CONSTRUCTION MANAGEMENT PLAN

Project Name: Intercontinental Hotel Sydney

Project Address: 117 Macquarie Street, Sydney NSW 2000

Project Number:

Client: Mulpha Hotel Sydney Trust (ABN 27 000 004 633)

Revision: B

Revision Date: 30 July 2020

Revision History:

Revision	Description	Date
A	Draft	29/07/2020
B	Revised	30/07/2020
C	Final Issue	04/08/2020

Prepared by Built for the City of Sydney.

Contents

Introduction

The purpose of this Construction Management Plan is to provide The City of Sydney with detailed construction information relating to the site establishment and construction works associated with the Intercontinental Hotel Sydney refurbishment, 115 -119 Macquarie Street, Sydney NSW 2000. The information provided is for the reference of the City of Sydney to highlight that all documented strategies Built has considered do not adversely affect the wider community where health, safety and amenity is concerned.

This document has been developed by Built in accordance with the Construction Management Plan Guidelines provided by the City of Sydney.

The CMP cannot be published as a 'final' document until the specific development application conditions of consent are obtained.

Contractor Details

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Response to SEARs

This Construction Management Plan (CMP) is required by the Secretary's Environmental Assessment Requirements (SEARs) for SSD-10454. This table identifies the relevant SEARs requirement/s and subsequent reference/s within this report.

SEARs Requirement	Section Discussed
5. Amenity Assess the environmental and residential amenity impacts associated with the proposal, including acoustic impacts, waste management, loading zones, air quality, odour and dust emissions	Section 4.7, 7, 8 ,10
16. Construction Impacts Address potential impacts of the construction on surrounding areas with respect to: o Noise and vibration o Air quality and odour impacts o Dust and particle emissions, o Water quality o Stormwater runoff, groundwater seepage and soil pollution o Construction waste	Section 7, 8 ,9,10
16. Construction Impacts Prepare a Community Consultation and Engagement Plan	Section 2
16. Construction Impacts Assess cumulative impacts associated with constructions	Section 6

1.0 - Project Overview

1.1 - Project Details and Scope

This SSDA seeks approval for the site establishment and refurbishment of the level 5, 6 & 7 public areas and Level 32 extension of the Intercontinental Hotel Sydney. The proposed works will include the following:

- **Level 5 (Ground Floor)**
    - Finishes upgrade to the port cochere
    - Architectural upgrade to the façade entry of Bridge and Phillip Street corner
    - Refurbishment to the Cortile with introduction of new bar with small change in levels the existing floor levels to allow for the new bar
    - Finishes upgrade to the lift lobby
    - Refurbishment to Bridge Street corner arcade entry, Porte cochere drop off and Macquarie Street entry including concierge, baggage storage and lounge seating
- **Level 6**
    - Compliance upgrade to cortile balustrade.
    - Architectural upgrade to façade entry of Bridge and Phillip Street corner.
    - Finishes upgrade to cortile arcade and lift lobby.
    - Refurbishment to restaurant.
    - Refurbishment to commercial kitchen.
- **Level 7**
    - Compliance upgrade to cortile balustrade.
    - Architectural upgrade to façade entry of Bridge and Phillip Street corner.
    - Compliance upgrade to commercial kitchen
- **Level 32**
    - Refurbishment of existing club lounge
    - Western extension of club lounge to align with building line below
    - Extension of eastern club lounge to build new deck and enclosed space over existing roof slab
    - New façade to club lounge level
    - Enclosed Fire Stair continued from L31 to L32
- **Level 33 (Roof)**
    - New roof over extended building line on eastern and western sides of the building.

1.2 – Project Location

Intercontinental Hotel Sydney is located at 115 - 119 Macquarie Street, Sydney NSW 2000. The site comprises two allotments containing the Intercontinental Hotel (incorporating the former NSW Treasury Building). The legal description of the site is:

- Lot 40 DP 41315; and
- Lot 4 DP 785393,

Figure 1– Location Plan of the project

The site (115-119 Macquarie Street) contains two interconnected buildings that comprise:

- The 32-storey Intercontinental Hotel tower, which is located on the corner of Phillip and Bridge Streets set above a podium.
- The State Heritage listed former NSW Treasury Building, which is located on the corner of Macquarie and Bridge Street.

2.0 – Community/Stakeholder Engagement and Consultation During Construction

2.1 - Overview

Stakeholders are individuals, groups of individuals or organisations that could influence or affect a project. During the planning process, identified stakeholders, including near neighbours and businesses, were consulted using written and face to face activities, to provide upfront and proactive information regarding the proposal.

Continuing open and transparent engagement with the local community, surrounding residents, key government agencies, the broader community and stakeholders will be a factor for the success of this project. The Intercontinental Hotel is committed to keeping neighbours and members of the broader community informed of the project throughout the construction process.

Project key messages:

- InterContinental Sydney is committed to providing timely and accurate information, in advance of all key construction activities.
- InterContinental Sydney will work to ensure there is minimal impacts on staff, near neighbours and patrons during construction by delivering the project in a staged way, ensuring the Hotel remains operational throughout this time.
- The proposed design included the upgrade of the iconic entrance on Phillip Street to ensure all abilities are able to access the Intercontinental Hotel safely and with ease.
- The proposed redevelopment maintains the visual prominence of the existing heritage buildings on the site and Macquarie Street.

2.1 - Stakeholder Identification

In no particular order or limitation, the stakeholders for this project have been identified:

- Public / Pedestrians
- Roads and Maritime services
- The City of Sydney
- Mulpha
- Intercontinental Hotel Sydney Staff
- Intercontinental Hotel Sydney patrons
- Intercontinental Hotel Sydney tenants
- Built Pty Ltd
- Neighbouring Properties (Owners / Occupiers)
- Service Providers
    - Power Authority
    - Gas Authority
    - Water Authority
    - Communications Authority
    - Electrical Authority

2.2 - Management & Consultation

Built will take all care to ensure that the stakeholders listed above and any newly identified parties (after the completion of this document) are made aware of all construction activities which may affect their normal daily operations. Built understands the high-profile nature of this project and the increased awareness of potential impacts that any construction activity may have on the immediate community surrounding and within the construction site. Ongoing engagement and communication activities during the construction period will include regular and transparent updates to staff, guests and visitors of the Intercontinental Hotel via varying communication channels such as:

- Face to face briefings and or Phone calls
- Letters
- Emails

Other forms of management and consultation processes that will be implemented will include:

Initial Notification & Meeting with Surrounding Properties

A letter drop will be conducted by Built following the receipt of the COS approved Construction Management Plan to all surrounding properties. The details of the letter will contain the following information:

1. A short description about the project and the date, location and time of an open invitation pre-commencement meeting.
2. Information about the project details, duration, and staging.
3. Advice that a Construction Management Plan has been approved for the project
4. Specific details in relation to the conditions of the Construction Management Plan, i.e. site working hours.
5. Contact details of senior site personal in the event of a concern or complaint arising throughout the project.

This will provide the surrounding community the opportunity to meet the team from Built and provide them with some basic project information and contact details.

Mail Drops

For all major construction activities likely to impact on the surrounding neighbouring community a mail drop will be undertaken to ensure all Neighbouring residents are adequately notified.

Complaints Management

To facilitate in managing complaints, clearly visible signage around the building site specifying a 24-hour contact name, phone number and email address will be provided for the resident to contact. In addition, a log sheet will be kept by the contractor to record information about each complaint associated with the works. Refer to Figure 2.

The contents of the log sheet will include:

- The Name Address of the Complainant.
- Time and Date of the Complaint.
- The Nature of the Complaint.
- Subsequent Details and the action taken to prevent reoccurrence

The contents of the log sheet will be regularly maintained and updated as soon as a complaint is made.

Project no. XXXXXX Date:	COMPLAINTS AND INCIDENT REGISTER - INTERCONTINENTAL HOTEL SYDNEY									
Complaint Number	Complainant Name	Complainant Address	Approximate time	Date	Day	Nature of Complaint	Subsequent details	Action taken to prevent reoccurrence	Complaint Resolved (Y/N)	Comment / Response
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										

Figure 2– Example of complaints register that will be used

Coordination of Services Shutdowns and Reconnections

Built understand that it is imperative that key building services be uninterrupted when constructing within a live environment and we have developed a process to ensure that there is no unplanned disruption to key services. No services affecting the project will be shut down without the prior written permission of the Principal via a Disruptive Works Notice procedure.

For all services requiring modification as part of our scope of works, the Principal Contractor team will ensure that approval is obtained prior to commencement. Any modifications or disruptions affecting other sectors of the live operating Hotel will be agreed with Intercontinental prior to the works to ensure the timing is acceptable. Services shutdowns and cutovers will be programmed to occur at appropriate times to address all risks associated with the activity.

