fixed Base Interest Rate, with supporting information on the pricing, structural adjustments if any, and any illiquidity premium, subject to the other Conditions.	Around 9.15am on the IR set.
6	The Authorised Representatives (other than the Authorised Representative of CBA) will each confirm acceptance of the interim Fixed Base Interest Rate verbally or request a repricing until accepted. If confirmed, the process will proceed. If not confirmed, the process will be repeated until an interest rate is agreed.	Around 9.16am on the IR set day
7	The interest rate will be inserted into the Base Case Financial Model by Amelie and rerun to produce the final principal profile. The final principal profile will be circulated to each Authorised Representative and to TCorp. Once verbally approved by each Authorised Representative (including confirmation from ADF and Amelie that the debt sizing covenants are satisfied and the debt and equity buffers are sufficient) the Base Case Financial Model (as updated) will be utilised to set the IR.	Around 9.46am on the IR set day
8	CBA will declare their Fixed Base Interest Rate with supporting information on the pricing, structural adjustments if any, and any illiquidity premium, subject to the other Conditions.	Around 9.55am on the IR set day
9	The Authorised Representatives (other than the Authorised Representative of CBA) will each verbally confirm acceptance of the Fixed Swap Base Rate or request a repricing until accepted. If confirmed, the process will proceed. Notwithstanding, if the declared rate is more than 2bp different than the interim Fixed Base Interest Rate, the process will not proceed. If not confirmed or the process does not otherwise proceed, the process will be repeated until a Fixed Base Interest Rate is agreed.	Around 10.00am on IR set day
10	CBA will execute the swap and communicate the agreed interest rate by email to all Parties and the TCorp representative. Amelie will insert the agreed interest rate into the Base Case Financial Model.	Around 10.05am on IR set day
11	Amelie will run the model and issue the updated Sch 3_3. Int Rate Adjustment worksheet by email to FACS.	Around 10.35am on IR set day
12	FACS will then provide Amelie with an interest rate assumption for	Around 10.45am on IR

	insertion in the Base Case Financial Model for the Service Delivery Phase (Floating Rate Phase), and communicate this by email to Amelie.	set day
13	Amelie will insert the interest rate assumption into the Base Case Financial Model and rerun the model.	Around 11.15 am on IR set day
14	The Model Output Schedule (which is the worksheet entitled Sch3_Annexure A), the Drawdown Schedule and the Repayment Schedule extracted from this model will be circulated by Amelie to the Authorised Representatives and the TCorp representative, and will be initialled by the Authorised Representatives. They will confirm verbally when they have received the schedules. This model is then the Commercial Close Financial Model and the Project Base Case Financial Model. Amelie will upload the final model audit report and agreed covering letter to the dataroom which will both reference the Commercial Close Financial Model.	IR set day
15	From the above schedules and worksheet, in accordance with Schedule 1 of this document, Amelie and FACS will update the necessary clauses and schedules in the respective documents.	IR set day
16	The Authorised Representatives of Amelie and FACS will confirm to each other in writing, by issuing post rate set notices to the other Party by email, that Commercial Close has occurred.	IR set day
17	Commercial Close has occurred on completion of the above steps.	IR set day
18	Amelie will upload a copy of the Commercial Close Financial Model to the dataroom.	IR set day

Conditions

The following conditions apply for the purposes the IR Set Process ("Conditions"):

