

Schedule 19 – Plans

1 OVERVIEW

- (a) This Schedule 19 includes the requirements for the D&C Phase Plans and the Operating Phase Plans, as well as the Monthly Works Report that applies during the D&C Phase.
- (b) Any capitalised terms used in this Schedule 19 which are not defined in this Agreement are defined in Part G (Glossary) of Schedule 12 (Design Specifications) of this Agreement.
- (c) The D&C Phase Plans are:
 - (i) Design Development Plan including the following sub-plans:
 - (A) Delayed Design and Procurement Plan, as defined in Schedule 5 (Design Development) of this Agreement;
 - (B) Traffic and Access Plan;
 - (C) Event Overlay Plans; and
 - (D) Waste Management Plan;
 - (ii) Project Management Plan, including the following sub-plans:
 - (A) Site Access and Interface Protocols;
 - (B) Construction Management Plan;
 - (C) Quality Management Plan;
 - (D) Construction Traffic Management Plan; and
 - (E) Occupational Health and Safety Plan;
 - (iii) FF&E Plan;
 - (iv) Crisis or Major Incident Plan;
 - (v) Geotechnical Interpretive Report;
 - (vi) Instrumentation and Monitoring Plan;
 - (vii) Construction Environment Management Plan;
 - (viii) Dewatering and Groundwater Management Plan;
 - (ix) Stormwater Management Plan;
 - (x) Rehabilitation Management Plan;
 - (xi) Ground Gas Management Plan;
 - (xii) ESD Management Plan;
 - (xiii) Communications Plan;
 - (xiv) Industry Participation Plan (IPP);
 - (xv) Indigenous Recognition and Engagement Plan;
 - (xvi) Industry Training Plan;
 - (xvii) Rectangular Reconfiguration Works Plan;
 - (xviii) Athletics Reconfiguration Works Plan;
 - (xix) BIM Management Plan;
 - (xx) Technical Completion Plan;
 - (xxi) Commercial Acceptance Plan;
 - (xxii) Operational Handover Plan;
 - (xxiii) Security Risk and Threat Assessment Plan;
 - (xxiv) Security Management and Treatment Plan;

- (xxv) ICT Risk Assessment; and
 - (xxvi) Spectrum Frequency Management Policy.
- (d) The Operating Phase Plans are:
- (i) Work Method Statements;
 - (ii) Monthly Services Plan;
 - (iii) Security Risk and Threat Assessment Plan;
 - (iv) Security Management and Treatment Plan;
 - (v) Policies and Procedures Manual, including:
 - (A) Stadium Personnel Induction and Training Program;
 - (B) Services Training and Induction Program;
 - (C) FM Help Desk Procedures;
 - (D) FM Help Desk User Instructions;
 - (E) Utility Services Conservation Plan;
 - (F) Utility Services Contingency Plan;
 - (G) Playing Surface Management Plan;
 - (H) Grounds and Gardens Management Plan;
 - (I) Pest Control Plan;
 - (J) Asset Security Plan;
 - (K) Risk Management Plan;
 - (L) Operational Environmental Management Plan;
 - (M) Management and Integration Service Plan; and
 - (N) Performance Monitoring Program;
 - (vi) Operating Phase Lifecycle Maintenance Plan;
 - (vii) Annual Services Plan;
 - (viii) Operating and Maintenance Manuals;
 - (ix) Annual Report; and
 - (x) Handover Package.

2 D&C PHASE PLANS

- (a) Project Co must prepare, submit and update (as applicable) each D&C Phase Plan for review in accordance with Schedule 3 (Review Procedures) and clause 6 of this Agreement in the following format:
 - (i) 2 hard copies;
 - (ii) 1 electronic version in .pdf format; and
 - (iii) 1 electronic version in original format (in accordance with Section 2(b) of this Schedule 19).
- (b) An electronic copy of a D&C Phase Plan must be an electronic copy of that document in the format of the software in which the document was originally created that has been configured to allow the person to whom the electronic copy is provided to access and amend the information contained therein in the same manner as could the original creator(s) of that document.

2.1 Design Development Plan

Project Co must develop the Design Development Plan in accordance with Sections 5 and 14 of Schedule 5 (Design Development) of this Agreement, including the:

- (a) Delayed Design and Procurement Plan;

- (b) Traffic and Access Plan;
- (c) Event Overlay Plans; and
- (d) Waste Management Plan.

2.2 Project Management Plan

- (a) Project Co must submit to the State the Project Management Plan in accordance with Schedule 3 (Review Procedures) of this Agreement no later than 30 Business Days prior to the commencement of construction at the Construction Site.
- (b) The Project Management Plan must include the following details:
 - (i) **(risk management)**: Project Co's risk management methodology for the D&C Phase (which must comply with, and otherwise be prepared in accordance with, all applicable Quality Standards);
 - (ii) **(execution of the DBFM Works)**: methodology, procedures and process for the execution of the DBFM Works;
 - (iii) **(management structure)**: management structure including:
 - (A) the management structure for the D&C Phase;
 - (B) the names and roles of each of the Key Personnel;
 - (C) details of any individual teams or groups established to deliver components of the DBFM Works during the D&C Phase; and
 - (D) the names and roles of each Project Co Associate that is responsible for interface with the State and State Associates during the D&C Phase;
 - (iv) **(reporting systems)**: Project Co's system for reporting to the State during the D&C Phase, including details of the format and content of those reports;
 - (v) **(document and communication controls)**: Project Co's document and communication controls for the D&C Phase;
 - (vi) **(co-ordinating Subcontractors)**: Project Co's procedure for co-ordinating Subcontractors during the D&C Phase;
 - (vii) **(sub-plans)**: the following sub-plans:
 - (A) Site Access and Interface Protocols;
 - (B) Construction Management Plan;
 - (C) Quality Management Plan;
 - (D) Construction Traffic Management Plan; and
 - (E) Occupational Health and Safety Plan; and
 - (viii) **(other information)**: such other information as is reasonably requested by the State Representative.

2.3 Site Access and Interface Protocols

The Site Access and Interface Protocols must include:

- (a) **(Site access principles)**: Site access principles and processes to ensure compliance with these principles at all times during the D&C Phase;
- (b) **(direct neighbours)**: Project Co's strategy for managing the interfaces with all direct neighbours to the Construction Site and any other third parties affected by the DBFM Works;
- (c) **(Surrounding Works)**: Project Co's strategy for managing the interface between the DBFM Works and Surrounding Works;
- (d) **(security)**: Project Co's strategy for ensuring the security of the Construction Site during the D&C Phase;

- (e) **(emergency vehicles)**: Project Co's strategy for maintaining access for emergency vehicles at all times;
- (f) **(access)**: Project Co's strategy for providing access to the State and the State Associates in accordance with the Schedule of State Works, an Unscheduled State Works Notice or otherwise in accordance with this Agreement;
- (g) **(State Access Period)**: Project Co's strategy for providing access to the State and the State Associates in accordance with the State Access Period, including Scenario Testing or otherwise in accordance with this Agreement; and
- (h) **(controlling and managing access)**: Project Co's strategy for controlling and managing access by the State and State Associates and any other third parties during the D&C Phase, including the nature of security screening processes.

2.4 Construction Management Plan

The Construction Management Plan must include the following information:

- (a) Project Co's strategy and methodology for performing the DBFM Works so as to satisfy the State's timing and sequencing requirements and to achieve Technical Completion by the Date for Technical Completion, including in respect of:
 - (i) staging of the DBFM Works;
 - (ii) managing Utilities Interruptions and any other service interruptions; and
 - (iii) drawings of the Construction Site and the location of the Construction Site establishment facilities, including Construction Site sheds and storage facilities, access routes and any other information reasonably requested by the State;
- (b) details of how materials are delivered and moved around within the Site, including drawings and descriptions of covered set-down areas, fixed and mobile cranes (reach and capacity work rate), location and capacity of hoists, storage areas, roadways and pathways;
- (c) Project Co's strategy for ensuring the State and the Independent Certifier progressively inspect the DBFM Works;
- (d) Project Co's methodology for managing issues relating to:
 - (i) working hours;
 - (ii) keeping the Construction Site and any other areas where Project Co Associates are working or to which Project Co Associates have access, and their surrounds, safe and clean;
 - (iii) water use;
 - (iv) stockpiling of any soil or waste material within the boundaries of the Construction Site;
 - (v) noise from the DBFM Works and construction activities and managing its impact on the surrounding areas;
 - (vi) dust, vibration and visual intrusion on the Construction Site;
 - (vii) industrial relations;
 - (viii) construction interfaces, including those with the PCS Works, the State Works and Surrounding Works;
 - (ix) the provision of Construction Site amenities sufficient to meet the needs of all Project Co Associates on the Construction Site;
 - (x) emergency exits and evacuation;
 - (xi) temporary services, including managing any capacity constraints in relation to Utilities;
 - (xii) protection of buildings, structures and other infrastructure;
 - (xiii) work force behaviour standards;
 - (xiv) provision of "as constructed" information;

