

HOLDMARK PTY LTD

PRELIMINARY CONSTRUCTION MANAGEMENT PLAN

FOR

4-6 Bligh Street, Sydney

December 2022
Rev 02



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CONTENTS

1. Scope of the Construction Management Plan.....	6
1.1 Introduction	6
1.2 The Site	7
1.3 Urban Setting	8
1.4 Critical Factors for Smooth Delivery.....	9
1.5 Scope of Works	10
1.6 Purpose of the Construction Management Plan (CMP)	10
1.7 Interface with other Documents	10
2. Site Establishment.....	11
2.1 Hoardings	11
2.2 Site Access	11
2.3 Work Hours	13
2.4 Site Security & Gates	14
2.5 Site Induction	14
2.6 Project Office.....	14
2.7 Workforce Accommodation	14
3. Traffic and Pedestrian Management	15
3.1 Work Zones	15
3.2 Traffic Management	15
3.3 Pedestrian Management	15
3.4 Vehicle Parking	15
4. Construction Staging	16
4.1 Demolition	16
5. Construction Constraints.....	16
6. Construction Risks	16
7. Material Handling	17
7.1 Tower Cranes	17
7.2 Hoists and Loading Platforms	17
7.3 Concrete Pumping Zones and Placement Booms	17
8. Construction Methodology	17
8.1 Excavation / Piling	18
8.2 Concrete Placement.....	18
8.3 Structure.....	18
8.4 Lifts Structural Enclose	18
8.5 Façade	18
8.6 Specification and Detail Requirement	18
9. Procurement & Delivery	19
9.1 Procurement Schedule.....	19
9.2 Delivery to Lay-Down	19
9.3 Delivery to Site	19

10. Defects & Handover	20
10.1 Testing, Commissioning, and Handover	20
10.2 Defects	20
10.3 Completion and Handover	20
11. Survey and Dimension Control	20
11.1 Roles Involved	20
11.2 Establish Survey Requirements	20
11.3 Establish Controls	21
12. Scaffolding	21
12.1 Design of Scaffolding	21
12.2 Mobile Scaffolding	21
12.3 Fixed Scaffolding	21
12.4 Training and Competency	22
13. Hazardous Materials & Substances	22
14. Waste Management & Recycling	22
15. Noise and Vibration Management	22
16. Dilapidation Surveys	23
17. Air Quality Management	23
18. Programme Management	24
19. Stakeholder Management & Communications	24
19.1 Community Management	24
19.2 Complaints Response Process	24
20. Objectives and Strategies	25

1. Scope of the Construction Management Plan

This Construction Management Plan (CMP) has been prepared by Holdmark Pty Ltd (Holdmark) to accompany a detailed State Significant Development Application (SSDA) for the mixed-use redevelopment proposal at 4-6 Bligh Street, Sydney. The site is legally described as Lot 1 in Deposited Plan 1244245. This report has been prepared to address the Secretary's Environmental Assessment Requirements (SEARs) issued for the project (SSD-48674209).

This CMP has been prepared with the purpose of outlining how Holdmark will ensure that the construction and development of the Development is managed effectively. The plan presents an overview of the systems and tools to be used in managing the processes required for the smooth and successful delivery of the project.

1.1 INTRODUCTION

This report has been prepared to accompany an SSDA for the for the mixed-use redevelopment proposal at 4-6 Bligh Street, Sydney (SSD- 48674209).

The Council of the City of Sydney, as delegate for the Minister for Planning and Public Spaces (**the Minister**), is the Consent Authority for the SSDA under an Instrument of Delegation issued by the Minister on 3 October 2019.

The application seeks consent for the construction of a 59-storey mixed-use hotel and commercial development. The purpose of the project is to revitalise the site and deliver new commercial floorspace and public realm improvements consistent with the City's vision to strengthen the role of Central Sydney as an international tourism and commercial destination.

A separate development consent (D/2018/892) relating to early works for the proposed application was granted for the site on 31 January 2020. Consent was granted for the demolition of the existing site structures, excavation and shoring of the site for three basement levels (to a depth of RL9.38m) to accommodate the proposed mixed-use hotel and commercial development. As such, this application does not seek consent for these components and instead seeks to rely upon and activate D/2018/892 for early works.

Specifically, development consent is sought for:

- Site establishment, including removal of three existing trees along the Bligh Street frontage and decommissioning and removal of an existing substation (s2041) on the site.
- Construction of a 59-storey hotel and commercial office tower. The tower will have a maximum building height of RL225.88 (205m) and a total gross floor area (**GFA**) provision of 26,796sqm, and will include the following elements:
 - Five basement levels accommodating a substation, rainwater tank, hotel back of house, plant and services. A porte cochere and four service bays will be provided on basement level 1, in addition to 137 bicycle spaces and end of trip facilities on basement level 2, and 28 car parking spaces.
 - A 12-storey podium accommodating hotel concierge and arrival at ground level, conference facilities, eight levels of commercial floor space and co-working facilities, and hotel amenities including a pool and gymnasium at level 12.
 - 42 tower levels of hotel facilities including 417 hotel keys comprising standard rooms, suites and a penthouse.
 - Two tower levels accommodating restaurant, bar, back of house and a landscaped terrace at level 57.
 - Plant, servicing and BMU at level 59 and rooftop.

