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November 2025

Pollution Incident Response Management Plan

(Part of Site Emergency Response Plan)

Coffs Harbour Cement Depot



Version 14: November 2025



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Document Control Sheet

Version	Date	Prepared by	Approved by	Revision Details
Rev.0	30 Aug 2012	[REDACTED]	[REDACTED]	Final draft approved
Rev.1	19 Dec 2012	[REDACTED]	[REDACTED]	New Fire & Rescue NSW number for Pollution Incident notifications (replacing calls to 000)
Rev.2	1 Sep 2013	[REDACTED]	[REDACTED]	Changes reflecting company restructure.
Rev 3	1 Sep 2014	[REDACTED]	[REDACTED]	Annual review.
Rev 4	1 Sep 2015	[REDACTED]	[REDACTED]	Annual review.
Rev 5	10 Nov 2016	[REDACTED]	[REDACTED]	Annual Review – Environmental Manager details updated
Rev 6	1 Nov 2017	[REDACTED]	[REDACTED]	Annual Review – updated references from MSDS to SDS
Rev 7	1 Nov 2018	[REDACTED]	[REDACTED]	Annual Review
Rev 8	10 May 2019	[REDACTED]	[REDACTED]	Annual Review – contact details
Rev 9	25 Sep 2020	[REDACTED]	[REDACTED]	Annual Review - contact details
Rev 10	23 Nov 2021	[REDACTED]	[REDACTED]	Annual Review - contact details
Rev 11	29 Oct 2022	[REDACTED]	[REDACTED]	Annual Review- contact details
Rev 12	30 Nov 2023	[REDACTED]	[REDACTED]	Annual Review – contact details
Rev 13	28 Nov 2024	[REDACTED]	[REDACTED]	Annual Review. Updated format and change to contact details
Rev 14	27 Nov 2025	[REDACTED]	[REDACTED]	Annual Review. Updated format and change to contact details



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Current Ver.	Date Implemented	PIRMP Test Schedule	Date for Next Review
14	November 2025	12 Months	November 2026

Internal Version



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1. Forward

This document was prepared to fulfil the requirements of the NSW Protection of the Environment Legislation Amendment Act 2011 (POELA Act) in terms of preparation and implementation of a pollution incident response management plan.

This plan forms a part of the overall Boral Emergency Response Plan that was reviewed and amended to ensure that they cover all the new requirements of the POELA Act. The plan is kept, tested and implemented in accordance with the Act and the POEO(G) Regulation.

2. Purpose

The purpose of the Coffs Harbour Cement Depot Pollution Incident Response Management Plan (PIRMP) is to:

- Provide direction to the staff at Coffs Harbour Cement Depot in responding to pollution incidents.
- Ensure timely and accurate communication about a pollution incident is provided to staff at the premises and Boral senior management.
- Ensure communication is undertaken with external agencies such as the Environment Protection Authority (EPA) and other relevant authorities specified in the Protection of the Environment Legislation Amendment Act (POELA Act) (including Port Macquarie-Hastings Council, NSW Ministry of Health, Safework NSW, and Fire and Rescue NSW) and persons outside the operations who may be affected by the impacts of a pollution incident (such as industrial, commercial and residential neighbours and other members of the community).
- Minimise and control the risk of a pollution incident occurring as a result of activities at Coffs Harbour Cement Depot by identifying key risks and planned actions to minimise and manage those risks.
- Detail the training requirements for this plan, identifying persons responsible for implementing it, and ensuring that the plan is regularly tested for accuracy, currency and suitability.

A hard copy of the PIRMP is to be kept in the Coffs Harbour Cement Depot Site Office. A soft copy of the PIRMP is made available online at www.boral.com.au/about/environmental-reporting.

3. Legislative Requirements

Part 5.7A of the POEO Act requires all licensees to prepare, keep, test and implement a PIRMP. Chapter 4 of the General Regulation sets out the specific information a licensee must include in their PIRMP. In summary, the requirements are:

- All holders of environment protection licences must prepare a pollution incident response management plan (section 153A, POEO Act).