1. CBA must consider the market to be liquid at the time of dealing. Illiquidity, as determined by the CBA, may be caused by factors including, but not limited to, dealing towards the end of day, at or after close of day and dealing at the time of release of market significant information. All references to time are to Sydney time.
2. If the Borrower intends to give instructions to the CBA to effect any part of the interest rate swap in an illiquid market, the Borrower will first reach agreement with FACS and, if agreed, CBA is to be provided notice as soon as possible. If this notice is received at the time of any illiquid market periods an additional adjustment will be added by the CBA to cover the inclusion of illiquid market periods. CBA (acting reasonably, in good faith and in agreement with Amelie) will indicate to the Authorised Representatives the illiquidity premium, based on the prevailing market conditions. CBA reserves the right not to enter into interest rate swaps aftermarket hours or during illiquid periods.
3. In all cases, pricing will be confirmed on recorded lines at the time of dealing.
4. CBA undertakes that they will not enter into the interest rate market with the purpose of operating against the interests of Amelie or FACS, and that the interest rate swaps will be entered into in accordance with all relevant laws and, where applicable, internal compliance procedures. For the avoidance of doubt, this does not prevent trading in the ordinary course of business by CBA, provided those activities are undertaken and directed by persons who do not have access to any information in relation to the transactions contemplated by this document, which is not generally known in the relevant financial markets.
5. Amelie undertakes that it will not enter into the interest rate market or release any information (including to any employee of Amelie or the advisors to Amelie not involved in the transaction) that could be used to operate against the interests of CBA until the interest rate swaps have been executed and associated interest rate hedging completed. For the avoidance of doubt, this does not prevent trading in the ordinary course of

business by the advisors to Amelie, the Obligors (as defined in the Finance Documents) or Security Providers (as defined in the Finance Documents) provided those activities are undertaken and directed by persons who do not have, and do not have access to, any information in relation to the transactions contemplated by this document which is not generally known in the relevant financial markets.

Signature pages

ADF

THE SEAL of)

**The Corporation of the Trustees of the Roman)
Catholic Archdiocese of Brisbane (ABN 25 328)
758 007) on its own behalf and as agent for The)
Trustees of The Roman Catholic Church for The)
Archdiocese of Sydney as trustee for The)
Catholic Development Fund, Archdiocese of)
Sydney (ABN 40 938 125 422) as a Lender)**

hereunder affixed who confirms he is an)
authorised officer to affix the seal in the)
presence of:

Witness

Date

COMMONWEALTH BANK OF AUSTRALIA

**SIGNED for COMMONWEALTH BANK)
OF AUSTRALIA by its authorised)
representative in the presence of:)**

)
.....)

Signature of witness)

)
.....)

Name of witness (block letters))

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)
)
)
)

AMELIE

SIGNED by ST VINCENT DE PAUL HOUSING in)
accordance with section 127 of the)
Corporations Act 2001:)
)
)

Director/Company Secretary

Director

Name of Director/Company Secretary
(BLOCK LETTERS)

Name of Director
(BLOCK LETTERS)

Schedule 1

Model, Service Agreement and Finance Document insertions following determination of the Fixed Base Interest Rate

a) Base Case Financial Model amendments:

Worksheet Reference	Cell/Macro Reference	Description/Insertion
Interest_Rates_BA in Consolidated Commercial Close Model	H27	Update with new base rate for Delivery Phase.
Interest_Rates_BA in Consolidated Commercial Close Model	N29	Update with new base rate for Service Delivery Phase (Floating Rate Phase).
Interest_Rates_BA in Consolidated Commercial Close Model	H11	Update the new swap cost (all inclusive) as provided.
CS_Mthly_TA in Project Model A	Copy Data Macro	Run copy macro to clear all alerts and errors.
CS_Mthly_TA in Project Model B	Copy Data Macro	Run copy macro to clear all alerts and errors.
CS_Mthly_TA in Project Model C	Copy Data Macro	Run copy macro to clear all alerts and errors.
Prop_BA in Consolidated Commercial Close Model	MSP Solve & Fee Solvers	Run copy macro to clear all alerts and errors.

b) Finance Document Amendments:

Document Name	Clause Reference	Description/Insertion
Facility Agreement	Schedule 8	Insert new Schedule 8
Facility Agreement	Schedule 9	Insert new Schedule 9

c) Service Agreement Document Amendments:

Document Name	Clause Reference	Description/Insertion
Services Agreement	Sch3_Annexure A	Unescalated MSP profiles for Conformed Copy inserted into Schedule 3 Annexure A