- (xv) site logistics; and
- (xvi) Temporary Works.
- (e) **(independent certification)**: Project Co's strategy for obtaining and using independent certification and management of Project Co and Project Co Associates throughout the D&C Phase;
- (f) **(compliance)**: Project Co's strategy for compliance with all necessary Authorisations;
- (g) **(property condition report)**: a property condition report which is in a form approved by the State Representative and which otherwise:
 - (i) includes details of the conditions of the areas adjacent to the Construction Site that may be affected by the execution of the DBFM Works;
 - (ii) records the existence and location of any hazardous or contaminated materials or equipment; and
 - (iii) records the condition of roads, pavements, trees and other features adjacent to the Construction Site and which may be affected by the execution of the DBFM Works;
- (h) **(fire management strategy)**: Project Co's fire management strategy including:
 - (i) procedures for contacting the Department of Fire and Emergency Services (**DFES**) in the event of a fire on the Construction Site;
 - (ii) details of the locations and quantity of fire fighting equipment to be available on the Construction Site during the D&C Phase;
 - (iii) processes and systems for observing strict fire prevention measures throughout the DBFM Works;
 - (iv) details of potential fire hazards (including any potential ongoing hazards) and corresponding fire precautions approved by an appropriate fire officer from the local fire brigade and the State Representative;
 - (v) Project Co's commitment to allowing access to all areas of the Construction Site for any visits the chief fire officer may make to inspect the Site and any buildings at the Site in order to ensure that fire precautions are adequate, and to complying with any reasonable requests made by the chief fire officer;
 - (vi) access routes for emergency services vehicles and how those routes will be kept open and maintained at all times; and
 - (vii) Project Co's recognition that it is responsible for paying DFES the costs arising out of, or in connection with, any false alarms unless directly caused by the State;
- (i) **(crises and major incidents)**: Project Co's methodology for responding to a crisis or major incident that occurs at the Construction Site during the D&C Phase or otherwise has the potential to adversely affect the Construction Site or Project Co, including:
 - (i) the name and contact details of Project Co's nominated incident co-ordinator; and
 - (ii) communication protocols for liaising with the State and emergency services during a crisis or major incident; and
- (j) **(Authorisations)**: details of all Authorisations, including in relation to:
 - (i) compliance with, including all conditions of, State Obtained Authorisations;
 - (ii) building surveys and permits;
 - (iii) scaffolding;
 - (iv) temporary plant and equipment (including cranes and hoists); and

- (v) any other Authorisations required to enable the Stadium Operator to occupy the Stadium and Sports Precinct and undertake the Stadium Activities.

2.5 Quality Management Plan

The Quality Management Plan must, as a minimum, include the following information:

- (a) in accordance with relevant Quality Standards, details of Project Co's management responsibilities, authorities and organisation;
- (b) the key deliverables and activities and how Project Co proposes to deliver the DBFM Works, including internal controls, methodology, procedures and verification plans;
- (c) details of the critical processes, products or services for which Project Co must require Subcontractors to have a third party certified quality system;
- (d) Project Co's strategies to ensure Subcontractor compliance with all quality assurance requirements and details of the type and extent of control exercised by Project Co over Subcontractors;
- (e) a schedule of processes and detailed descriptions and procedures, together with associated documentation;
- (f) auditing regimes and schedules to ensure compliance by Project Co and Subcontractors with the Quality Management Plan;
- (g) the method of reporting to the State on Subcontractor compliance with the Quality Management Plan;
- (h) the details of self-assessment and an auditing schedule, including a corrective action register;
- (i) the provision of a weekly written report, certified as correct by the quality manager, containing a schedule of all current non-conformances, including "use as is" status identifying the details of each non-conformance, the party responsible for implementing the disposition and corrective actions, the date of implementing the disposition and the date of implementing the corrective action;
- (j) the following on quality management responsibilities:
 - (i) details on Project Co's management representative, who is directly responsible to senior management and who has defined authority and responsibility for implementing and maintaining the quality systems operated by Project Co;
 - (ii) details of the responsibility and authority of Project Co Associates primarily responsible for upholding the quality assurance provisions of this Agreement;
 - (iii) details of the manner in which independent reviews, checks, inspections, witnessing and monitoring are to be carried out; and
 - (iv) the interfaces, if any, between corporate support, design and on-site construction personnel;
- (k) the following regarding inspection and testing:
 - (i) a description of the inspection, testing and verification requirements, including designer validation of critical processes and survey audit regime for each product or service to ensure the DBFM Works conform to the Design Requirements;
 - (ii) details of the program of testing and supervision implemented to ensure that the DBFM Works conform to the Design Requirements;
 - (iii) a description of the minimum requirements of the project quality control activities for any element of the DBFM Works;
 - (iv) a summary of the items to be inspected and tested;
 - (v) a description of relevant reference documents;
 - (vi) the required minimum acceptance criteria for each inspection or test;

- (vii) reference to relevant certifying or verifying documents and inspection/testing parties involved;
- (viii) requirements that the test procedures used must be in accordance with the relevant Australian standards, where such standards exist; and
- (ix) detailed test procedures if test procedures are required for inspection and testing (but are not already prescribed under relevant Quality Standards);
- (l) an internal and second party quality audit schedule that includes information on the internal quality audits of all Project Co's activities, including any products Project Co produces to complete the DBFM Works. The schedule must also include the following:
 - (i) the system elements, as described in relevant Quality Standards;
 - (ii) all processes;
 - (iii) all procedures;
 - (iv) all products; and
 - (v) all services; and
- (m) such other information reasonably requested by the State.

2.6 Construction Traffic Management Plan

The Construction Traffic Management Plan must be prepared by a suitably qualified and experienced traffic engineer and contain details of Project Co's strategies for addressing the following:

- (a) **(Government Agencies)**: compliance with the requirements of Government Agencies;
- (b) **(traffic)**: co-ordination and management of traffic during the D&C Phase, including:
 - (i) ensuring that traffic and pedestrian management is undertaken in a manner that provides safety for all persons on the Site and that no disruption is caused to the normal operations of the existing facilities on or near the Site;
 - (ii) co-ordinating and managing traffic throughout the D&C Phase;
 - (iii) maintaining the use of all existing transport networks, including roads, railways, footpaths and public facilities;
 - (iv) maintaining the use of pedestrian access outside the Construction Site boundary;
 - (v) requirements for appropriate temporary wayfinding;
 - (vi) ensuring that appropriate temporary roads and footpaths are constructed to standards acceptable to Government Agencies; and
 - (vii) ensuring that temporary traffic and pedestrian controls are installed at standards acceptable to Government Agencies;
- (c) **(traffic engineering)**: traffic engineering related issues at the Construction Site;
- (d) **(existing traffic conditions)**: documenting existing conditions at the Construction Site relating to traffic engineering; and
- (e) **(vehicle access)**: vehicle access arrangements to the Construction Site, including:
 - (i) access for construction vehicles entering and exiting the Construction Site;
 - (ii) access to public car parking;
 - (iii) access to car parking arrangements for Project Co Associates;
 - (iv) measures necessary to ameliorate any adverse impacts on public transport, traffic, pedestrian and cyclist access to the Construction Site;

- (v) details of any alterations to the existing transport network and operations, including road, rail or lane closures (including times and duration of operation) and additional traffic signage; and
- (vi) details of access routes for emergency services and how those routes will be kept open and maintained at all times.

