



Construction Management Plan

Woolworths Warehouse and Distribution Centre,
Marrickville

SSDA Stage
15 September 2020

**ROOT
PARTNERSHIPS**

Advisory+
Project Management

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1 Introduction

1.1 Purpose

This preliminary Construction Management Plan (The Plan) has been prepared by Root Partnerships on behalf of Woolworths Group Limited to accompany a State Significant Development Application (SSDA) and satisfy Planning Secretary's environmental assessment requirements (SEARs) for the redevelopment of 74 Edinburgh Road, Marrickville (Lot 202 in DP 1133999, Lot 3 in DP 318232 and Lot 3 in DP 180969), in the Inner West local government area.

The intention of this document is to communicate that this development has been well considered and will be undertaken in a manner that seeks to minimise disturbance and impact on the surrounding environment. Items contained in this Plan include:

- Outline of major works
- Public amenity, safety, and pedestrian management
- Materials handling
- Traffic management including public transport interfaces
- Environmental management
- Impact on adjoining and surrounding properties.

Woolworths Group Limited and their contractor (once appointed) will work closely with the NSW Department of Planning, Industry and Environment, Inner West Council, neighbours, existing tenants, Stakeholders and transport Authorities to create plans that will ensure minimal impact and disruption to the surrounding area. Consultation will continue to be a key priority throughout the construction process to ensure the community and stakeholders receive regular updates and have the opportunity to provide feedback.

This Plan has been prepared to describe how the Project Management team will implement and conduct its allocated site management responsibilities during the construction phase of the Woolworths Warehouse and Distribution Centre, Marrickville development. This Plan has been formulated from a conceptual design and may require changes to meet stakeholder and contractor's requirements as the detailed design progresses.

A fundamental aim of this Plan is to ensure all construction is properly facilitated, integrated and coordinated to deliver certainty to the objectives of the Project. It emphasises the importance of substantial pre-planning, detailed programming and adoption of innovative construction methods to ensure the subsequent delivery of the project is not only a success for Woolworths Group Limited, but also satisfies key surrounding Stakeholders and Authorities.

It is intended that further detailed Construction Management Plan and works plans for each phase of the project, as outlined in this plan, will be prepared and relevant approvals secured prior to construction commencement. The final version of this Plan will ensure all construction is properly facilitated, integrated and coordinated thus guaranteeing the project's objectives are achieved.

74 Edinburgh Road is located to the north-west of the junction between Edinburgh Road and Sydney Steel Road in Marrickville on the fringe of a largely industrial area; it is a corner block and has frontages to both these streets which accommodate two way flowing traffic.

1.2 Scope of this Plan

This Plan provides an approach that:

- Advises how the construction project management team will comply with the requirements of the contract relating to construction.
- Defines the project objectives and targets of particular relevance to the construction phase.
- Describes constraints specific to the construction phase and the project in general.
- Describes the process for the identification and control of risks specific to the construction phase.
- Details the proposed strategy for the construction phase, with particular regard to establishment resourcing, site organisation and construction controls.

Whilst preparing this Plan has identified the following key items and attributes, the final methodology is subject to engagement of a Contractor and their methodology might vary to that proposed herein.

1.3 Interface with other Plans and Procedures

The final Construction Management Plan will form part of an integrated set of Project Management Plans yet to be prepared by the contractor. It should be read in conjunction with the Project Management Plan once created following contractor appointment.

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2 Proposed Site

2.1 Site Description

The Site is legally described as Lot 202 in DP 1133999, Lot 3 in DP 318232 and Lot 3 in DP 180969, commonly known as 74 Edinburgh Road, Marrickville (see Figure 1). The Site has an area of approximately 27,315sqm and has frontages to both Edinburgh Road (north) and Sydney Steel Road (east).



Figure 1 - Aerial view of the site (Source: SIX Maps)

The key elements within and surrounding the Site include:

- The Site is located within the industrial area of Marrickville and currently accommodates several large freestanding industrial buildings and associated car parking and loading areas.
- Vehicular access to the Site is via an existing entry and exit driveway at the Edinburgh Road frontage. Access is also available from Sydney Steel Road.
- The Site contains minimal vegetation which is fragmented by buildings and areas of hardstand surfaces. Vegetation is limited to scattered trees and shrubs within the Site and planted within the nature strip.
- Is located within 1km of Sydenham Railway Station, which is currently being upgraded as part of the Sydney Metro Chatswood to Bankstown metro line; and
- The Site is well positioned in terms of access to arterial and main roads, public transport modes of bus and rail, Sydney Airport and the retail centre of Marrickville.

2.2 Site Constraints

The Site possesses a number of constraints which may influence not only the development outcome but also the construction strategy and methodology. These include:

- Proximity to residential zones to north-west and associated acoustic considerations both during construction (e.g. concrete crushing works) and operation.
- Potential flood risk and flood liability
- A potable water reticulation line beneath Sydney Steel Road
- Wastewater reticulation mains within the property, including a critical 600×990mm wastewater trunk main located in easement which bisects the site.
- Several major stormwater lines, including a covered pipe beneath Sydney Steel Road, a major open stormwater channel which passes through the north-eastern part of the site, and a covered box culvert beneath Edinburgh Road.
- Proximity to flight path of Sydney Airport and implications to future tower cranes during construction

2.3 Adjoining and Neighbouring Properties

The Site is well positioned in terms of access to arterial and main roads, public transport modes of bus and rail, Sydney Airport and the retail centre of Marrickville. The Site is located on the northern periphery of the Sydenham Precinct which is part of the Sydenham to Bankstown Urban Renewal Corridor, earmarked for significant employment growth.

The Site also forms part of a large industrial precinct bounded by Edinburgh Road to the north, Railway Parade and the railway line to the east, Marrickville Road/the railway line to the south and Meeks Road/Farr Street/Shepherd Street to the west. The Industrial precinct includes:

- Large free stranding industrial buildings.
- Industrial estates including smaller individual warehouse buildings to the south and east.
- Manufacturing, freight and logistics uses and includes storage facilities, car smash repairs, warehousing and factories.

The Marrickville Metro Shopping Centre also lies to north of the Site. Residential uses are well separated from the Site to the south and east. The Site is also physically separated from residential dwellings to the north and north-west by Edinburgh Road.

2.4 Proposed Development

Woolworths Group Limited is proposing the demolition of all existing structures on the site and construction of a new warehouse and distribution centre with associated commercial offices (refer to figure 2 below).



Figure 2 - Typical section through the building illustrating the various zones of use.

