



Sydney Metro
PITT STREET SOUTH OVER STATION DEVELOPMENT

CONSTRUCTION MANAGEMENT PLAN

**State Significant Development,
Development Application (SSD DA)**

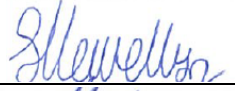

16 May 2020
Issue for Stage 2 SSD DA
Version 05

Prepared for **Pitt Street Developer South Pty LTD**
Document Reference: SMCSWSPS-CPB-OSS-PL-REP-000001

DETAILS OF REVISION AMENDMENTS

Rev	Date	Details / Description
01	20/12/2020	Draft v1 for SSD DA Submission
02	07/02/2020	Final report for SSD DA submission
03	17/02/2020	Final report for SSD DA submission Modifications
04	07/04/2020	Final report for Stage 2 SSD DA submission
05	16/05/2020	Final report for Stage 2 SSD DA submission – formatting modifications

DOCUMENT CONTROL / APPROVALS

	Pitt Street South Over Station Development			
Document Path	K:\Delivery\PM Project Management\PM01 Draft Documentation\01 Mgmnt Plans\1.2 - Construction MP			
+	Name	Position	Date	Signed/ Approved
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Contents

GENERAL INFORMATION.....	5
1.0 INTRODUCTION.....	8
2.0 DESCRIPTION OF PROPOSED WORKS.....	10
2.1 PROJECT DESCRIPTION	10
2.2 DURATION OF WORKS	16
2.3 HOURS OF CONSTRUCTION	16
2.4 HOARDINGS	17
2.5 SITE SECURITY AND GATES	18
2.6 SITE ACCOMMODATION / AMENITIES AND PROJECT OFFICE	18
3.0 SITE LOGISTICS & SITE ACCOMMODATION STAGING PLANS.....	19
3.1 SITE ESTABLISHMENT.....	19
3.2 MATERIALS HANDLING AND CRANAGE.....	22
3.3 SCAFFOLDING	28
3.4 PERIMETER FORMWORK SCREENS	29
3.5 TEMPORARY WORKS	30
3.6 STRUCTURE	31
3.7 FAÇADE	33
3.8 SERVICES & FITOUT	33
3.9 FF&E	34
3.10 COMMISSIONING, TESTING AND WITNESSING.....	34
3.11 PROJECT HANDOVER.....	35
4.0 TRAFFIC AND PEDESTRIAN MANAGEMENT	37
4.1 TRAFFIC MANAGEMENT OVERVIEW.....	37
4.2 EXISTING TRAFFIC MANAGEMENT AND CONTROL	37
4.3 EXISTING PEDESTRIAN FACILITIES	38
4.4 TRAFFIC MANAGEMENT PLAN.....	39
4.5 SITE ACCESS	39
4.6 HAULAGE ROUTES	40
4.7 TRAFFIC MANAGEMENT.....	42
4.8 ON-SITE PARKING	42
4.9 ON-SITE PARKING	43
4.10 TRAFFIC GENERATION.....	43

	4.11 TRAFFIC MANAGEMENT RISK ASSESSMENT	44
	4.12 Current Construction Projects	46
5.0	SUSTAINABILITY	47
	5.1 SUSTAINABILITY TARGETS	47
	5.2 ENERGY SAVING INITIATIVES	47
	5.3 WASTE MANAGEMENT	47
	5.4 NOISE AND VIBRATION MANAGEMENT	48
	5.5 AIR QUALITY MANAGEMENT	48
	5.6 STAKEHOLDER MANAGEMENT	49

GENERAL INFORMATION

Acronyms

CBD	Central Business District
CCD	Coordination and Collaboration Deed
ISD	Integrated Station Development
PDA	Project Development Agreement
OSD	Over Station Development
ISD	Integrated Station Development I.e. Station and OSDs
SSD	State Significant Development
CSSI	Critical State Significant Infrastructure
PEP	Project Execution Plan
DPIE	NSW Department of Planning, Industry and Environment
PCG	Project Control Group
IC	Independent Certifier
GFA	Gross Floor Area
D&C	Design and Construct
AE	Approved Engineer
SWTC	Scope of Works and Technical Criteria
GMP	Guaranteed Maximum Price
PDCS	Project Document Control System
PSISD	Pitt Street Integrated Station Development
EIS	Environmental Impact Statement
BTR	Build to Rent

DEFINITIONS AND ABBREVIATIONS

Term	Description
Principal Contractor	CPB Contractors
Principal	Pitt Street Developer South Pty Ltd
EH&S	Environmental Health and Safety - refers to the legislation, policies, procedures and activities that aim to protect the health, safety and welfare of all people at the workplace.
OSD	Over Station Development
TSE Contractor	Tunnel and Station Excavation
SWMS	Safe Work Method Statement – Internal Method statements identifying how works will be completed safely
ITP	Inspection and Test Plan – for quality assurance, CPB will complete ITP's for all works occurring on site.
GRC	Glass Reinforced Concrete
FF&E	Furniture, Fixtures and Equipment
PCA	Principal Certifying Authority
O&M Manuals	Operations and Maintenance manuals
ESD	Environmental Sustainability in Design

References and Standards

The Building shall be designed and built in accordance with:

- National Construction Code (NCC) of Australia 2019 and relevant State and Territory amendments Climate Zone 5
- BCA, DDA and regulatory requirements
- Apartment Design Guide (ADG)

This report has been prepared in response to the requirements contained within the Secretary's Environmental Assessment Requirements (SEARS) Dated 28 October 2019. Specifically, this report has been prepared to respond to the SEARS requirements summarised in Table 1

TABLE 1 – SEARs requirements		
Item	Description of Requirement	Section Reference (this report)
Item 9	Construction and Site Management	This report
Item 9	Construction Management Statement	Section 4.0 (Page 32)
Item 9	Construction Pedestrian and Traffic Management Plan	Section 4.0 (Page 32)
Item 13	Staging Plan	Section 3.0 (Page 16)

This report has also been prepared in response to the following Condition of Consent for the State Significant Development Concept (SSD 8876) for the OSD summarised in Table 2

Table 2- Concept approval of Conditions of Consent		
Item	Description of Requirement	Section Reference (this report)
B14	Construction Impact Assessment	Section 4.0 (Page 32)
B16/17	Construction Traffic Management Plan	Section 4.0 (Page 32)
B9	Construction Impact Assessment including Noise and Vibration Assessment	Refer to the Acoustic and Vibration Impact Assessment prepared by Renzo Tonin
B9	Construction Impact Assessment including Community Consultation and Engagement Plans	Section 4.0 & 5.6 (Page 32 & 44)
B9	Construction Impact Assessment including Construction Waste Management Plan	Section 4.0 & 5.3 (Page 32 & 42) Refer to the Waste Management Plan prepared by TTM
B9	Construction Impact Assessment including Air Quality Management Plan	Section 5.5 (Page 43)

1.0 INTRODUCTION

This report has been prepared to accompany a detailed State Significant Development (SSD) development application (DA) for a Residential mixed-use Over Station Development (OSD) above the new Sydney Metro Pitt Street South Station. The detailed SSD DA is consistent with the Concept Approval (SSD 17_8876) granted for the maximum building envelope on the site, as proposed to be modified.

The Minister for Planning, or their delegate, is the consent authority for the SSD DA and this application is lodged with the NSW Department of Planning, Industry and Environment (NSW DPIE) for assessment.

This report has been prepared in response to the requirements contained within the Secretary's Environmental Assessment Requirements (SEARs) dated 25 October 2019. Specifically, this report has been prepared to respond to SEARs Application Number SSD-8876:

- Item 9 Construction and Site Management Plan
- Item 9 Construction Management Statement
- Item 9 Construction Pedestrian and Traffic Management Plan
- Item 13 Staging Plan

In addition, this report has also been prepared in response to the following conditions of consent for the State Significant Development Concept SSD-8876:

- B14 Construction Impact Assessment
- B15 Noise and Vibration
- B16/17 Construction Traffic Management Plan

The detailed SSD DA seeks development consent for the construction and operation of

- New residential tower with a maximum building height of RL 171.6, including residential accommodation and podium retail premises, excluding station floor space
- Use of spaces within the CSSI 'metro box' building envelope for the purposes of:
 - Retail tenancies;
 - Residential communal facilities, residential storage, bicycle parking, and operational back of house uses
 - Shared vehicle loading and service facilities on the ground floor
 - Landscaping
 - Utilities and services provision.
 - Stratum subdivision (Station /OSD).
- Integration with the approved CSSI proposal including though not limited to:
 - Structures, mechanical and electronic systems, and services; and
 - Vertical transfers

Site Description

The site is located within the Sydney CBD, on the corner of Bathurst Street and Pitt Street. It has two separate street frontages, Pitt Street to the west and Bathurst Street to the north. The area surrounding the site consists of predominantly residential high-density buildings and some commercial buildings, with finer grain and heritage buildings dispersed throughout.

The site has an approximate area of 1,710sqm and is legally described as Lot 10 and DP 1255507

Figure 01 – Location Plan



This Report

This Construction Management Plan (CMP) details CPB's overall construction methodology for the delivery of PSISD South OSD. It is envisaged that this CMP will evolve during the detailed design phase and pre-construction phase. Please note the images and Figures contained herein are diagrammatic and indicative and subject to design development.

2.0 DESCRIPTION OF PROPOSED WORKS

2.1 PROJECT DESCRIPTION

Sydney Metro

Sydney Metro is Australia's biggest public transport program. A new standalone railway, this 21st century network will revolutionise the way Sydney travels.

There are four core components:

- **Sydney Metro Northwest (formerly the 36km North West Rail Link)**

This project is now complete and passenger services commenced in May 2019 between Rouse Hill and Chatswood, with a metro train every four minutes in the peak. The project was delivered on time and \$1 billion under budget.

- **Sydney Metro City & Southwest**

Sydney Metro City & Southwest project includes a new 30km metro line extending metro rail from the end of Metro Northwest at Chatswood, under Sydney Harbour, through new CBD stations and southwest to Bankstown. It is due to open in 2024 with the ultimate capacity to run a metro train every two minutes each way through the centre of Sydney.

Sydney Metro City & Southwest will deliver new metro stations at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Pitt Street, Waterloo and new underground metro platforms at Central Station. In addition, it will upgrade and convert all 11 stations between Sydenham and Bankstown to metro standards.

In 2024, customers will benefit from a new fully air-conditioned Sydney Metro train every four minutes in the peak in each direction with lifts, level platforms and platform screen doors for safety, accessibility and increased security.

- **Sydney Metro West**

Sydney Metro West is a new underground railway connecting Greater Parramatta and the Sydney CBD. This once-in-a-century infrastructure investment will transform Sydney for generations to come, doubling rail capacity between these two areas, linking new communities to rail services and supporting employment growth and housing supply between the two CBDs.

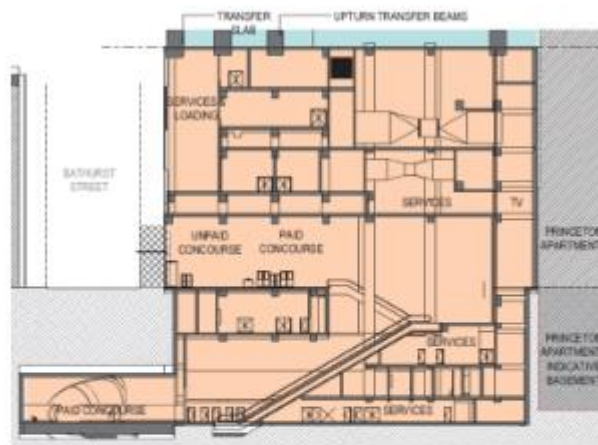
The locations of seven proposed metro stations have been confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock and The Bays.

The NSW Government is assessing an optional station at Pyrmont and further planning is underway to determine the location of a new metro station in the Sydney CBD.