2.7 Occupational Health and Safety Plan

The Occupational Health and Safety Plan must reflect relevant Quality Standards and include details of Project Co's methodologies, plans and procedures in respect of:

- (a) **(health and safety of workers)**: ensuring the health and safety of workers and other members of the general public visiting or accessing the Construction Site, including:
 - (i) taking all necessary precautions to ensure the safety of the public;
 - (ii) ensuring that all plant and equipment is not left unattended and is secured during periods when the Construction Site is vacated;
 - (iii) ensuring access to scaffolding and entry points to the DBFM Works and its buildings is prevented to unauthorised personnel;
 - (iv) ensuring that access to the DBFM Works, whether this is via scaffolding, ladders, gates or temporary doors, are not left unattended, such that members of the public can gain access;
 - (v) taking the necessary steps to prevent dust, smoke, debris, artificial lighting, stockpiles and Temporary Works from causing unnecessary inconveniences or becoming a nuisance to the public;
 - (vi) providing identity cards for all Project Co Associates (including personnel of all Subcontractors) and ensuring the identity cards are worn at all times; and
 - (vii) providing protective clothing, footwear and headwear, including hearing protection and eye protection as required by OHS Laws for the sole use of persons engaged in relation to the DBFM Works;
- (b) **(identifying potential dangers)**: the process for identifying potential dangers to workers and members of the general public visiting or accessing the Construction Site and mitigation strategies to prevent danger to those persons;
- (c) **(occupational health and safety induction)**: occupational health and safety induction and Construction Site inspection, which must explain, as a minimum:
 - (i) Construction Site safety rules and policies (including rules in respect of drugs and alcohol, smoking and horseplay on the Construction Site);
 - (ii) Construction Site amenities and welfare facilities;
 - (iii) Construction Site specific hazards and control measures;
 - (iv) how to report safety hazards and unsafe work practices;
 - (v) how to report incidents, accidents and near-misses;
 - (vi) what to do in the event of injuries; and
 - (vii) the allocation of first aid responsibilities, where first aid kits are located and who the "first-aiders" are;
- (d) **(emergency safety management)**: Construction Site specific emergency safety management;
- (e) **(medical attention)**: the provision of prompt medical attention in case of serious injury;
- (f) **(telephone numbers)**: posting telephone numbers of the local hospital, physician and emergency services prominently at the Construction Site;
- (g) **(first aid)**: how Project Co will ensure that a person with a current first aid qualification will be present at the Construction Site and will have on-site access to

- a first aid facility and first aid kits in accordance with all Laws and relevant Quality Standards;
- (h) **(fire extinguishers)**: the location of fire extinguishers at or near fire hazards;
 - (i) **(occupational health and safety procedures)**: Project Co's schedule of regular occupational health and safety procedures, including safety checks, production and review of safe work method statements, equipment safety and equipment maintenance checks, power lead tagging, daily safety inspections and record keeping;
 - (j) **(sun-safe practices)**: Project Co's "sun-safe" work practices, including requirements for adequate sun protection clothing and provision of sun screen and sun glasses;
 - (k) **(personal hearing protection devices)**: the provision of personal hearing protection devices that comply with relevant Quality Standards and how it will ensure these will be used;
 - (l) **(risk assessment)**: pre-construction risk assessment;
 - (m) **(promotion of health and safety)**: providing on-site promotion of health and safety risk management;
 - (n) **(hazard)**: hazard inspection and reporting;
 - (o) **(safety checklist)**: maintaining a daily Construction Site safety checklist using construction industry organisation occupational health and safety checklist proformas;
 - (p) **(hazardous materials)**: removal of hazardous materials; and
 - (q) **(incident)**: incident notification.

2.8 FF&E Plan

The FF&E Plan must contain:

- (a) Project Co's methodologies for performing its obligations with respect to Project Co FF&E under Clause 13 of this Agreement;
- (b) the FF&E List and the list of State FF&E; and
- (c) such other information as is reasonably requested by the State Representative.

2.9 Crisis or Major Incident Plan

- (a) Project Co must develop and implement a Crisis or Major Incident Plan which describes the functionality of the Stadium and Sports Precinct in the event of a crisis, major incident or emergency during the Operating Phase. The Crisis or Major Incident Plan must consider the following, as a minimum:
 - (i) all fire engineering assumptions;
 - (ii) credible fire locations and scenarios in the Stadium and Sports Precinct;
 - (iii) emergency evacuation of Stadium Users from all or part(s) of the Stadium and Sports Precinct, including detailed analysis as described in Section 2.9(c); and
 - (iv) all potential constraints and impacts on the Stadium Activities, including on operational policies and procedures.
- (b) The Crisis or Major Incident Plan must comply with all relevant Quality Standards, including the National Construction Code and the 'emergency evacuation time' recommendations set out in the Green Guide.
- (c) The emergency evacuation analysis at Section 2.9(a)(iii) of this Schedule 19 must consider the following:
 - (i) exits and exit paths (e.g. Vomitories) being disabled due to the provision of temporary stages or the effects of fire or smoke (or both);
 - (ii) evacuation of the Stadium during emergencies for different Stadium usage scenarios, including for:

- (A) different types of Events and Event Overlay scenarios (including for Entertainment Events and other Events which involve increased occupancy and occupancy of the Playing Surface);
- (B) different Seating Bowl configurations (including with Drop-In Seats for Rectangular Events, for Expansion and for Athletics Reconfiguration);
- (C) different types of Functions; and
- (D) when the Stadium is not in use;
- (iii) full Stadium evacuation;
- (iv) partial Stadium evacuation; and
- (v) Sports Precinct evacuation.
- (d) Emergency evacuation utilising escalators and lifts must be avoided unless demonstrated to be acceptable via a fire engineered performance based design analysis.
- (e) The emergency evacuation analysis at Section 2.9(a)(iii) of this Schedule 19 for the Stadium must extend beyond the Stadium. Project Co must ensure that the analysis investigates the impact of external constraints (such as the size of all Patron assembly areas (including the Rail Passenger Assembly Areas and the Bus Passenger Assembly Area and the Patron assembly area for Goongoongup Rail Bridge and the Windan Bridge) and the width of all egress routes including ramps and stairs).
- (f) The emergency evacuation analysis at Section 2.9(a)(iii) of this Schedule 19 must demonstrate that the proposed design and the Crisis or Major Incident Plan will allow for free flowing occupant egress out of the Stadium and off the Sports Precinct.

2.10 Geotechnical Interpretive Report

Project Co must prepare a Geotechnical Interpretive Report which must, as a minimum, include the following:

- (a) a description of the geotechnical information that was collected and analysed by Project Co, including the information provided by the State, to enable Project Co to develop an interpretation of the geotechnical Land Conditions;
- (b) a description of the geology and hydrogeology of the areas of the DBFM Works, including buried objects;
- (c) a description of the basis of derivation of geotechnical and hydrogeological design parameters;
- (d) a description of the basis of geotechnical and hydrogeological design of the various elements of the DBFM Works, including the selection of Project Co's construction methodology and influence of geotechnical Land Conditions on structural and civil design;
- (e) the anticipated ground behaviour and categorisation of ground likely to be encountered during the DBFM Works;
- (f) an assessment of the average, range and derived design value(s) of engineering properties of all soil and rock types expected to be encountered during construction;
- (g) an assessment of short term and long term vertical and horizontal ground movements across the areas of the DBFM Works;
- (h) a description of Project Co's geotechnical performance criteria to meet Project Co's design, construction and maintenance requirements for the DBFM Works;
- (i) proposed remedial measures to mitigate against unacceptable ground movements;
- (j) an assessment and identification of buildings, infrastructure and services that may suffer damage due to ground movement, vibration or groundwater pressure changes caused by the DBFM Works, including the category of damage that the

buildings, infrastructure or services may be liable to suffer in accordance with Appendix C of Australian Standard 2870-2011 *Residential slabs and footings* or another appropriate standard, as agreed with the State Representative, and the need or otherwise for, and description of, any relevant protective works or measures;

- (k) recommendations and key factors affecting the selection of the preferred construction methods; and
- (l) an assessment of geological hazards and geotechnical risks.