Permits are to be completed prior to the commencement of all service shutdowns or cutover

3.0 – Authorities

3.1 - Permits

- Town Planning Permit for the development and use of the site; - DA approval
- Building Permit for the construction work.
- Permit to erect a gantry, overhead protective awning over the road or footpath.
- Permit to Occupy space on road or footpath.
- Permit to erect a hoarding (where it occupies Council space).
- Permit for a construction zone.
- Permit for a road closure.
- Permit for a mobile crane on the roads adjacent the site.

3.2 - Legislation

- Work Health and Safety Act 2011
- City of Sydney Act 1988
- Local Government Act 1993
- Roads Act 1993
- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2000
- Work Health and Safety Act 2011
- Environmentally Hazardous Materials Act 1985.
- Protection of the Environment Operations Act 1997
- National Construction Code 2017 comprising the Building Code of Australia.
- Central Business District Code of Practice 1992

4.0 – Site establishment and Control

4.1 – Pre-Construction planning

Dilapidation Survey

A dilapidation survey will be undertaken to establish the existing conditions of neighbouring properties and council assets. In particular:

- Footpaths
- Services
- Roads & Lanes
- Flora and Fauna, specifically the trees along Phillip and Macquarie Street
- Public property surrounding the building

A copy will also be submitted to the Council.

Upon completion of the project, a final inspection will be conducted and compared to the dilapidation report to ensure that the condition of surrounding areas (as identified above) are acceptable. Any damage, which may be caused as a result of the project, will be agreed upon and rectified by the relevant parties.

Protection of Council Assets

Footpaths & Roads

Built is committed to ensuring that the existing quality of all footpaths, roads, kerbs and channel and stormwater drains is maintained throughout the project lifecycle. Any damage to council property (as listed above) as a result of construction works will be rectified immediately to prevent any possible threats to public safety.

Public Furniture

All public furniture (seats, bins etc.) which Built see as having potential to be damaged during the construction process will be removed, securely stored and reinstated in its original position upon completion of the project.

Flora

There are currently established trees located around the perimeter of the building on the Macquarie, Phillip and Bridge Street footpath, which will be retained throughout the construction process as they have minimal impact to the works being completed. Built will ensure the trees are protected as required in accordance with the City of Sydney Local Environmental Plan (LEP) and development Control Plan (DCP).

4.2 – Site fencing, Hoarding and Security

A-Class Hoardings

The refurbishment works to the Ground floor Port cochere and Bridge/Phillip Street corner entry will include an A-Class hoarding to these work areas. The A-Class hoarding will generally be 2.4 metres high, constructed of plywood and be in accordance with the City of Sydney '*Guidelines for hoardings and scaffolding 2017.'*

All hoardings will be finished to a professional standard, including a painted finish, and will be maintained for the duration of the ground floor external works by Built. Hoardings will be constructed 1000mm beyond the property boundary ensuring a 1200mm passageway is provided between the hoarding fence and footway infrastructure, to enable the construction of the building works and pedestrian movement.

A single pedestrian gate will also be installed accommodate site access to and from the site for construction workers and visitors.

B-Class Hoardings

The site will include public overhead protection in the form of a B-Class hoarding to Phillip Street. The overhead protection will be installed for the works associated with the Level 32 external works only. The B-Class hoarding will generally be 3 metres high to the underside and be in accordance with the City of Sydney '*Guidelines for hoardings and scaffolding 2017.'*

All hoardings will be finished to a professional standard, including a painted finish, signage and will be maintained for the duration of the Level 32 external works by Built. The B-class hoarding will be installed over the existing driveway to maintain access for all deliveries and parking and will be designed around the existing established trees to prevent any damage.

Temporary fencing

Temporary fencing will be installed along the Phillip Street entry into the Port Cochere to allow plant and material access to and from the site. A single pedestrian gate will be installed within the A- Class on Phillip Street to accommodate access for the works associated with the port cochere and Phillip/Bridge corner Street entry area for construction workers. All site access will be managed under strict site access controls. *Please refer to Appendix A – Site Layout / Logistics*

4.3 – Signage and Graphics

All signage and graphics to be installed on the A- Class hoardings in view of the general public will be configured in accordance with the requirements of the City of Sydney *'Creative City Hoardings Design and Installation Guide.* The general signage installed on the hoardings will include:

- Site safety signage
- Pedestrian warning and directional signage
- Emergency Built staff contact names and numbers
- Site related advertisements

4.4 – Site Access and Security

Pedestrian Access

Pedestrian Access will be maintained to the Phillip, Bridge and Macquarie Street frontage of the project. Where pedestrian access interfaces with construction traffic movements, traffic controls will be established. During the Phillip/Bridge Street corner entry upgrade the building access point for the public/guests will be redirected to the Macquarie Street Group check entry/exit until the works have been completed.

Site access and Egress

Access to site will be through the entrances as illustrated in the included Site Layout Plans. All site access will be managed under strict site access controls. Personnel Access into the building will be via the Basement 1 security office on Phillip Street. Vehicle access will be via Phillip Street which will access the five Built car parking spaces in Basement 5, loading dock in Basement 2 and designated materials storage area.

The associated site logistical considerations and surrounding traffic conditions and assessment are presented Appendices B of this document. The port cochere and Macquarie Street group check in entry will be maintained as access for all drop off/pickups of hotel guests during the refurbishment. Refer to Appendix B. During the refurbishment to the Port Cochere all vehicles will be redirected to the secondary drop off area on Macquarie Street.

Subcontractor Parking

Due to the limited availability of parking within the site area as a result of hotel guests and tenants, subcontractors will be directed to park their vehicles at public car parking stations. Subcontractors will also be encouraged to use public transport.

Site Security

Security is paramount in and around all Built construction sites. To ensure and maintain security both during and out of working hours, all gates and access points will be securely locked. All contractors and visitors will be required to enter through the hotel's security office on Basement 1.In order to prevent the misuse of the loading dock and basement area facilities a traffic controller will be used to monitor the vehicles coming in and out of the loading dock.

4.5 – Site Amenities

Contractor Lunchrooms, Ablutions and Changerooms

It is proposed that the contractor site amenities including lunchrooms, changerooms and ablutions be located in Basement 1 for the duration of the project. The site amenities will be established within this area to accommodate all workers.

Site Office

The Site offices will be established in a designated location on Level 9 of the Tower which will include a change room, lunchroom, and ablution for project staff.

First Aid Room

The first aid room will be located on Level 9 of the existing tower. First aid facilities will be provided and maintained as per HSE legislative requirements.

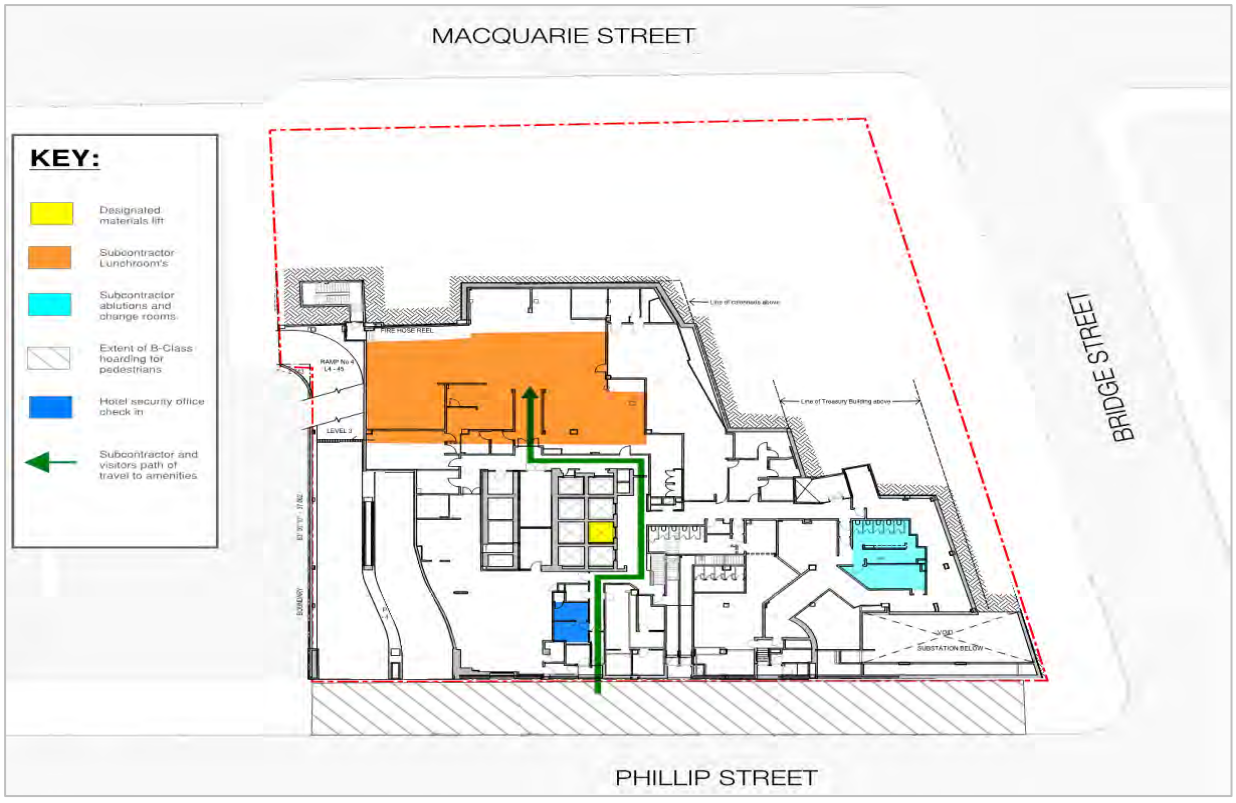


Figure 3 – Basement 1 subcontractor amenities ,security check in and contractor/visitor path of travel