The proposed works comprise the following:

- Demolition of existing buildings, associated structures and any landscaping.
- Construction of a two-storey warehouse comprising a speculative warehouse at level 1 (ground level) and Customer Fulfillment Centre (CFC) at level 2;
- Construction of associated offices across five levels to be used by Woolworths in conjunction with the warehouse and CFC.
- Two storey car park adjacent to Edinburgh Road;
- Two storey hardstand loading and delivery area adjacent Sydney Steel Road.
- Private vehicle access from two points on Edinburgh Road.
- Heavy vehicle / loading vehicle access from four points on Sydney Steel Road; and,
- Tree removal and landscaping works.

Use of the warehouse will be on a 24-hour, 7-day basis, consistent with surrounding operations.



Figure 3 - Perspective of proposed development as viewed from the corner of Edinburgh Road and Sydney Steel Road

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3 Proposed Construction Methodology

3.1 Hours of Work

General demolition and construction works will be undertaken within the hours permitted under the Development Approval / Conditions of Consent.

In some cases, after-hours permits will be sought from the relevant Authorities where special requirements exist, for example oversized deliveries.

Working hours are foreseen as follows:

- Between 7:00AM and 6:00PM - Monday to Friday
- Between 7:00AM and 4:00PM - Saturday
- No working Sundays or public holidays.

3.2 Early Works

3.2.1 Dilapidation Survey

Prior to commencing work onsite, a full Pre-Construction Dilapidation Report will be completed by a Civil/Structural Engineer for the adjoining buildings. This detailed survey will encompass current structural, architectural, services and any existing conditions of the adjacent neighbouring properties and infrastructure, roads, environment, site boundaries, and utility assets.

The dilapidation report will cover all areas where construction works are occurring, including Council assets.

3.2.2 Geotechnical Survey and Report

A geotechnical consultant will carry out testing and inspections as required by Australian Standards and the Civil Works Specifications. Any geotechnical laboratory carrying out testing for this project will be NATA accredited.

All Civil works will be conducted under the supervision and monitoring of a qualified Geotechnical Engineer.

3.2.3 Service Identification, Connections and Diversions

A desktop “dial-before-you-dig” survey will be undertaken followed by an onsite service sweep using multi-frequency electro-magnetic equipment and dual-frequency ground penetrating radar. All services will be shown on a drawing and marked on the ground for identification.

3.3 Demolition Works

All existing structures are proposed to be demolished.

The site will be cleared of all potential HAZMAT material, following which the building will be demolished on a floor by floor basis using a combination of excavators with hammer and pulverizing attachments and bobcats. All contractors undertaking these works will be appropriately qualified and licenced.

Demolition will be undertaken as follows:

- In accordance with applicable standards, codes of practice and any demolition permit conditions.
- All removal of potential hazardous material will be undertaken in accordance with requirements outlined within the pre-demolition hazardous material report prepared by the Contractor.
- Excavators will be used primarily to demolish the columns, walls and slabs. Bobcats will be used to push the demolished rubble to demolition penetrations created within the existing lift core.
- If the perimeter scaffold is setup, the perimeter scaffold will be concurrently stripped on a floor by floor basis.
- Stability of adjoining owner party walls will be carefully monitored during the demolition works and where necessary, demolition using hand tools will be used in preference to machine demolition if any doubts or concerns are advised by the Structural Engineering Consultant as to wall stability.

3.4 Piling and Footing Construction

Although no significant excavation works are anticipated, the proposed design requires a significant number of piles for structural stability. These piles will be designed and sized by a suitably qualified structural engineer in accordance with the relevant standards and codes of practice. The piles are likely to be displacement piles constructed using continuous flight auger (CFA) rigs to reduce vibration and acoustic disturbance. This process will involve displacement of soil, movement of spoil, installation of reinforcement cages and pouring of grout/concrete.

3.5 Structure

The proposed development is composed of two building typologies, industrial and office, with each building adopting a different structural strategy.

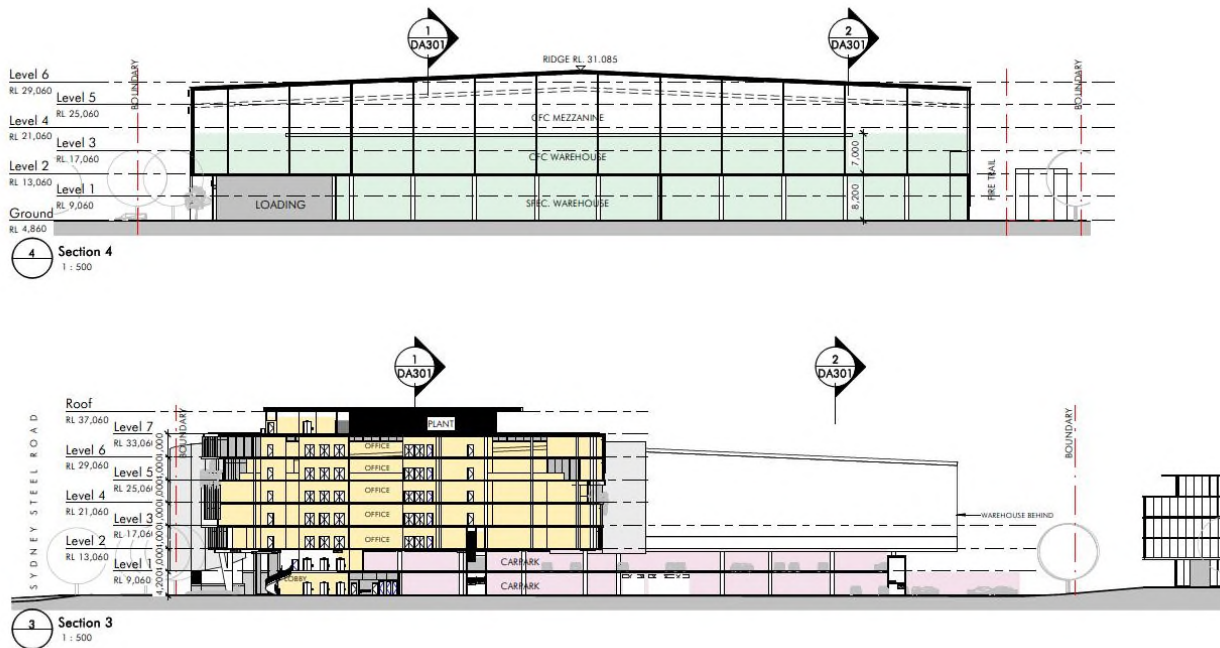


Figure 2 - Short sections showing indicative structural systems of the two buildings.