2.11 Instrumentation and Monitoring Plan

Project Co must prepare an Instrumentation and Monitoring Plan which must, as a minimum, include the following:

- (a) **(overall strategy)**: Project Co's overall strategy for demonstrating that the DBFM Works meet their geotechnical requirements, including meeting its monitoring obligations in Clauses 8 and 9 of this Agreement and its approach to ensure that the monitoring equipment installed by the PCS Works Contractor remains viable throughout the D&C Phase for as long as is reasonably practicable;
- (b) **(instrumentation and monitoring requirements)**: details of all areas, structures, piles and buildings that will be monitored during the D&C Phase and the Operating Phase and the type, scope and duration of measurements and monitoring that will be conducted, including the proposed methodology and program for undertaking condition surveys that are required to be completed on those buildings, infrastructure and services identified by Project Co to be at risk of damage from the DBFM Works;
- (c) **(methodology)**: details of the standards, processes and procedures that will be used to collect, store and analyse geotechnical data, including:
 - (i) details of the location and characteristics of each measuring instrument;
 - (ii) standards to which measurements or tests will be conducted;
 - (iii) the frequency for how each instrument, area or structure will be measured, and the criteria for increasing or decreasing the frequency of measurement; and
 - (iv) how data will be managed by Project Co and transmitted to the State;
- (d) **(inspection and testing)**: a documentation procedure for reporting the conduct and outcome of all geotechnical inspections and tests which must include:
 - (i) details of the parties present at the inspection or test and details of the area or structure tested; and
 - (ii) details of the procedures for the conduct of follow up tests;
- (e) **(geotechnical performance criteria)**: details of Project Co's geotechnical performance criteria and Project Co's proposed methodology for assessing monitoring data against each of the geotechnical performance criteria;
- (f) **(reporting)**: describe the frequency, quality and mechanisms for reporting results, issues and non-conformance resulting from geotechnical measurements and testing. Reporting requirements include:
 - (i) a detailed breakdown of measurement results including an interpretive report;
 - (ii) a comparison of measured values with expected results or with performance criteria; and
 - (iii) recommendations for further testing or remedial action;
- (g) **(Independent Certifier)**: the proposed process for involving the Independent Certifier in geotechnical measurements and assessments;
- (h) **(corrective action)**: details of the process that will be used to determine:
 - (i) the requirement to undertake corrective action;

- (ii) the type of corrective action and how this will meet Project Co's geotechnical performance criteria;
- (iii) additional testing requirements; and
- (iv) the involvement of the Independent Certifier; and
- (i) **(other information)**: any other information reasonably requested by the State Representative or the Independent Certifier.

2.12 Construction Environment Management Plan (CEMP)

The CEMP must include:

- (a) a description of Project Co's environmental policy;
- (b) a description of Project Co's environmental objectives and key performance indicators;
- (c) a description of Project Co's specific construction activities, an assessment of the sensitive on and off-site environmental receptors and assessment of the impact that Project Co's activities may have on the sensitive environmental receptors, including an aspects and impacts register;
- (d) a description of the timing of construction activities;
- (e) a description of the roles and responsibilities for Project Co Associates;
- (f) a list of all appropriate environmental standards, Environmental Laws and Environmental Authorisations that must be complied with, including environmental safeguards that will be adhered to;
- (g) specific management and monitoring procedures, including contingency measures, to:
 - (i) continue the environmental monitoring being undertaken by the PCS Works Contractor in accordance with the PCS Works Contract; and
 - (ii) ensure good environmental practice and compliance with all Environmental Laws and all Environmental Management Documents;
- (h) a Site plan showing locations of important features of the environmental management system, including the location of waste storage areas, spill kits, vehicle lay down areas, site access points, public access areas, vehicle or wheel wash down areas and dewatering effluent re-infiltration areas, if any;
- (i) an earthworks plan and unexpected finds work procedure relevant to the excavation and management of potentially Contaminated Material;
- (j) a description of the material tracking system to be implemented;
- (k) details of the stormwater management system to be implemented during construction activities;
- (l) a description of Project Co's D&C Phase waste management solution, including details of:
 - (i) how it will protect the Environment from Contamination by waste, debris, siltation or Contaminated liquid discharges into sewers or waterways;
 - (ii) a system for recording the actual percentage of waste recycled or reused by weight, for the purposes of demonstrating compliance with the State's 80% targets;
 - (iii) how it will manage liquid and solid environmental contaminants, waste reduction strategies and waste sorting and recycling strategies and targets;
 - (iv) how it will manage any asbestos found on the Construction Site, including how it will protect the Environment from further Contamination and ensure that those working with the asbestos are adequately protected;
 - (v) testing and treatment of any cut and fill material in accordance with regulatory guidelines and the requirements in the Environmental

Management Strategy Documents, in particular the Contaminated Site Management Plan; and

- (vi) disposal of waste, including any cut and fill material deemed unsuitable for reuse on-site, in accordance with relevant guidelines, in particular, the Department of Environment and Conservation's landfill waste classification and waste definitions document;
- (m) identification of all training needs for all Project Co Associates to enable the purpose and content of the CEMP to be understood and implemented by Project Co Associates;
- (n) specific procedures for the reporting and management of non-conformances, Environmental Events and Environmental Complaints;
- (o) requirements and timeframes for environmental reporting to the State;
- (p) specific procedures for environmental auditing to demonstrate the successful implementation of the Environmental Management Documents and the CEMP;
- (q) specific procedures for review of the CEMP and the aspects and impacts register; and
- (r) details of the procedure for transitioning between the D&C Phase and the Operating Phase, including closure reporting against the CEMP and preparation of the Operational Environmental Management Plan.

2.13 Dewatering and Groundwater Management Plan

The Dewatering and Groundwater Management Plan must, as a minimum, include:

- (a) an assessment of the potential impact of Project Co's specific construction activities and timing of such activities on groundwater mobilisation;
- (b) an assessment of the remaining impact of the PCS Works on groundwater mobilisation after PCS Works Practical Completion and any requirement for Project Co to maintain the existing groundwater management solution;
- (c) details of the proposed groundwater monitoring program and management strategy, including its methodology to continue to operate the groundwater management system installed and operated by the PCS Works Contractor in accordance with Clauses 8 and 9 of this Agreement;
- (d) if dewatering is proposed:
 - (i) details of the dewatering methodology and estimated dewatering schedule, rate and volume;
 - (ii) a description of the chosen dewatering effluent treatment and reuse or disposal methodology;
 - (iii) a description of the dewatering monitoring requirements, such as for groundwater, dewatering discharge and surrounding and receiving environment; and
 - (iv) a description of the contingencies to be put in place for the dewatering operation where performance criteria are not met or unforeseen events occur;
- (e) if active management of groundwater is not considered necessary, a detailed description demonstrating Project Co's justification and reasoning for determining that active ground water management is not considered necessary, which may include the provision of groundwater monitoring results to validate any risk assessment undertaken by Project Co; and
- (f) details of any other dewatering that may be required for the DBFM Works.

2.14 Stormwater Management Plan

- (a) The Stormwater Management Plan must, as a minimum, include:
 - (i) confirmation of the existing stormwater drainage system at the Site;

- (ii) a description of the existing and future site characteristics, including topography, 100 year floodways and flood fringe areas, 100 year proposed flow paths, major physical features, approximate finished contour levels, environmentally sensitive areas and water quality of flows entering and leaving the Site;
 - (iii) details of the stormwater drainage system strategy and concept design for the Stadium and Sports Precinct, including:
 - (A) how Project Co will manage stormwater quantity and quality;
 - (B) how Project Co will manage groundwater drainage;
 - (C) stormwater discharge methods;
 - (D) proposed initiatives to reuse or treat stormwater (or both);
 - (E) proposed water sensitive urban design initiatives; and
 - (F) identifying overland flow paths and areas subjected to flooding under minor and major rainfall events;
 - (iv) details of how the variable Land Conditions across the Site have been accounted for in the concept design;
 - (v) details of maintenance requirements of the stormwater drainage system;
 - (vi) details of the environmental impact of the proposed solution on the Swan River and River-Fed Lake;
 - (vii) details of stormwater runoff from adjacent properties;
 - (viii) details of stormwater management during construction;
 - (ix) a description of the proposed public open space areas, water source(s), bore(s), lake details, approximate watering requirements and water balance, and an indicative irrigation schedule; and
 - (x) details of the stormwater monitoring program.
- (b) The Stormwater Management Plan must be consistent with the following policies and guidelines:
- (i) State Planning Policy 2.9 Water Resources (WAPC, 2006);
 - (ii) State Planning Policy 2.10 Swan-Canning River System (WAPC, 2006);
 - (iii) Better Urban Water Management (WAPC, 2008); and
 - (iv) Stormwater Management Manual for Western Australia (DoW, 2004-07).

2.15 Rehabilitation Management Plan

The Rehabilitation Management Plan must, as a minimum, include:

- (a) a description of Project Co's objectives, concepts and techniques for the rehabilitation of the Sports Precinct and Swan River foreshore, including the landscaped areas and the River-Fed Lake;
- (b) in relation to the Swan River foreshore, details of the strategy Project Co proposes for dealing with the Swan River Trust;
- (c) a program in relation to the implementation of rehabilitation works, including co-ordination with other DBFM Works activities and the Surrounding Works;
- (d) a description of the guidelines to be used and minimum parameters or completion criteria to be satisfied to ensure the successful implementation of rehabilitation works;
- (e) a description of the extent of, and treatment of, vegetation to be transplanted, protected or cleared;
- (f) details of erosion control measures to be implemented on the Swan River foreshore;
- (g) details of weed control and management;
- (h) details of any de-compaction or soil improvements;

- (i) details in relation to species selection, plant supply, location, layout and planting details;
- (j) details of the irrigation system;
- (k) details of the allowances made for other related items such as fencing, structures, paths and drainage features; and
- (l) details of the maintenance, monitoring and reporting program in relation to rehabilitation of the Sports Precinct and Swan River foreshore.