Figure 4 –Level 9 Built site office and First aid room amenities

4.6 – Site Inductions

All visitors and subcontractors will undertake a mandatory safety and site-specific induction prior to commencing any work on site. The site inductions will cover the following:

- Site and Public Safety
- Site Access, Site Amenities & Site Emergency Procedures
- Travel, Deliveries, material handling & Parking
- Interface with hotel guests and staff
- Environmental considerations and Client & Neighbour Requirements i.e. noise and dust control
- Other Specific hotel requirements.

The head contractor and all sub-contractors must induct their employees into their safe work procedures. Induction register & copies of site SWMS will be available on site when required.

4.7 – Storage, Deliveries and Loading Zones

Storage

Basement 5 will be allocated for the storage of materials and machinery. These areas will be safe and secure. All dangerous chemicals will be stored in secure areas located away from emergency exits and stormwater pits. All signage for dangerous goods will be in accordance with *AS1219 – 1995 Class Labels for Dangerous Goods.*

Deliveries

All deliveries & laydown areas to and from site will be through the loading dock on Basement 2 and as illustrated in Figure 5. Entry and exit to the basement will be through the carpark entrance on Phillip Street.

Loading Zones

The loading zone for all large deliveries will be in the nominated work zone on Phillip Street, refer to Appendix A. No parking will be permitted at any time in this area unless loading or unloading material. As this is currently a waiting bay for all taxis, the impact to the surrounding community is seen as insignificant as the proposed works will seek to use the existing vehicle network and loading zone operations.

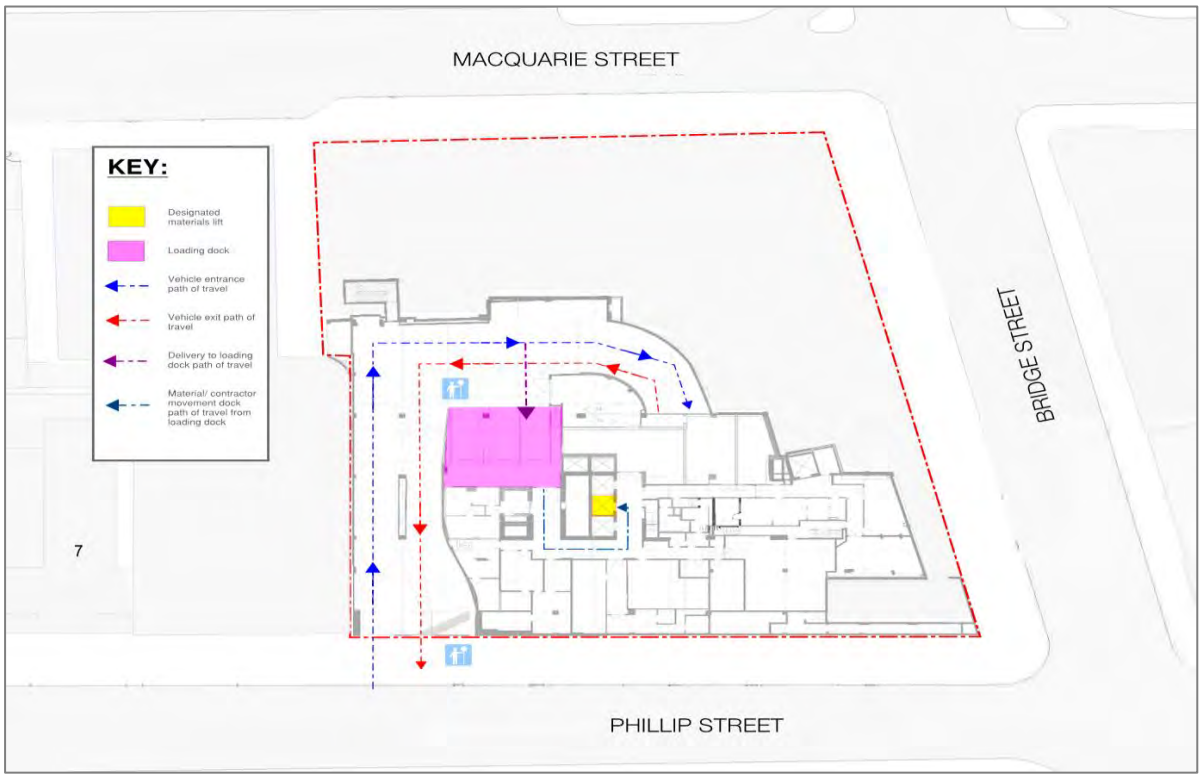


Figure 5 – Basement 2 Loading dock vehicle and material movement plan

5.0 – Project Staging

The project will be broken into two stages being the Stage 1 and Stage 2 works. The Stage 1 works will include the fitout and refurbishment of the Level 5, 6, 7 and 32 internal areas as well as the works associated with the Port cochere and Phillip/Bridge street corner entry. Upon completion of the Stage 1 works the Stage 2 works will follow, which will include the slab extension and Level 32 external works.

All works within these areas will be staged in order to provide the least amount of impact to the hotel, guests, and surrounding community. Please refer to Appendix C for a more detailed staging plan.

5.1 - Level 5, 6 ,7 and 32 Works

Phase 1 - Demolition works

Demolition and strip out of the existing finishes and associated services will be the first to commence. Any structural demolition required will be completed in conjunction with structural engineering advice and details.

Phase 2 - Internal fitout and finishes works

Following the completion of all demolition works, the internal fit out and finishes will commence. Typically starting with the installation of required building services, followed by internal walls, ceilings, joinery and then finishes to walls, floors etc. Construction will be staged for these areas in order to maintain a live working environment for the hotel. A- class hoardings will be utilised to encapsulate construction to each stage, in order to prevent interference with the hotel guests and the public.

Phase 3 - Landscape and external works

Upon completion of all works, the landscape and external works will commence. These works will vary in design from paved areas through to garden beds and water features around the port cochere and Cortile. Refurbishment works shall be completed via the use of the designated construction lift and Street access from Macquarie and Phillip Street. Plant and equipment including EWP's, Brokks, mini excavators and the like will be used for the demolition and fitout of these areas

Figure 6 – Staging plan – Stage 1 Works

5.2 - Level 32 Slab extension and external works

Phase 1– Facade and Building Envelope works

Prior to the commencement of any demolition works, edge protection will be required as the structure is stripped to accommodate for the new build out of the slab. The building will require the use of multiple edge protection systems including scaffolding on the floor beneath the Level 32 slab and handrail/balustrade edge protection systems around the Level 32 floor plate.

Phase 2 – Demolition Works

Structural demolition to the Level 32 extension will be the first to commence in accordance with structural engineering advice, methodologies, and details. Demolition and strip out of the existing finishes and associated services will follow.

Phase 3 – Internal/external fitout and finishes works

Following the completion of all demolition works, the slab extension area internal fit out and finishes will commence. Typically starting with the installation of required building services, followed by internal walls, ceilings, joinery and then finishes to walls, floors etc.

Phase 4 - Landscape and external works Stage

Upon completion of all works, the landscape and external works will commence. These works will vary in design from pot plants, paved areas and the like.

Refurbishment works shall be completed via the use of the designated construction lift. Plant and equipment including EWP's, Brokks, Maeda, pulley hoists, rope access systems and the like will be used for the demolition and fitout of these areas.