- Increase to the width of the existing Bligh Street vehicular crossover to 4.25m and provision of an additional 4m vehicular crossover on Bligh Street to provide one-way access to the porte cochere and service bays on basement level 1.
- Landscaping and public domain improvements including:
 - Replacement planting of three street trees in the Bligh Street frontage,
 - Construction of a landscape pergola structure on the vertical façade of the north-eastern and southeastern podium elevations,
 - Awning and podium planters, and
 - Provision of a feature tree at the level 57 terrace.
- Identification of two top of awning building identification signage zones with a maximum dimension of 1200mm x 300mm. Consent for detailed signage installation will form part of a separate development application.
- Utilities and service provision.
- Installation of public art on the site, indicatively located at ground level.

1.2 THE SITE

The site for the purposes of this SSDA is a single allotment identified as 4-6 Bligh Street, Sydney and known as Lot 1 in Deposited Plan 1244245. The site has an area of 1,218sqm, and is identified in **Figure 1**.

The site is relatively flat, with a slight slope ranging from 21m AHD in the north-western corner to 19.5m AHD in the south-western corner.

The site is located within the north-eastern part of Central Sydney in a block bound by Bligh Street to the west, Hunter Street to the south, Chifley Square/Phillip Street to the east, and Bent Street to the north. The surrounding buildings are generally characterised by a mix of commercial office and hotel uses with ground level retail, restaurant and café uses and are of varying heights, ages and styles, including a number of State and local listed heritage buildings.

The site is also located in proximity to a number of Sydney Metro City & Southwest (opening 2024) and Sydney Metro West (opening 2030) station sites.

Specifically, the site is located to the immediate east of the Sydney Metro Hunter Street station (east site), which is located on the corner of Hunter Street and Bligh Street, and approximately 350m east of the Sydney Metro Hunter Street station (west site). The Hunter Street station sites are part of the Sydney Metro West project. SEARs for the preparation of Concept SSDAs for the sites were issued in August 2022.

Approximately 150m to the south of the site is Sydney Metro Martin Place Station site, located to the south of Hunter Street between Castlereagh Street and Elizabeth Street. The Martin Place Station site is currently under construction and forms part of the Sydney Metro City & Southwest project.

The site is occupied by a vacant commercial office building with ground floor retail and basement car parking known as “Bligh House”. Completed in 1964, Bligh House is a 17-storey tower inclusive of a three-storey podium with the podium levels built to the Bligh Street alignment and the tower setback from the street frontage. The building was designed by Peddle Thorp and Walker and was constructed as part of the post-World War II development boom in the Sydney CBD. The podium overhang along the footpath provides continuous pedestrian protection. Vehicle access to the site is off Bligh Street via a single 2.6m wide driveway that is restricted by a security gate under one-lane, two-way access arrangements. The driveway provides access to the basement car park, containing 21 car parking spaces.

The site contains no vegetation; however, two existing street trees are located adjacent to the site boundary on Bligh Street.

Development consent for the demolition of the existing site structures, excavation and shoring of the site for three basement levels (to a depth of RL9.38m) was granted by City of Sydney on 31 January 2022 (D/2018/892).