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- A PIRMP must be in the form required by the regulations and must include the information detailed in the POEO Act (section 153C) and the General Regulation (section 72 and section 73).
- Licensees must keep the PIRMP at the premises the environment protection licence relates to, or where the relevant activity takes place (Section 153D of the POEO Act) and make certain parts of the PIRMP available on a publicly accessible website of the licensee.
- Licensees must test their PIRMP in accordance with the regulations (section 153E of the POEO Act and section 75 of the General Regulation).
- Licensees must implement their PIRMP immediately if a pollution incident occurs that causes or threatens material harm to the environment (as defined in section 147 of the POEO Act) (section 153F of the POEO Act).

4. Definition of Pollution Incident

The definition of a pollution incident is:

“Pollution incident means an incident or set of circumstances during or as a consequence of which there is or is likely to be a leak, spill or other escape or deposit of a substance, as a result of which pollution has occurred, is occurring or is likely to occur. It includes an incident or set of circumstances in which a substance has been placed or disposed of on premises, but it does not include an incident or set of circumstances involving only the emission of any noise.”

A pollution incident is required to be notified if there is a risk of ‘material harm to the environment’, which is defined in section 147 of the POEO Act as:

- a. harm to the environment is material if:
 - i. it involves actual or potential harm to the health or safety of human beings or to ecosystems that is not trivial, or
 - ii. it results in actual or potential loss or property damage of an amount, or amounts in aggregate, exceeding \$10,000 (or such other amount as is prescribed by the regulations), and
- b. loss includes the reasonable costs and expenses that would be incurred in taking all reasonable and practicable measures to prevent, mitigate or make good harm to the environment. Notification is required even where ‘harm to the environment is caused only in the premises where the pollution incident occurs.

Coffs Harbour Cement Depot is required to report non-trivial pollution incidents immediately to:

- EPA,
- NSW Health,
- Fire and Rescue NSW,
- Safework NSW and
- the local council.



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5. Scope

This PIRMP must be followed by employees, contractors and visitors of Coffs Harbour Cement Depot, to assist in the early response to and reporting of a pollution incident.

6. Site Layout

The location of the site and overall site layout is shown in **Appendix A**.

7. Potential Site Risks

Potential environmental pollutants are summarised in a site risk register entitled “Environment Aspects and Impacts” (**CMT-ENV-002-Form1 Coffs Harbour Environmental Aspects and Impacts Register**). This document considers; Aspect, Impact, Controls and Improvements for the sites known environmental hazards in the following areas:

- Fugitive Dust Emissions from plant areas
- Spills of liquids (e.g. diesel, oil) or powdered solid materials (e.g. cement), potentially leaving the site. Large spill of powdered solids may result in significant dust nuisance or lead to deposition of significant quantities of high pH particulate matter in the natural water courses.
- Explosion and Fire / Smoke

No hazardous substances or dangerous goods are stored on site in the Coffs Harbour Depot.

8. Harm Reduction

Spill Prevention (liquids and solids):

The risk of harm to any persons who are on the premises or who are present where the scheduled activity is being carried out is reduced by measures outlined in Boral Cement Corporate SOP “CEM-ENV-014 Spill Prevention and Control. These measures include:

- Placement of spill-risk facilities away from sensitive environments (sufficient to allow for effective intervention prior to pollution occurring in the event of a spill)
- Use of secondary spill containment facilities such as bunding around all storage tanks and other areas where hazardous substances are stored;
- Ensuring that areas where risky activities such as storage tank/silo loading are undertaken are bunded and sealed;
- Avoiding risky activities at times when weather events may magnify the harm caused by a spill;



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- Ensuring drainage structures can be sealed to halt passage of spilt fluids or powdered solids;
- Training of employees and contractors in good environmental practice.

The bunded areas must be capable of preventing the migration of any spillage or leakage to the surrounding environment. The requirement for bunding is relative to the level of risk and type of area. Bunding specifications are summarised in Australian Standard AS 1940:2004.

Maintenance:

All silos, tanks and pipe-work are inspected regularly and at least annually for signs of damage. Any defect in the walls or lining is repaired immediately using appropriate techniques. Damage to the tank or transfer hoses is dealt with immediately to prevent failure.

Any spilt liquid or powdered solid material must be promptly cleaned up in an appropriate manner – usually as contaminated matter.

Do not allow spilt liquid or stormwater to remain in the bund – it may accumulate and lead to overflowing. Rainwater entering the sump or bunded area should be regarded as potentially contaminated and must be disposed of in an authorised manner.