2.16 Ground Gas Management Plan

The Ground Gas Management Plan must, as a minimum, include:

- (a) details of Project Co's understanding of the ground gas model at the Site;
- (b) details of the engineered design solutions proposed as gas protection measures to mitigate the risks posed by ground gases at the Site; and
- (c) validation of the suitability and effectiveness of the proposed gas protection measures through a quantitative risk assessment (e.g. fault tree analysis) in accordance with the CIRIA C152 and C665 guidance documents.

2.17 ESD Management Plan

- (a) Project Co must prepare an ESD Management Plan that allows the State to suitably review progress against Environmentally Sustainable Development (**ESD**) project outcomes. This must, as a minimum:
 - (i) include a set of agreed and industry validated metrics for assessing progress on performance targets set out in Section E1.7 of Schedule 12 (Design Specifications) of this Agreement;
 - (ii) contain a consistent reporting framework;
 - (iii) report progress to meeting performance targets and initiatives at all applicable project milestones;
 - (iv) identify risks to achieving ESD project outcomes and mitigation measures;
 - (v) provide a timeline for investigation and resolution of ESD design issues;
 - (vi) include a dedicated multi-discipline management team and forum for driving successful ESD outcomes throughout the design process; and
 - (vii) address ESD Initiatives for the design and selection of:
 - (A) main mechanical plant and equipment;
 - (B) distribution and pumping systems;
 - (C) thermal insulation;
 - (D) heat recovery;
 - (E) free cooling and economy cycle settings;
 - (F) use of centralised plant and local plant for energy minimisation in relation to anticipated usage scenarios; and
 - (G) systems controls.
- (b) All initiatives proposed by Project Co must be articulated in a form that the State can comparatively review their individual benefits to the DBFM Project. Evidence of initiative value should be demonstrated by the following:
 - (i) evidence based design outcomes;
 - (ii) technical and applied research studies;
 - (iii) capital expenditure and return on investment;
 - (iv) internationally and nationally endorsed technical guidance;
 - (v) first principle design and engineering;

- (vi) project specific simulation modelling; and
- (vii) outcomes from feasibility studies.

2.18 Communications Plan

- (a) The State has prepared an overarching State Stakeholder Management Plan.
- (b) Project Co must submit to the State a Communications Plan in accordance with Schedule 3 (Review Procedures) of this Agreement, no later than 30 Business Days prior to commencement of construction at the Construction Site.
- (c) The Communications Plan must contain, as a minimum, the following information in respect of the D&C Phase:
 - (i) **(consistency)**: confirmation that the Communications Plan and activities therein are consistent and align with the State Stakeholder Management Plan;
 - (ii) **(Project Co objectives)**: a statement detailing Project Co's communication objectives in relation to the D&C Phase;
 - (iii) **(Project Stakeholders)**: Project Co's strategy for communicating and liaising with Project Stakeholders, both formally and informally;
 - (iv) **(Project Co and State)**: Project Co's strategy for communications between Project Co, Project Co Associates, the State, State Associates and the Communications Planning Group;
 - (v) **(program)**: Project Co's detailed program addressing the key deliverables, activities and milestones within the Communication Plan, including detailing the personnel responsible for each deliverable, activity and milestone;
 - (vi) **(procedures and flow charts)**: Project Co's strategy and hierarchical flow charts clearly articulating the reporting process for:
 - (A) identifying Project Stakeholder risks and issues and the activities required to mitigate these risks and issues;
 - (B) managing public enquiries, enquiries and complaints and associated response times;
 - (C) notifying relevant Project Stakeholders of construction impacts;
 - (D) notifying relevant Project Stakeholders of traffic impacts, including vehicular, bicycle and pedestrian impacts;
 - (E) conducting site visits; and
 - (F) developing and approving all information materials to be provided to Project Stakeholders;
 - (vii) **(key performance indicators)**: Project Co's key performance indicators demonstrating how Project Co's communication activities will be measured and evaluated;
 - (viii) **(key date summary)**: a summary of key dates that will provide opportunities for the State's promotional and communication activities;
 - (ix) **(seating plans)**: no later than 18 months prior to the Date for Technical Completion, Project Co must provide detailed seating plans clearly identifying each seat within the Seating Bowl, including its aisle, block or section number, row number and seat number, to be used for the purpose of selling tickets and memberships for Events;
 - (x) **(fly-through animations)**: no later than 3 months after the completion of the Design Development Process, Project Co must provide a fly-through animation of the Stadium that incorporates key areas of interest for Stadium Users and media, including the Sports Precinct, plaza, Team Facilities, Premium Product Areas, Concourses, Playing Surface and Seating Bowl (incorporating elements such as the video screens);

- (xi) (**interactive material**): no later than 2 months after the completion of the Design Development Process, Project Co must provide an interactive 3-D rendered model of the Stadium, allowing user control to navigate areas, including:
 - (A) each Premium Product Area;
 - (B) the Seating Bowl;
 - (C) the Team Facilities; and
 - (D) the Concourses;
- (xii) (**mock up suite**): no later than 18 months prior to the date upon which it reasonable expects to achieve Technical Completion, Project Co must provide a “mock up” suite for the use of the Stadium Operator and Hirers to market the Premium Products to potential clients. The mock up suite should be built to the same specification as a traditional suite including accompanying seating, located on ‘Plats’ as per the relevant area of the Seating Bowl;
- (xiii) (**physical model and display materials**): no later than 2 months after the completion of the Design Development Process, Project Co must provide 1 physical model and supporting display materials of the Stadium and Sports Precinct for the use of the State to engage and promote the DBFM Project to Project Stakeholders;
- (xiv) (**hoardings**): no later than 1 month after construction commences on the Site, Project Co must provide promotional hoardings in high traffic locations, which allow members of the general public to ‘view’ the construction activity within the Site. The viewing window must be adjacent to hoardings which display promotional and informative material and signage in relation to the DBFM Works;
- (xv) (**reporting**): Project Co must provide a monthly report providing details of media coverage, inquiries and complaints received during the preceding month;
- (xvi) (**photographs**): Project Co must periodically provide a record of the D&C Phase, illustrating key construction activities and milestones in full colour production quality photographs. Where appropriate, images of significant milestones are to be taken with artistic and creative direction and suitable for reproduction for displays, awards and other promotional opportunities;
- (xvii) (**videos**): Project Co must periodically provide progress production quality video footage, captured on a monthly basis to record significant project progress and taken with creative intent to be used for promotional and publicity purposes and for incorporation in regular update films as well as a final historical project film; and
- (xviii) (**display material**): no later than 1 month after Financial Close, Project Co must provide a minimum of three sets of public display material including artist’s impressions of the Stadium and Sports Precinct designs reproduced in full colour and mounted for use by the State for presentations, briefings and publicity opportunities.

2.19 Industry Participation Plan

- (a) The Industry Participation Plan must outline a project specific approach to the use of competitive local suppliers and other economic or industry objectives.
- (b) The Industry Participation Plan must be based on the guidelines produced by the Department of Commerce and provide details of how Project Co will maximise opportunities for local Australian and Western Australian companies to benefit from the DBFM Project.
- (c) The Industry Participation Plan must include:
 - (i) the identification of new opportunities for Australian participation and the communication strategy to communicate these opportunities to the market;

- (ii) the development of subcontract procurement strategies that provide for full, fair and reasonable opportunities as set out in Section 2.19(d) of this Schedule 19;
 - (iii) a description of the DBFM Project including the opportunities for Australian industries in terms of employment, skills transfer and strategic alliances;
 - (iv) a clear statement of how Project Co will maximise the use of competitive local business in goods, services and works purchased;
 - (v) facilitation of strategic partnering; and
 - (vi) encouragement of suppliers to adopt best practice standards.
- (d) If Project Co proposes to use any overseas supplier, it must demonstrate and provide evidence, as part of the Industry Participation Plan implementation process and at the request of the State, that it has given Western Australian and Australian industry Full, Fair and Reasonable opportunity to participate in the Project, defined as:
- (i) **Full:** the Western Australian and Australian industry has been afforded the same opportunity to participate in all aspects of the DBFM Project (including design, engineering, project management, professional services, IT and architecture), as overseas suppliers;
 - (ii) **Fair:** the Western Australian and Australian industry has been afforded the same opportunity to compete on an equal and transparent basis, (including being given reasonable time in which to tender) to deliver the DBFM Project, as overseas suppliers; and
 - (iii) **Reasonable:** the procurement process was free from non-market burdens that might rule out Western Australian and Australian industry and was structured in such a way as to provide Western Australian and Australian industries the opportunity to participate in the DBFM Project.
- (e) Project Co must report against the Industry Participation Plan during the D&C Phase using the templates provided by the Industry Participation Branch of the Department of Commerce at the frequency that is agreed to during negotiations as a part of the Industry Participation Plan approval process.