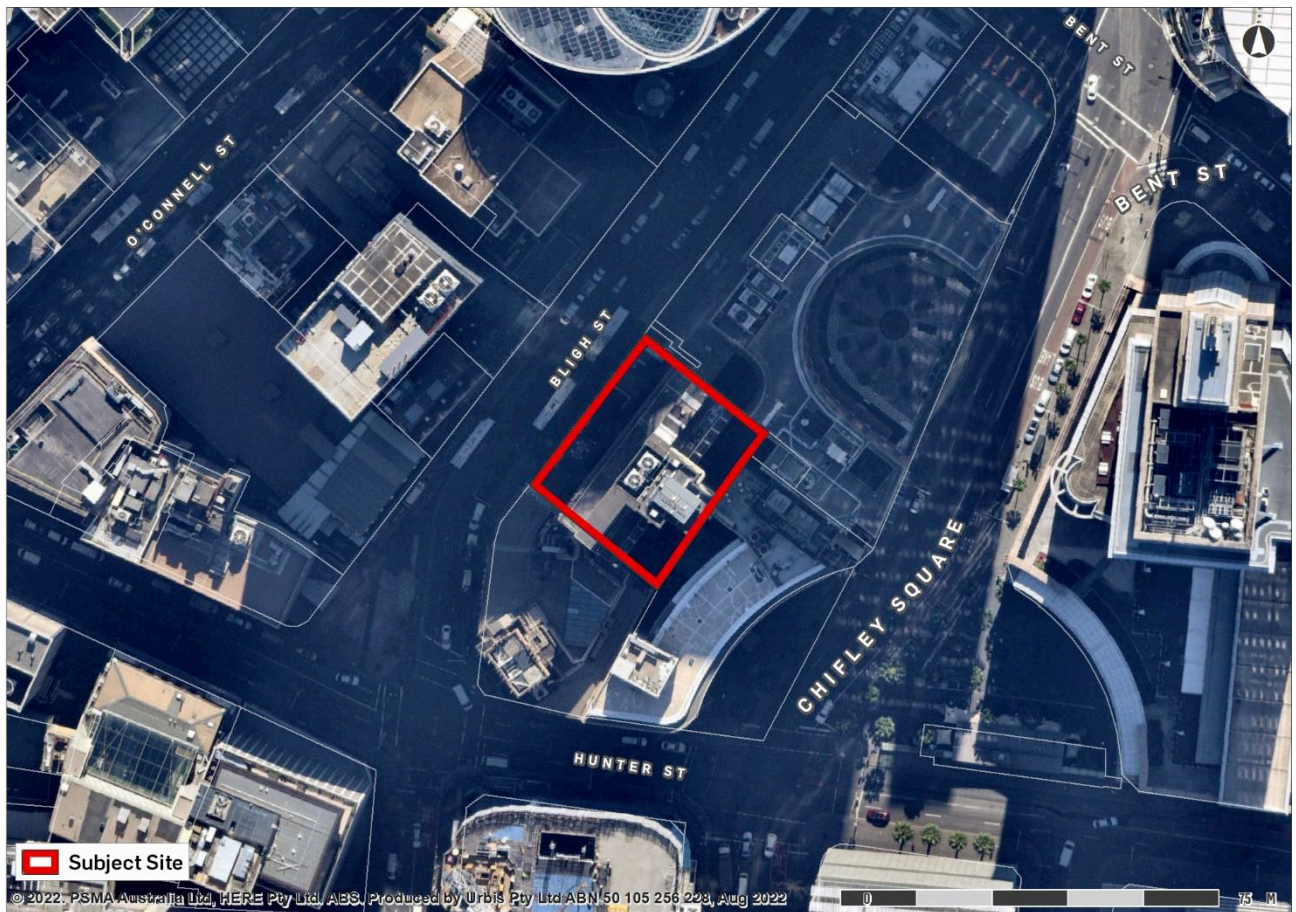


Figure 1 – Site Identification Plan (Source: Urbis)

1.3 URBAN SETTING

The site exists within a predominately tall tower context of varying architectural styles and forms. By contrast to the hotel typology of the project the context are commercial in nature. The double skinned facade and curvilinear form of One Bligh Street sits to the north in addition to the powerful masonry form of Governor Phillip Tower. GPT was designed by DCM and completed in 1994 and is 227m tall. The façade is of grey granite and flush set glass.

Renzo Piano's Aurora Place (RBS Tower) is principally a commercial tower although it does have a smaller residential building as part of its development incorporating glass and terracotta into its facade. The curved and twisted shape of the east façade is aimed to correspond spatially with Sydney Opera House and to represent the sublime marine environment of the harbour.

Chifley Tower by KPF is a post-modern building from 1988 which is said to be modelled on the Art Deco skyscrapers built in New York and Chicago during the 1930s, such as the Chrysler Building. It employs a granite cladding and incorporates a glass curtain wall 'sail to the east facade.

The Capita Centre by Harry Seidler was completed in 1989 and employs an innovative structural approach of an external skeleton to create open and flexible floor plates. Materials include concrete glass and steel in its facade.

8 Chifley by RSHP is highly sustainable building that expresses its structure through an external red bracing exoskeleton. It is a modern example of the British High-Tech architectural movement that has been tailored to the Sydney climate.



Figure 2 – Urban Surround (Source: Woods Bagot)

KEY

01 One Bligh Street	04 Chifley Tower
02 Governor Phillip Tower	05 Capita Centre
03 Aurora Place	06 8 Chifley

1.4 CRITICAL FACTORS FOR SMOOTH DELIVERY

Holdmark recognises the importance of managing the following critical success factors to ensure the safe, timely and quality delivery of the project. This includes:

- Early and ongoing stakeholder engagement to establish communication lines, confirm project expectations and deliverables, and identify potential risks or key inputs as the works progress.
- Earliest possible contact and submission for approval of designs and management plans with stakeholders utilising our existing networks and contacts for liaison and communication. To avoid any delays as a result of authority approvals we propose to apply our resources to this process immediately to mitigate project risk.
- Earliest possible commencement of any sewer works with the civil works contractor to avoid possible delays to the in-ground works.
- Finalisation and implementation of any value engineering options into the design.
- Positive and early engagement with the council, Transport for NSW, and Sydney Metro West regarding construction vehicle access to and from site. Site access is one of the most important aspects for the successful delivery of this Development as such (at this stage) we have already prepared a draft Construction Pedestrian Traffic Management Plan (CPTMP) to provide certainty in the preparation of this methodology.
- Timely design finalisation to assist with tenancy coordination.
- A materials handling methodology will be established to help with access & egress by delivery vehicles.
- Implementation of in-house and external training for project staff and subcontractors, including liaison with trades to maximise opportunities for apprentice engagement and local employment.

1.5 SCOPE OF WORKS

The works that Holdmark will undertake in accordance with documents, drawings, and specifications include:

- a) Demolition & excavation – this is subject to a separate DA (D/2018/892, granted 31 January 2020 to basement level 2)
- b) Site preparation works
- c) Construction of a 55-storey hotel and commercial mixed-use development, including:
 - 43 levels of hotel space, including 421 rooms
 - 8 levels of office space
 - 3 levels of event & function space
 - 2 floors (top floors) of restaurant and bar space
- a) Five (5) levels of basement loading area/short term carparking
- b) Associated public art and landscaping works

1.6 PURPOSE OF THE CONSTRUCTION MANAGEMENT PLAN (CMP)

The purpose of this CMP is to:

- Describe the construction methodology systems and staging that will be used in the delivery of the Development.
- Provide guidelines to the members of the construction team to assist in the execution of their responsibilities during the implementation phase of the Development.
- Demonstrate and provide information as to how the site set up will operate.