- **Sydney Metro Greater West**

Metro rail will also service Greater Western Sydney and the new Western Sydney International (Nancy Bird Walton) Airport. The new railway line will become the transport spine for the Western Parkland City's growth for generations to come, connecting communities and travellers with the rest of Sydney's public transport system with a fast, safe and easy metro service. The Australian and NSW governments are equal partners in the delivery of this new railway

Figure 02 – Pitt Street Station (North-South Section)

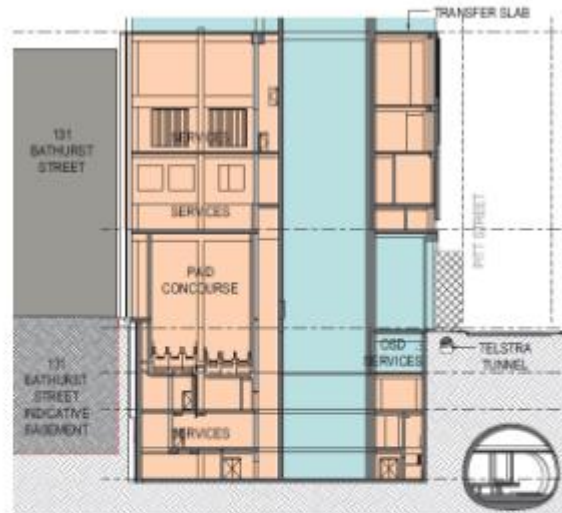


LEGEND

- METRO PROPERTY BOUNDARY
- OSD DEVELOPMENT - SUBJECT TO SEPARATE ASSESSMENT PROCESS
- STATION

Source: CSSI Preferred Infrastructure Report (TfNSW)

Figure 03 – Pitt Street Station (East-West Section)



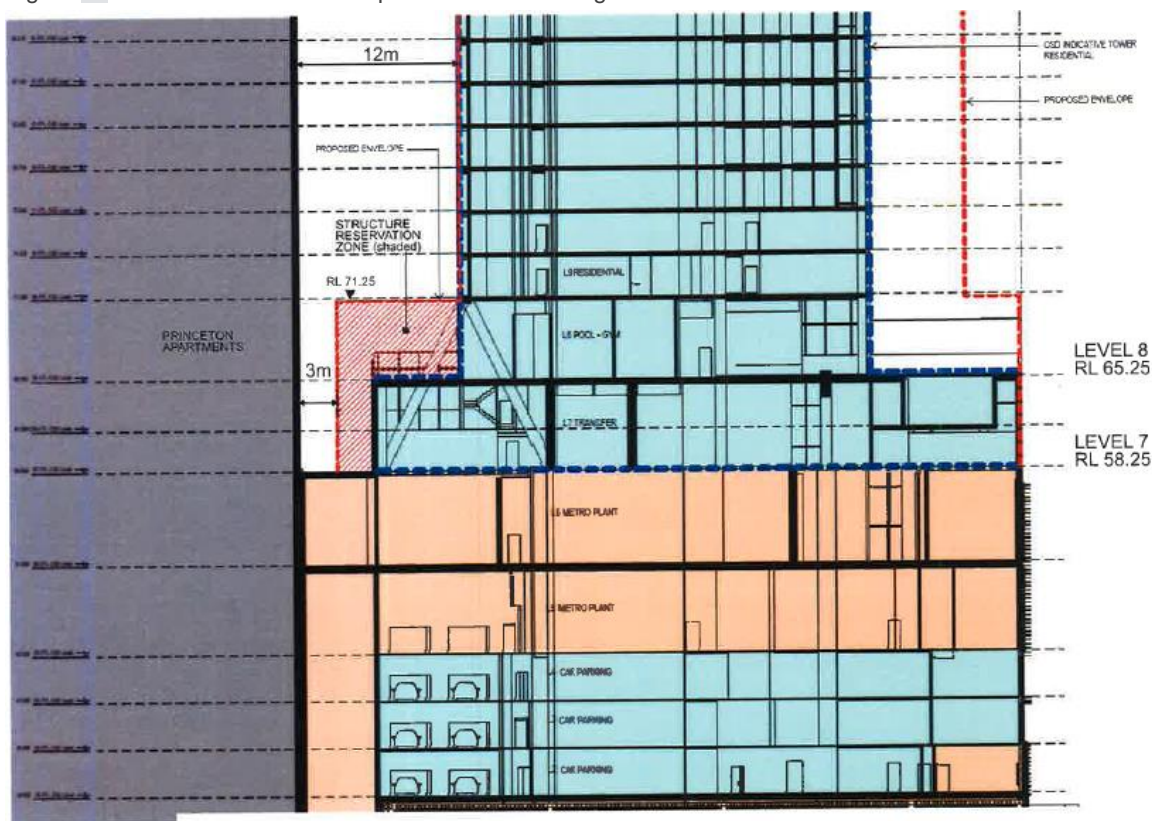
Pitt Street South Over Station Development (OSD)

Development consent was granted on 25 June 2019 for the Concept Development Application (SSD 8876) for Pitt Street South OSD including:

- A maximum building envelope, including street wall and setbacks for the over station development.
- A maximum building height of RL171.6.
- Podium level car parking for a maximum of 34 parking spaces.
- Conceptual land use for either one of a residential or commercial scheme (not both) No maximum Gross Floor Area was approved as part of SSD 8876.

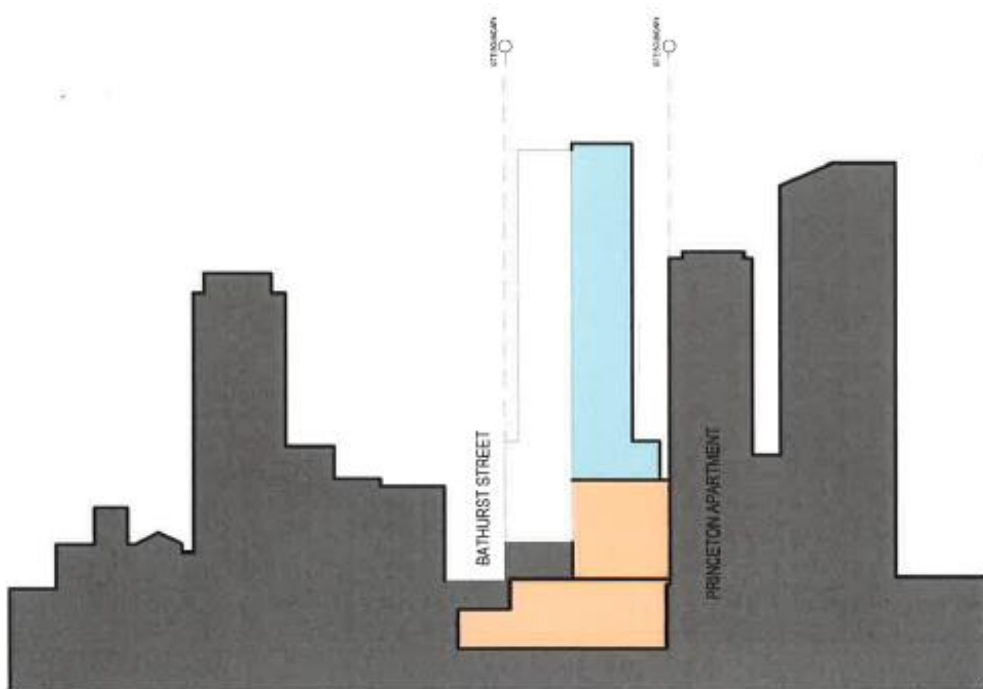
The building envelope approved within the Concept SSD DA provides a numeric delineation between the CSSI Approval “metro box” envelope and the OSD building envelope. As illustrated in the figures below, the delineation line between the two projects is defined at RL 58.25 (Level 7).

Figure 05– Pitt Street South Concept SSD DA – Building Section



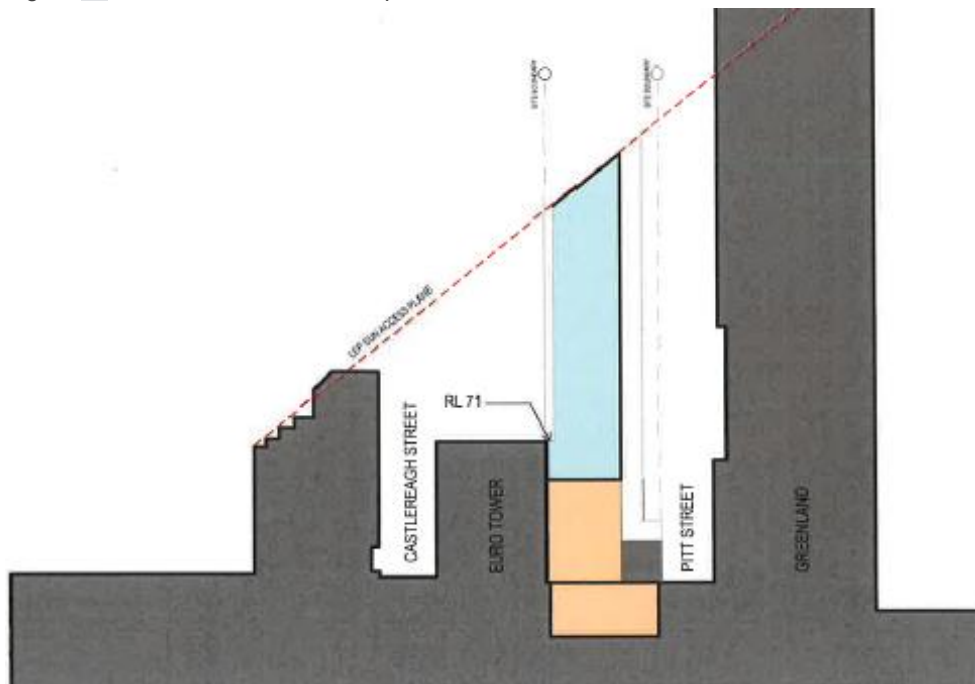
Source: SSD 8876 Concept Stamped Plans

Figure 05 – Pitt Street South Concept SSD DA – North South Section



Source: SSD 8876 Concept Stamped Plans

Figure 06 – Pitt Street South Concept SSD DA – East West Section



Source: SSD 8876 Concept Stamped Plans

For the purposes of the Detailed (Stage 2) SSD DA, it is noted that while there are two separate planning applications that apply to the site (CCSI and SSD DA), this report addresses the full development across the site to provide contextual assessment.

For example, the PSIDS South OSD will be excavated by the Tunnel and Station Excavation Works (TSE) Contractor prior to CPB commencing site establishment. As such, Excavation works is not related to this application.

The Station works which are approved under the CSSI will also be carried out by CPB to ensure a seamless interface between the South Tower and Station works. The station works are subject to a separate Construction Management Plan.

Furthermore, Condition B14 of the Stage 1 Consent notes that the following plans are required to be prepared:

- a) Construction Traffic Management Plan
- b) Cumulative Construction Impact Assessment
- c) Noise and Vibration Impact Assessments
- d) Community Consultation and Engagement Plans
- e) Construction Waste Management Plan
- f) Air Quality Management Plan.

Future detailed development application(s) shall provide analysis and assessment of the impacts of construction and include those plans listed above.

The plans referred to above may be prepared as part of a Construction Environmental Management Plan prepared and implemented under the conditions of any consent granted by future development applications, having regard to the Construction Environmental Management Framework and Construction Noise and Vibration Strategy prepared for the Sydney Metro City and Southwest (CSSI Approval).

2.2 DURATION OF WORKS

Works are to be carried out over a duration of approximately 25 months with a planned start Date for the PSISD South OSD in September 2021.

2.3 HOURS OF CONSTRUCTION

Main site working hours will be governed by the final State Significant Development Application (DA) consent conditions. For the purposes of initial construction planning we anticipate these to be:

Monday to Friday:	7am – 6pm
Saturday:	8am – 1pm
Sunday/Public Holidays:	No work

In addition to the above working hours, there will be occasional periods when out of hours works are required. Prior to scheduling any out of hours works, CPB will make an application to the City of Sydney, address the approvals and additional measures required. The nature of these works would typically include erection of hoardings, erecting and dismantling tower cranes, works to footpaths, services connections and other works that interface with the surrounding ground plane.

2.4 HOARDINGS

A-Class hoardings will be handed over to CPB following completion of the works by the TSE Contractor.

Existing A-Class hoardings will be replaced with B Class Hoardings, ensuring that site security is maintained at all times. Additional gates will also be installed as the construction progresses to facilitate access to the loading dock.

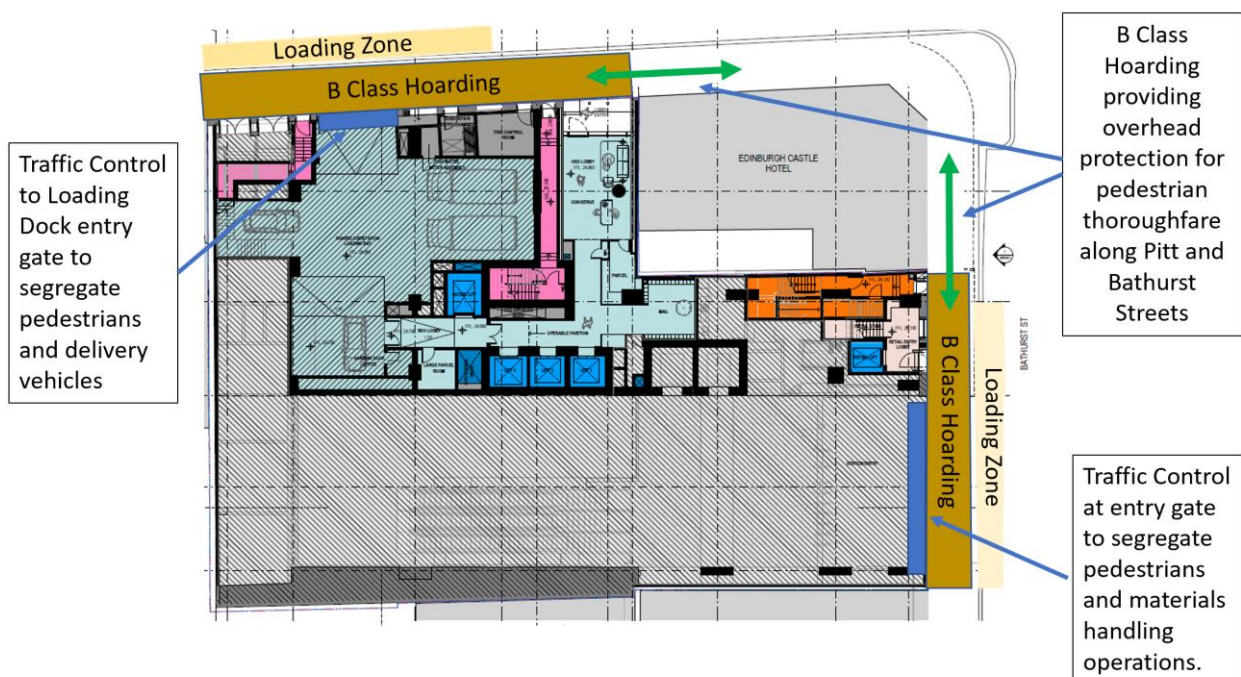
B Class hoardings will be erected to the Pitt Street and Bathurst Street frontages of the site in accordance with the Site Establishment Plans. The hoardings will require branding and signage in accordance with City of Sydney guidelines.

B Class hoardings can incorporate City of Sydney, Oxford and CPB co-branding and may be updated throughout the project in-line with the project requirements.

All hoardings will be designed, installed and maintained to ensure segregation of pedestrians, workforce and vehicles.

Hoarding will be designed for overhead impact load and will be well lit afterhours. Refer to Figure 4a and Section 3.0 Site Logistics for B Class hoarding locations.