2.20 Indigenous Recognition and Engagement Plan

The Indigenous Recognition and Engagement Plan must:

- (a) clearly state Project Co's commitment to identifying specific opportunities and mechanisms to ensure appropriate indigenous participation in the DBFM Project; and
- (b) address the requirements of, and be prepared in accordance with, the Aboriginal Heritage Management Plan and the Aboriginal Engagement Strategy.

2.21 Industry Training Plan

- (a) The Industry Training Plan must be compatible with:
 - (i) the Western Australian Government's Priority Start Building Policy;
 - (ii) any enterprise or other industrial agreement applicable to the DBFM Project;
 - (iii) the Occupational Health and Safety Plan;
 - (iv) the Quality Management Plan; and
 - (v) Project Co's obligations with respect to the Environment, including statutory obligations.
- (b) The Industry Training Plan must demonstrate how Project Co will:
 - (i) provide a structured training program to address the requirements of this Agreement and DBFM Project specific requirements; and

- (ii) satisfy the requirements of the Western Australian Government’s Building Skills Policy.
- (c) The Industry Training Plan must, as a minimum, include the following elements:
 - (i) the date of Contractual Close and each Date for Completion;
 - (ii) a skill formation plan detailing training priorities and targets for addressing training needs for the DBFM Works; and
 - (iii) a Component B training plan in accordance with the Priority Start Building Policy including details for of the number of apprentices and trainees, the target requirements for which is determined in accordance with section 7.5 of the Priority Start Building Policy, and for up-skilling of existing workers in a format approved by the Department of Training and Workforce Development.

2.22 Rectangular Reconfiguration Works Plan

Rectangular Reconfiguration means all tested, commissioned and certified alterations required to the Stadium and Sports Precinct, as necessary for the Event, including alterations to the Seating Bowl and Pitch, to host a Rectangular Event.

The Rectangular Reconfiguration Works Plan must address the items in the table below, arranged in accordance with the headings and sub-headings to demonstrate how the Stadium will be constructed to achieve Rectangular Reconfiguration capability in accordance with the requirements of Parts D (Functional Brief) and E (Technical Brief) of Schedule 12 (Design Specification) of this Agreement.

Heading	Sub-headings
Event Level	Back of House Team Facilities Catering Facilities Impact on Premium Product Areas Pitch Advertising Use of Field Club Officials’ Bench and Team Interchange Benches Storage (reconfiguration elements)
Level 1	Base construction methodology Lower Seating Bowl modification Viewing Quality Constructability and modifications Emergency evacuation revised plan
All / Remaining Levels	Base construction methodology Bowl modifications (excluding Level 1) Viewing Quality impact at each Level and on key facilities, such as Coaches’ Boxes

Heading	Sub-headings
	Constructability and modifications Alterations for TV broadcast Alterations for media
Efficiency	Resource requirements Timings Costs
Indicative Program	Extent of Impact on Event schedule - pre Event Functional elements of the Stadium that will not be available prior to, during or after the Event Extent of Impact on Event schedule - post Event

2.23 Athletics Reconfiguration Works Plan

The Athletics Reconfiguration Works Plan must address the items in the table below, arranged in accordance with the headings and sub-headings to demonstrate how the Stadium will be constructed to achieve configuration for athletic Events in accordance with the requirements of Parts D (Functional Brief) and E (Technical Brief) of Schedule 12 (Design Specification) of this Agreement.

Heading	Sub-headings
Sports Precinct	Warm-up facilities Interaction with Event Overlay
Event Level	Advertising Use of Field Club Officials' Bench and Team Interchange Benches Storage (reconfiguration elements) Back of House Team Facilities Catering Facilities Impact on Premium Product Areas Pitch
Level 1	Base construction methodology Seating Bowl modifications (excluding Level 1) Viewing Quality impact at each Level and on

Heading	Sub-headings
	key facilities, such as Coaches' Boxes Constructability and modifications Alterations for TV broadcast Alterations for media
Athletics Track and Field facilities	Design IAAF certification Athlete performance – micro-climate Construction methodology Continued operation of the Stadium and Playing Surface Interface with differential ground conditions
All / Remaining Levels	Base construction methodology Bowl modifications Viewing Quality impact at each Level Constructability and modifications
Roof	Athlete performance – micro-climate
Efficiency	Resource requirements Timings Costs
Indicative Program	Extent of impact on Event schedule – pre Event Functional Units of the Stadium that will not be available prior to, during or after the Event Extent of impact on Event schedule – post Event

2.24 BIM Management Plan

The BIM Management Plan will outline how Project Co proposes to progress through each Level of Development (**LOD**) from LOD100 to LOD500 as defined in AIA Document E202 – 2008; Architects Institute of America. Sufficient detail must be provided in the BIM Management Plan to fulfil the processes and uses as generally described in NATSPEC National BIM Guide v1.0, Section C21 of Schedule 12 (Design Specifications), Schedule 5 (Design Development) and Schedule 7 (Completion Criteria) of this Agreement.

2.25 Technical Completion Plan

The Technical Completion Plan must set out Project Co's methodology for achieving Technical Completion and must otherwise include:

- (a) **(overall strategy)**: Project Co's overall strategy for achieving Technical Completion;
- (b) **(details of all activities)**: details and scheduling of all activities Project Co must undertake in order to achieve Technical Completion and the timing of these activities;
- (c) **(parties)**: details of the parties involved in achieving each of the Technical Completion Criteria and Project Co's strategy for managing the interface between those various parties;
- (d) **(Technical Completion team)**: details of Project Co's dedicated Technical Completion team including the names (if known), roles and responsibilities of key personnel;
- (e) **(Technical Completion Criteria)**: details of each of the Technical Completion Criteria and Project Co's proposed methodology for achieving each of the Technical Completion Criteria;
- (f) **(Technical Completion Tests)**: details of each of the Technical Completion Tests including a methodology and timing for the conduct of each test, details of the systems and parties involved in the conduct of each test, the procedure for reporting the results of Technical Completion Tests, the objectives of each test and the methodology for re-tests should a Technical Completion Test be failed;
- (g) **(documentation procedure)**: a documentation procedure for reporting the conduct and outcome of all Technical Completion Tests which must include:
 - (i) details of the parties present at the tests and details of the area systems tested; and
 - (ii) details of the procedures for the conduct of follow up tests;
- (h) **(certificates and permits)**: a list of all certificates and permits required from all Government Agencies for the DBFM Project, including details of which parties are responsible for obtaining such certificates and permits, their status and the time at which they are required;
- (i) **(certificates of compliance)**: a list of all certificates of compliance required for the DBFM Project and the time at which they are required;
- (j) **(Independent Certifier and State)**: the proposed process for involving the Independent Certifier and the State in Technical Completion;
- (k) **(methodology)**: Project Co's methodology for:
 - (i) carrying out commissioning processes generally;
 - (ii) confirming that all control systems are in place, fully commissioned and operational;
 - (iii) confirming that all warranties relating to the Stadium and Sports Precinct have been obtained or otherwise are in place;
 - (iv) ensuring that all documentation that must be provided by Project Co to the State Representative as a condition precedent to Technical Completion has been completed and provided to the State Representative;
 - (v) confirming that all energy performance testing regimes, including all necessary metering is in place at the time of Technical Completion;
 - (vi) installing Project Co FF&E, including the dates of delivery and details of installation (or location), calibration and testing; and
 - (vii) cleaning the Stadium and Sports Precinct; and
- (l) **(other information)**: any other information reasonably requested by the State Representative or Independent Certifier.

2.26 Commercial Acceptance Plan

- (a) The Commercial Acceptance Plan must co-ordinate and include all requirements set out in the State Operational Commissioning Plan and must set out Project Co's

methodology for carrying out commissioning during the Commissioning Period and for achieving Commercial Acceptance.