1.7 INTERFACE WITH OTHER DOCUMENTS

The plan operates in conjunction with others to achieve the deliverables of the 4-6 Bligh Street project. These plans include:

- Project Management Plan
- Environmental Management Plan
- WHS Management Plan
- Design Management Plan
- Quality Assurance Plan

2. Site Establishment

2.1 HOARDINGS

The Development sits between buildings on three elevations, with one elevation along Bligh Street. B-class hoarding will be erected long the Bligh Street front to ensure public safety throughout the stages of construction, with A-class hoarding to the remaining perimeter. See Figure 3 below.

All hoardings will be designed, installed, and maintained to ensure segregation of pedestrians, workforce, and vehicles. As required, hoardings will be designed to provide overhead protection.

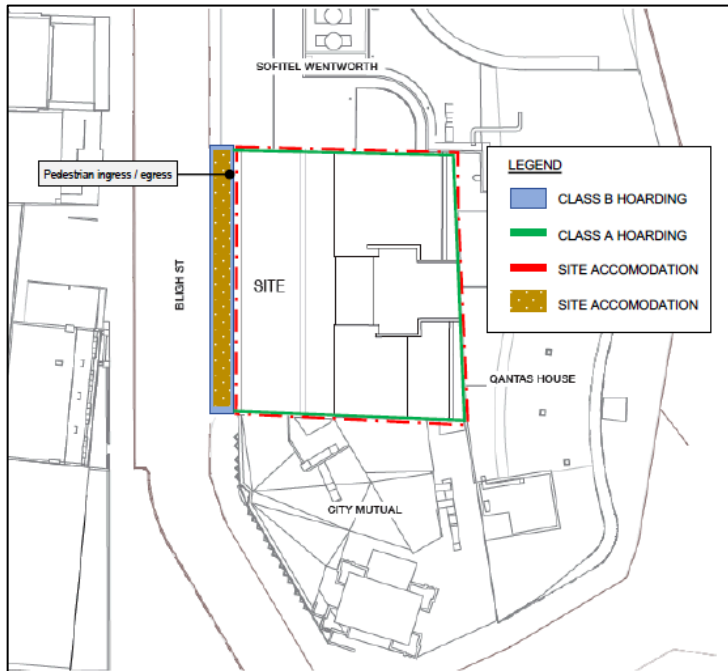


Figure 3 – Site Hoarding & Access

2.2 SITE ACCESS

2.2.1 Demolition

During the demolition works, it is proposed to remove the front portion of the building first to create a loading area for trucks during the demolition of the main building. Based on the site constraints, vehicle access to the loading area is proposed via two site access points off Bligh Street, as shown in Figure 4. Access will be restricted to left-in/left-out access arrangements due to the one-way restrictions on Bligh Street.

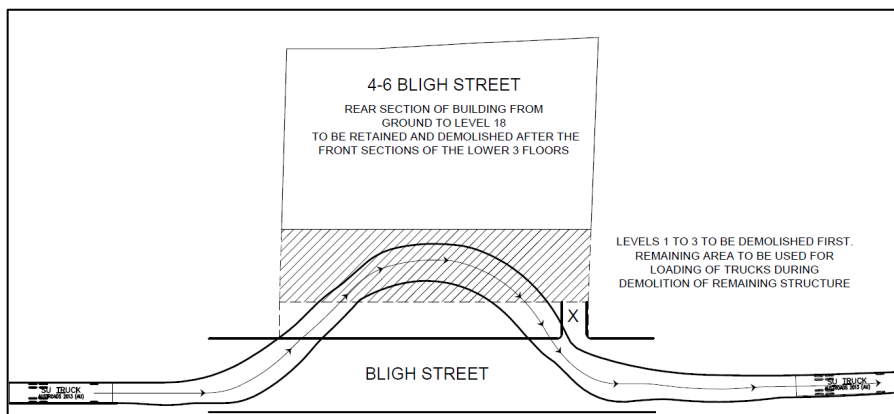


Figure 4 – Demolition Site Access (Source: Preliminary Demolition Plan (dated 13/06/18), prepared by Tetra Tech Proteus)

A Pedestrian Management Plan will be in place to manage pedestrian access during the course of the works.

A tower crane will be required to lift construction plant and remove heavy machinery and structures into and out of the development site during demolition works. Consequently, an overnight road closure may be required on Bligh Street to facilitate such crane activities.

The proposed location of the tower crane is shown in Figure 5.

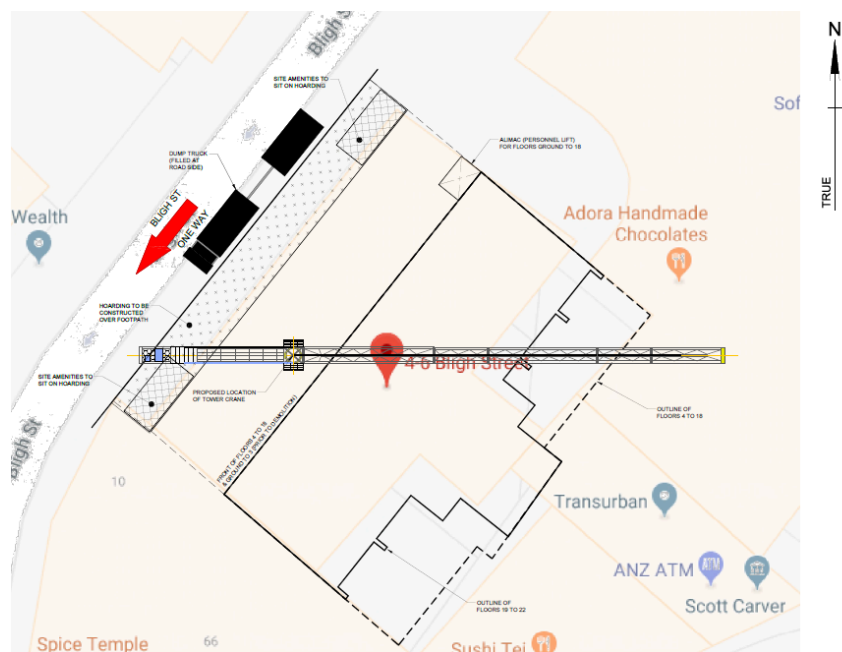


Figure 5 – Proposed Location of Tower Crane (Source: Preliminary Demolition Plan (dated 13/06/18), prepared by Tetra Tech Proteus)