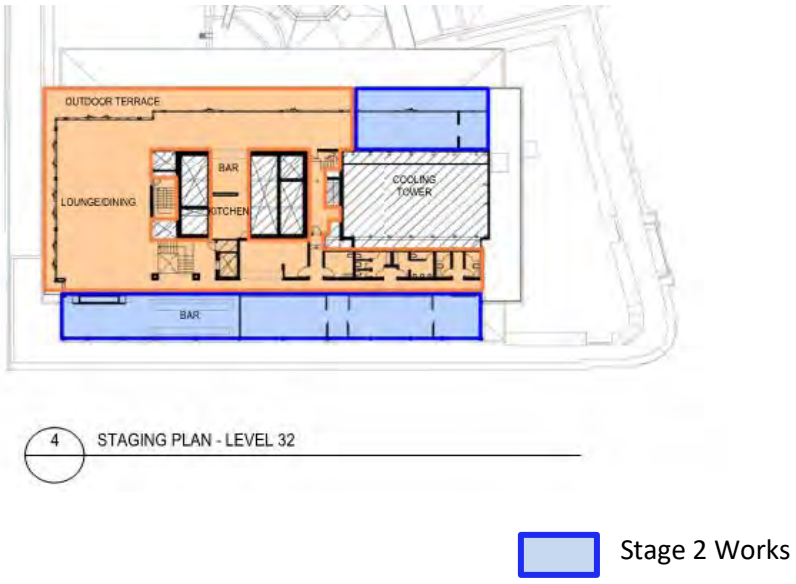


Figure 7 – Level 32 Staging plan – Stage 2 Works

6.0 – Cumulative Impacts

Any simultaneous projects occurring around the vicinity of the Intercontinental Hotel will be managed and coordinated effectively to ensure the safety and wellbeing for pedestrians and vehicles is maintained. There are currently a limited number of projects directly surrounding the Intercontinental Hotel site. The key construction project that will be ongoing at the time of the Intercontinental Hotel is the AMP Quay Quarter tower development, which is located adjacent to the site on Phillip Street.

The construction works associated with the AMP Quay Quarter tower is scheduled for completion by Mid-2022.Other surrounding projects in the vicinity of the Rocks, include the Opera Residences, 8 Loftus Lane commercial/residential development and the lands department building hotel development, which do not have any impact on the Intercontinental hotel and its operations.

As the scope for the prosed refurbishment encompasses a large amount of internal works with few external upgrades the impacts are largely internalised within the hotel, hence the Cumulative impacts for the Intercontinental Hotel Sydney project are considered to be inconsequential.

All external works including the construction of the Level 32 terrace, Port Cochere refurbishment and facade entry upgrade will be carried out in standard construction hours, with no significant noise, air quality and other associated environmental impacts. In conjunction, no operational road network or safety impacts are anticipated, due to the low frequency of deliveries in particularly heavy vehicles. The existing vehicle entry points and delivery routes off Phillip Street will be retained providing access to the loading dock, storage facilities and Porte-cochere, which ultimately does not alter the existing operations of the building currently.

All workers to site will be entering the hotel via a secure back of house area with adequate space provided for site amenities within the Intercontinental Hotel building. Subcontractors will be encouraged to make use of public transport to limit parking on site and congestion on Phillip Street. In conjunction, public interference will be restricted and monitored as personnel access to the public domain of the building will only be allowed if they are entering or exiting the site.

7.0 – Operating Hours, Noise and Vibration

7.1 - Site Operating Hours

Monday to Friday	Normal Working Hours 7:00am to 7:00pm
Saturday	7:00am to 5:00pm
Sunday	N/A
Public Holidays	N/A

Built aims to complete work within the aforementioned operating hours, however due to unforeseen circumstances works may need to occur outside this period. If this is the case, approval will be sought from the City of Sydney, Stakeholders and other parties immediately affected and if necessary, application for an Out of Hours Permit will be submitted. Works will also meet requirements of external authorities and be subject to strict noise and vibration guidelines and monitoring.

7.2 - Noise and Vibration Controls

Noise and vibration impacts on the surrounding community associated with the proposed works are seen to be minimal as the works required a largely internalised. All construction noise levels will be maintained in accordance with the Designated Sound Level (DSL) guidelines, found in the *Construction Hours/noise within the Central Business District, City of Sydney Code of Practice 1992.*

Where there is a potential for exposure to noise in excess of 85 dB(A) continuously for eight hours, or where there is a potential for exposure to vibration to arms/ hands from tools for greater than 4 hours in a 24-hour period, or where there is a potential for whole body vibration in excess of exposure levels nominated for machinery or plant by the manufacturer, documented procedures outlining the control must be provided. Cutting zones will be designated for materials which will be set away from pedestrians to reduce the impact of noise from this activity.

Where required appropriate ear protection is to be worn by all site personnel. Where necessary, signage and restricted areas are to be utilised. Built will ensure subcontractor SWMS are developed to address the control of noise during their activities. Built will ensure work practices to reduce noise complaints are implemented where required such as operating within the out of hours times, managing truck noise, encouraging the appropriate conduct of workers and using equipment sensibly.

8.0 – Air Quality, Odour, Dust and Particle Emissions

8.1 - Air Quality and Odour Controls

The proposed refurbishment works do not have noteworthy air quality or odour impacts as the associated works are insignificant. However, nevertheless Built is committed to ensuring that the air quality in and around the construction site is maintained at acceptable levels throughout the construction period. This will be achieved by adopting the following where required:

- If odorous materials uncovered, re-cover immediately
- By seeking advice from an Environmental Consultant regarding materials management
- Ensuring purchased electrical products/whitegoods products comply with specification for CFCS & energy ratings
- Ensuring low solvent paints are used as a priority – low VOC
- Deliveries / transport from site are effectively planned to limit inefficient transport, assist back loading etc.

8.2 - Dust and Particle Emission controls

Dust control shall be managed such that minimal impact is caused to the public and adjoining owners by confinement to the site boundaries. The following strategies will be adopted where required:

- Ensuring all construction plant and equipment with access to the site is properly maintained. Smokey plant is to be stopped until repair works are completed. Vehicle engines are to be turned off whilst not in use (no long periods of idling).
- Minimising truck idle times under covered areas ensuring all trucks use the nominated holding bay when not unloading / loading.
- Ensuring all areas expelling dust is confined to within the site.
- Workers to ensure they do not drag concrete dust etc. around various parts of the building that are outside the work zone.
- Instruct all personnel that there will be no incineration or burning of waste materials on site.
- Subcontractors will be required to control the dust created during their tasks in SWMS.
- Installing and maintaining shade cloth on perimeter scaffolding.
- Reducing work activities /stop work during moderate to high wind velocity periods.
- Minimise areas of site disturbed, and stage works where possible.
- On site drilling or coring operations will be undertaken by equipment fitted with air filtration equipment.
- Continuous dust management strategies in place during all demolition and bulk excavation works.

Dust suppression strategies to be used include (but are not limited to) water sprays, controlled speed of vehicles onsite and inspection of vehicle wheels upon leaving the site and washing down as required. Where required, skips will be covered to prevent any rubbish and/or removed concrete rubble (dust) from becoming airborne.

9.0 – Stormwater and Sediment Control

9.1 - Water quality and Stormwater Runoff

Built is committed to preventing the contamination of, or damage to, stormwater drains and waterways as a result of activities occurring within our construction sites.

The proposed refurbishment works involve minor adjustments to stormwater flow and do not result in adjustments of impervious/pervious areas for the site and the usage of areas exposed to stormwater are not changing. On this premise there are no negative impacts on water quality for the site.

Built do not anticipate the works to cause sediment to flow into the drainage system external to the site. However, if it is apparent that any overground water is to flow from the site, then stormwater drains external of the site will have silt and affluent barriers in place to limit silt entering stormwater drains. In conjunction all stormwater pits and pipes within the site perimeter shall be sealed and plugged to minimise on- site water exiting the site, and where required an approved trade waste strategy will be put into place.

9.2 - Ground Water seepage and Soil pollution

The proposed refurbishment works do not impact on surface water and groundwater as there is no proposed ground excavation and amendments to the surface water flow regime.

10.0 – Waste Management

10.1 - Overview

The key objectives for the management of waste produced during the refurbishment works is to:

- Encourage minimisation of waste generated by the project and maximisation of resource recovery through targeting over 90% waste diversion from landfill.
- Encourage improved environmental outcome through waste management.
- Establish waste management strategies from demolition through to commissioning.
- To identify procedures for waste management for all project stages from demolition, building construction through to commissioning.
- Identify all potential wastes likely to generated on site, how these are to be sorted, collected, reused, recycled and/or disposed of.
- Define the appropriate waste disposal measures that pose an environmental or health risk.
- Ensure that waste is delivered to lawful locations upon removal from site.