- (b) The Commercial Acceptance Plan must include:
- (i) **(overarching strategy)**: Project Co's overarching strategy for achieving Commercial Acceptance;
 - (ii) **(details of Commissioning Period)**: details and timing of all activities to be undertaken by Project Co during the Commissioning Period;
 - (iii) **(participation in Commissioning Period)**: information regarding the nature and extent of the participation and assistance Project Co will be required to undertake in relation to each of the activities, exercises and scenarios as part of commissioning during the Commissioning Period, in detail sufficient to allow the State to determine in accordance with Schedule 7 (Completion Criteria) of this Agreement and, acting reasonably, whether Project Co has successfully provided that participation and assistance;
 - (iv) **(co-ordination of activities)**: information regarding the structure, procedures and methodology for co-ordinating Project Co's activities with those activities to be undertaken by the State in the Commissioning Period;
 - (v) **(Commercial Acceptance team)**: details of Project Co's dedicated Commercial Acceptance team including the names (if known), roles and responsibilities of key personnel and third parties involved in achieving each of the Commercial Acceptance Criteria (including Project Co's approach to managing the interface between the relevant parties);
 - (vi) **(Commercial Acceptance Criteria)**: details of each of the Commercial Acceptance Criteria and Project Co's proposed methodology for achieving each of the Commercial Acceptance Criteria;
 - (vii) **(Commercial Acceptance Tests)**: details of each of the Commercial Acceptance Tests, including a methodology and timing for the conduct of each test, details of the systems and parties involved in the conduct of each test, the objectives of each test, the methodology for re-tests should a Commercial Acceptance Test be failed and the procedure for reporting the results of Commercial Acceptance Tests;
 - (viii) **(liaising with State Representative)**: Project Co's strategy for liaising with and involving the State (including the Governance Agency) and the Stadium Operator in preparing for Commercial Acceptance;
 - (ix) **(certificates and permits)**: a list of all certificates and permits required from all Government Agencies for the DBFM Project (which have not been provided as at Technical Completion);
 - (x) **(certificates of compliance)**: a list of all certificates of compliance required for the DBFM Project (which have not been provided as at Technical Completion) and the time at which they are required;
 - (xi) **(methodology)**: Project Co's methodology for:
 - (A) identifying and rectifying Outstanding Items and other Defects; and
 - (B) confirming that all warranties relating to the Stadium and Sports Precinct have been obtained or otherwise are in place;
 - (xii) **(operational exercises and induction training)**: a methodology for Project Co assisting and participating in the State conducted operational exercises and induction training, including:
 - (A) testing each of the operating procedures within the context of the Stadium and Sports Precinct;
 - (B) fire drills;
 - (C) test event exercises;

- (D) event of power failure; and
- (E) evacuation procedures;
- (xiii) **(methodology for participation)**: Project Co's methodology for interfacing with the State and Stadium Operator during the State Access Period and participation in State Operational Commissioning and Scenario Testing; and
- (xiv) **(other information)**: any other information reasonably requested by the State Representative or Independent Certifier.

2.27 Operational Handover Plan

The Operational Handover Plan must set out Project Co's methodology for handing over the Construction Site to the Stadium Operator and must otherwise include:

- (a) **(overarching strategy)**: Project Co's overarching strategy for achieving Site handover and operational handover;
- (b) **(details of operational handover)**: details and timing of all activities to be undertaken by Project Co to achieve Site handover and operational handover;
- (c) **(reports)**: any report required by any OHS Law, relating to hazards, that Project Co is aware of, arising from the DBFM Works to Stadium Users; and
- (d) **(other information)**: any other information reasonably requested by the State Representative or Independent Certifier.

2.28 Security Risk and Threat Assessment Plan

Project Co must:

- (a) carry out a security risk management process in accordance with AS/ANZ ISO 31000 and HB 167;
- (b) identify and describe all security related inherent, present, or potentially inherent or present vulnerabilities, risks and threats:
 - (i) related to the Site, the Sports Precinct, the Stadium; and
 - (ii) beyond the Site which may affect the Site;
- (c) ensure the Security Risk and Threat Assessment Plan includes flexibility within the equipment and spaces to enable reconfiguration and expansion of security measures;
- (d) conduct a full review of the Security Risk and Threat Assessment Plan:
 - (i) at a minimum, every 12 months; or
 - (ii) as required from time to time by the State or Western Australian Police (**WA Police**).

2.29 Security Management and Treatment Plan

- (a) Project Co must:
 - (i) prepare, update and maintain a Security Management and Treatment Plan addressing the assessed vulnerabilities and risk identified in the Security Risk and Threat Assessment Plan;
 - (ii) liaise with stakeholders, including stakeholders reasonably identified by the State, to:
 - (A) address any vulnerabilities to the Stadium and Sports Precinct during both the D&C Phase and the Operating Phase assessed through the risk management process;
 - (B) direct the development of passive, environmental and technology based risk treatments for the design of the Stadium and Sports Precinct;
 - (C) identify the residual day to day operational procedures and practice requirements that cannot be managed or designed out

- to develop with stakeholders the operational and management procedures to be implemented by Project Co or the Stadium Operator, as the context requires; and
- (D) identify flexible measures to be provided by Project Co in meeting the requirements of the Security Management and Treatment Plan which should allow for adaptation and expansion to meet the requirements or recommendations from the Security Risk and Threat Assessment Plan, the Security Management and Treatment Plan and the Asset Security Plan;
- (iii) use the Security Management and Treatment Plan for the preparation of the Asset Security Plan;
 - (iv) conduct a full review of the Security Management and Treatment Plan:
 - (A) at a minimum, every 12 months; or
 - (B) as required from time to time by the State or WA Police;
 - (v) as part of the planning, prepare security zoning diagrams which must highlight, as a minimum, the following zones:
 - (A) general public access and control lines;
 - (B) media and VIP access and control lines;
 - (C) Stadium Operator staff access and control lines;
 - (D) Players, Athlete and Performer access;
 - (E) back of house areas (including Stadium Operations and Event Day Facilities);
 - (F) loading docks and Waste Management Facilities;
 - (G) secure areas (such as cashier and Police Facilities); and
 - (H) other restricted access areas.
- (b) The Security Management and Treatment Plan must, as a minimum:
 - (i) address the security requirements of both an Event Day and a Non-Event Day; and
 - (ii) include risk mitigation and treatment plan documentation, which must:
 - (A) remain live throughout the D&C Phase; and
 - (B) be updated and submitted to the State in accordance with Section 1.3 of Part F of Schedule 13 (Services Specifications) of this Agreement.

2.30 ICT Risk Assessment

- (a) The ICT Risk Assessment must be undertaken in accordance with the relevant Quality Standards and Laws and must, as a minimum, include:
 - (i) **(failure analysis)**: an analysis of failure mode and single point of failure to determine appropriate measures to achieve resiliency, which may include redundant systems or components, disaster recovery systems and procedures or other risk mitigation measures;
 - (ii) **(program and delivery)**: consideration of the programme and delivery risks associated with other parties during the D&C Phase;
 - (iii) **(critical systems and services)**: identification of services and systems that are critical to the Stadium Activities, the operation of the Stadium and Sports Precinct and the Services, as well as local areas requiring high reliability, including the Main Security Office and the Event Control Room;
 - (iv) **(building distributors)**: an assessment and determination of the number and size of building distributors and other rooms, including an assessment of the service delivery for voice and data services within the Stadium and Sports Precinct, consistent with the applicable telecommunications Quality Standards;

- (v) **(on-site and off-site services)**: an assessment and determination of the selection of on-site and off-site services, including an assessment and determination regarding:
 - (A) single or redundant on-site data centres;
 - (B) the location of server and storage equipment, specific system architecture, data throughput and acceptable latency; and
 - (C) software as a service (SaaS) considerations to allow some systems to be located off-site, or in a virtual environment, otherwise known as public or private cloud;
 - (vi) **(protective measures and backup systems)**: an assessment and determination of the selection of protective measures and backup systems for specific telecommunications rooms, based on the criticality of the room; and
 - (vii) **(intrusion detection and prevention)**: an assessment and determination of the measures and systems to detect, prevent and mitigate the adverse effects of attacks and intrusion.
- (b) Project Co must develop, implement and maintain the ICT Risk Assessment in accordance with Schedule 5 (Design Development) of this Agreement.
 - (c) Without limiting Section 2.30(b) of this Schedule 19, Project Co must update and maintain the ICT Risk Assessment in accordance with Schedule 13 (Services Specifications) of this Agreement.