This temporary road closure will be required overnight for approximately 12 to 18 hours to install the tower crane, and another 12 to 18 hours to dismantle the crane. At this stage, it is envisaged that the temporary road closure will occur on a Saturday evening. The exact dates and duration will be subject to approval from the relevant authorities prior to the commencement of any crane works.

The appointed contractor will be responsible to liaise with the City's Construction Regulations Unit to organise appropriate approvals for partial road closures as required.

The proposed detour route during the crane works is shown in Figure 6. It is noted that access to all affected properties would generally be maintained during the works.

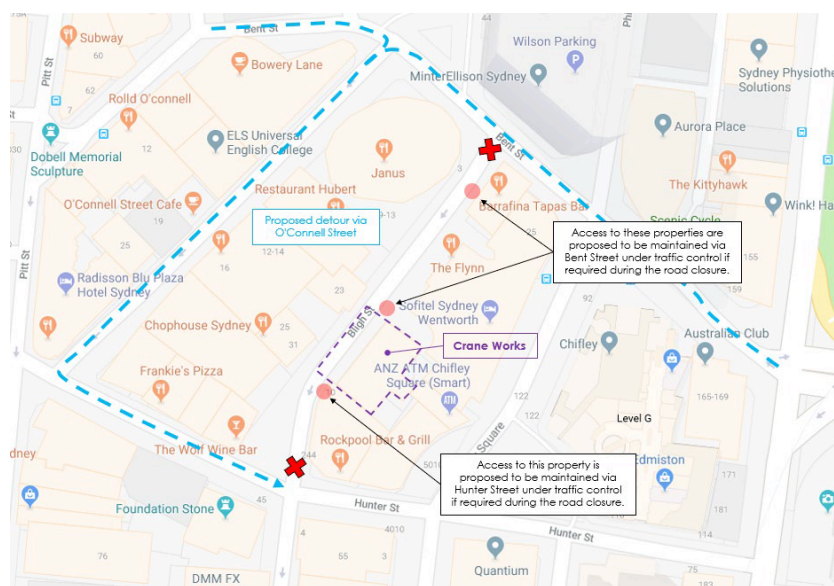


Figure 5 – Proposed Detour Route (Source: TTPP Traffic Management Plan)

2.2.2 Construction

A temporary work zone will be required on Bligh Street to ensure the safe and efficient operation of construction activities. The proposed work zone location is currently restricted to bus zone (15-minute layover) restrictions, which extends about 29m in length to accommodate two standard buses. This bus zone will need to be relocated to facilitate the proposed work zone as part of the construction works.

On this basis, it is proposed to convert the existing 25m long 4P/Loading Zone on the east side of Bligh Street into a bus zone such that there would be no loss of bus layover capacity during the works.

The location of the work zone is shown in red in Figure 7, with the proposed relocation of the existing bus zone shown in blue.

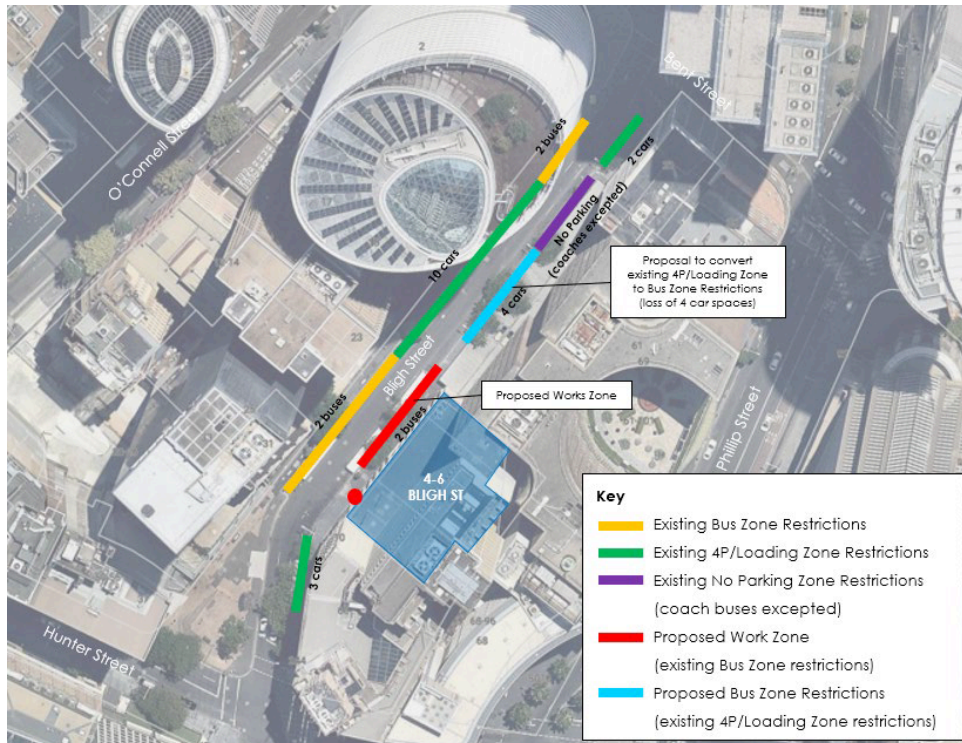


Figure 7 – Proposed Works Zone Location (Source: TTPP Traffic Management Plan)