10.2 - Waste Management Principles

- Waste management training
- Adherence to Built's Environmental Management Systems and Waste Management Plan requirements stipulated in contracts with sub-contractors.
- All waste materials shall be collected in waste bins onsite. Small bin(s) that can be transported in lifts will be used on site. Proposed waste collection area is the Basement 2 Loading dock.
- During demolition waste will be roughly separated on site in order to achieve maximum recycling percentage.
- All waste shall be collected by an accredited waste removal contractor who shall transport the waste to their off-site sorting facilities where thorough separation of waste will occur.
- All loads of rubbish removed shall be securely covered to ensure no spillage
- Should contaminated material be identified stop work and seek advice from the Site Manager on how to proceed in accordance with the Project's Environmental Management Plan.
- At the sorting facilities, waste material shall be segregated for recycling

10.3 - Waste Management Hierarchy

Waste management for the project is to be prioritised by adopting a waste management hierarchy (noting existence and requirement for separation of hazardous material on the job) consisting of:

Avoidance	Waste avoidance through prevention or reduction of waste generation. Waste avoidance is best achieved through better design and purchasing choices.
Reuse	Waste reuse, without substantially changing the form of waste
Recycle	Waste recycling through the treatment of waste that is no longer usable in its current form to produce new products.
Energy recovery	Energy recovery through thermal treatment of residual waste materials and from green waste processing.
Disposal	Waste disposal, in a manner that causes the least harm to the natural environment

10.4 - Waste Minimisation

Minimising waste involves identifying demolition and construction wastes streams to be generated and working with sub-contractors and suppliers to minimise these streams

- **Suppliers & Packaging:** Negotiation with suppliers to reduce the extent of packaging of materials and furniture items and a take back policy for relevant packaging so that it can be reused within their services. This includes cardboard, bubble wrap and other plastics that are used to protect materials in storage and transportation.
- **Storage:** appropriate storage and management of materials on site to minimise damage from weather eliminating need to protect replacement materials and waste generation.

Table 1 presents the expected waste types that will be generated during the project and describes how each will be managed on-site, collected and the waste management outcome ranked from the most to least preferred.

Table 1: Site waste management strategy

Waste Type	On-site Management	Collection Method	Waste Management Outcome				
			Most Preferred				Least Preferred
			Avoid / Reduce	Re-use	Recycle	Recover (energy from waste)	Treat &/or Dispose
Plasterboard	Commingled for separation and recycling off-site	General waste vehicle					
Cardboard	Commingled for separation and recycling off-site	General waste vehicle					
Metals	Commingled for separation and recycling off-site	General waste vehicle					
Timber	Commingled for separation and recycling off-site	General waste vehicle					
Plastic / Foam	Commingled for separation and recycling off-site	General waste vehicle					
Paper	Segregate on-site and bundled	Dedicated cardboard/paper collection vehicle					
Concrete	Commingled for separation and recycling off-site	General waste vehicle					
Residual	Commingled for separation and recycling off-site	General waste vehicle					
Hazardous paint or Solvents	Segregated on-site using 10L drums (paints)	Dedicated hazardous waste vehicle					
Existing Materials	Commingled for separation and recycling off-site	General waste vehicle					

10.5 - Hazardous Waste

All waste deemed hazardous as specified in the Hygienist's report will be handled in accordance with State and Federal Legislation and will be disposed of as per WorkSafe requirements. Asbestos & SMF to be removed by licensed contractor & managed in accordance with OHS Act & Regulation (2001) and DEC requirements.

- Lead paints & dusts will be removed using wet sanding and vacuum techniques (cleaners which comply with AS/NZS 3544 Industrial vacuum cleaners for particulates hazardous to health).
- Waste will be contained within sealed plastic bags for disposal. Clean up with a wet mop.

10.6 - Training

Waste management training will form part of the site induction program. This will ensure that contractors and site visitors are aware of the materials on site (in particular any hazardous waste) and waste disposal requirements. Waste management requirements will be stipulated in contracts with sub-contractors. This includes the use of recycled materials where possible and the need to recycle any trade waste. As part of Built's policy, recycling of materials is strongly encouraged. Where possible, construction waste such as concrete, steel, formwork, plasterboard, metals etc. will be reused or recycled.

Nominated on-site personnel will be in charge of the daily collection and disposal of workers rubbish and proposed waste collection areas. All waste collection will occur during the Site Operating Hours. All collected waste will be handled by accredited waste removal contractors only who shall transport the waste to their off-site sorting facilities. At the facilities, waste materials are separated from recyclables and disposed of accordingly. Recyclables will be sorted and distributed to various facilities depending on material.

10.7 - Roles & Responsibilities

The following roles and responsibilities will be set for all Contractors to follow and ensure the waste recycling targets can be met.

Table 2: Waste management roles and responsibilities for Intercontinental hotel

Project Task	Responsibility
Site Operation	
Site Manager – Built Sustainability Engineer -	– Ensuring that waste is progressively recycled at the nominated C&D waste recycling target in accordance with this Plan (90%) – Ensuring that Duty of Care documentation is obtained and maintained in the site file (e.g. copy of waste transporters licence, waste collection receipts,) – Undertaking site walks to monitor implementation of the WMP and take feedback from contractors on what is and isn't working. – Engagement and education of all personnel on WMP at induction. – Maintaining site records of waste types and approximate quantities collected from site – Carrying out a daily inspection to ensure the worksite is left in a rubbish free state

Waste Reduction (on site)	
All Contractors	– Minimise the generation of waste through accurate procurement of materials and ongoing management of materials. – Minimise waste through appropriate behaviour on site to store and use materials thoughtfully and reuse materials where appropriate. – Contractors are to use the designated bins on site and not dispose of any materials expect within designated bins on site
Waste Sorting (off-site)	
Demolition Contractor Waste Contractor & All Contractors	– The demolition contractor shall be responsible for collecting demolition waste, both separated on site and in comingled bins and delivering to C&D waste recyclers for off-site sorting and recycling – The waste contractor shall be responsible for collecting C&D waste in comingled bins and separating wastes into recyclable streams at end collection point
Waste Collection & Management	
Waste Contractor & Built Sustainability Engineer	– Supply of bins, according to agreed approach & ongoing site requirements – Collection & disposal of waste, according to ongoing site requirements – Weighing and sorting of all wastes generated on site for disposal off site – Ensuring that the waste collected is managed in accordance with the relevant legislation and the identified wastes are re-used, recycled or recovered
Reporting	
Built Sustainability Engineer -	– Tracking of wastes generated – Quarterly waste reporting to the Client. – End of project waste data report to confirm total percentage recycled / reused and sent to landfill – Preparation of final waste report for the site

10.8 - Waste Tracking

All waste materials that are exported off site will be tracked through the following methods:

a. Records of total volumes and mass of waste sent offsite including truck weighing bridges and random visual truck inspections

b. The waste removal contractor shall provide monthly reports providing a breakup of waste recycled and waste going to landfill. These shall be reconciled against waste receipts by the Site Foreman.

10.9 - Prohibitions

Waste burning is prohibited on all of Built's sites.

11.0 – Traffic Management

11.1 - Overview

One of the key factors for the successful delivery of the project will be managing the movement of material, vehicles and equipment into and out of the site whilst maintaining business continuity for Intercontinental Hotel Sydney. Built understand that it is imperative that careful planning is considered in order to successfully manage the maintenance of pedestrian, traffic flow and parking to the hotel and surrounding buildings and roads.

11.2 – Traffic Management and Control

Traffic management and control will be established and monitored closely for the duration of the project. Traffic control will ensure that materials and deliveries will not block off roadway/access routes and will streamline the vehicles movements in and off the project. Traffic control will be located at key vehicle entry points and exits to ensure fluid vehicle movement. The traffic management plan will ensure that disruptions to the normal flow of traffic around the site are kept to a minimum. Built will have engaged accredited Traffic Engineers to undertake a detailed assessment of the project and surrounding infrastructure and prepare the project specific traffic plans. (*Refer to Appendix D – CTMP)*.

Any additional traffic conditions, relating to the construction activities of the development, will be coordinated closely with the City of Sydney, all affected neighbouring properties and the required stakeholders. The required permit applications will be completed for all such activities. Traffic and Pedestrian management shall be undertaken in a manner that will provide a safe work site for Built staff and employees, subcontractors and the public, and at the same time shall ensure that road and footpath users are not exposed to foreseeable risks.

General requirements

All deliveries will be planned, where possible, to avoid peak hour traffic in the mornings and afternoons.

a) Delivery vans and trucks entering and exiting the site will be using the driveway on Phillip Street.

b) Any necessary applications for council permit or notification to the relevant authorities (e.g. police, RTA, etc.) will be carried out prior to any road/footpath works.

c) Any work that will affect pedestrians and traffic (e.g. awning work, work to footpath and driveway, work above footpath, etc.), will be supervised such that pedestrian and traffic safety is maintained at all times. All necessary applications for permits, approvals and notification of relevant authorities will be carried out prior to these works taking place.

11.3 - Traffic Controllers

Where the works require vehicles to be stopped or slowed down to enable delivery trucks to enter or exit the worksite or public vehicles to navigate through or past the work site, then it will be necessary to use qualified Traffic Controllers. Some typical situations where traffic controllers are to be used include but is not limited to:

- Where one lane of a two-lane, two-way road is closed.
- Where conditions at the work site are such that low speed operations are essential.
- Where construction machinery regularly crosses or enters an existing road.
- Where sight distance to the work site is limited.
- Where plant, trucks and the like can only reverse out from the site.