Figure 04a – Hoarding Plan



2.5 SITE SECURITY AND GATES

The site perimeter will be secure at all times with no unauthorised access permitted. The site perimeter will be secured with full height plywood to the inside face of all B Class hoardings.

Out of hours security patrols will be utilised strategically during the project. The focus will be on the back end of the project, as the potential for theft and vandalism increases. Shutdown periods (Christmas and Easter) will also be monitored by external security services.

CCTV with active motion sensors will be used to track any unauthorised access to tower cranes, man and materials hoists, and site accommodation.

Construction worker access to the site will be strictly controlled through our secured gate system and individuals will require a personalised identity swipe cards. This creates a live record of the workers on-site at any given time, and in case of an emergency and during an evacuation.

2.6 SITE ACCOMMODATION / AMENITIES AND PROJECT OFFICE

Accommodation and amenities for the construction workforce will be provided in stages. Initial site accommodation sheds will be erected on top of the Class B gantry hoardings with a 10kPa capacity to the roof of the sheds.

As construction progresses and back propping is stripped, the capacity of the on-site accommodation and amenities will be further expanded by constructing purpose built undercover accommodation. This will cater for the increase in workforce numbers and also facilitate dry access to various workfaces. The South Tower site accommodation will be relocated from the initial B Class establishment to L2. Refer to Section 3.0 Site Logistics for Site Accommodation Staging Plans.

The project office will be located in a commercial building within close proximity to the site.

3.0 SITE LOGISTICS & SITE ACCOMMODATION STAGING PLANS

3.1 SITE ESTABLISHMENT

The South Tower site will be bounded by Class B hoardings to Bathurst and Pitt St on the western and northern elevations respectively. The eastern and southern perimeter boundaries adjacent existing buildings are not accessible to the public and are secured by either Class A hoardings or security fencing.

The South Tower site accommodation is staged to provide for a peak workforce of 210 workers as follows:

- **Stage 1 – Month 1-17** - Site Accommodation installed on B Class Hoarding.
- **Stage 2 – Month 18 - Completion** – Once Level 2 is stripped of formwork back propping, site accommodation will be installed to Level 2. Site sheds on the hoarding and Level 2 site accommodation accommodates 210 workers at peak of South Tower works.

Figure 05 – Stage 1 Site Accommodation (month 1-17)

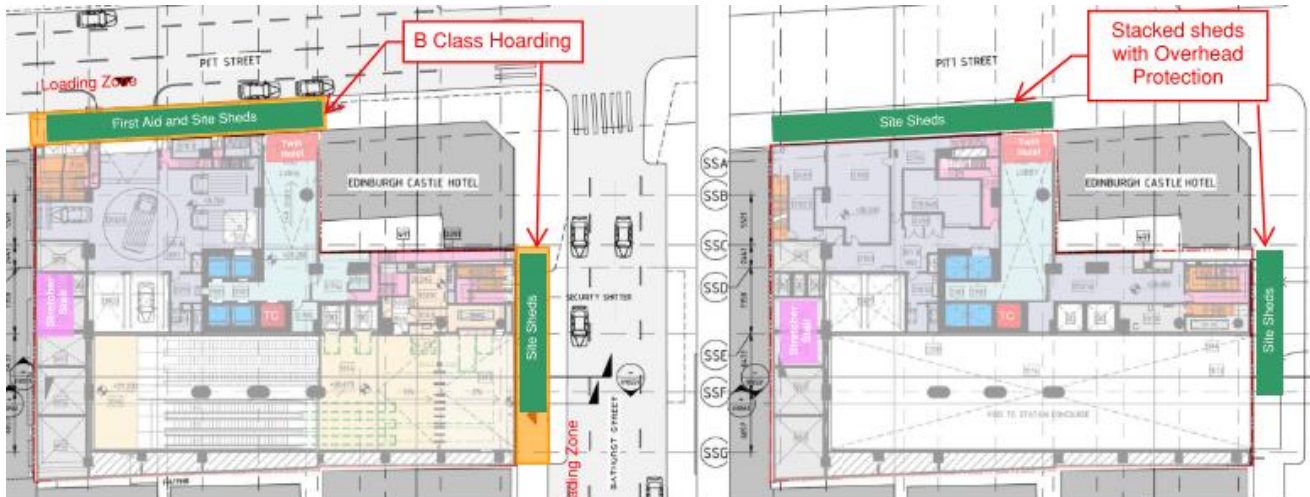
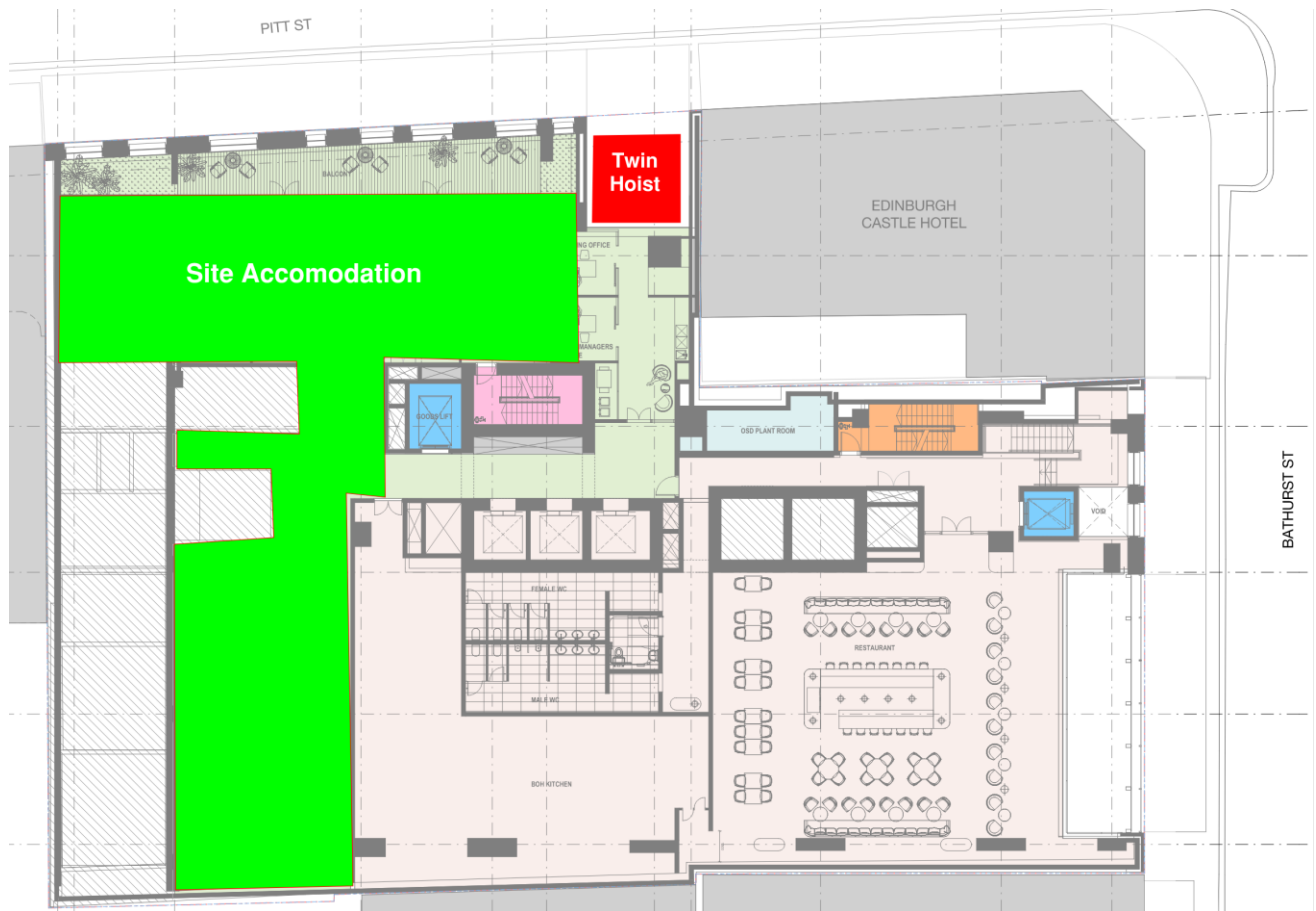


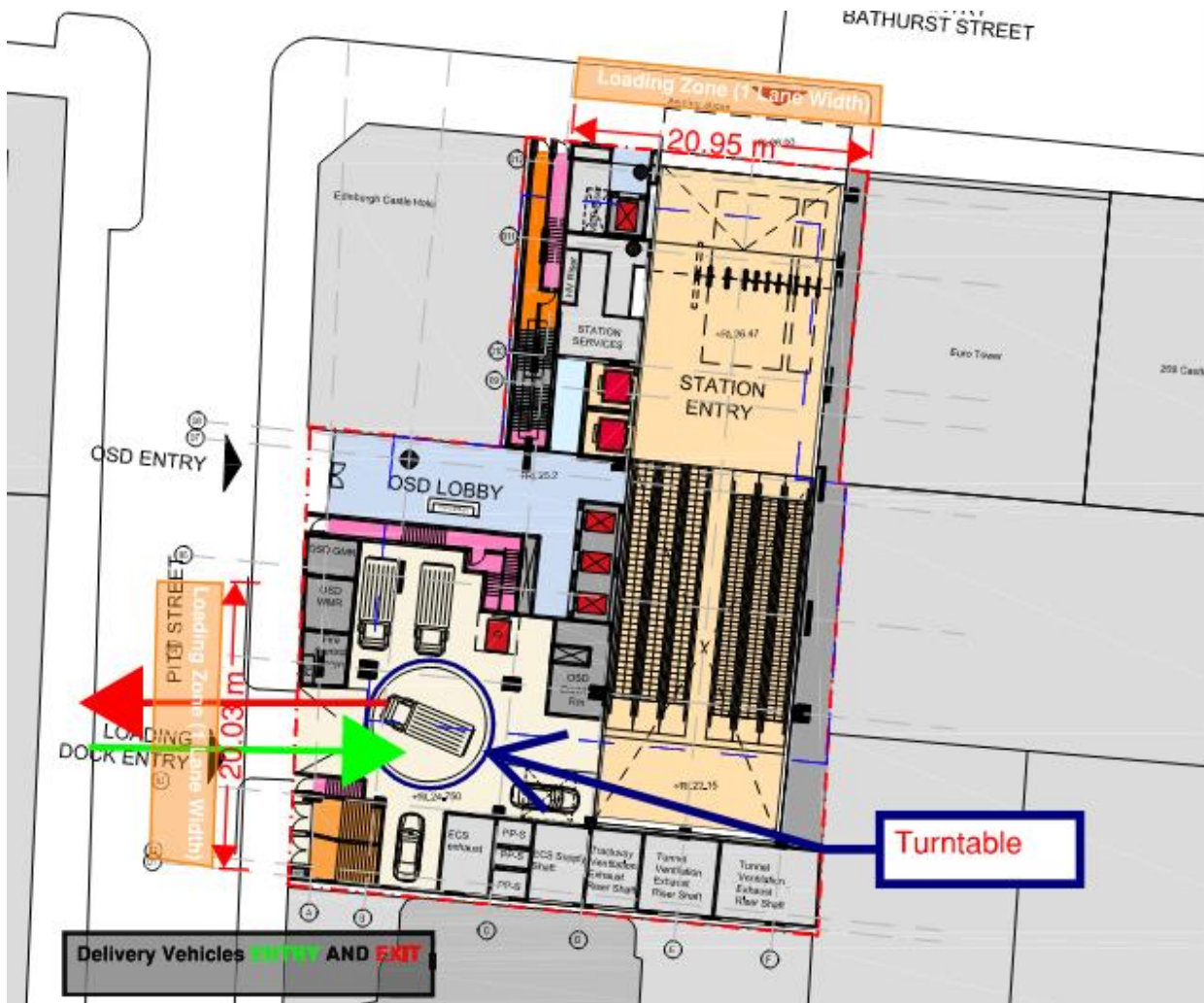
Figure 06 – Stage 2 Site Accommodation (month 18-25)



Once the ground floor formwork back propping has been stripped, materials handling, and concrete pumping will be supplemented from the Pitt Street loading dock and Bathurst St concourse. The ground floor slab has been designed to accommodate 20kPa live load for materials handling purposes. A temporary turntable will be installed in the loading dock to ensure delivery vehicles enter and leave the site in a forward direction.

Materials will be taken directly to the required level. There will be no storage of materials in the loading dock.

Figure 07 – Ground Floor Materials Handling



3.2 MATERIALS HANDLING AND CRANAGE

3.2.1 CRANES

To determine the type, size, position and quantity of cranes required for the most efficient material handling solution for the project, a detailed craneage analysis has been undertaken.

The tower crane will be established internally to the floor plate in the high-rise lift core. This crane is proposed to be a Jaso J280. It will be equipped with internal climbing frame & climbing pockets in the concrete structure. This position provides crane hook coverage to the entire site including the loading platforms, lifting from Bathurst St and Pitt St loading zones.