Consequently, the proposed work zone will result in the temporary loss of four 4P/Loading Zone spaces during construction works. The proposed changes to the parking arrangements on Bligh Street will be subject to endorsement from Council's Local Traffic Committee, and Holdmark will liaise with City's Traffic Works Co-ordinator to obtain appropriate approvals/permits for the works zone.

2.3 WORK HOURS

Demolition activities will be carried out in accordance with the Demolition Consent (D/2018/892) and Condition 41:

- Monday to Friday 7am to 7pm
- Saturday 7am to 3pm
- Sunday and Public Holiday No work.

Construction activities will be carried out in accordance with the approved work hours specified in the conditions of consent for the development. At this stage, it is envisaged that the standard construction work hours will be the same as the hours included in the demolition consent.

Any works outside these times will only occur with approval from the relevant authorities (i.e. City of Sydney Council), prior to the commencement of any works. Such works may include delivery of cranes, large plant or equipment required for the site. The appointed contractor will be responsible to liaise with Council to obtain all relevant permit approvals.

2.4 SITE SECURITY & GATES

The site perimeter will be secured at all times, with no unauthorised access permitted. Out of hours security patrols will be utilised strategically during the Development. The focus will be on the back end of the programme, as the potential for theft and vandalism increases. Shutdown periods (Christmas and Easter) will also be monitored by external security services.

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

Site visitor access will also be strictly controlled through the secured gate system with temporary access cards provided as and when required. Visitors will always be accompanied by a permanent site staff team member.

See Figure 3 above.

2.5 SITE INDUCTION

Holdmark will prepare and operate a specific site induction for all employees working on the Development and ensure that every individual on the project attends a site-specific induction before he or she is allowed to start work. The induction will be a requirement under the Occupational health & Safety Plan to be formulated for the Development.

The site induction sessions will be held on a regular basis and where possible subcontractors will be requested to attend the week prior to the date, they are due to start.

The site induction will include specific commentary on the Permit to Work (PTW) processes. All employees will be educated on the behavioural, security, and community requirements for the Development. Any employee found to be repeatedly disregarding these requirements will be removed from site.

2.6 PROJECT OFFICE

The project office will be located in cabins above the B-class hoarding along Bligh Street. See Figure 3 above.

This accommodation will be retained until the time the basement is excavated and built, and a safe area is identified within the new development for the accommodation to be moved to. This will include accommodation for project management staff.

2.7 WORKFORCE ACCOMMODATION

Accommodation and amenities for the construction workforce will be provided, and as the works are progress accommodation will be relocated, where required. See Figure 3 above.

3. Traffic and Pedestrian Management

The Transport Planning Partnership (TPPP) have produced a Construction Pedestrian Traffic Management Plan (CPTMP) associated with activities for the Development.

The overall principles of traffic management during demolition include:

- Manage access to/from adjacent properties.
- Manage access and movements along Bligh Street.
- Restrict construction vehicle movements to designated routes to/from the site.
- Manage and control construction vehicle activity in the vicinity of the site.
- Provide an appropriate and convenient environment for pedestrians and cyclists.
- Minimise the impact on pedestrian movements.
- Maintain appropriate capacity for pedestrians at all times on footpaths adjacent to the site.
- Maintain appropriate public transport access.
- Carry out demolition and construction activity in accordance with the approved work hours.

3.1 WORK ZONES

A work zone, as described in Section 2.2.2 above will be required during the construction phase of the Development.

3.2 TRAFFIC MANAGEMENT

Traffic Control will be provided at the work zone to manage all vehicle deliveries, loading/unloading and general access/security of the gates during construction work hours. This will allow for a coordinated movement of traffic around site minimizing impacts to the community.

3.3 PEDESTRIAN MANAGEMENT

Holdmark will ensure that nearby stakeholders, residents, commuters, and visitors to the immediate area are suitably informed of any required footpath closures. Holdmark will work with City of Sydney Council to provide alternate travel paths, as required, throughout the delivery of the Development.

Pedestrians will have safe and functional access around the external perimeter of the site with overhead protection provided, as required.

3.4 VEHICLE PARKING

Due to the proximity of the site to both trains and busses, all staff will be encouraged to take public transport to and from the site, and as such there will be no vehicle parking on site.

4. Construction Staging

4.1 DEMOLITION

Demolition work is subject to a separate DA (D/2018/892, granted 31 January 2020 to basement level 2).

5. Construction Constraints

Constraints are those (contractual, regulatory, physical, or social) that define the environment and conditions under which the works must be undertaken. Typical constraints that may be applicable to the construction phase include:

- Site possession dates and target completion dates.
- Stakeholder and National Content requirements.
- Indigenous Cultural Heritage.
- Health, Safety, Environmental and Quality System requirements.
- Project resources.
- Company reporting requirements.
- Construction permits and approvals.
- Industrial relations.