2.31 Spectrum Frequency Management Policy

- (a) The Spectrum Frequency Management Policy must consider all sources and potential sources of radio frequency (RF) for communications and noise or disturbance in the Stadium and Sports Precinct, including:
 - (i) wireless networking (WLAN), in multiple bands/channels and by multiple parties;
 - (ii) two way radio, digital and analogue;
 - (iii) emergency services systems;
 - (iv) wireless alarm systems;
 - (v) GPS;
 - (vi) bluetooth and near field communication (NFC);
 - (vii) cordless telephones;
 - (viii) radio microphones and wireless microphones;
 - (ix) hearing augmentation systems;
 - (x) microwave communications;
 - (xi) cellular (mobile phone) communications; and
 - (xii) radio frequency (RF)/electromagnetic interference (EMI), intentional (e.g. jamming) and accidental.
- (b) The Spectrum Frequency Management Policy must set out the policies and procedures for management of the allocation of relevant radio frequencies for all equipment and systems, including interference and disturbance from off-site sources, within the Stadium and Sports Precinct.

3 OPERATING PHASE PLANS

- (a) Project Co must submit Operating Phase Plans in the format specified in Section 1.4 of Part F of Schedule 13 (Services Specifications) of this Agreement.
- (b) The Operating Phase Plans must meet the general requirements specified in Section 1.5 of Part F of Schedule 13 (Services Specifications) of this Agreement.

3.1 Work Method Statements

Project Co must prepare, update and submit (as the case may be) Work Method Statements in accordance with Section 7 of Part F of Schedule 13 (Services Specifications) of this Agreement.

3.2 Monthly Services Plan

Project Co must prepare, update and submit (as the case may be) the Monthly Services Plan in accordance with Section 1.2 of Part F of Schedule 13 (Services Specifications) of this Agreement.

3.3 Security Risk and Threat Assessment Plan

Project Co must:

- (a) develop the Security Risk and Threat Assessment Plan as a continuation of the D&C Phase Plan of the same name;
- (b) carry out a security risk management process in accordance with AS/ANZ ISO 31000 and HB 167;
- (c) update all previously identified security related vulnerabilities, risk and threats:
 - (i) inherent, present or potentially inherent or present related to the Site, the Sports Precinct, the Stadium; and
 - (ii) beyond the Site which may affect the Site;
- (d) identify and describe all new security related vulnerabilities, risk and threats:
 - (i) inherent, present or potentially inherent or present related to the Site, the Sports Precinct, the Stadium: and
 - (ii) beyond the Site which may affect the Site;
- (e) conduct a full review of the Security Risk and Threat Assessment Plan:
 - (i) at a minimum, every 12 months; or
 - (ii) as required from time to time by the State or WA Police.

3.4 Security Management and Treatment Plan

Project Co must:

- (i) develop the Security Management and Treatment Plan as a continuation of the D&C Phase Plan of the same name;
- (ii) address the updated assessed vulnerabilities and risk identified in the Security Risk and Threat Assessment Plan;
- (iii) liaise with stakeholders relevant to the issues identified in the Security Management and Treatment Plan, including stakeholders reasonably identified by the State, to:
 - (A) address any vulnerabilities to the Stadium and Sports Precinct during the Operating Phase assessed through the risk management process;
 - (B) direct the development of passive, environmental and technology based risk treatments for the design of the Stadium and Sports Precinct; and
 - (C) identify the residual day to day operational procedures and practice requirements that cannot be managed or designed out to develop with stakeholders the operational and management procedures to be implemented by Project Co or the Stadium Operator, as the context requires;
- (iv) use the Security Management and Treatment Plan for the preparation of the Asset Security Plan to be prepared by Project Co;
- (v) conduct a full review of the Security Management and Treatment Plan:
 - (A) at a minimum, every 12 months; or

- (B) as required from time to time by the State or WA Police;
- (vi) as part of the planning, prepare security zoning diagrams which must highlight, as a minimum, the following zones:
 - (A) general public access and control lines;
 - (B) media and VIP access and control lines;
 - (C) Stadium Operator staff access and control lines;
 - (D) Players, Athlete and Performer access;
 - (E) back of house areas (including Stadium Operations and Event Day Facilities);
 - (F) Loading Docks and Waste Management Facilities;
 - (G) secure areas (such as cashier and Police Facilities); and
 - (H) other restricted access areas.
- (b) The Security Management and Treatment Plan must, as a minimum:
 - (i) address the security requirements of both an Event Day and a Non-Event Day; and
 - (ii) include risk mitigation and treatment plan documentation, which must be updated and submitted to the State in accordance with Section 1.3 of Part F of Schedule 13 (Services Specifications) of this Agreement.

3.5 Policies and Procedures Manual

Project Co must prepare, update and submit (as the case may be) the Policies and Procedures Manual in accordance with Section 1.3(a)(ii) of Part F of Schedule 13 (Services Specifications) of this Agreement.

3.6 Operating Phase Lifecycle Maintenance Plan

Project Co must prepare, update and submit (as the case may be) the Operating Phase Lifecycle Maintenance Plan in accordance with Section 1.3(a)(iv) of Part F of Schedule 13 (Services Specifications) of this Agreement.

3.7 Annual Services Plan

Project Co must prepare, update and submit (as the case may be) the Annual Services Plan in accordance with Section 1.3(a)(v) of Part F of Schedule 13 (Services Specifications) of this Agreement.

3.8 Operating and Maintenance Manuals

Project Co must prepare, update and submit (as the case may be) the Operating and Maintenance Manuals in accordance with Section 1.3(a)(vi) of Part F of Schedule 13 (Services Specifications) of this Agreement.

3.9 Annual Report

Project Co must prepare, update and submit (as the case may be) the Annual Report in accordance with Section 1.3(a)(i) of Part F of Schedule 13 (Services Specifications) of this Agreement.

3.10 Handover Package

Project Co must prepare, update and submit (as the case may be) the Handover Package in accordance with Section 1.3(a)(vii) of Part F of Schedule 13 (Services Specifications) of this Agreement.

4 MONTHLY WORKS REPORT

The Monthly Works Report must comprise the following information:

- (a) **(Project Management Plan):** details of Project Co's performance against the Project Management Plan and each sub-plan, including any issues arising in

- relation to the execution of the DBFM Works in accordance with the approved Project Management Plan;
- (b) **(DBFM Works)**: details of the progress of the DBFM Works and compliance with the DBFM Works Program;
 - (c) **(reporting period)**: details of work completed in the reporting period;
 - (d) **(new reporting period)**: details of work scheduled for the next reporting period;
 - (e) **(commencement of operations)**: a report on the planning for the commencement of operations;
 - (f) **(updated DBFM Works Program)**: a copy of the DBFM Works Program updated in accordance with this Agreement;
 - (g) **(existing logic driven activities)**: identification of any existing logic driven activities in the DBFM Works Program that were amended to fixed constraint activities during the Month, or new fixed constraint activities added to the DBFM Works Program during that month;
 - (h) **(monitoring and test programs)**: the results of any monitoring and test programs;
 - (i) **(Claims or Disputes)**: details of any outstanding Claims or Disputes;
 - (j) **(Modifications)**: any Minor Modifications, Modifications, FF&E Modifications or proposed Minor Modifications, Modifications or FF&E Modifications, including the current Minor Modification Running Schedule;
 - (k) **(interface between Stadium Activities and the DBFM Works)**: details of any interface issues between the Stadium Activities and the DBFM Works;
 - (l) **(quality assurance issues)**: details of any quality assurance issues;
 - (m) **(public relations issues)**: details of any public relations issues, including complaints or concerns raised by the public or Project Stakeholders;
 - (n) **(environmental issues)**: details of any environmental issues;
 - (o) **(D&C Phase environmentally sustainable design requirements)**: confirmation that Project Co has satisfied the applicable D&C Phase environmentally sustainable design requirements during the relevant reporting period;
 - (p) **(occupational health and safety)**: details of Project Co performance in respect of occupational health and safety;
 - (q) **(safety incidents)**: details of any safety incidents that have occurred in the reporting period, and cumulatively;
 - (r) **(Contamination)**: details of the treatment or removal of any Contamination, including details of the quantities and types of Contamination removed or treated during the relevant reporting period;
 - (s) **(certificates)**: all certificates provided by Project Co under the Financing Documents certifying the cost to complete the DBFM Works; and
 - (t) **(other information)**: such other information reasonably requested by the State Representative.