Figure 08 – South Tower – Materials Handling – Internal Climbing Tower Crane Located in Lift Shaft

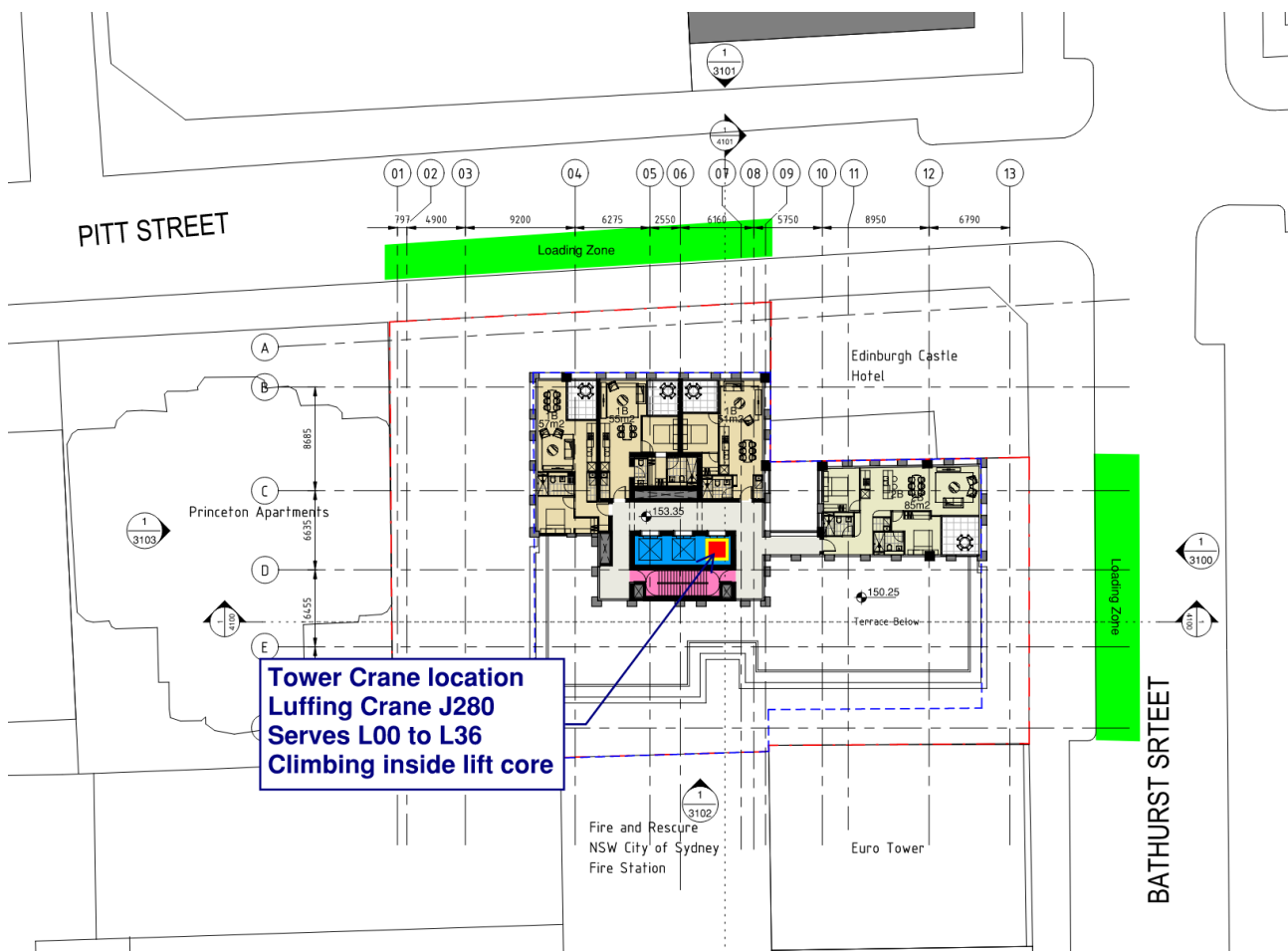


Figure 10 – South Tower – Materials Handling – Tower Crane Recovery

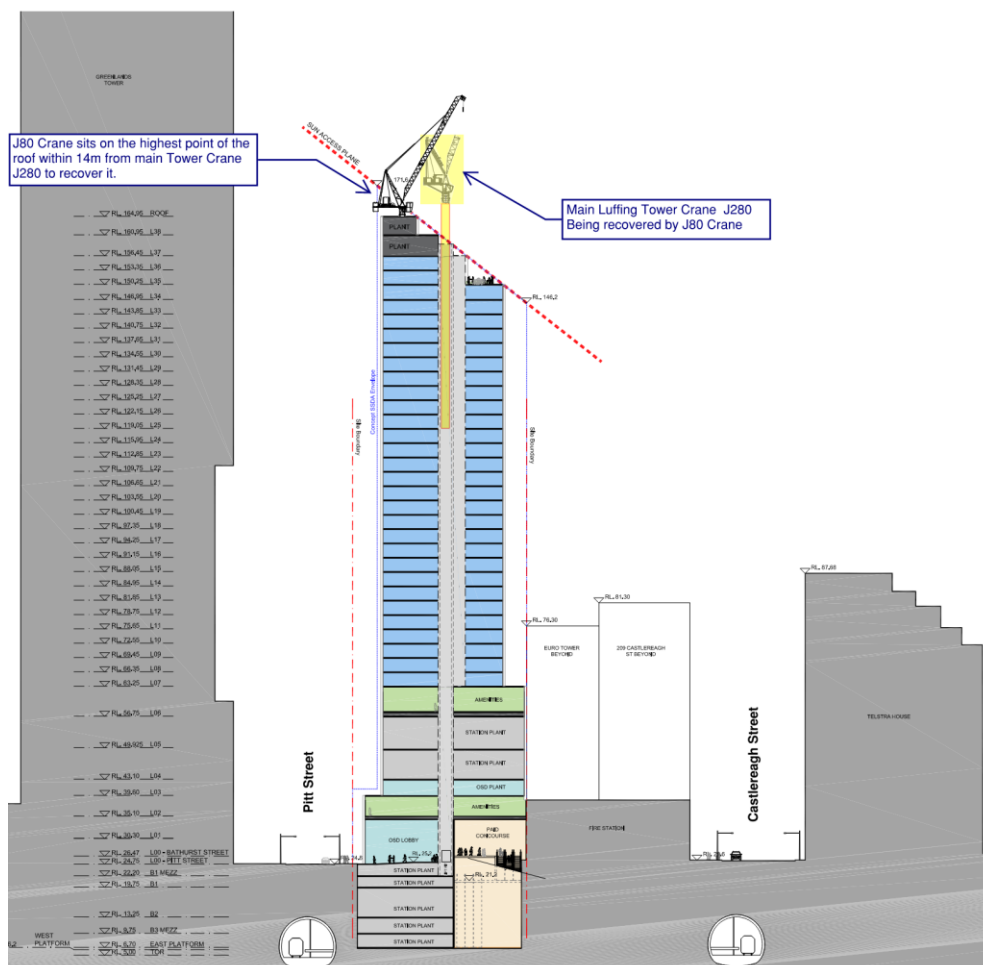
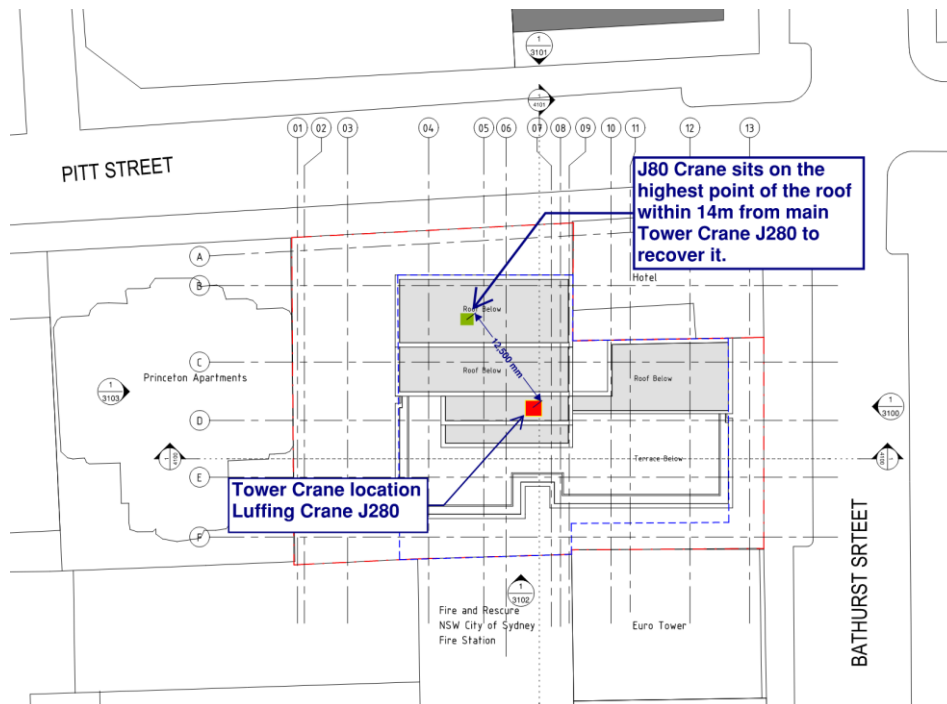
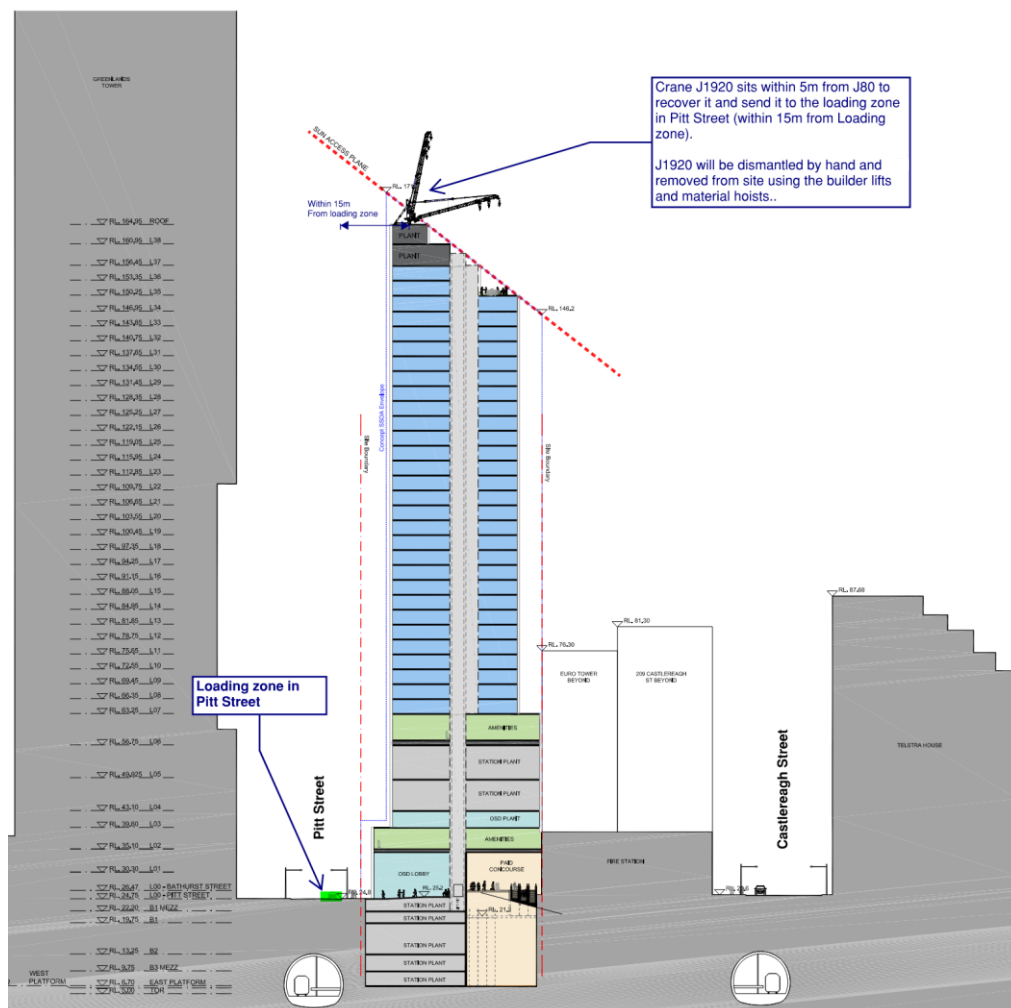
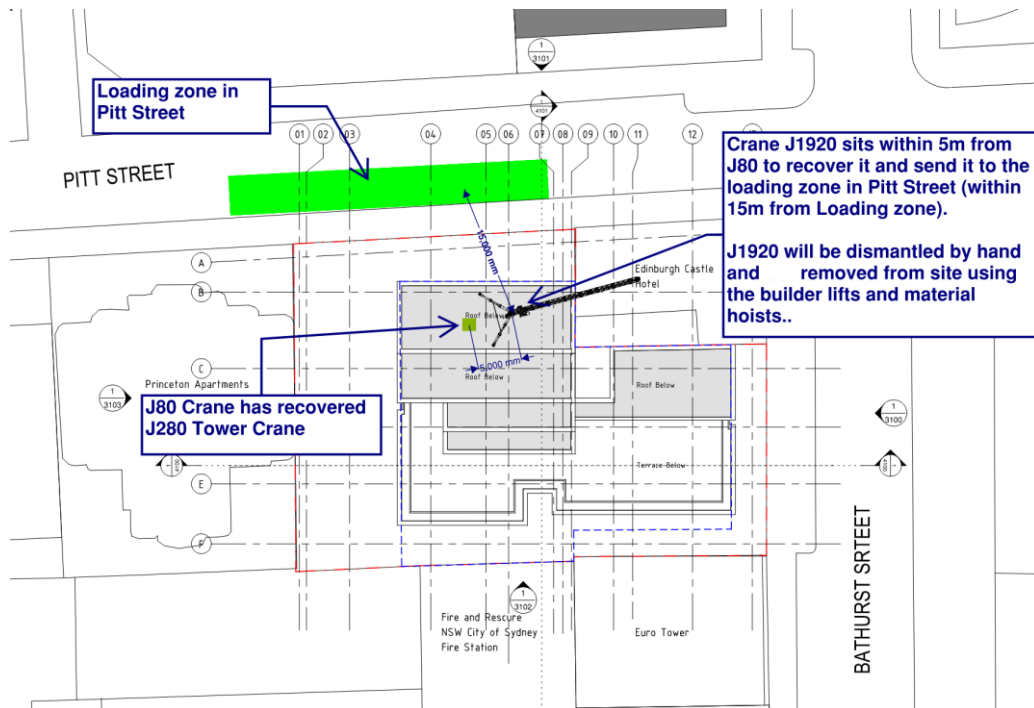


Figure 11 – South Tower – Materials Handling –Tower Crane Recovery



3.2.2 MAN & MATERIALS HOISTS

Moving materials and workers up and down the structure will be by means of man and material hoists as follows:

- Twin hoists will be installed to all levels from Ground – Roof.