The management of issues arising from these constraints shall be addressed in the plan or plans relevant to that constraint, it is important that these constraints are taken into consideration when planning and scheduling construction works.

The Site Manager is responsible for each section (Civil / Building / Services) being compliant with all relevant constraints during the construction phase.

Prior to starting a particular section of the works, the Site Manager shall conduct a review of the relevant constraints to check that that processes and/or actions are in place to ensure compliance.

6. Construction Risks

A comprehensive project risk assessment will be undertaken which is designed to identify risks, plan actions to manage risk and assign responsibility for these actions.

Key construction risks to be considered and addressed include:

- Maintaining a safe and injury free operating environment.
- Site establishment - provision of office setup prior to work activities commencing.
- Any potential uncertain geotechnical conditions.
- Increase in project costs due to escalation.
- Procurement and logistics delays for materials arriving to site.
- Authority approval delays / non acceptance.

The aim will be for continuous review of risk and treatment strategy, to be completed using the risk matrix and delegated to responsible personnel in the construction team.

The use of detailed processes and procedures are a key component of planning and managing a safe work site and ensuring construction works are planned and control to the highest quality. The risk register will be a “live” document that is regularly addressed by the team with new risks added as they are identified.

7. Material Handling

Efficient material handling is essential to the successful construction of the Development. There are several pieces of equipment that are critical to efficient material handling across the job, namely, tower cranes, hoists, concrete booms, and loading platforms. The selected strategy and layout of this equipment is detailed further under the below subheadings.

7.1 TOWER CRANES

Cranes are proposed to be utilised to service the site. Crane layout will be developed in the lead up to commencement of works on site.

7.2 HOISTS AND LOADING PLATFORMS

Hoists as well as loading platforms will be used in combination with the tower cranes to ensure efficient delivery of material to the desired location.

7.3 CONCRETE PUMPING ZONES AND PLACEMENT BOOMS

Static concrete booms will be utilised to ensure efficient supply of concrete to the appropriate structural element. The use of static booms will reduce the need for mobile booms and therefore cut down on unnecessary people/plant interaction. The permanent feed location for the static boom will also assist with consistency in heavy vehicle movements around site.

The exact locations of these will be determined once we have finalised the detailed design.

8. Construction Methodology

The project is a design and construct contract with design intent, the finalised design documentation will be completed as the physical works are commenced and undertaken.

The project aims to achieve:

- A formal 5 Star NABERS Energy Base Building Rating (Commercial)
- Design to achieve 4 Star NABERS Water Building rating for the Commercial component
- A formal 4.5 Star NABERS Energy Hotel rating

Dedicated design and services managers will oversee and drive the required design outcomes to meet or better the delivery programme. Safety in design reviews will be undertaken and documented throughout the design finalisation process. Value management outcomes will need to be reviewed and confirmed with the team to ensure no delays to the programme or loss of potential benefit. The design management process will also include the development of the Building Information Model (BIM) which will be overseen by a dedicated BIM resource to resolve all clashes and produce a coordinated 3D model that will be used during construction for clash detection, commissioning, and life cycle of the building. A detailed design management plan is included in the Project Management Plan.

To mitigate time risk Holdmark will seek to obtain authority approvals during the early works demolition phase. Finalisation of all management plans will form a part of submissions to authorities. In conjunction with these works Holdmark will seek approvals from City of Sydney Council and any other relevant party, to establish an appropriate works zones.

8.1 EXCAVATION / PILING

The excavation and piling design will be finalised in the early stages of the project upon engagement of the civil and piling contractor.

Noise and vibration monitoring will be implemented throughout the excavation, piling, and civil works.

Deep excavations will require battering and/or shoring walls to provide a safe access and to provide a safe working environment. All stormwater / dewatering runoff into the tank will be treated / flocced and tested prior to being discharged into the local stormwater drainage system.

8.2 CONCRETE PLACEMENT

This will be developed during the design development. Early engagement with the concrete subcontractor will also assist with completing this methodology.

8.3 STRUCTURE

This will be developed during the design development. Early engagement with the structural steel and concrete subcontractor will also assist with completing this methodology.

8.4 LIFTS STRUCTURAL ENCLOSE

This will be developed during the design development. Early engagement with the Lift subcontractor will also assist with completing this methodology.

8.5 FAÇADE

This will be developed during the design development. Early engagement with the facade subcontractor will also assist with completing this methodology.

8.6 SPECIFICATION AND DETAIL REQUIREMENT

8.6.1 *Specification*

8.6.1.1 Compliance

Before anything is to proceed with the works, specification requirements are to be identified from the company documents. The aim being to ensure that there is no confusion with the intent of the specification. This process will also be used to identify some of the requirements of the Inspection and Test Plans.

8.6.1.2 Request for Information

Any clarifications required, for whatever reason, a Request for Information (RFI) will be issued. The RFI will outline what the clarification required is, and when it is required. A timely and coherent response from the appropriate consultant will assist Holdmark's team (as the Contractor) move on with the process.

8.6.2 Details

8.6.2.1 Looking at the Whole Detail

Details are to be interrogated so that the whole of the detail is considered. Looking at details in isolation can result in bad building practises or inferior details being created. Therefore, in the interest of maintaining client focus and applying and achieving best practises the intent of the whole detail is to be understood.

8.6.2.2 Improvements or Value Adding

Improvement of details and value engineering will be considered where appropriate. If something better can be offered to Holdmark (as the client), it will be identified and offered for consideration. At all times, best practises and intent to better client expectations will be the driving philosophy behind any such suggestions. The Contractor will strive to not just satisfy the company specification but to exceed it and source material that will complement the constructability, and provide added value in terms of sustainability.