9. Safety Equipment

The site utilises a portable oil spill kit in a bag from Mantek (Spill Shark), located in the Office. This kit is capable of containing hydrocarbon spills up to 40L in volume. The bag's contents include:

- 10 x Polypropylene oil absorbent pads
- 1 x Spill Shark petroleum-based absorbent
- 1 x waterless hand cleaner (Tomahawk)
- 1 x Quick Cure (steel-filled repair compound)
- 1 x brush and pan
- 1 Pair nitrile gloves (solvent resistant)
- 1 Pair of safety glasses
- Instruction for use and a bag with ties for disposal.

Fire protection system on site is addressed in the Emergency Response Plan. The types of fire extinguishers used on site are appropriate for their application.

10. Internal Pollution Incident Reporting

Any pollution incident satisfying the material harm threshold must be immediately reported to relevant statutory authorities by either the Depot Manager or Environment Business Support Team.

In cases where “material harm” level cannot be immediately assessed or insufficient information comes to hand on the severity of the incident, the general advice is to err on the side of caution and notify the Relevant Authorities with a qualification that the situation could not yet be fully assessed.

Until further notice the following procedure needs to be followed:

1. When a pollution incident occurs, a person who has become aware of it must immediately bring it to the attention of his/her immediate Supervisor or Manager.
2. If necessary, first ring “000” for Emergency Services.
3. At least one of the following personnel must be contacted immediately:

Name	Function	Phone number	Mobile number
██████████	██████████		██████████
██████████	██████████		██████████
██████████	██████████		██████████
██████████	██████████		██████████
██████████	██████████	██████████	██████████

4. The Site Manager or in case of his unavailability one of the Senior Management personnel listed above, is to immediately notify all Appropriate Regulatory Authorities specified in **Section 11**.
5. In borderline situations, where the exceedance of the trigger level of “material harm” of a pollution incident may not be clear, a quick assessment including consultation with Boral environmental personnel should be undertaken to help the decision whether to notify or not.
6. Boral’s Senior Management including environmental team members must be informed promptly of the fact of immediate notification to the Authorities.



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11. External Pollution Incident Reporting

As the legislation requires that notification must be done immediately upon becoming aware of the pollution incident, it is unlikely that a detailed picture will be available for reporting. Notwithstanding, it seems that some of the Government Authorities prepared a detailed questionnaire which is being filled in at the time of this initial notification. Under the stress of incident handling it could be easy to provide a hasty, inaccurate estimate of the situation when answering these questions.

Therefore, the notification should be restricted to the facts known and nothing should be assumed or guessed. The details will be provided to the asking Authority later when more information comes to hand.

The initial notification should include as much of the following information (if known) as possible:

- I. location and time of the pollution incident
- II. type of the incident (spill, fire, unlicensed harmful discharge, etc)
- III. assessed level of incident gravity: "it seems to be..." (e.g. "a relatively minor spill"; "major fire", "explosion limited to one building", etc.)
- IV. whether the Emergency Services have been required to attend.

Unless known for a fact, the answers to other questions should be politely deferred until a better assessment of the situation can be made.

The Boral person who is responsible for notifying the Authorities (Site/Operations Manager or Environment Manager) about the incident must prepare a Notification Log (a suitable form is attached) with the details of time of notifications and the persons who took to the call. The Authorities are expected to log the calls.

Notification of all Appropriate Government Authorities (at least 5 entities) may take considerable time. Delays may be experienced connecting to the right person or no contact may be possible after hours. All such instances should be recorded in the Notification Log.

12. Pollution Incident Authority Contact List

Government Authority – Compulsory Notifications	Emergency Notification Phone Number
EPA – Environment Line	131 555
Fire and Rescue NSW (FRNSW)	1300 729 579
Coffs Harbour City Council	02 6648 4000
Public Health Unit – Port Macquarie	BH: 02 6588 2750 AH: 1300 555 555; Ask for Public Health Officer on call
WorkCover Authority of NSW	131 050 Company ABN asked: 62 008 528 523
Government Authority – ring if relevant	Emergency notification phone number
Police & Ambulance	000
Roads and Maritime Services (road spills)	132 701
NSW Office of Water	02 8838 7885
Bush Fire Control Officer	1800 049 933
Poisons Information Centre	131 126



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13. Notification of Neighbours

Communication with the local community may also be undertaken depending on the circumstances of the pollution incident. Coffs Harbour Cement would consider the following options for providing Early Warning and ongoing information to the community on pollution incidents:

- Direct phone contact with any local residents directly impacted by the pollution incident.
- Letter Box drops of incident information and site contacts to local residents impacted by the pollution incident.
- Door Knock

The current contact list for neighbours is attached in **Appendix B**. The initial notification should be brief and contain only a description of the environmental threat together with instructions what to do. E.g.