3.5.1 Warehouse

The warehouse is expected to be composed of a steel portal frame with steel columns that transfer load directly to piles beneath. Suspended slabs which are enclosed by the structure are expected to be a composite system of sheet metal (bondek or similar) and reinforced concrete. A detailed and approved engineering design will be developed prior to the Construction Certificate.

Prefabricated lengths of steel members will be delivered to site and unloaded via the tower crane(s). These members will then either be assembled on site prior to erection or lifted directly into place before being bolted/welded as required. These works will be conducted by suitably qualified tradesman including licenced crane operator, rigger, dogman and be undertaken only during safe weather conditions.

3.5.2 Office

The proposed office building is expected to be constructed as a reinforced concrete structure with a lift core likely composed of precast concrete panels and cast in-situ reinforced concrete slabs with post tensioning and load bearing walls and concrete columns. A detailed and approved engineering design for the concrete structure will be developed prior to the Construction Certificate by an appropriately qualified structural engineer in accordance with the relevant standards and codes of practice.

The construction methodology for this component of the development will involve the erection of scaffolding around the perimeter of the building for access and fall protection. Crane(s) and/or loading platforms will be used to deliver materials to enable works to each level in conjunction with a hoist. Columns and floors will be conventionally formed with temporary formwork and falsework/propping. Reinforcement and post tensioning strands/dead ends/anchorage (if applicable) will be laid before concrete is poured, either via a boom pump or concrete tower boom that will be positioned within the lift core. The slabs may likely be constructed in two pours

to improve efficiency, balance construction resources, and improve accessibility around the site. Formwork stripping will follow the pour cycles once curing of the upper levels has occurred.

3.6 Façade

3.6.1 Warehouse

The warehouse facility will be a temperature-controlled environment and will be clad in a highly insulated panelised material to improve thermal and construction efficiency, respectively. These panels will be lifted into place via the on-site tower crane and fixed by trades internal to the building or externally on a scissor lift or similar. Current architectural documentation also indicates that the finish to the warehouse facility will be a combination of metal wall sheeting and wire mesh screening which will be similarly lifted into place and fixed while supported by the crane.

3.6.2 Office

Pre-assembled curtain wall panels for the nominated façade systems (window wall system) will be delivered to site and lifted onto the appropriate level by the tower crane/loading platform or transported via the builders hoist for floor-by-floor installation. Prior to installation commencing, the façade contractor will have installed a horizontal “safety line” around the façade edge to allow the installer to attach to while undertaking the façade installation. Barriers/fences will also be installed as edge protection to separate the exposed slab edges from the remainder of the site so that other trades are not able to inadvertently access the façade installation area.

Floors will be pre-loaded with material as the loading platforms are removed to allow for closing of the façade. The hoists will be removed once the lifts are commissioned.

3.7 Services

Services and finishes activities will commence from ground level and will progress up both buildings. Internal walls will initially be set out, and the top and bottom tracks installed to allow final coordination of services and to ensure fire dampers are installed in the correct location. Rough in services works will consist of high-level soffit mounted ductwork and pipework which are not reliant on the envelope being watertight. Once the windows and cladding have been installed to the façade, the finishes and services fit out will commence.

Airconditioning and associated mechanical works will likely be the most prominent services installation to the warehouse facility and will involve installation of plant and ducting. Plant will likely be craned into final position on site before being connected and commissioned at a later date, while ducting works will commence and progress through the majority of the construction process. Ducting will be installed via trades on temporary internal structures with adequate fall protection and cherry pickers or similar equipment.

An array of solar photovoltaic cells may be installed and positioned over the roof of the warehouse. These panels will be lifted into place by a tower crane.

3.8 Specialised Equipment / Integrated Automation Fit out

Fit out works to the warehouse facility will predominately be comprised of the delivery and installation of the proprietary automated machinery and equipment. These machinery and equipment are expected to be delivered in shipping containers to the ground floor and contents unloaded. Approximately 120 to 160 containers are projected to be delivered over the construction duration. Following delivery, the contents will be lifted by the tower crane and set down into level 1 of the warehouse, through a penetration in the lower roof, where the machinery and equipment will begin to be assembled. Once assembled in appropriately sized sections, the equipment will again be lifted, but via small internal cranes, into final positions on level 2.

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4 Site Setup and Materials Handling

4.1 Site Office

It is anticipated that site sheds and the site office will be set up in the north eastern corner of the site – a highly visible and easily accessible location. When appropriately established, the office building may then be used as a temporary site office.

4.2 Hoardings and Gantries

Various hoarding types may be used to separate the live construction site to the public and the class type of hoarding is to be confirmed at a later date, prior to the early works and Construction Certificate. The selected hoarding type, built to standards produced by Workcover and the Inner West Council, will enclose all site boundaries and where required, and provide protection to adjoining buildings. A gantry over a nearby bus stop on Edinburgh Road may be required.

4.3 Traffic Management

The Contractor will prepare a detailed Traffic Management Plan prior to the issue of a Construction Certificate.

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 likely not be provided, and site workers will utilise publicly available street parking in the surrounding the site, public transport and car sharing wherever possible
- Vehicle movements will be compliant with any relevant 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.

A suitable vehicle hold/staging point will be nominated outside the site area to facilitate the coordination as deliveries arrive and are unloaded.

Due to the scale of the site it is expected that trucks will be able to move in forward directions both when entering and exiting the site reducing risk of accidents and increasing efficiency of deliveries.

4.4 Street Closures

For works to be completed safely, some temporary street closures may be required. These closures will be well planned in advance by the Contractor, with approvals sought from relevant Authorities. Activities that may require a street closure include tower crane erection and dismantling and installation of major plant and structure. Wherever possible these closures will be scheduled for non-peak times. A specific management plan will be established to ensure the best possible outcome.

4.5 Pedestrian Safety and Site Access

The site frontages on both Edinburgh Road and Sydney Steel Road with both being relatively low pedestrian activity zones. However, pedestrian access will be maintained along both roads at all times and will be managed by Traffic Control. A work zone will be established on Sydney Steel Street immediately in front of the site and therefore pedestrian traffic will be directed to the footpath on opposite side of Sydney Street.

Pedestrian direction signs will be installed on both primary and secondary frontages to advise road users of changed traffic conditions. Additionally, no unauthorized personnel will be permitted within the site unless accompanied by the site supervisor.

In accordance with OH&S requirements all visitors accessing the site will be required to wear PPE to ensure that they are visible to moving traffic.

4.6 Emergency Vehicle Access and Police Vehicles

During all stages of construction, care will be taken to ensure there is no disruption to the path of emergency vehicles on the public roadways bounding the site. The Contractor will be responsible for coordinating deliveries to site to minimise disruption to emergency vehicle movements along Edinburgh Road and Sydney Steel Road.