Hoist gates will be progressively removed once the temporary fit-out and commissioning of the internal builder's lifts are completed.

Figure 12a – South Tower – Materials Handling – Twin Hoist Plan

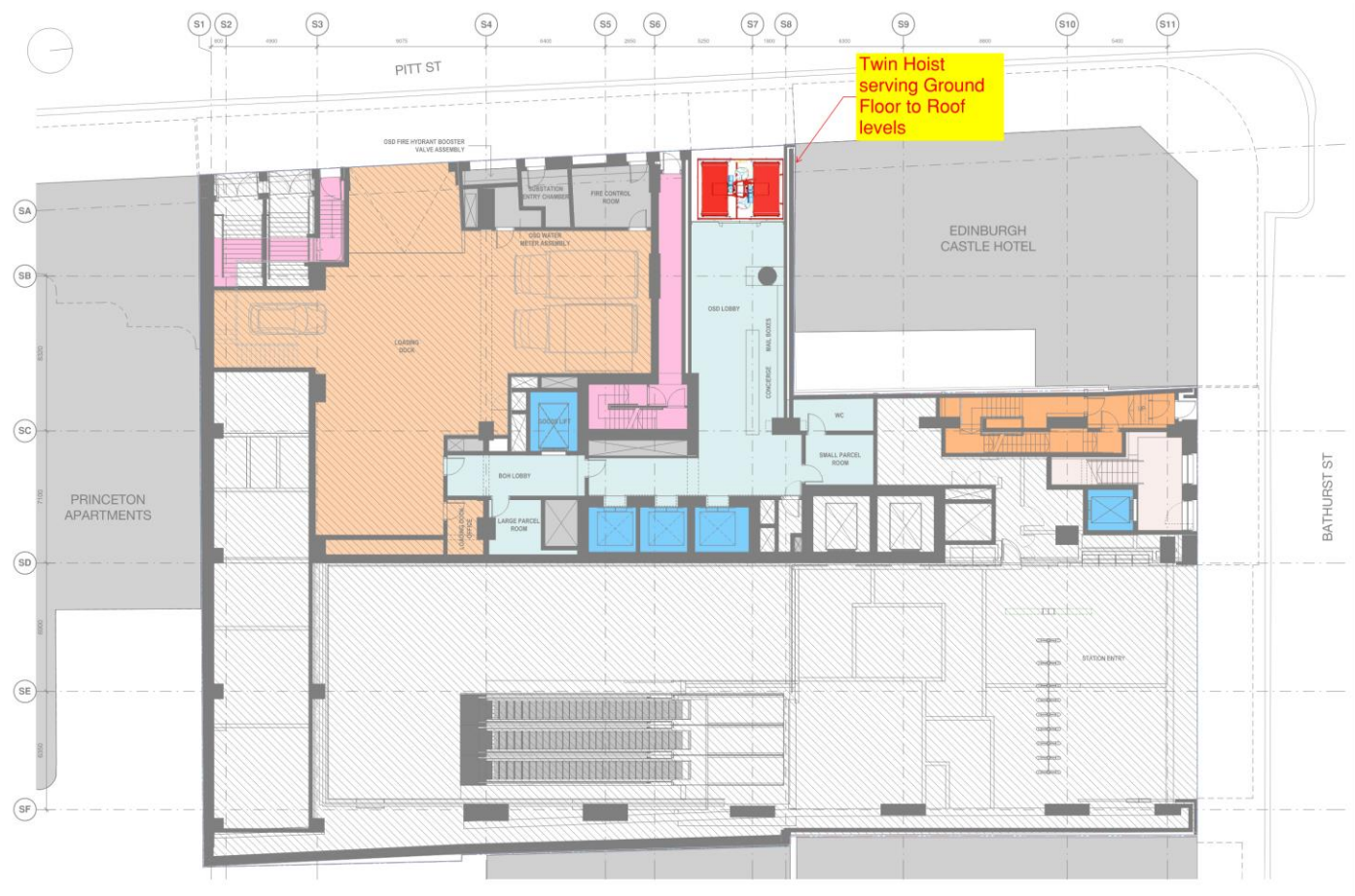
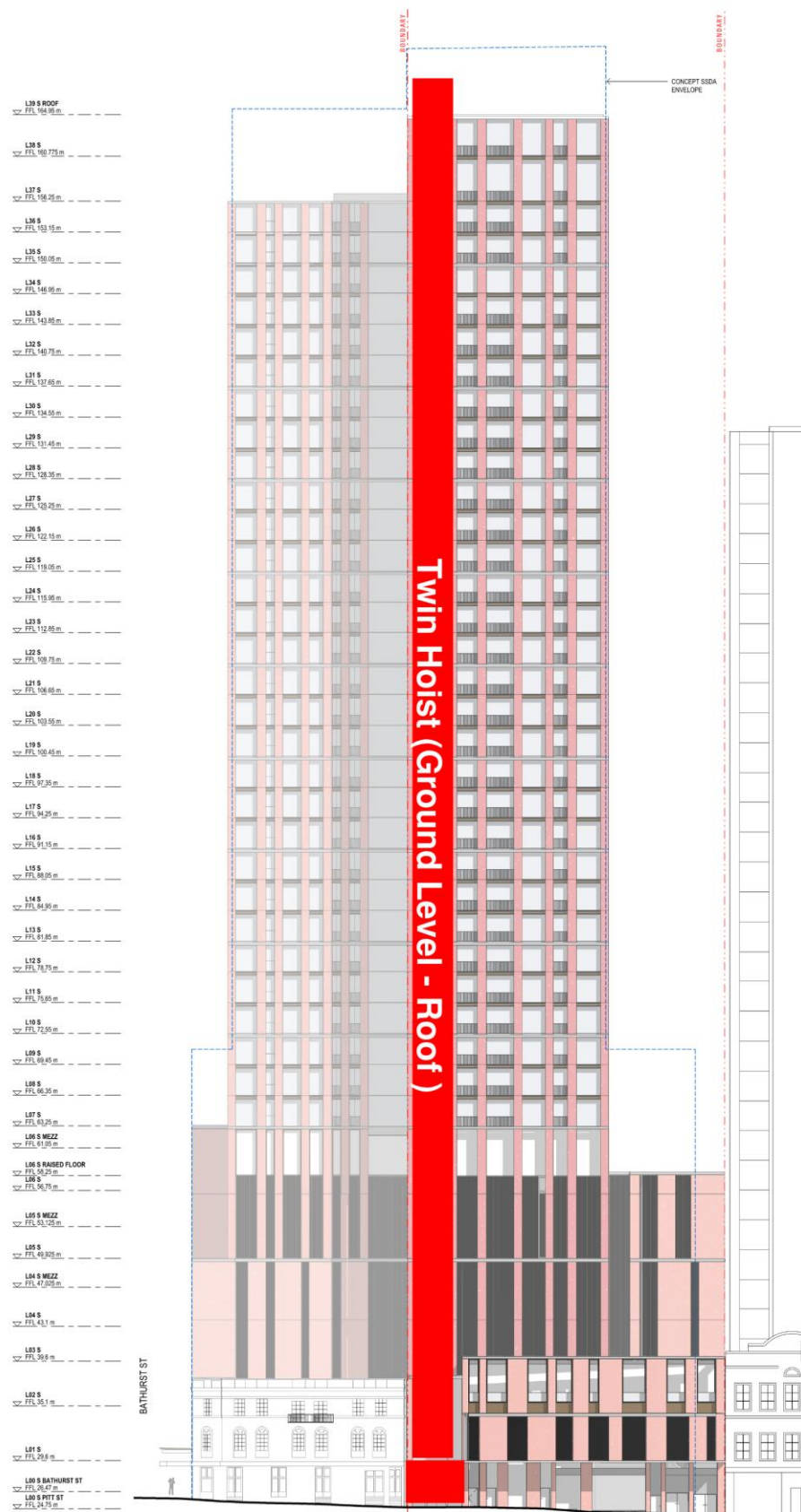


Figure 12b – South Tower – Materials Handling – Twin Hoist Elevation



3.3 SCAFFOLDING

Scaffold will be erected to provide edge protection for the podium structure and at specific locations at roof level and will be removed to accommodate façade installation (behind a proprietary edge protection fence system). The majority of the scaffold installation will occur in the following areas/ levels:

- Ground Floor to Level 7 as shown on Figure 13 (elevation) & 14 (plan view), and
- Rooftop Level 35 to Level 38

Figure 13 –Perimeter Protection provided by a combination of Scaffolding and Self-Climbing Screens

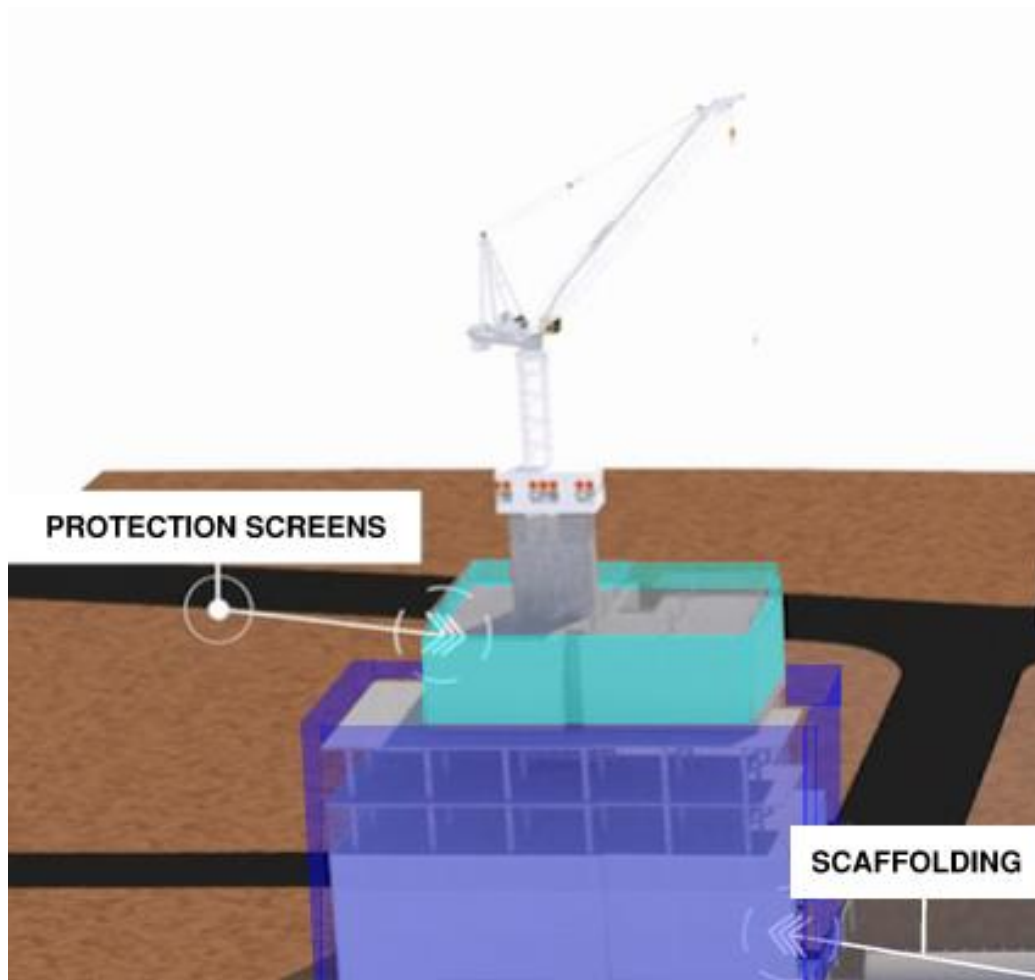


Figure 14 – Perimeter Protection provided by a combination of Scaffolding and Self-Climbing Screens

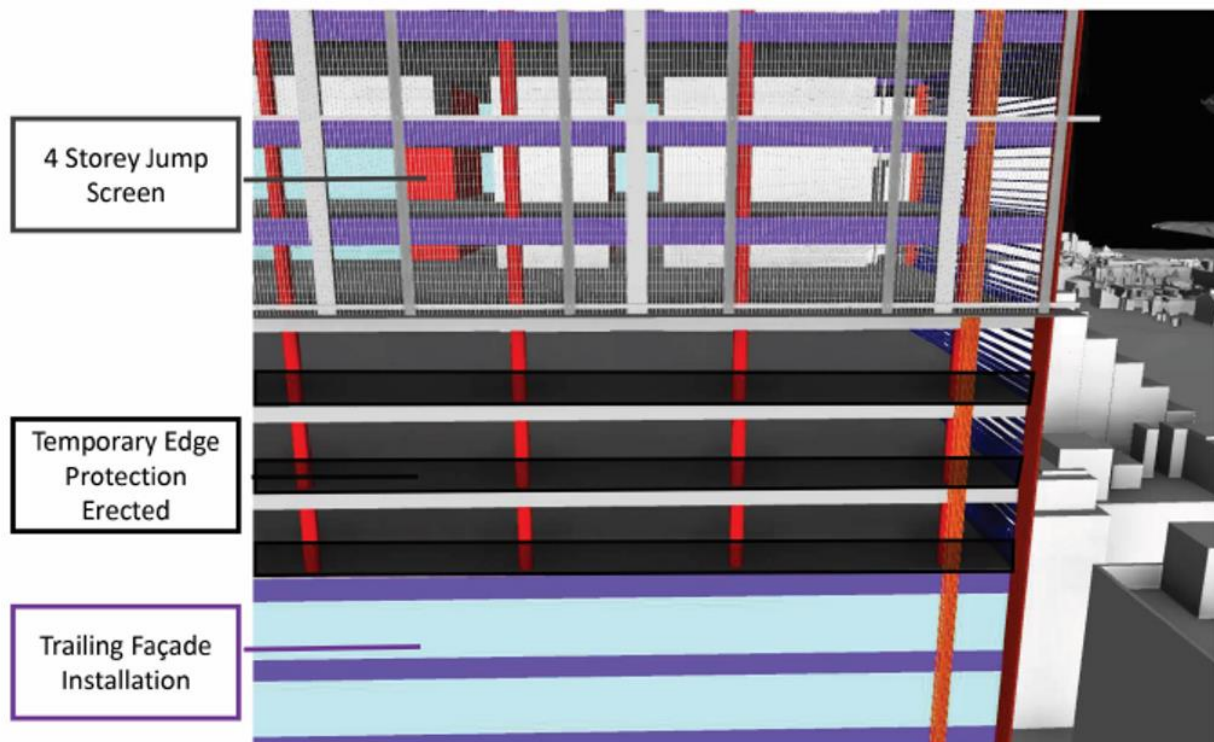


3.4 PERIMETER FORMWORK SCREENS

Perimeter captive screens will be erected to provide edge protection for the tower structure from Level 7 to the Roof Levels. To reduce any programme risks associated with the crane being out of service due to weather conditions, screens will be self-climbing. The structure will be designed to take the imposed loads of the self-climbing screens. These screens will also have small apertures on the cladding to reduce the risk of wind-blown materials penetrating the screen cladding.