11.4 - Footpath Works and Pedestrian Management

Regardless of the nature or complexity of the works in the road reserve or footpath, or how long it will take, the key objective to be achieved is the safety of both Built staff and employees, subcontractors and the general public and to cause the least amount of inconvenience and disruption as possible.

The basic communication requirements are to provide:

- Advance warning of a change in traffic/pedestrian access conditions in time for users to adjust.
- Information and Guidance so as to navigate safely around the work site, i.e. delineation of travel path and its separation from the work site and any necessary barricading.

Pedestrian Considerations

Due consideration to pedestrians shall be given before proceeding with any works on or adjacent to footpaths taking into account, he different modes of travel used by pedestrians, such as walking or cycling, and for people with disabilities. Some of the considerations to be taken in any design for a travel path are listed below.

Width of Travel Path

People with ambulant disabilities (i.e. using a walking aid) require a clear width of 1,000 mm. People who use wheelchairs require a clear width of 1,200 mm. If it is not practical to provide the above widths on the footpath it may be necessary to consider part closure of the road together with appropriate barriers, etc.

Pedestrian Safety Points

The following pedestrian safety points would be included in the final control measures by the Built supervisor. These points should be observed ***before*** the work is commenced. This is not an exhaustive list and should be updated by the supervisor according to the circumstances at the work site.

All pedestrians

- Always look at the pedestrian's routes. For example, can pedestrians safely negotiate the work site? Can they negotiate any “squeeze” points in and around the work site?
- Check that the pedestrians’ routes are continuous through/adjacent to the work site
- Determine the most applicable time of the day to conduct the works taking into account both normal and peak hour times.
- Determine what is the most appropriate means for pedestrians to negotiate the site? That is either through, past or around the site?
- Where applicable ensure that any barriers erected do not force pedestrians to cross at an inappropriate location.
- Can parking of site vehicles be managed to maximise the sight lines?

Elderly Pedestrians

- Is the travel path relatively smooth and clear of overhanging foliage?
- Is the work site adequately illuminated?

Young Pedestrians

- Are barriers erected to guide children past or through the work site?
- Will any road signs/devices obstruct the vision of or visibility to, the young pedestrian?
- Can parking of the site vehicles be managed to maximise the sight lines?

People with Disabilities or Prams

- Can the work site be identified by visually impaired people?
- Is the width of the travel path sufficient to cater for wheelchairs, prams, etc?

11.5 - Protective Barricading

Under certain circumstances, it may be necessary to provide a more formidable barrier such as the use of rails etc in lieu of the bollards and tape. Where works leave insufficient footpath width to allow for a reasonable path for pedestrians to pass the work site in safety some form of containment fence, together with appropriate road warning signs, shall be installed from the footpath to the road and then back again onto the footpath.

If it becomes necessary to divert the pedestrian traffic around the work site, trucks and/or major plant then barrier posts and rails together with appropriate road warning signs must be installed.

11.6 - Parking and Public Transport

As the Intercontinental Hotel has limited parking facilities, parking in the hotels carpark for contractors will be limited throughout the redevelopment works to prevent congestion in and out of the basement as well as disruption to hotel guests and Intercontinental staff/tenants.

Built will be encouraging all staff, consultants, and subcontractors to prioritise using public transport to travel to and from site in order to effectively reduce on site congestion and impacts to the hotel and surrounding community.

11.7 – Traffic Management Plan

Built has engaged JMT Consulting Engineers to prepare a preliminary Construction Traffic Management Plan relating to the Intercontinental Hotel Sydney Refurbishment

Key Contact:

Josh Milston
Director – Transport Planning
0415 563 177
josh.milston@jmtconsulting.com.au

(Refer to Appendix D – CTMP)

12.0 - Appendices

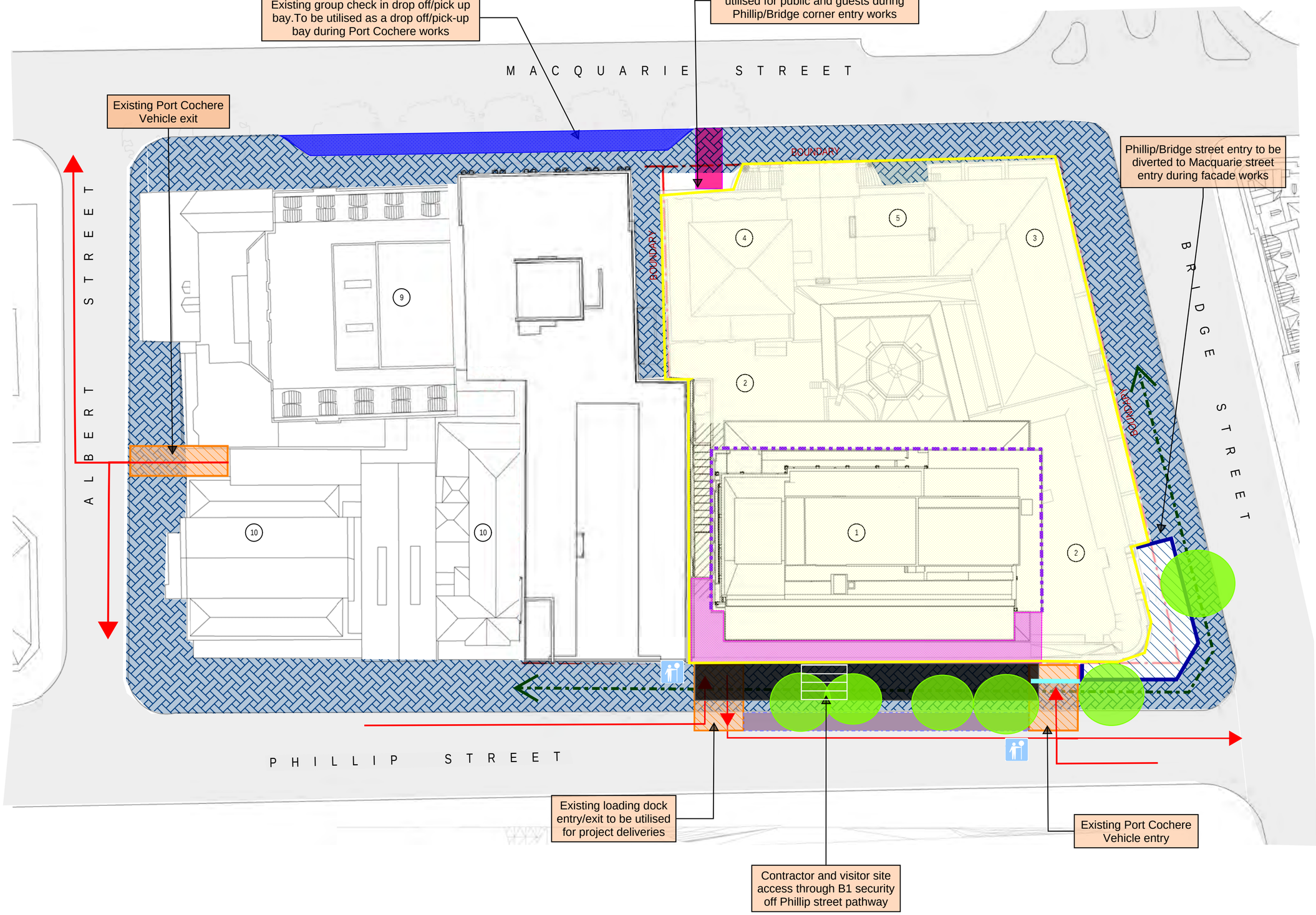
A – Site Logistics / Layout Plan

B – Vehicle and Pedestrian Movement Plan

C – Staging Plan

D – Traffic Management Plan

APPENDIX A - SITE LOGISTICS / LAYOUT PLAN



LEGEND

- B-CLASS HOARDING
- BIRDCAGE SCAFFOLD
- PEDESTRIAN PATHWAY
- WORKZONE
- EXISTING DRIVEWAYS
- EXCLUSON ZONE
- GROUP CHECK IN DROP OFF/LOADING ZONE
- TREE PROTECTION AS REQUIRED
- TRAFFIC CONTROL
- VEHICLE MOVEMENT
- PEDESTRIAN MOVEMENT
- A-CLASS HOARDING
- EDGE PROTECTION
- TEMPORARY FENCING

- PROPERTY LINE

1	INTERCONTINENTAL HOTEL TOWER
2	INTERCONTINENTAL HOTEL PODIUM
3	TREASURY BUILDING
4	STRONG ROOM BUILDING
5	LINK BUILDING
6	CHIEF SECRETARY'S BUILDING
7	TRANSPORT HOUSE
8	ROYAL AUTOMOBILE CLUB AUSTRALIA
9	SIR STAMFORD HOTEL
10	JUSTICE AND POLICE MUSEUM
11	QUAY QUARTER

SK001

115 -119 Macquarie Street Sydney, NSW 2000

Site Establishment and Locality Plan

Intercontinental Hotel Sydney Refurbishment

Built.