4.7 Site Security

The Contractor for the project will provide the following services:

- Static Guarding – A fully compliant static security officer during construction. The nominated contractor is to provide security services during site working hours. The guards provide protection to the building site as well as monitoring the entry and exit of all personnel.
- As construction progresses, additional security measures may be employed to ensure completed areas are not entered or damaged:
- Compliance Management – The security officer will provide a compliance operator to operate the nominated compliance system.
- Workplace Health & Safety – The security officer at the entry gate control the entry of subcontractors and check that those entering site are wearing the appropriate PPE for working on a construction site. They will also issue PPE to visitors entering the site. The security officer complete regular patrols of the site and will contact staff should they identify any issues of concern.
- Public Relations – The security officer performs an important PR role as they are the face of the site, the first people with whom visitors, passers-by and neighbours have contact.

There are several benefits to the project utilising a security officer:

- To control workers and visitors entering the site to ensure only appropriate personnel are onsite at any given time.
- To comply with statutory requirements – upon entry each subcontractor's insurances are checked to ensure they are valid. If the insurances are not valid, the subcontractor is not allowed to enter to site.
- To comply with an emergency management plan – a consolidated list of subcontractors, employees and visitors to the site. In the case of an emergency, there a list of names to check off at the emergency evacuation point.
- Ensure all vehicles coming on site are logged in and out.
- Direct site workforce, visitors and construction vehicles in the designated areas.
- Provide general site security.
- Report any security breaches to the Site Manager.
- Helps to maintain good public relations.

The implementation of these security provisions also ensure general public safety, as these additional site controls ensure there is a clear delineation between the construction site and the areas open to the public.

4.8 Construction Zones and Material Handling

4.8.1 Construction Zone

A work zone will be established on Sydney Steel Street immediately in front of the site. Sufficient length and frontage is available to accommodate a Works Zone in this location. Furthermore, Sydney Steel Road is a more appropriate choice compared to Edinburgh Road due to the reduced traffic flow and congestion. A length of No Stopping area will be temporarily installed after the work zone on the approach to the Edinburgh Road intersection.

To minimise disruption to traffic flow, where possible, material loading/unloading will occur within the site boundary. Otherwise loading/unloading will only occur within dedicated work zones.

All works within the site and associated vehicle movements will be restricted to the permitted operating hours of the site

4.8.2 Material Laydown

Material will be unloaded from the construction work zone and craned directly to the assigned loading platform. Daily crane meetings may be necessary to coordinate the material handling for the upcoming days to ensure minimal disruption to the inner-city traffic.

4.8.3 Tower Cranes

The selection of the type of tower crane for this development will be confirmed by the Contractor at a later date. However, due to the scale of the site, multiple cranes may be required with two hammer head tower cranes the likely configuration. The cranes will be electric driven in order to minimise any environmental noise and emissions impact.

Prior to erection, approval will be sought by the Contractor from the relevant Authorities for final positioning of the tower crane, as well as the required temporary road closures.

4.8.4 Hoists

A twin passenger and material hoists will provide access through each level of the proposed office building during construction until such time as one of the permanent lifts is operational. The hoists will be positioned within the structure from ground and likely to climb up the northern façade of the proposed office building to plantroom level (equivalent level 7).

4.9 Waste Management

A Waste Management Plan has been commissioned by Woolworths Group Limited to document the anticipated procedures that will be undertaken to manage the wastes generated as part of the development works. It outlines details of quantities, classification, storage, handling and disposal of waste associated with the life of this development.

Further, a requirement will be set for the selected Contractor to develop a site-specific waste management plan as part of their WH&S philosophy. This plan will be relevant to the ultimate construction methodology and will acknowledge that a tidy site is a safe site, and this principle will be maintained throughout the construction duration.

Rubbish bins / skips will be provided at strategic positions around the site, where all subcontractors will be required to clear their rubbish as it accumulates. These bins will be brought down the building in the construction hoists / builders lifts and loaded via forklift into larger skips for removal from site. Change overs will occur daily and be undertaken within the work zones positioned on Sydney Steel Road.

A site-specific Waste Minimisation Plan will be developed in accordance with the Contractor's Environmental Management System to ensure optimum waste management initiatives are implemented.

The Contractor will develop a Waste Minimisation Plan that is included as a sub plan of the Environmental Management Plan. The aim of this plan is to work at best practice in minimising the amount of waste produced during the development and manage that waste in order to reduce the amount going to landfill.

The Waste Minimisation Plan (WMP) will exceed regulatory requirements and meet compliance with potential Green Star benchmarks set for the Project.

In setting such high standards and to achieve waste re-use and recycling onsite, the site-specific Waste Minimisation Plan will be implemented. The Contractor's project team will be trained in the WMP and the subcontractors informed on variations to the required changes from the industry 'business-as-usual' approach.

The Contractor's Subcontract trade packages will be prepared and tendered to ensure optimum recycling through Waste Management.

Where space permits, the Contractor will also provide specifically labelled recycling bins for materials such as, cardboard and plasterboard to maximise the amount of material able to be recycled.

In addition, all subcontractors are responsible for removing their own packaging and other re-usable items such as pallets from site. Adopting this policy:

- Promotes recycling by subcontractors and suppliers
- Removes unnecessary packaging at the source rather than at site
- Reduces the amount of rubbish being sent to land fill.

4.9.1 Recycling

Mixed waste bins will be provided with recycling occurring offsite and reports issued monthly. There is scope for recycling of reinforcement steel, formwork and concrete at various stages of the project. During fit out, a plaster bin will be provided by subcontractors to remove plasterboard waste. Subcontractors are to provide their own smaller bins (or 120/240L wheelie bins) to transport waste to the bins.

Food waste bins will be placed at each lunchroom, as well as a central 2m³ bin. The food waste bin will be located at the site shed/amenities areas with lids to hold food waste.

4.10 Temporary Infrastructure

It is assumed that sufficient water and power will be available to service the requirements of the site during construction.

4.10.1 Electrical Power

Existing power supply to the buildings to be demolished will be made safe and then used for providing temporary construction power supplies until such time as the new permanent incoming supply from Ausgrid is commissioned.

Temporary electrical services including power, lighting, and data will be provided where required for:

- Hoarding lighting
- Temporary lighting to floors and emergency egress lighting
- Temporary power boards on site
- Power for site amenities
- Nurses call and evacuation system
- Hoists
- Tower Cranes.