These screens will cover three levels of the structure below the leading deck and a floor height above the leading deck for reinforcement, post tensioning and concrete placement works prior to the screen jumping to the next level.

Figure 15 – Section through tower floors showing continuous perimeter protection provided initially by perimeter screens, followed by edge protection proprietary fence to allow façade to be safely installed behind fence at all times.



3.5 TEMPORARY WORKS

CPB will implement a Temporary Works Procedure established for this project.

The typical process for temporary works is as follows:

- Identify all temporary works in a Temporary Works Register and allocate them to the relevant Work Packs.
- All temporary works that have the potential to cause serious injury are designed by a competent engineer and reviewed by a 3rd Party engineer.
- The works are to be certified on-site by the designer and/or 3rd Party.
- The design must be approved by the Permanent Works Designer if it impacts existing or new permanent works.
- The design and certification must consider installation, loading and removal. This must align with SWMS and ITP Hold Point requirements
- The installation is to be carried out by competent personnel in accordance with the SWMS and sign off provided in conjunction with the Engineer's certification.
- Any modifications to design or equipment are to be referred back to the Temporary Works Designer and 3rd Party (including check against permanent works).

The following temporary work items have been identified:

- B Class Hoardings along site perimeter.
- Self-climbing Perimeter Screens.
- Self-climbing Jump forms to cores.
- Loading bays.
- Placing booms.
- Man & Materials Hoists.
- Crane footings, climbing pockets in core and ties.

3.6 STRUCTURE

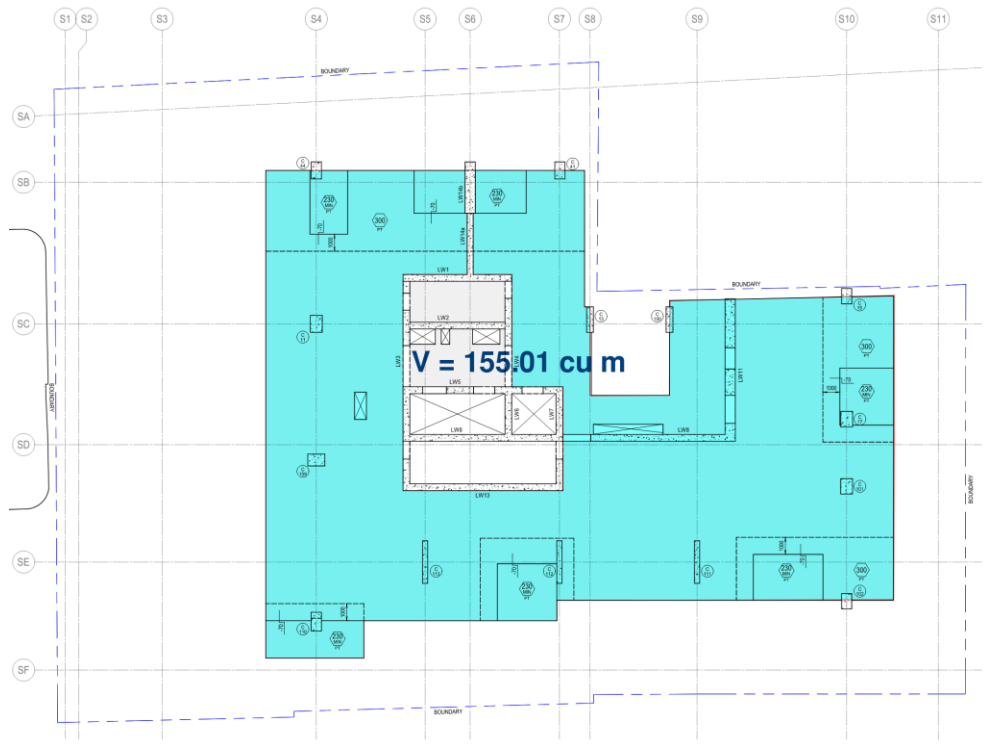
The fundamental strategy for the structure will be to maintain continuity for both subcontractor and materials handling resources. To achieve this, the typical 150m³/level tower structure will be constructed with a single pour sequence.

A two-way post tensioned slab design has been selected over a conventional, one way, band beam system following a rigorous time and cost assessment of the two options. The two-way slab or “flat plate slab” provides several advantages:

1. The speed of construction for both formwork and reinforcement placing is increased. The flat plate system only requires a single formwork system as opposed to conventional beams (timber and plywood) and metal decking. The flat plate formwork system is a proprietary panel system that is simply installed in place without the need for modification on site. Reinforcement placing efficiency is also increased as there is no beam reinforcement to complete prior to the remainder of the slab. The restraint of sequencing reinforcement installation is removed.
2. The flat plate system is a safer system to install due to the majority of the works being undertaken from the slab below. The ‘fall from height’ risk is significantly reduced.
3. Materials handling is reduced due to the panelised nature of the system.
5. The flat plate design simplifies services co-ordination. Services do not have to wrap around beams as they would in a one-way banded system.

Columns will be formed underneath and poured from the formwork deck above.

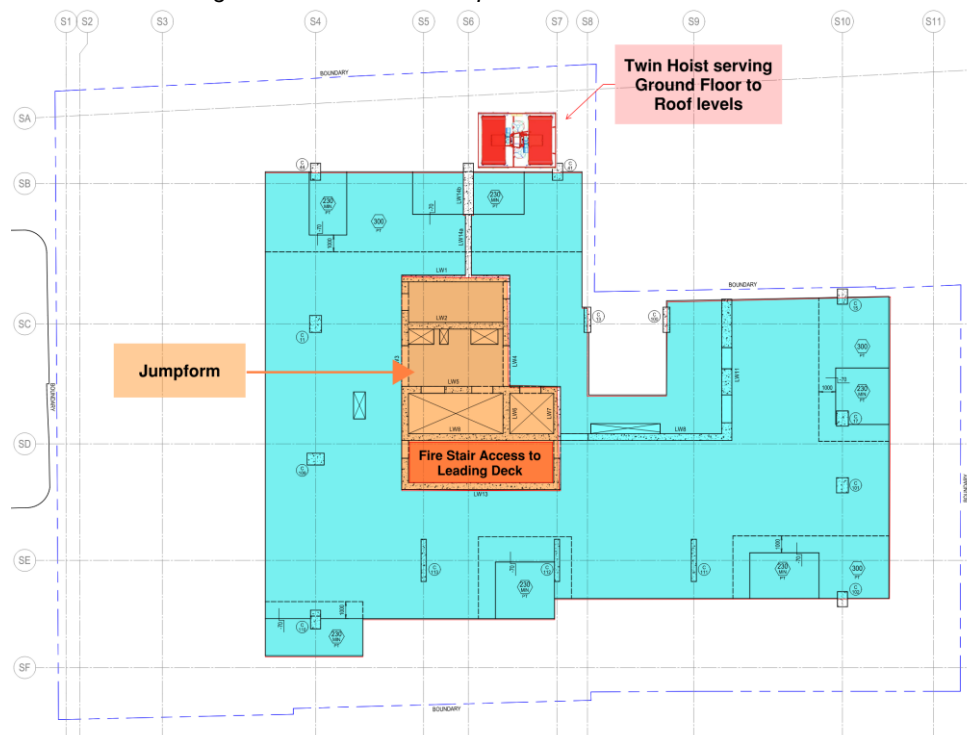
Figure 16 – Typical Structural Floorplate



3.6.1 CORE STRUCTURE

The main core will be constructed with a jump form system. The core will advance 3-4 levels ahead of the suspended slabs below and will be serviced by the Tower Crane located in the high-rise lift core. The twin man and materials hoist and permanent fire stairs located within the core will serve the core Jumpform via the leading deck.

Figure 17 – Access to Jumpform via Permanent Fire Stair



3.6.2 PODIUM FLOORS

The podium levels from Ground to Level 6 sit within the Station works which are approved under the CSSI.

3.6.3 CONCRETE POURS

CPB's concrete pour sequence has been selected to maximise continuity of the structural trades, facilitating resource balancing of trades between multiple work areas and maintaining consistent cycle times. Pours have been sized to ensure pumping, placing and finishing will be completed within the nominated site working hours.

Concrete pours to the main core and floorplates will be carried out with the use of a concrete placing boom set up to provide concrete placement to both the main core and suspended slabs. The placing boom will be located on the core and will be climbed progressively, as the structure progresses.

A static line and concrete pump will be installed to enable concrete pours from both Pitt and Bathurst Street loading zones. This will enable the flexibility to pour from either location depending on Station Works requirements on the day.

3.7 FAÇADE

The tower façade will be a unitised panel system.

The tower façade consists of aluminium-framed curtain wall glazing, GRC vertical and horizontal sun-shading.

Unitised façade panels will be loaded to the floors using the Tower Crane and installed into position behind perimeter edge protection. Once the façade has been installed, the edge protection is removed, ensuring that workers are safely behind a physical barrier at all times.

3.8 SERVICES & FITOUT

As formwork back propping is removed from each suspended slab, the rough-in of service risers and high-level services will commence. This process starts with the highest service. The sequence is typically wet and dry fire, hydraulic, mechanical ductwork, cable trays, data, power, security, BMS and lighting cabling.

The main impact to existing services will involve the modifications to the Ausgrid network to bring a new electrical supply to serve the over-station development. The preferred connection points are identified in the Ausgrid DIP as HV Pit 53422 and LV Pit 35428, both located in Pitt St. To ensure damage does not occur to existing services adjacent the construction site, pits, conduit and street lighting may require additional protection.

It is critical to install all services to risers as soon as they are available. This will enable connection of high-level services and will also ensure risers can be completed in time for wall linings. The installation of riser ductwork and other services will be undertaken from elevated working platforms (EWPs) and, if necessary, specialised scaffold. As a safety in design consideration, risers will be

constructed where feasible with a 1 metre high concrete upstand during the structure. This will provide edge protection once formwork is stripped.

The fitout works will follow the stripping of the structure and completion of high-level services. Fitout areas will be pre-determined by the boundaries created by fire walls. These walls, in conjunction with wet area walls, will be constructed first. Wet areas are important to commence early due to the extended sequence required to complete, including waterproofing and screeding.

The typical fitout sequence is as follows:

- Partition and wall construction
- Ceilings
- Paint – First coat
- Floor finishes
- Service tiles and ceiling fit-off
- Hang doors
- Paint – 2nd Coat
- Joinery
- Paint - Final Coat
- Wall fitoff and FF&E installation
- Builder's Clean

Subcontractor resource management and the 'locking-off' of areas will be critical in completing areas for the commencement of the defect process.

3.9 FF&E

The delivery and installation of FF&E will be a multi-staged process that befits the varying quantity, quality, value, suppliers, installers, testing and commissioning and time constraints of the numerous items.

A strategic approach will be implemented to procure and install FF&E items to in line with the construction programme.

3.10 COMMISSIONING, TESTING AND WITNESSING

Commissioning, testing and witnessing is an essential element of the project.

Comprehensive checklists will be prepared for each system, area and stage of the project. The commissioning requirements and activities associated with the following building services will be fully detailed within the Commissioning Management Plan:

- Mechanical;
- HV, LV electrical and lighting;
- Security;
- Building Management and Energy Monitoring Systems;
- Hydraulics;
- Fire protection systems;
- Essential systems;
- Vertical transport; and

- ICT, communications systems & AV.

A Completion Plan will be developed, documenting the strategy and procedure for commissioning and testing of all work areas including an accurate and detailed timetable showing the sequence of activities aligned to the critical path for timely delivery of the completed project.

3.11 PROJECT HANDOVER

3.11.1 OCCUPATION CERTIFICATE

Once initial services commissioning is complete, essential services certification will commence system by system, including NSW Fire & Rescue and Consultants sign-offs and inspection.

Building areas will be inspected by the PCA, fire engineer, access consultant and other relevant consultants.

The preparation will commence 6 months prior to completion and a list of deliverable documents will be agreed upon with the PCA.