- Due to a dust baghouse failure, we are experiencing elevated dust emissions from the site. Please keep your doors and windows closed until further notice.
- Due to a diesel spillage onto a street from the site, a cleanup operation is being organised. Please be watchful for road closures in relation to this operation.

A follow up information on the resolution of emergency situation would be timely conducted also on the phone. If required, further information would be disseminated by means of a letterbox drop.

14. Incident Response Training

Coffs Harbour Cement will implement the Pollution Incident Response Management Plan by training or providing information to relevant employees and contractors in relevant areas of the Plan.

Training or information will be provided on the following;

- The contents and intent of this PIRMP,
- The roles and responsibilities of site staff in relation to this PIRMP
- Spill response procedures;
- General environmental awareness; and / or
- Hazardous materials awareness.

15. PIRMP Audit

The objectives of an audit are to maintain compliance with this plan. Internal audits of this Plan will be undertaken every 3 years.

Routine testing of the plan will be conducted annually, and can be completed through the following methods:



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- Simulated environmental emergency, or
- Desktop simulations.

16. PIRMP Review

Revisions are to be coordinated by the Site Manager and Environmental representative. The objectives of a review are:

- To maintain compliance with the statutory requirements, and
- To identify opportunities for improvement in the Plan and reduce the risk to human health and the environment.

A. EVENT BASED

Events which may trigger a review of this Plan or its associated documents include:

- Within 1 month of reporting to the nominated parties in accordance with the plan, after a pollution incident, or
- Modification/Improvement to the system.

B. TIME BASED

Coffs Harbour Cement will review this management plan routinely every 12 months. The Plan review will include:

- This Document, and
- Legislation, Approval and Licence changes.

The Table below displays the testing of the PIRMP undertaken by the site

Version Tested	Description of Drill / Team Lead	Date
V6	[REDACTED]	08/03/2019
V7	[REDACTED]	14/5/2019
V8	[REDACTED]	01/10/20
V9	[REDACTED]	02/10/21



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Version Tested	Description of Drill / Team Lead	Date
V10	[REDACTED]	29/10/22
V11	[REDACTED]	01/11/2023
V12	[REDACTED]	21/10/2024
V13	[REDACTED]	27/11/2025

17. Roles and Responsibilities

Position	Responsibility
<i>Employees and Contractors</i>	<p>Following the procedures outlined in the PIRMP and related documents.</p> <p>Immediately alerting Supervisor or Team Leader of any environmental incidents or near-misses.</p>
<i>Team Leaders / Front Line Supervisors</i>	<p>Following the procedures outlined in the PIRMP and related documents.</p> <p>Immediately alerting Depot Manager or, in case of their unavailability, Environmental Representative or Environment Manager of any potentially material environmental incidents or near-misses.</p> <p>Conducting incident investigations.</p>
<i>Depot Manager</i> <i>and/or</i> <i>Site Environmental Business Partner</i> <i>and/or</i> <i>Senior Environmental Business Support</i>	<p>Authorisation of the PIRMP.</p> <p>Administration, maintenance and implementation of the PIRMP.</p> <p>Assessing whether the incident is non-trivial and has caused or threatens “material environmental harm” and communicate details to management.</p> <p>Provide direction and advice on incident response</p> <p>Coordinate communication to neighbours through Stakeholder Relations Manager</p> <p>Ensuring that investigations are undertaken to a level corresponding to the level of risk and impact.</p>
<i>Senior Environmental Business Support</i>	<p>Make a determination as to whether the incident (as defined in section 147 of the POEO Act) is non-trivial and therefore reportable to external agencies</p> <p>Inform Executive General manager and Group management of Notification to External Agencies</p> <p>Undertake notifications as defined in PIRMP Authorise notifications to public and/or media following GRPHSEQ-2-02</p>

APPENDIX A: SITE LOCATION DETAILS



Figure 1: SITE LOCATION





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APPENDIX B: NEIGHBOUR CONTACT LIST