4.10.2 Temporary Hydraulics

Temporary hydraulics including cold water, hot water, sewer and drainage will be provided where required to:

- Site toilets, hot water boiler and showers
- First aid and lunch amenities
- Site office amenities and kitchens
- Bubblers where fitted on the site
- Wash-out drums with settlement tanks as noted in the Environmental Management Plan.

4.10.3 Fire Control Measures

Temporary fire control measures consist of:

- Temporary Fire Hose Reels on the running deck and Fire Hydrant on the level below will be installed whilst the structure is being constructed.
- Permanent fire hose reels and hydrants will be used to provide fire suppression as the building services and finishes are constructed.
- Fire Extinguishers at each temp electrical board, site accommodation and adjacent hot works
- Hot work permits will be used onsite
- Site sheds to be constructed from fire rated material
- Good housekeeping to ensure fire risks are reduced
- Fire drills included as part of emergency procedures.

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5 Adjoining and Neighbouring Owners Management

5.1 Communication

Prior to commencement of works, the Contractor will undertake a communication meeting with the Stakeholders and surrounding commercial and residential tenants. This briefing will involve an outline of the construction sequence, together with an overview of the staging and timing of the works. This initial meeting will provide an opportunity for input from the Stakeholders and tenants before finalising methodology.

To ensure ease of communication between all parties, a protocol will be established to:

- Define lines of communication and appoint a single point of contact for neighbours
- Times for site inspections within the leased premises
- Specific dates for regular communication meetings
- Clarify the escalation process
- Implement the Disruption Shutdown Application (DSA)

It is essential that the Stakeholders are aware of current and future activities, both within the site externally and how these could impact on tenants and customers.

Points of contact between the Contractor's project team and Stakeholders will be agreed for various scenarios, with Stakeholders provided with 24-hour contact numbers.

Weekly and/or daily inspections of areas will be organised so potential issues can be identified early and addressed.

Key personnel from the Contractor's project team will be available to attend stakeholder internal briefings if required to communicate details of the proposed works to their respective team members.

5.2 Services Interruptions and Impairment

The Contractor will be responsible for establishing a Disruption Shutdown Application procedure. Prior to any services being impaired or work being carried out which are likely to impact upon adjoining Stakeholders, a Disruption Shutdown Application (DSA) will be made.

This process will be implemented on the project to provide advance agreement for specific work activities to be carried out. DSA's will typically be made several weeks in advance of proposed work and in line with the agreed project notification durations. Depending on the risk profile of the proposed work, the agreed notification durations may be required months in advance.

The complaints response process for the Project will be outlined in the Communication Plan when it is developed by the Contractor. This Plan will describe the Contractor's approach and procedures for communication with internal and external Stakeholders, necessary Authorities, and the general public.

5.3 Emergency Contact Details

The initial point of contact for the Project for complaints or emergencies will be the Contractor's Project Manager and the Site Manager.

- Project Manager: TBC
- Site Manager: TBC

The responsible person and contact details will be displayed on the site notice board per current legislation. The responsible person will be available at any time of day or night.

As other key personnel commence onsite, further names and contact numbers will be issued and displayed prominently on-site sign boards.

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6 Environmental, Heritage & Archaeological Management

On commencement of site mobilisation, all subcontractors will be inducted into the Environmental Management Plan and all subcontractors will have had their plans audited and approved by the Contractor.

6.1 Occupational Health and Safety

The Contractor will be the nominated “Principal Contractor” as required under the OH&S Act. This role will require the careful and controlled management of worker and public safety. Detailed methodologies are yet to be developed, however typical approaches include job training, toolbox talks, and implementation of emergency management plans, safe work method statements, weekly OH & S meetings and audits to confirm compliance.

The Contractor will be required to report on OH&S statistics on a regular basis and at a minimum with the lodgement of each Progress Claim.

6.2 Hazardous Materials

Consultant survey works are required in order to establish existing site conditions and identify any remediation works that may be required. A Hazardous Materials (Hazmat) survey has been conducted for the existing buildings to be demolished. The results of this investigation did not yield any positive results but due to the nature of the site and previous uses risk of hazardous materials presence is high.

In the event that previously unidentified hazardous materials are uncovered once site works have commenced, the following procedures and principles will be followed:

- Notification to client and project Stakeholders
- The contractor to develop a remediation management plan
- Advise the client of the most cost and time efficient solutions whilst adhering to industry best practice standards
- Agree strategy and commence implementation.

All employees need to be trained in the recognition of asbestos and synthetic mineral fibre (SMF) as part of their employers Safe Work Method Statements (SWMS). Employees would cease work on discovering any Hazmat not identified in the report and then inform their supervisor who would arrange for the appropriate action to be taken.

General procedures for hazardous materials removal (including asbestos) will usually be carried-out according to Standards or best practice, but often specific details and procedures will be developed upon material identification. Detailed work method statements will be produced identifying processors such as:

- The area to be decontaminated to be isolated at a minimum 10 metre radius
- Asbestos warning signage to be erected to inform people of the nature of the work being carried out
- No unauthorised access’ signage to be erected
- Water points to be established for dampening down dust.
- Personal Protective Equipment (PPE) including but not limited to Hard Hat, Safety Boots, Disposable Coveralls to the required Standard, Gloves, Respirators/Face Masks to the required Standard and Glasses to be worn at all times when in the Hazmat removal zone
- All personnel involved in the removal of asbestos to have attended and completed the approved Workcover courses and to be the holders of valid Work Cover approved asbestos removal licenses
- Tools and equipment appropriate to the type of asbestos containing material to be used for its removal in order to minimise the disturbance of the material thus preventing the release of fibres
- Where appropriate, water to be used to keep the material slightly damp thus minimising the chances of dust and fibres being released
- All asbestos waste to be wrapped in 200µm plastic and tightly secured with Asbestos warning labels attached
- All asbestos waste to be removed from site and disposed at a licensed EPA asbestos disposal facility
- Asbestos waste to be removed at the end of each shift. Stockpiling of asbestos will not be permitted
- Clearance certificates to be provided on completion of Hazmat removal, including any air quality monitoring clearance certificates if asbestos has been removed in confined spaces.

6.3 Site Remediation

Consultant survey works have already been carried out to establish existing site conditions and to identify any remediation works that may be required. Although hazardous materials have not been identified, it is still anticipated that remediation works will be required. The Contractor will develop procedures to ensure safe removal of the hazards and remediation of the site before demolition commences. Processes required are outlined below:

- Notify client and project Stakeholders
- Develop a Remediation Management Plan
- Advise the client of efficient solutions according to industry best practice standards
- Agree strategy and commence documentation of DSA (Disruption Shutdown Applications)
- Communicate DSA to all Stakeholders
- Validation of Remediation Action Plan upon completion of hazardous material removal.
- Hazardous substances supplied to the project will be approved for use and accompanied by a current Material Safety Data Sheet (MSDS). All hazardous substances will be registered, correctly stored, decanted, used and disposed in accordance with the MSDS and regulatory requirements. Employees will be trained in the Safe Work Method Statement (SWMS) based on the MSDS and provided with the appropriate Personal Protective Equipment (PPE).