PCA and fire engineer inspections will be staggered to ensure consultants inspect the works in progress and are given the opportunity to identify any potential installation non-compliances.

Under NSW Legislation the PCA is required for residential projects to carry out specific minimum inspections, including:

- Wet area inspection
- Service penetrations that are required to resist internal fire or smoke spread,
- Junctions of any internal fire-resisting construction bounding a sole-occupancy unit, and any other building element required to resist internal fire spread,

The above specific inspections will be documented and included in the Completion Plan

3.11.2 OPERATION AND MAINTENANCE MANUALS

The operations and maintenance manuals will be progressively completed and be submitted in draft form prior to practical completion.

The contents of the O&M Manuals will include:

- Introduction - Section to define the scope of works and general information about the project.
- Assets – Information that describes the equipment, building elements and assets that are completed during the works.
- Maintenance – Information that defines the relevant schedule of tasks required to periodically inspect and maintain the building components described in the Assets Section in order to ensure design life and to comply with the manufacturer's recommendations.
- Operations – Information that describes the operation of building systems including key instructions, methods and tools that may be required to ensure that systems perform as specified. It should also provide the user with sufficient information to trouble shoot minor problems without the need to engage with third party suppliers.
- Warranties and Certification – Reference information that outline specific certifications and warranties relating to the assets. This section also includes for the results of commissioning and verification.

- Spares – Information relating to spare parts including details of suppliers.
- Contact – Information relating to organisations or individuals who should be contacted to offer assistance with the completed project.
- Drawings and References – Information relating to as built documentation, specifications, supplier documents and the like that will assist in the operations and the maintenance of the project works.

The structure of the O&M manuals will be reviewed as the manuals progress to ensure that the content is easy to navigate and concise.

3.11.3 TRAINING

Training of and handover to the building managers will incorporate:

- Final services commissioning and operator training activities.
- Presentation of the electronic O&M information (note that draft O&M documentation will be issued to the building operators prior to completion of the construction works).
- Operational and handover issues including key systems, façade cleaning and maintenance.

CPB encourage early involvement of the building operators as this creates a familiarisation and understanding of the operating building services.

4.0 TRAFFIC AND PEDESTRIAN MANAGEMENT

4.1 TRAFFIC MANAGEMENT OVERVIEW

CPB's primary traffic and pedestrian management objectives and principles during construction are to:

- Provide an appropriate, convenient and safe environment for pedestrians.
- Maintain existing levels of safe public transport access.
- Retain, as far as possible, existing kerb space for parking, loading and buses.
- Restrict heavy vehicle movements to designated routes to/ from the site.
- Manage and control heavy vehicle activity in the vicinity of the site.
- Minimise disruption to traffic operation, road users, pedestrians, cyclists and access to adjoining properties.
- Maximise safety for workers by applying low exposure work methods, education and
- Installing appropriate traffic controls.
- Carry out works in accordance with approved hours of work.

To do this CPB will be adopting a number of key traffic management strategies to minimise and mitigate Metro Pitt Street's effects on the surrounding CBD:

- Engagement of a specialist Construction Traffic Management Consultant to compile an overall Traffic Management Plan, specific Traffic Control Plans detailing each management of pedestrian, vehicular construction and operational traffic at each construction stage of works;
- Encouraging staff, consultants and subcontractors to adopt a Green Travel Plan for this project with use of public transport to and from site.

4.2 EXISTING TRAFFIC MANAGEMENT AND CONTROL

The road network surrounding the subject sites comprises local streets in the CBD road network having a 40 km/h speed zone. These streets are described herein while an aerial photo of the subject sites and the surrounding local road network is shown in Figure 18.

Pitt Street is configured as one-way street in the northbound direction. Near the South Site, Pitt Street has four traffic lanes with restricted parking and loading zones provided within kerbside lanes on both sides of the street. It runs in the north-south direction along the western boundary of the South Site. In the vicinity of the South Site, marked pedestrian crossings are provided on all approaches at intersections with Pitt Street.

Bathurst Street is a one-way street in the eastbound direction. It has three traffic lanes and indented restricted parking or loading zones in kerbside lanes on both sides of the street. Wide footpaths are provided on both sides of the street and marked pedestrian crossings provided at all nearby signalised intersections.

Castlereagh Street operates as a one-way street in the southbound direction. It has four trafficable lanes with two kerbside lanes used for parking and the two middle lanes used for through traffic movements. One of the middle lanes operates as a bus lane. Wide footpaths exist on both sides of the street and marked pedestrian crossings provided on all approaches at junctions near the subject site.

Figure 18 – South Site and Surrounding Road Network



4.3 EXISTING PEDESTRIAN FACILITIES

Well established pedestrian paths are provided on both sides of all roads in the vicinity of the subject site. The paths surrounding the subject site provide a good level of connectivity in the area and vary in width between 4m and 5.5m.

Signalised pedestrian crossing facilities are provided at the intersections immediately surrounding the subject site between Bathurst Street with Pitt Street.

4.4 TRAFFIC MANAGEMENT PLAN

During the detailed design phase CPB will develop, in conjunction with the relevant authorities, a detailed Traffic Management Plan to identify, document and implement the strategy for managing pedestrian and traffic construction movements for the precinct. This TMP will also include a Traffic Control Plan for each stage of construction works, across all key work areas.

Traffic management and control will be established across all major roads and interfaces across the project. Traffic control in the form of traffic controllers, warning lights and pedestrian boom gates will be in place at all site access/egress and construction zones to ensure:

- Segregation of the general public from truck movements in and out of the project.
- Segregation of construction worker access from construction vehicular access in and out of the project.
- Materials and deliveries do not impede public roadways or footpaths.
- Streamlining of time taken for truck movements in and out of the project.

4.5 SITE ACCESS

Vehicular access into the site is proposed off Pitt Street. An on-street work zone is proposed on Pitt Street and Bathurst Street. Impacts on pedestrians, cyclists, buses, general traffic, parking and loading, access points for each stage of works are described herein.

Traffic controllers employed across all stages of the project will hold an RMS approved Traffic Controller's license (formerly known as the Blue Card – Stop/Slow bat).

In addition to the minimum required Personal Protective Equipment (PPE), traffic controllers will wear high visibility clothing and footwear in accordance with Section 8 of AS 4602. This includes trousers fitted with double-reflective stripes or reflective boot covers.

Traffic controllers working at night will be equipped with illuminated wands to direct traffic. Vehicles would enter and exit the site via a driveway off Pitt Street by turning right-in and right-out. Construction vehicles would enter and exit the Bathurst Street work zone in a forward-in and forward-out manoeuvre in the direction of traffic flow.

If required, a temporary construction turntable would be located within the loading dock area which would ensure that heavy vehicles enter the site forward-in and exit the site forward-out.

All work zones are proposed to be in the kerbside lane.

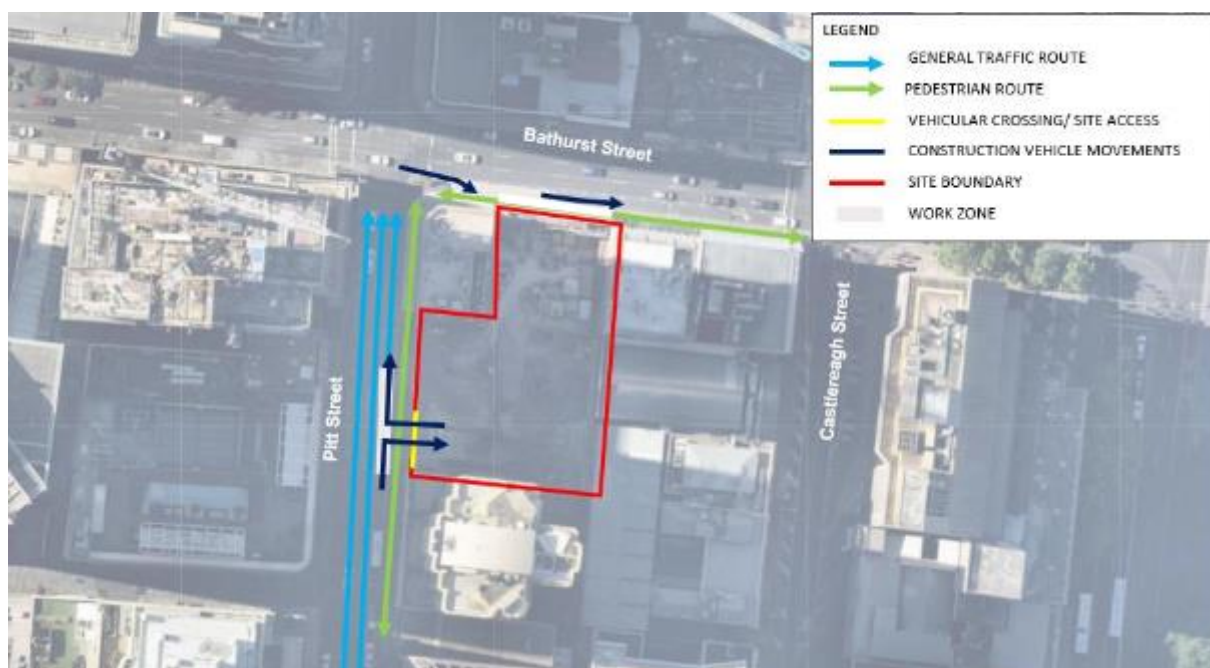
The road network capacity would not be reduced as the proposed access points are provided close by to signals which would generate sufficient gaps in traffic to enable heavy vehicles to safely exit the site. A traffic controller would be located on Pitt Street and Bathurst Street to assist truck egress movements by finding suitable gaps in the traffic stream.

Under any circumstance, pedestrian movements on the footpath across the site access would be managed by traffic controllers and concertina gates.

The largest construction vehicle to enter the Site would be a rigid heavy vehicle (concrete mixer) with an overall length up to 8.7m. The largest vehicles to access the on-street work zones would be a 22m semi-trailer and 150-tonne mobile crane. Articulated vehicles (including semi-trailers) are not permitted in the CBD unless accepted under a separate approval sought by a Temporary Works Application. A Temporary Works Application would be submitted to the City of Sydney a minimum of 48 hours (2 working days excluding weekends and public holidays) prior to the proposed start date of works.

Indicative traffic staging plan is illustrated in Figure 19 below.

Figure 19 – Indicative Traffic Staging Plan



4.6 HAULAGE ROUTES

Pitt St Arrival Routes:

- From North: from M1 Motorway, take the exit to Woolloomooloo and continue onto Sir John Young Crescent, turn left onto Riley Street, turn right onto William Street/ Park Street, turn left onto Elizabeth Street, turn right onto Liverpool Street, turn right onto Pitt Street and turn right into the site.
- From East: from Oxford Street continue onto Liverpool Street, turn right onto Pitt Street and turn right into the site.
- From South: head north of Pitt Street and turn right into the site.
- From West: from the Western Distributor, take Harbour Street exit, head south on harbour Street, turn left onto Goulbourn Street, turn left into Pitt Street and turn right into the site.

Pitt St Departure Routes:

- To North: turn right out of the site onto Pitt Street, turn right onto Bathurst Street, turn left onto Elizabeth Street, turn right onto Park Street/ William Street, turn left onto Palmer Street, turn right onto Sir John Young Crescent and continue north onto M1 Motorway.
- To East: turn right out of the site onto Pitt Street, turn right onto Bathurst Street, turn right onto Elizabeth Street and turn left onto Liverpool Street.
- To South: turn right out of the site onto Pitt Street, turn right onto Bathurst Street, turn right onto Castlereagh Street and continue southbound.
- To West: turn right out of the site onto Pitt Street, turn left onto Park Street/ Druiitt Street and continue west onto the Western Distributor.

Figure 20 – Haulage Route, Pitt Street Site Access



Bathurst St Arrival Routes:

- From North: from M1 Motorway, take the exit to Woolloomooloo and continue onto Sir John Young Crescent, turn left onto Riley Street, turn right onto William Street/ Park Street, turn left onto Elizabeth Street, turn right onto Liverpool Street, turn right onto Pitt Street and turn right onto Bathurst Street.
- From East: from Oxford Street continue onto Liverpool Street, turn right onto Pitt Street and turn right onto Bathurst Street.
- From South: head north of Pitt Street and turn right onto Bathurst Street.
- From West: from the Western Distributor, take Bathurst Street exit, head east onto Bathurst Street.

Bathurst St Departure Routes:

- To North: turn left onto Elizabeth Street, turn right onto Park Street/ William Street, turn left onto Palmer Street, turn right onto Sir John Young Crescent and continue north onto M1 Motorway.
- To East: turn right onto Elizabeth Street and turn left onto Liverpool Street.
- To South: turn right onto Castlereagh Street and continue southbound.
- To West: turn left onto Elizabeth Street, turn left onto Park Street and continue west onto the Western Distributor.

4.7 TRAFFIC MANAGEMENT

Truck movements to and from the site would be scheduled to minimise traffic disruption on the surrounding road network. This would comprise the following measures:

- Heavy vehicles equipped with systems to improve vehicle safety, visibility and the detection of vulnerable road users.
- Oversized vehicles would be transported to/from the site in strict accordance with Roads and Maritime guidelines and City of Sydney requirements, subject to one-off approval, to minimise traffic disruption during normal business hours.
- Haulage routes would be designated and communicated to all truck drivers to ensure truck movements to/from the site are as efficient as possible.
- The loading and unloading of trucks would be planned to ensure each individual truck haulage capacity is fully utilised reducing the number of truck movements.

4.8 ON-SITE PARKING

Proposed changes to kerbside uses and associated signage surrounding the Site are illustrated in Figure 21 below.

Figure 21– Changes to Kerbside Uses



4.9 ON-SITE PARKING

Vehicles associated with the subject site must not park in any on-street parking spaces. On-site parking would **not** be made available for employees working on the project. Staff would be encouraged to use public transport when travelling to/from the site, hence minimising traffic impacts on the surrounding road network.