Neighbours	Address	Emergency Notification Phone Number	Method
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

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APPENDIX C: POLLUTION INCIDENT EMERGENCY RESPONSE

In the event of a pollution incident the risk of harm to human health will be minimised by engaging an appropriate pollution response as outlined below

1. **Stop the source:** If it's safe to do so, stop the process causing the spill/leak or other environmental incident.
2. **Isolate the area:** The first person to notice the spill or leak should remove themselves from the immediate area and take measures such as barricading the area to reduce the risk of exposure to others. This must occur without exposure to danger.
3. **Commence early notification:** The Manager or Supervisor must be notified immediately of the environmental incident. They in turn must immediately inform one of the persons nominated for notification of Authorities. If the environmental incident is significant, the nominated person implements early notification procedures to the relevant Authorities including emergency services. Alerting the potentially affected neighbours may also be required with regular updates provided as needed.
4. **Provide a 1st aid response (if required):** First aid kit including a trauma pack and instruction for use is located in the lunchroom. Emergency shower is available in the blending shed, near the door. Eye wash is located in the lunchroom. Appropriate PPE is worn by all staff during periods of potential exposure as outlined in relevant SDS.
5. **Identify the release to the greatest extent possible:** Do so without being at risk. This includes identifying:
 - The type of material released, e.g.
 - Class 2 Gases - compressed, liquefied or dissolved under pressure.
 - Class 3 Flammable Liquids
 - Solid material spill.
 - The label and Safety Data Sheet for the product should give information on safe clean-up.
 - The size of the release and whether the release has stopped;
 - Whether chemicals involved may be potentially incompatible; and
 - Any unusual features such as foaming, odour, smoke, etc.
6. **Determine the level of emergency:** review chemical risk assessments, seek internal advice from area specialists, review SDS's and seek professional advice from the fire brigade and/or hazardous material specialists.
7. **Determine if evacuation is required** and consider the impact that wind, rain, local geographical features such as hills and stormwater drainage systems may have in exposing persons at emergency assembly points. If in doubt commence evacuation to "cold zones" Following a Pollution / Hazardous Material Incident the Emergency Site is to be divided into Hot, Warm and Cold Zones - for management purposes. The Site Manager (or Weighbridge Operator if not present) is responsible for the management of the COLD ZONE, all personnel are to be evacuated from the hot/warm zone.

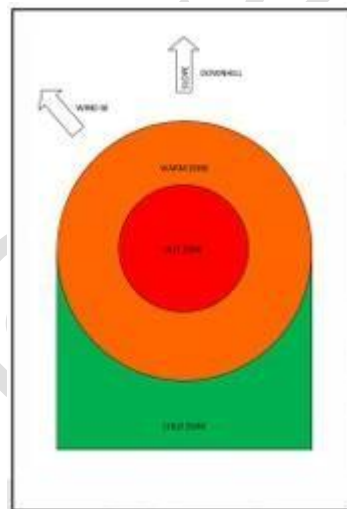


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Hot Zone: This is the area of likely contamination. Only personnel wearing the appropriate level of protective clothing and equipment are to enter this zone. The area of the Hot Zone is defined, controlled and co-ordinated by the Hazmat Controller (FIRE BRIGADE).

Warm Zone: This is the area surrounding the Hot Zone where decontamination takes place and personnel and equipment are prepared for deployment. Only personnel wearing the appropriate level of protective clothing and equipment are to enter this zone. The area of the Warm Zone is defined, controlled and co-ordinated by the Hazmat Controller (FIRE BRIGADE).

Cold Zone: This is the area immediately surrounding the warm zone. It is the support area where access is limited to support agencies' personnel and equipment. This zone contains Site Control, triage and treatment facilities and other marshalling and assembly areas. The Cold Zone is free of contamination and personnel protective clothing is not required. The area of the cold zone is defined by the site controller in consultation with the Hazmat Controller and managed by the Site Manager (or Weighbridge Operator if not present).



1. **Stop further release (if not done prior):** prevent further release by isolating the source of the release. (Trained personnel only with suitable PPE)
2. **Stop the release from spreading (if safe to do so):**
 - Prevent off-site release of contaminated stormwater: Protect stormwater grates with booms, covers or drain socks.
 - Liquid spills: Deploy spill kits to prevent further contamination dispersal, using appropriate absorbent/containment materials such as loose absorbent, socks or pads (land) and booms (water). See also CEM-ENV-014 Spill Prevention and Control.
 - Powdered solid spills: Lower down the silo rolling doors to minimise dust, cover stormwater grates to prevent ingress of solids.