6.4 Council Assets and Infrastructure

The protection of all council infrastructure including trees, overhead cables, and existing services will be managed to ensure that all infrastructure is maintained, and in the same condition at the completion of the project.

The following protection procedure will be adopted by the Contractor:

- Ensure all existing services are identified, and terminated or diverted as appropriate
- Ensure movement or placement of construction plant does not damage infrastructure
- At the beginning of construction, advise adjoining and nearby properties of commencement date, possible disruptions and approximate construction time.

6.5 Site Discharge

Any discharges from the site will be strictly controlled to ensure hazardous materials and contaminants are contained to authority requirements and do not pollute the council storm water system. The contractor will have within its standard procedures, the requirement of spill kits for hazardous materials also including environmental audits that review the usage and storage of hazardous materials onsite.

6.6 Dewatering

The Developer and Contractor are committed to the management of water discharge from the site throughout the duration of the project. To ensure effective management, a 'Water Quality Management Plan' as a sub-plan to the Environmental Management Plan will be implemented.

Key management strategies include:

- Objective – Avoid the release of contaminants to waterways / drainage systems and reduce/avoid erosion
- Target – All water discharged complies with the Healthy Waters State Planning Policy
- Measure – Water Quality records confirming compliance with pre-discharge limits. These and other water quality aspects at the site will be controlled by:
 - Weekly environmental inspections
 - Water quality recording
 - Training for responsible staff
 - Toolbox talks for trade staff
 - Subcontractor Environmental Work Method Statements.

6.7 Truck Wash Facilities

A truck wash facility will be required onsite at truck access/egress points in Sydney Steel Road and/or Edinburgh Road. Construction zones will be kept clean at all times to ensure tyres of trucks and vehicles exit in the same condition that they have entered with the use of a rumble grid.

6.8 Silt Protection Maintenance of Roads

A stormwater and sediment control plan will be developed by the Contractor to ensure that stormwater from the project does not enter adjoining properties or access roads and that no water entering the council stormwater system contains silt or other contaminants.

The stormwater and sediment control plan includes, but is not limited to, providing further detail to the below key control measures:

- Extent/location of silt protection to be installed
- Extent/location of sediment basin to be installed
- Regular weekly checks of silt fences, banks and the like
- Specific checks after any significant storm event to ensure integrity and performance of silt protection
- Sediment fences to be repaired as required and excessive sediment deposits should be removed
- Water quality samples must be taken and analysed prior to the release of any water from the sediment pond/catchment
- All water quality data including dates of rainfall, testing and water releases must be maintained in an onsite register
- Maintenance and cleaning of adjoining and surrounding access roads.

6.9 Ecological Sustainability

Survey by consultant ecologist has noted that there is potential presence of microbats in the vicinity of the site. In line with the ecologist's recommendations, a policy is currently under development for the situation where unexpected finds/encounters with microbats are reported.

6.10 Dust Control

Dust control will be implemented in areas of all active demolition and construction. Dust control will also be implemented within the construction zone as determined by the Contractor, and as required for the health and safety of employees.

All works will be undertaken in accordance with a 'Construction Air Quality' sub-plan as part of the Environmental Management Plan. Dust control measures will be implemented as required, and in accordance with Protection of the New South Wales Environment Operations Act.

Dust management will be most critical during the demolition and excavation phases of the project. All subcontractors involved with these works will be required to provide Environmental Work Method Statements that specifically address dust management.

Methods of reducing dust that will be implemented are:

- Reduce quantum of demolition "breaker" work by cutting structural demolition elements into larger sections for removal by tower crane
- Encapsulating work zones through the construction of engineer designed full height dust proof structures / hoardings
- Reviewing tool and plant selection in an attempt to select plant with superior acoustic performance
- Utilising concrete saw cutting techniques to reduce dust generation
- Continuous cleaning throughout dust generating work activities
- Ensuring demolition debris skips are covered at all times.
- Site perimeter – Solid panel hoarding will be provided on the boundary during the overall construction phase and perimeter scaffolds clad in shade cloth will be provided during demolition to minimise the escape of dust
- Demolition and excavation – Working surfaces will be watered down as required with stock piling of material minimised
- Plant movement within the basement will be minimised with all loads covered before exiting the site and a stabilised driveway maintained.
- During construction, a high level of housekeeping will be performed by the Contractor to minimise the likelihood of windblown dust including the banning any dry grinding.

6.11 Noise and Vibration Management

Particular care will need to be taken during the construction of each phase of the project to control noise and vibration. A forecast of the potential impacts of noise and vibration along with an evaluation of works/activities during the demolition, excavation and construction of the project has been commissioned by Woolworths Group

Limited. This has been documented in a Preliminary Construction Noise and Management Plan produced by an appropriately qualified Acoustic Consultant. The report outlines the feasibility for noise and vibration impacts to be controlled and minimised through certain measures.

The flow chart presented illustrates the process that will be followed in assessing construction activities:

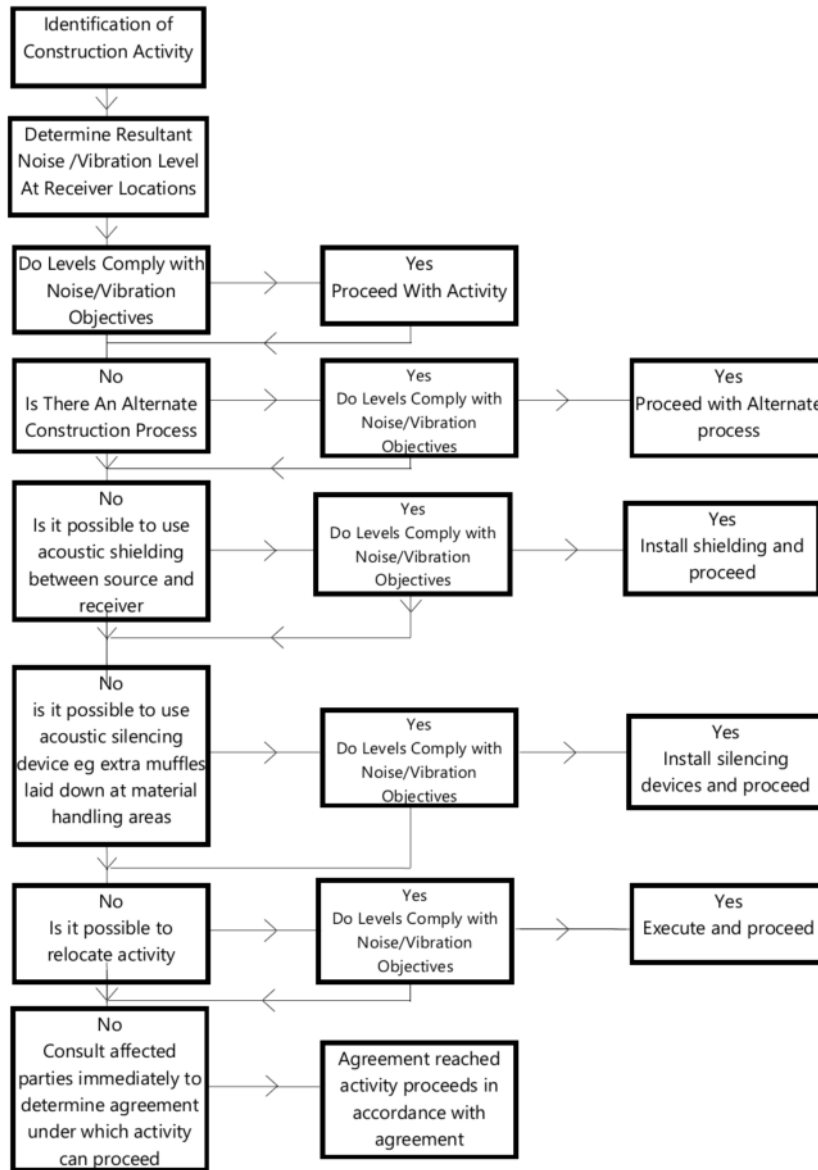


Figure 3 – Proposed process for assessing construction activities (Extract from Preliminary Construction Noise and Vibration Management Plan)

Methodologies and plant selection for demolition and excavation will be reviewed to determine the most practical and programme-effective solutions for these works. This active approach will mitigate the potential for human discomfort and noise and vibration disruptions to surrounding key Stakeholders.

Prior to the commencement of any works onsite a noise and vibration management plan will be developed by the Contractor in consultation with the Stakeholders to develop strategies for the mitigation of noise and vibration generated by the works.

In order to help meet the noise and vibration requirements of the site, baseline testing will be carried out and existing operational levels identified. Early identification of baseline levels will enable subcontractor methodologies to be specifically tailored to ensure the benchmarks are not exceeded.

Vibration and noise generating activities will be coordinated and undertaken in consultation with the appropriate parties and carried out during the subsequent agreed periods.

Vibration and noise will be minimised during the detailed excavation process by the use of saw cutting of footings, which will reduce the amount of “hammering” required. Particular care will also be taken during the demolition and excavation.

Work methodologies and plant selection will be reviewed to mitigate the potential for noise and vibration from the new works.

Work practices that minimise noise and vibration will be used wherever possible. These include but are not limited to the following:

- Flexible working hours avoiding noisy work during peak business operation times
- Plant and equipment selection to reduce noise where possible
- Plant and equipment fitted with silencers where possible
- Acoustic testing of proposed methodologies prior to commencing work
- Erection of temporary screens to encapsulate dust and noise
- Diligent housekeeping to minimise the generation of dust
- Methodology development aimed at finding alternatives capable of reducing noise and vibration where possible
- Location of major plant such as cranes away from noise and vibration sensitive areas where possible.

The following items outline some of the Contractors key control measures which will be applied during the demolition and construction phase to assist with noise reduction:

- Plant known to emit noise strongly in one direction would, where possible, be orientated so that noise is directed away from noise sensitive areas.
- Machines fitted with engine covers would be kept closed when not operating.
- The height materials are placed either into or out of trucks would be limited where possible
- Stationary and mobile equipment including offsite vehicles would be maintained regularly.
- Operation would be limited to occur within the approved hours.
- Continuous training through inductions and ongoing meetings would be provided for operators, labourers, subcontractors and supervisors, to keep minimal noise impacts on local residents and businesses top of mind.
- Notifications of particularly noisy works would be undertaken prior to any planned works commencing. This would include either personal or community meetings with adjoining properties owners and/or tenants, this process will be undertaken in particular prior to Demolition and Excavation phase of the project.
- Regular servicing of equipment, or when an individual plant item are identified as being particularly noisy, would be conducted.
- A construction noise monitoring plan for the construction period prior to commencing works would be designed and implemented.
- All complaints in relation to noise would be monitored and recorded.
- An onsite person would be identified as the contact point in the event of noise complaints with contact details provided within the Construction Management Plan.

6.12 Monitoring of Noise and Vibration

The Contractor will engage an independent acoustic / vibration consultant to install and monitor noise and vibration logging equipment at suitable locations. These monitors will be calibrated and programmed to an agreed level with an alarm being triggered in the event of vibration or noise exceeding the acceptable range. This alarm will automatically page the nominated Contractor's security officer. In the event of such an incident, works will cease in the specific area and be reviewed and if appropriate, alternate methods will be adopted.

Noise monitoring will be undertaken to monitor and help minimise construction noise in order to avoid discomfort to the building occupants and their client, the public, and occupants of surrounding premises.

The specific noise and vibration monitoring methods that will be used will be outlined in the Contractor's Construction Noise and Vibration Management Plan.

- Unmanned Noise Monitors
 - These monitors are programmed to notify 'back to base' and alarm locally whenever noise exceeds the required level. They are also linked back to software programs that are used for monthly noise reports and specific incident reporting.
 - Locations for the monitors are selected strategically based on assessment of the nearest affected receivers.