4.10 TRAFFIC GENERATION

The South Site is expected to generate up to 15 heavy vehicles per hour. Traffic generation associated with the project during the peak periods and middle of the day would be as follows:

- AM peak period (7am-10am) – One heavy vehicle per hour.
- Middle of the day (10am-4pm) – Up to 15 heavy vehicles per hour.
- PM peak period (4pm-6pm) – One heavy vehicle per hour

Item	Activity	Rationale	Truck Movement Per Hour
Tower Crane Activities 1 crane	False work	3 trucks per hour with total of 9 lifts per crane per hour	3
	Formwork		
	Reo		
	Façade		
	Services		
	Fitout		
Concrete Pumps	Slab/ Vertical	50m3/hour	8
	Jump form		
Hoist and Internal Crane Loading Dock	Blockwork	Hoist: 3loads per truck at 2 trucks/hour	4
	Equipment		
	Rubbish		
	Fit out works		
Sub-total truck movement per hour			15

4.11 TRAFFIC MANAGEMENT RISK ASSESSMENT

Potential Hazards	Consequence	Likelihood	Risk Rating	Controls Implemented	Revised Risk Rating
Traffic on Surrounding Roads					
Traffic controller exposure to road rage/ aggression	Insignificant	Unlikely	C	Traffic controllers will not approach or halt drivers unexpectedly which could have caused drivers to react aggressively due to suddenness. Vehicles already on the road would have the right of way. As such every vehicle leaving the site must wait until a suitable gap in traffic allows them to exit under the direction of qualified traffic and pedestrian controllers.	D
Traffic controller being struck or injured by vehicle running off the road	Major	Rare	B	Surrounding streets are signposted and linemarked as 40km/h (due to the CBD-wide 40km/h speed limit). Site personnel/ traffic controllers will stand on the footpath, clear of roadways and driveways unless when required to manage traffic and pedestrians momentarily. Personnel will be instructed to be cautious of their surroundings and report any errant driver behaviour to Police that is observed on surrounding streets. Drivers travelling at speeds above the enforceable speed limit would be breaking the law, and is a matter to be dealt with by the local area command (police) that patrol surrounding streets.	C
Fatigued Workers (Site Personnel/ Traffic Controllers)					
Occurrence of micro-sleeps therefore more likely for incidents to occur	Insignificant	Unlikely	C	At morning toolbox talks, the Site Supervisor will look out for unrested site personnel and refuse entry to site for employees who are not fit for work. Throughout work shifts, breaks and rest periods will be allocated to site personnel in-line with awards and enterprise agreements required by the Work Health and Safety Act 2011.	C
Less attentive/ reduced concentration therefore more likely to make mistakes	Insignificant	Unlikely	C	Breaks and rest periods will be allocated to site personnel in-line with awards and enterprise agreements required by the Work Health and Safety Act 2011.	C
Prolonged exposure to noise	Insignificant	Unlikely	C	Site personnel will be equipped with PPE, including ear protection (e.g. ear plugs). Also, breaks and rest periods will be allocated to site personnel in-line with awards and enterprise agreements required by the Work Health and Safety Act 2011.	C
Fatigued Drivers					
Less attentive/ reduced concentration	Insignificant	Unlikely	C	Site personnel/ traffic controllers will be equipped with PPE, including high visibility clothing and footwear which will enhance	C

therefore more likely to make mistakes				<p>visibility to motorists. Traffic controllers will be equipped with reflective Stop/Slow bat and illuminated wand which would be visible in daytime and night time conditions.</p> <p>Site personnel/ traffic controllers will stand on the footpath, clear of roadways and driveways unless when required to manage traffic and pedestrians momentarily.</p> <p>Personnel will be instructed to be cautious of their surroundings and report any errant driver behaviour to Police that is observed on surrounding streets.</p>	
Occurrence of micro-sleeps therefore more likely for incidents to occur	Insignificant	Unlikely	C	<p>Site personnel/ traffic controllers will stand on the footpath, clear of roadways and driveways unless when required to manage traffic and pedestrians momentarily.</p> <p>Personnel will be instructed to be cautious of their surroundings and report any errant driver behaviour to Police that is observed on surrounding streets.</p> <p>Driver fatigue is a matter to be dealt with by the local area command (police) that patrol surrounding streets.</p>	C

Night works

Drivers are slower to react to signage, site personnel/ traffic controllers, plant etc.	Minor	Rare	C	<p>Site personnel/ traffic controllers will be equipped with PPE, including high visibility clothing and footwear which will enhance visibility to motorists. Traffic controllers will be equipped with reflective Stop/Slow bat and illuminated wand which would be visible in daytime and night time conditions.</p> <p>Work areas and site accesses will be well-lit by lighting installed on hoardings and portable light towers. Existing street lighting will be relied upon for lighting of adjacent roads.</p> <p>Surrounding streets are signposted and linemarked as 40km/h (due to the CBD-wide 40km/h speed limit).</p>	D
Lower traffic volumes may lead to higher vehicle speeds on surrounding roads	Major	Rare	B	<p>Surrounding streets are signposted and linemarked as 40km/h (due to the CBD-wide 40km/h speed limit).</p> <p>Site personnel/ traffic controllers will stand on the footpath, clear of roadways and driveways unless when required to manage traffic and pedestrians momentarily.</p> <p>Personnel will be instructed to be cautious of their surroundings and report any errant driver behaviour to Police that is observed on surrounding streets.</p> <p>Drivers travelling at speeds above the enforceable speed limit would be breaking the law, and is a matter to be dealt with by the local area command (police) that patrol surrounding streets.</p>	C
Motorists' behaviour on surrounding roads may be impacted by drugs and alcohol	Major	Rare	B	<p>Site personnel/ traffic controllers will stand on the footpath, clear of roadways and driveways unless when required to manage traffic and pedestrians momentarily.</p> <p>Personnel will be instructed to be cautious of their surroundings and report any errant driver</p>	C

				behaviour to Police that is observed on surrounding streets. Drivers travelling under the influence of drugs and alcohol would be breaking the law, and is a matter to be dealt with by the local area command (police) that patrol surrounding streets.	
Visibility is reduced for workers, increasing human reaction time if an incident occurs	Insignificant	Unlikely	C	Work areas and site accesses will be well-lit by lighting installed on hoardings and portable light towers. Existing street lighting will be relied upon for lighting of adjacent roads.	D

Environmental factors

Vehicle stopping distance increased on wet roads, reducing recovery opportunity for the driver of an errant vehicle	Moderate	Unlikely	B	Surrounding streets are signposted and linemarked as 40km/h (due to the CBD-wide 40km/h speed limit). It is presumed that surrounding streets have been speed limited appropriately having consideration for various road conditions (dry, wet, day, night etc.). As a general road rule, drivers are also advised to slow down in wet weather conditions.	C
Poor lighting decreases visibility for drivers and workers which makes it harder to identify and react to hazards.	Minor	Rare	C	Site accesses and work areas will be well-lit by lighting installed on hoardings and portable light towers. Existing street lighting will be relied upon for lighting of adjacent roads.	D

4.12 Current Construction Projects

Major projects under construction that are likely to overlap with the proposed construction works of the Pitt Street SDD project include the following:

- Pitt Street Station and North OSD development works
- Martin Place Integrated Station Development
- 116 Bathurst Street
- 201 Elizabeth Street
- 338 Pitt Street.

Please note the Greenland Centre, which is currently under construction will be completed by Feb 2021, which prior to South Construction works commencing

City of Sydney's online development tracker and NSW Department of Planning, Industry and Environment's major projects website have been reviewed for details on construction-related traffic volumes.

CPB understand data is being updated as a result of the light rail project occurring in Sydney CBD. Once this data is made available, CPB will undertake a cumulative assessment to ensure levels of service will not be impacted as a result of the South OSD construction works.

5.0 SUSTAINABILITY

5.1 SUSTAINABILITY TARGETS

Refer to the separate ESD/ Sustainability Report for details of CPB's sustainability targets related to the construction works

5.2 ENERGY SAVING INITIATIVES

The following energy saving initiatives for the site construction facilities will be adopted on the project:

- LED for the majority of temporary lighting.
- High efficiency air conditioning units in site accommodation.
- Improved site metering and load switching.
- Biodiesel and ethanol fuel mixes for all external plant and equipment.

5.3 WASTE MANAGEMENT

Our EH&S Delivery Standards require that all projects minimise Construction and Demolition (C&D) waste with many CBD projects achieving reported recycling rates of more than 90% via the off-site sorting capabilities of our waste contractors.

CPB ensures all waste is correctly handled by utilising only experienced third-party waste disposal contractors who are selected to ensure compliance with all legislative requirements in handling, transport and disposal of waste.

The following waste management initiatives will be provided in our site office to increase recycling rates:

- Paper, bottle, plastic (co-mingle) and printer cartridge recycling.
- 80% recycled paper for photocopiers with default B&W, double-sided printing.
- Reusable cups, utensils and plates to eliminate plastic and paper kitchen supplies.

On site, rubbish bins will be provided to all work areas and will be regularly removed to the central skip bin location by the subcontractors for collection and transport from the site to the waste recycle facility.

Bins will be moved via the man and materials hoists or by the crane, dependant on the where they are being loaded from, and the waste material being removed from site. Crane lifted steel bins will be used to service the top floors where structure trades are working, and large Otto bins will service the lower levels where fit-out and service trades are working. The site skips will be centrally located at loading dock zones to ensure an easier pick up by our bin contractor.

Rubbish will be separated at an approved waste management centre. Auditable records will be kept of quantities of all materials both recycled and disposed to landfill. Records will be monitored to ensure recycling targets are achieved.

Waste Management will be documented in further detail in the Construction Waste Management Plan (under development).

5.4 NOISE AND VIBRATION MANAGEMENT

Noise and vibration from construction activities will be managed to minimise the impact on neighbouring residents and businesses. Noise generated during the construction works will be primarily associated with vehicle movements, generators, heavy machinery and hand-held machinery and tools.

Potential noise impacts are predicted to be negligible and expected to pose a minor impact (if any) to the nearest adjoining stakeholders.

All noise generating activities are proposed to occur only during the approved site operating hours. Any noise activities proposed outside the nominated site operating hours will require prior written consent from the nominated approval authority. Noise limits during the construction works are to meet the maximum allowable noise contribution.

During construction, CPB will utilise existing noise impact assessment data, where required, to determine noise sources and confirm ambient background levels or alternatively will conduct baseline noise monitoring prior to construction work commencing and may engage an acoustic consultant to monitor construction noise level during its activities.

Routine inspections of plant and equipment will be conducted to ensure performance relative to compliance requirements.

When planning for construction work that will include vibration, all practical efforts to protect vibration sensitive buildings and the amenity of adjoining stakeholders shall be considered and apply a practical and economical combination of vibration control measures to manage vibration impacts such as: substitution by an alternative process; restricting times when work is carried out; screening or enclosures; and consultation with affected residents.

5.5 AIR QUALITY MANAGEMENT

As works under this CMP do not include excavation, the major source of air emissions from the proposed construction works at the site are primarily associated with traffic movements on site.

Construction phase air quality impacts shall be minimised or avoided by incorporation of appropriate dust suppression and air quality control measures at various stages of the project.

An air quality monitoring equipment diagram will be prepared prior to commencement on site, detailing the locations and type of equipment to be installed and monitored. All equipment used on the site and facilities erected on site shall be designed and operated to control the emission of smoke, dust, fumes and any other air impurity into the atmosphere.

Air monitoring will be conducted at regular intervals to determine that the acceptable air quality thresholds are being met for each of the nominated monitoring parameters. This information will be used to determine the effectiveness of the implemented air quality mitigation measures and provide for any remedial actions if required.

5.6 STAKEHOLDER MANAGEMENT

5.6.1 MANAGING ENQUIRIES AND COMPLAINTS

CPB's approach to managing enquiries is to create a consistent and transparent guide to engaging stakeholders throughout both the initial project engagement and Delivery Phase.

Our key Stakeholder Management principles include:

- Maintaining a proactive approach to all potential stakeholder related issues and engagement;
- Establish and maintain transparent and consistent communication channels; and
- Respect, involve and engage stakeholders to ensure their needs are recognised and considered.

5.6.2 EVENTS MANAGEMENT

CPB will coordinate with key stakeholders regarding events occurring within Pitt Street to prevent potential conflicts. It is expected that the majority of events will occur outside of the nominated work hours, either being held at night or on weekends.

A summary of scheduled major special events that was/will be held in the Sydney CBD in the 12-month period between April 2019 – March 2020 is provided in figure 22. Most of the events occur annually, therefore, the dates and affected areas associated with each event are assumed to be similar in successive years (up to the completion of construction works in August 2023).

Figure 21– Special Events

Date	Event	Affected Streets Surrounding the Subject Site
Thursday 25 April 2019	Anzac Day Parade	Bent Street, Bligh Street, Castlereagh Street, Elizabeth Street, Hunter Street, King Street
Sunday 12 May 2019	Mothers' Day Classic	Macquarie Street, College Street, Mrs Macquarie Road, The Royal Botanic Garden
May/June 2019	Vivid Sydney	Sydney CBD, Circular Quay
July 2019	Reserve Forces Day	Macquarie Street
Sunday 15 September 2019	Sydney Running Festival	Bent Street, Hunter Street, Phillip Street, Macquarie Street
Sunday in October 2019	Sydney Spring Cycle	Cahill Expressway
Sunday 3 November 2019	Bloody Long Walk	Macquarie Street
December 2019/ January 2020	Sydney New Years Eve	Sydney CBD
January 2020	Australia Day	Circular Quay
February/ March 2020	Chinese New Year Festival	Circular Quay, Haymarket

Reference should be made to our Community Consultation and Engagement Plan for our detailed Stakeholder Management approach.