APPENDIX B – VEHICLE AND PEDESTRIAN MOVEMENT PLAN

Existing group check in drop off/pick up bay.To be utilised as a drop off/pick-up bay during Port Cochere works

Macquarie street entry access to be utilised for public and guests during Phillip/Bridge corner entry works

M A C Q U A R I E S T R E E T

A L B E R T S T R E E T

B R I D G E S T R E E T

P H I L L I P S T R E E T

BOUNDARY

BOUNDARY

BOUNDARY

BOUNDARY

PORTE COCHERE

EXISTING PORT COCHERE TO ALBERT STREET

LANDSCAPING

Existing loading dock entry/exit to be utilised for project deliveries

Contractor and visitor site access through B1 security off Phillip street pathway

Existing Port Cochere to remain operational for Guest drop off and pick-up

LEGEND

- SUBJECT SITE
- PORT COHERE ROUTE
- EXISTING BUILDING ENTRY POINTS FOR PUBLIC
- EXISTING BUILDING ENTRY POINT FOR STAFF.TO BE UTILISED FOR CONTRACTOR &VISITOR ACCESS
- EXISTING GROUP CHECK-IN DROPOFF BAY
- EXISTING ROAD NETWORK VEHICLE MOVEMENT
- EXISTING ROAD NETWORK VEHICLE MOVEMENT
- EXISTING PEDESTRIAN MOVEMENT
- EXISTING PORT COCHERE VEHICLE PATH OF TRAVEL
- EXISTING LOADING DOCK ENTRY/EXIT VEHICLE PATH OF TRAVEL
- PROPERTY LINE

1	INTERCONTINENTAL HOTEL TOWER
2	INTERCONTINENTAL HOTEL PODIUM
3	TREASURY BUILDING
4	STRONG ROOM BUILDING
5	LINK BUILDING
6	CHIEF SECRETARY'S BUILDING
7	TRANSPORT HOUSE
8	ROYAL AUTOMOBILE CLUB AUSTRALIA
9	SIR STAMFORD HOTEL
10	JUSTICE AND POLICE MUSEUM
11	QUAY QUARTER

- NOT IN SCOPE

SK002

115 -119 Macquarie Street Sydney, NSW 2000

Vehicle and Pedestrian Movement Plan

Existing path of travels to be utilised for construction

Intercontinental Hotel Sydney Refurbishment

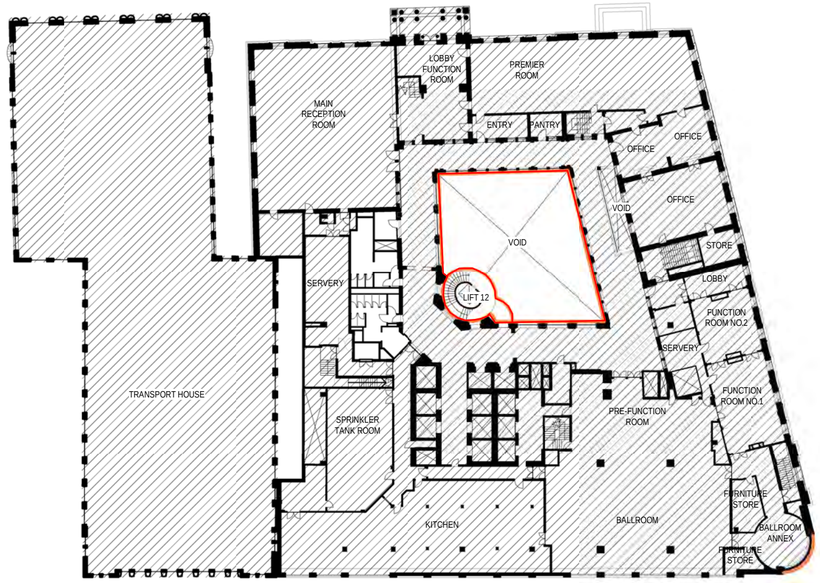
Built.

APPENDIX C – STAGING PLAN

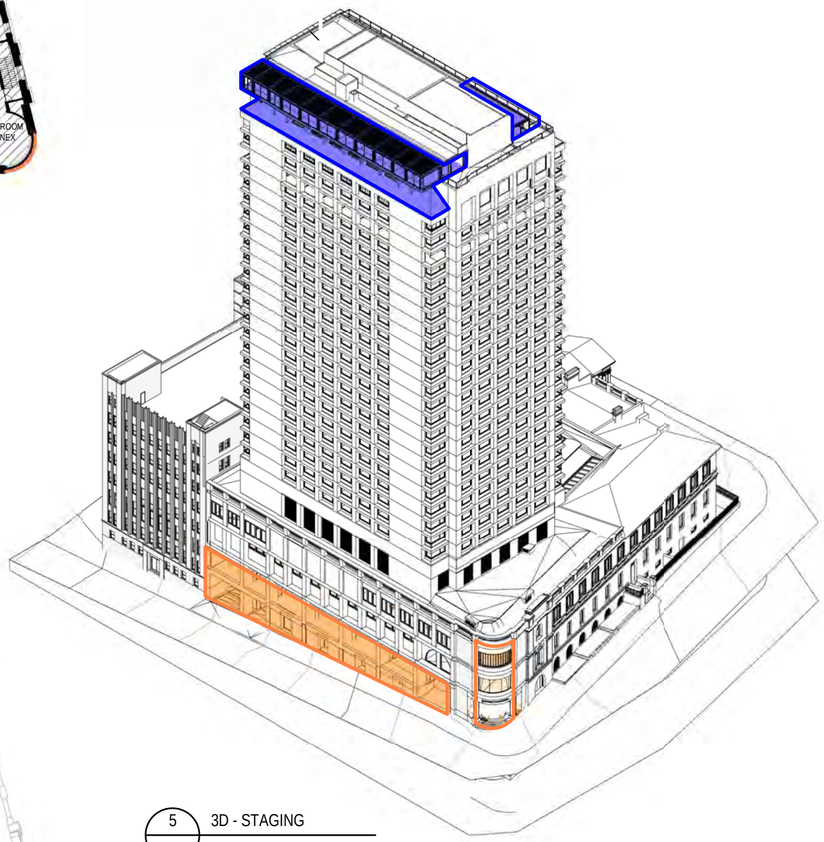
Each stage will be split into phases to minimise the impact to the hotel operations.Refer to below:

- Phase 1
- Phase 2
- Phase 3
- Phase 4

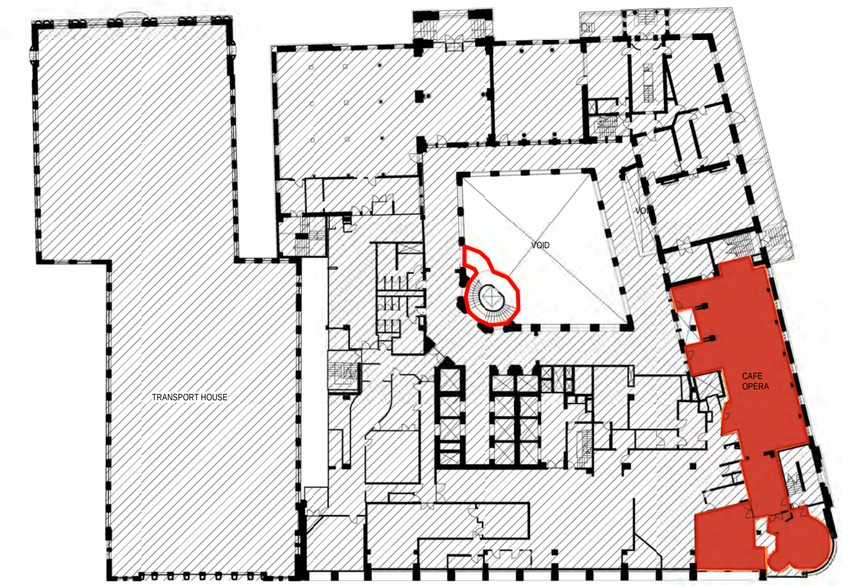
1 STAGING PLAN - LEVEL 05



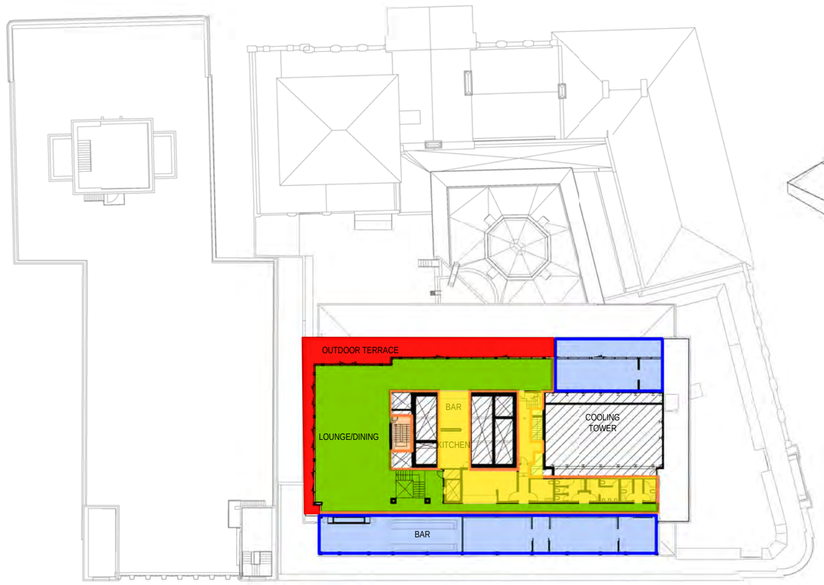
3 STAGING PLAN - LEVEL 07



5 3D - STAGING



2 STAGING PLAN - LEVEL 06



4 STAGING PLAN - LEVEL 32

SK003

115 -119 Macquarie Street Sydney, NSW 2000

Project Staging Plan - Stage 1 and 2 Works

Levels 5,6,7 and 32

STAGE 1 WORKS

STAGE 2 WORKS

Intercontinental Hotel Sydney Refurbishment

Built.

APPENDIX D - TRAFFIC MANAGEMENT PLAN

Intercontinental Hotel – Stage 2

Construction Traffic Management Plan

Prepared for:

Mulpha Australia

15 July 2020

JMT Consulting

1 Table of Contents

1 Outline Construction Traffic Management Plan

1.1 Overview

This section details an outline Construction Pedestrian and Traffic Management Plan (CPTMP) for the proposed works at the Intercontinental Hotel. The purpose of the CPTMP is to assess the proposed access and operation of construction traffic associated with the proposed development with respect to safety and capacity. The Contractor (once appointed) will prepare a more detailed CPTMP prior to the commencement of works on the site. This plan will contain additional information to that presented in this document such as:

- Site compound locations
- Driver facility areas
- Crane locations
- Vehicle turning paths
- Traffic control plans including location of traffic controllers, site fencing/hoarding and other management measures

1.2 Working hours and construction timeframe

Typically works will be undertaken during standard Council hours of between 7am and 7pm Monday to Friday, and 7am and 5pm on Saturdays. No work is permitted to be carried out on Sundays or public holidays.

The construction works are expected to take approximately one year to complete.

1.3 Construction vehicle types

Given the nature of the works the largest vehicles expected to access the site during standard construction hours will be skip bin trucks and 8.8m Medium Rigid Vehicles (MRVs).

1.4 Work zones

All construction vehicles will be unloaded within the existing site loading dock, with no vehicle loading / unloading to occur outside of the boundary on public streets. Given the likely number of truck movements the existing loading dock has the capacity to accommodate all construction vehicles associated with the project.

No on-street works zones are proposed as part of the construction works.

1.5 Construction traffic volumes

The number of daily construction vehicles accessing the site is expected to be low – in the order of 5 to 10 vehicles per day. This equates to a small number of hourly movements of up to four vehicles travelling to or from the site. Given this small number of construction vehicles, combined with the expected vehicle types (i.e. 8.8m MRVs or smaller), the impact on the operation of the adjacent road network associated with the project is considered negligible.

1.6 Construction vehicle site access

Access for construction vehicles will be via the existing vehicle driveway on Phillip Street providing access into the loading dock, as shown in Figure 8 below.

Figure 8 Construction vehicle site access

1.7 Construction vehicle routes

The proposed construction vehicle access routes to the site are illustrated in Figure 9 below. Construction vehicle routes have been selected to align with key arterial roads such as the Cahill Expressway and Eastern Distributor. All vehicles will turn right from Bridge Street into Phillip Street to access the site, with left turn out from Phillip Street onto Bridge Street when exiting.

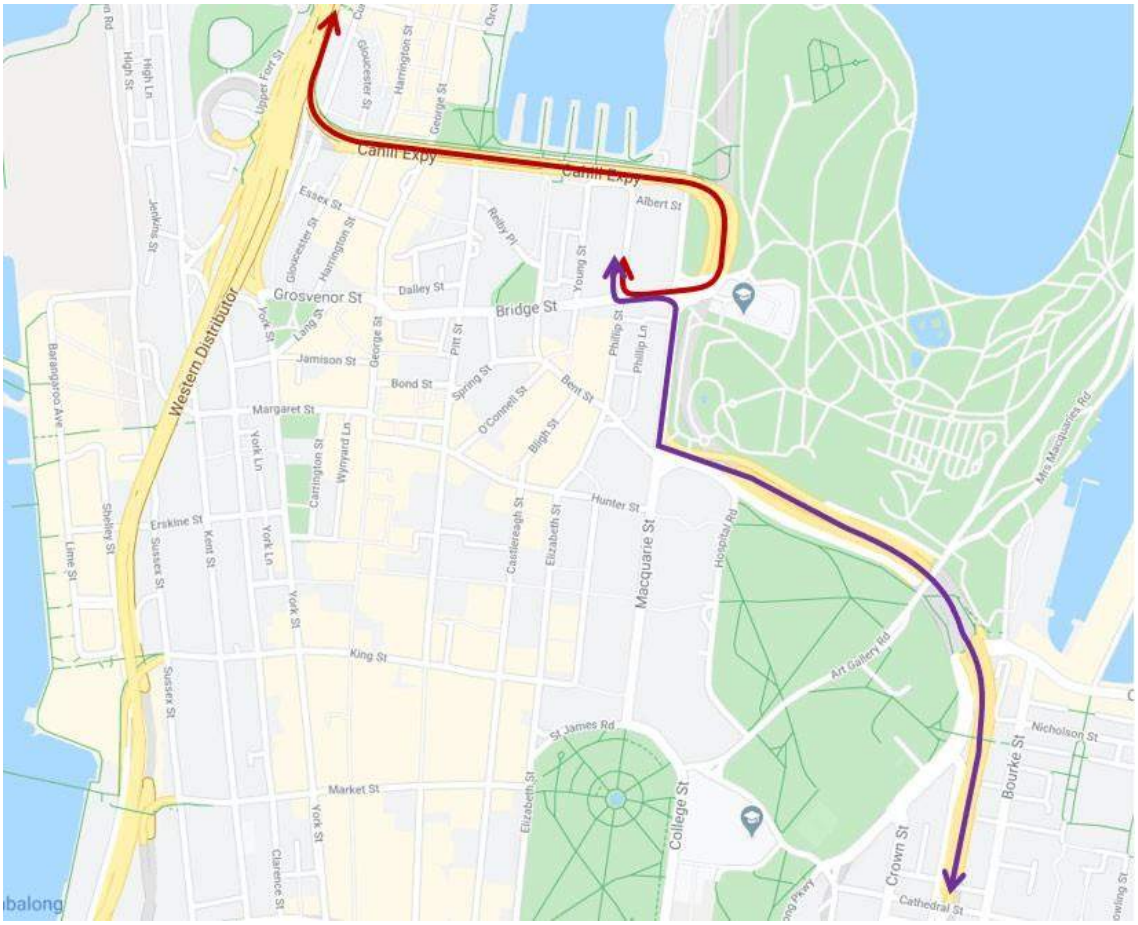


Figure 9 Construction vehicle routes

1.8 Parking

Given the location of the site, workers will be encouraged to use public transport as a means of access. No parking is to be provided for the construction workforce, consistent with the approach taken for other construction projects in the Sydney CBD.

1.9 Pedestrians and cyclists

At this stage it is not envisaged that any footpath closures will be required to facilitate the construction project during normal daytime hours. Temporary B Class hoardings will be installed along the site frontage on Phillip Street and the corner of Phillip and Bridge Street during the construction works to maintain pedestrian movements and ensure safety for these users is maintained.

No impacts to existing cycling routes are anticipated as a result of the construction works.

1.10 Mitigation measures

Construction traffic will generally be managed in the following way:

- Designated transport routes will be communicated to all personal, and enforced;
- Designated peak hour and non-peak hour delivery vehicle waiting areas;
- Strict scheduling of vehicle movement will occur to minimise off site waiting times;
- On-site parking will not be provided, and site workers will utilise public transport and car sharing wherever possible;
- Vehicle movements will be compliant with conditions of Consent and broader road-use regulations, particularly with regard to hours of work, materials loading and unloading, and over size deliveries and installation
- Stakeholder feedback will be obtained throughout the construction period
- Activities related to the construction works would not impede traffic flow along adjacent roads