- Should they be installed in an unsecure location, typically the noise monitoring equipment would be housed in a steel cage to prevent damage, theft or vandalism.
- Manned Noise Monitors
 - Manned noise monitoring will be undertaken to assess specific and new work methodologies when required.
- Construction methods will be reviewed and changed if required by the Contractor.
 - Noise Reports will be prepared on an as required basis, but at a minimum monthly.
 - Community Liaison will be carried out if required by the Contractor to address any community concerns regarding noise.
 - Vibration Monitoring
 - Vibration monitoring during the demolition and structural new build phases will be undertaken in order to monitor potential human discomfort and potential structural damage in and around the existing buildings.
 - Upon establishment of the required vibration monitoring equipment, monitoring will be carried out on a regular basis to ensure work is being undertaken within the agreed vibration levels. Working hours, work methods and site practices will be reviewed accordingly.
 - Vibration monitoring reports will be prepared on an as required basis i.e. monthly or incident reporting.
 - Monitoring will be carried out on a regular basis throughout the project. The five main activities of work that are expected to provide vibration and noise that will require monitoring are:
 - a. Demolition
 - b. Piling Works, Excavation
 - c. Structural build works
 - d. Facade
 - e. Fit out / finishes
- Prior to the commencement of any works onsite a Noise and Vibration Management plan will be developed by the Contractor and in consultation with the Development Application requirements. Vibration and Noise generating activities will be co-ordinated and undertaken in consultation with the appropriate parties and carried out during the subsequent agreed periods.
- Vibration monitoring devices will be installed as required.
- Noise will be minimised during the detailed excavation process by the use of saw-cutting or expanding grout such as Bristar on perimeter wall and core base footings, which will reduce the amount of percussive demolition required.

6.13 Heritage and Archaeology

The site is not located in an area which the Heritage consultant considers archaeological investigation could be required.

However, an Aboriginal Cultural Heritage Assessment (ACHA) Policy is under development in the unlikely event that any unexpected finds are uncovered.

Should any archaeological investigation be required, then the Contractor will be responsible for employing suitably qualified and experienced archaeological consultants to perform site investigations and recovery of items of heritage or archaeological significance.

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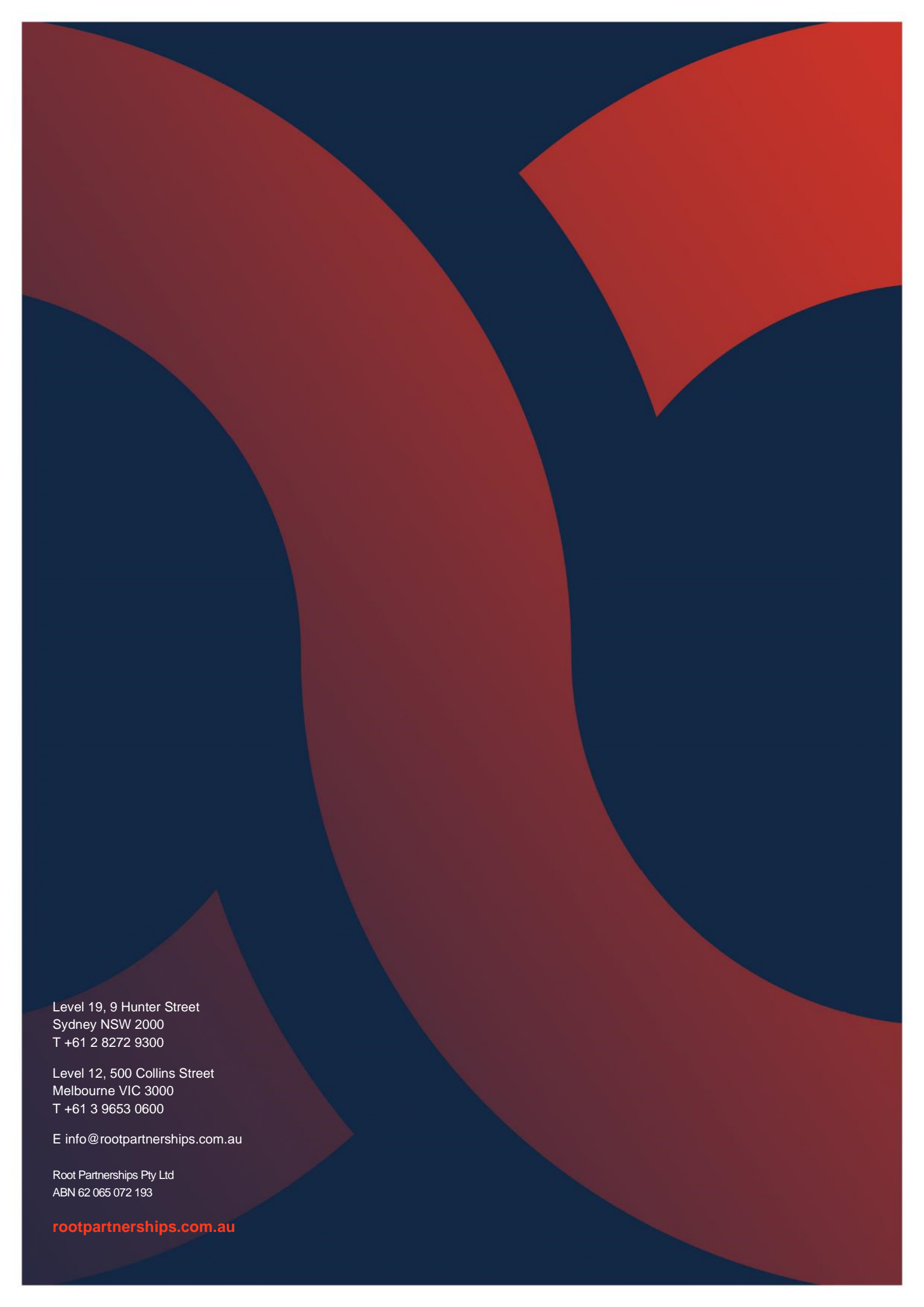
7 Conclusion

7.1 Conclusion

This preliminary Construction Management Plan demonstrates the demolition and construction involved for this development has been well considered and the environmental impact associated can be managed and minimised. Despite the site's proximity to areas with sensitivity to acoustic and vibration disturbance, potential contamination, other site-specific limitations and common concerns associated with construction works, this Plan in reference to other plans commissioned by Woolworths Group Limited (e.g. Waste Management Plan, Preliminary Construction Noise and Vibration Management Plan, Aboriginal Cultural Heritage Assessment (ACHA) Policy, Ecological Policy etc.), has demonstrated the ability for this development to handle both expected barriers and unexpected circumstances/events during construction and ultimately result in a considered response.

Furthermore, this preliminary plan validates the intent to ensure all construction is properly facilitated, integrated, and coordinated to deliver certainty to the objectives of the Project but also satisfies key surrounding Stakeholders and Authorities. It forms the basis of the expected objectives of the development in its construction phase and the expectations of the future Contractor and construction management team.

It is imperative to note that the final details of the Construction Management Plan to be employed on the development is subject to adjustment pending Contractor award, nominated construction methodology and contractor/subcontractor Safe Work Method Statements (SWMS). However, the overarching principles outlined for construction methodology, site establishment/set up, public safety, materials handling, stakeholder management, environmental management, heritage, and archaeological management will be preserved.



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