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- Releases of pollutants into the air: Shut down ventilation systems to keep gases, vapours and dust from spreading.
- 3. **Large spills:** Summon specialist spill emergency response contractors (e.g. Transpacific Industrial Solutions, 1800 SPILLS).
- 4. **Fire:** If possible, endeavour to prevent fire-fighting water from entering the stormwater drains as it typically carries contamination. If possible, divert fire from areas containing materials that may generate toxic fumes when burned (e.g. stores of chemicals, cleaning aids, motor oil, etc).
- 5. **Dispose of contaminated spill clean materials and wastes using a licensed contractor.**
- 6. **If required, remediate the site.**



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ALERT WEIGHBRIDGE Telephone: 6585 1428

WEIGHBRIDGE OPERATOR

EARLY NOTIFICATION

**IMMEDIATELY CONTACT BORAL CEMENT
MANAGEMENT**

IMMEDIATE NOTIFICATION OF AUTHORITIES

- EPA – Environment Line
- FIRE & RESCUE NSW
- SAFEWORX
- NSW HEALTH (Newcastle)
- OTHERS (as appropriate)

COMPLETE NOTIFICATION LOG
CMT-ENV-001 (APPENDIX C)

INFORM SENIOR BORAL MANAGEMENT

**Site Manager to determine if alerting
neighbours is required**

EMERGENCY RESPONSE

**PROVIDE 1ST AID
ENSURE SAFETY OF OTHERS**

IDENTIFY THE SPILL / RELEASE

- Type of material released
- Size of the release and whether it has ceased
- Are incompatible chemicals involved
- Any unusual features (foaming, odour smoke)
- Discuss with hazardous material specialist / fire brigade
- Review SDS

CONTAIN SPILL / PREVENT FURTHER RELEASE
(if safe and if trained to do so)

**DETERMINE “COLD ZONE”
RESTRICT ENTRY TO WARM & HOT ZONES**

**Site Manager to determine if evacuation is
required**



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**WEIGHBRIDGE OPERATOR TO ALERT
NEIGHBOURS BY PHONE and/or DOOR KNOCK**

Refer to Appendix B for contact list

**ORGANISE EMERGENCY CLEANUP
CONTRACTORS**

Transpacific / Cleanaway, 1800 SPILLS

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APPENDIX D: POLLUTION INCIDENT NOTIFICATION LOG

Person undertaking notification (Name/Function):			
Date and time when first become aware of the incident:			
Incident type:			
Comments:			

Initial immediate notification log				
Appropriate Regulatory Authority	Time of call	Respondent's name/function	Approximate call duration	Comments
EPA				
Public Health Unit				
Fire and Rescue NSW				
Local Council				
SafeWork NSW				
Other:				
Other:				
Summary of initial communication:				



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Person undertaking notification (Name/Function):		
Date and time when additional information becomes available:		
Comments:		

Immediate notification of further pertinent information (if applicable)				
Appropriate Regulatory Authority	Time of call	Respondent's name/function	Approximate call duration	Comments
EPA				
Public Health Unit				
Fire and Rescue NSW				
Local Council				
SafeWork NSW				
Other:				
Other:				
Summary of additional communication				



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Coffs Harbour Cement Depot – Immediate Reporting Contact Sheet

INTERNAL NOTIFICATIONS			
Name	Function	Phone number	Mobile number
██████████	██████████		██████████
██████████	██████████████████		██████████
██████████	██████████████████		██████████
██████████	██████████████████████████████		██████████
██████████	██████████████████████████████	██████████	██████████

EXTERNAL NOTIFICATIONS	
Government Authority - compulsory notifications	Emergency notification phone number
EPA – Environment Line	131 555
Fire and Rescue NSW (FRNSW)	1300 729 579
Coffs Harbour City Council	02 6648 4000
Public Health Unit – Port Macquarie	BH: 02 6588 2750 AH: 1300 555 555; Ask for Public Health Officer on call
WorkCover Authority of NSW	131 050 Company ABN asked: 62 008 528 523

NOTE: A full listing of contact phone numbers of other potentially relevant government agencies is included in the PIRMP.