9. Procurement & Delivery

9.1 PROCUREMENT SCHEDULE

The use of a Procurement Schedule is a standard feature in contemporary commercial construction. The Procurement Schedule will work as a supplement to the Construction Programme to indicate when certain supply items are required on site to maintain programme. The procurement schedule for fit out works on this Development will be invaluable. This will ensure the project stays on time and maintains the critical path.

9.2 DELIVERY TO LAY-DOWN

Supply materials either imported or local, will initially be delivered to the site lay-down area and managed by a dedicated logistics manager. The lay-down area will be dedicated to the materials prior to their delivery to site. At the lay-down area the materials will be:

- Stored safely
- Quality checked for compliance and damage
- Protected from theft
- Protected from the weather
- Kept flat and straight
- Systematically delivered to site

Storemen and security will be deployed at the material lay-down. An inventory of the material stock will be kept and regularly updated. The stock inventory will then be referenced against the material requirements for project completion. Any inadequacies or discrepancies will then be investigated as may be required.

9.3 DELIVERY TO SITE

Materials will be gathered at the lay-down and delivered to site to maintain programme requirements. Materials will be delivered in sound condition with an emphasis on keeping deliveries defect free. Correct manual handling techniques will be used for the material handling mechanical means for heavy loads and hand for light loads.

Deliveries to site will be coordinated between site personnel and lay-down storemen, with bookings essential. Said bookings must be met. Materials delivered to site must be kept flat, straight, and protected from weather and theft.

10. Defects & Handover

10.1 TESTING, COMMISSIONING, AND HANDOVER

Commissioning will be undertaken in several stages commencing with the inspection testing and witness points during the works. This is followed by the subcontractors' commissioning process as all services are installed and functional. As preliminary commissioning data becomes available, the project consultants will undertake their reviews and final inspections along with the PCA and NSWFB for fire and life safety measures as part of the occupation certificate process.

As the systems become operational and are verified by the consultants, final building tuning will commence and will be monitored by an Independent Commissioning Agent engaged by Holdmark. Throughout this process the NABERS testing and commissioning phase will be finalised. All respective documentation and certificates will be obtained and submitted to the respective governing bodies for certification. All documentation will be included in the operations and maintenance manuals that will be reviewed by the consultants prior to issuance of final copies to the building manager and Holdmark.

10.2 DEFECTS

Defects inspections will be undertaken progressively by Holdmark and its consultants and logged in Procore. Defects inspections will be undertaken and recorded with Holdmark prior to handover of any areas. Defects will be closed out in a timely manner to ensure the programme is maintained.

10.3 COMPLETION AND HANDOVER

Towards the end of the programme, site and personnel will relocate to a smaller compound located within the building. This will be followed by the decommissioning and removal off-site of the site accommodation and any hoardings. This will allow works to be complete prior to handover. With all works internal and external complete and the Occupation Certificate issued, the building will be formally handed over.

11. Survey and Dimension Control

The contractor will take full responsibility for establishing site survey requirements controls and maintaining survey equipment on the Development are detailed below. The initial survey co-ordinates will be provided by the company on the architectural drawings. The contractor will engage experienced surveyors to ensure all initial and ongoing survey and setting out requirements are carried out to the highest standards with the latest technology available.

11.1 ROLES INVOLVED

Architect, Engineer, Surveyor.

11.2 ESTABLISH SURVEY REQUIREMENTS

Project survey requirements will be clearly defined and understood, including:

- Person/s responsible for the accuracy of existing permanent marks and controls.
- Establishment of permanent project survey controls.
- Survey of existing conditions and levels before commencement of work.
- Datums and tie-ins to other structures in the design.
- Requirements for registered Surveyors for boundary surveys and 'as-built' surveys.

The resources required will be evaluated, including instruments and GPS systems. In particular, consideration will be given to:

- Staff Surveyors
- Field staff and chainmen
- Contract Surveyors for peak times
- As-built requirements

On all building projects, a registered Surveyor will be engaged to:

- Independently review all the boundaries.
- Set out of the buildings by the Architect, to ensure the proposed layout fits within the boundaries and there are no encroachments.
- Track as built floor areas, such as NLA, GLA, etc.
- Perform spot checks on all critical elements such as high-risk lift cores, to ensure that the surveys provided by contractors are correct.
- Conduct verticality checks (columns, walls, lift).

11.3 ESTABLISH CONTROLS

The contractor will appoint a person or organisation as senior Surveyor to set primary and secondary controls and oversee the setting of tertiary controls.

Benchmarks will be installed at project start-up.

Primary control points will remain throughout the duration of the Development as fundamental reference points. Secondary control points are designed to last for long periods during the project. These form the basis of site control and will be used to establish tertiary controls.

Tertiary controls will be established as required by the Engineer.

Survey control marks will be checked on a regular basis or following any significant changes to the area in which the marks are located.

12. Scaffolding

12.1 DESIGN OF SCAFFOLDING

This will be developed during the design development. Early engagement with the scaffolding subcontractor will also assist with completing this methodology. All scaffolding will be checked and approved by the structural engineer.

12.2 MOBILE SCAFFOLDING

Mobile scaffolds will be used on the project. The structural engineer will work directly with the relevant mobile scaffolding companies to ensure that all scaffolds are safe and structurally sound.

12.3 FIXED SCAFFOLDING

This will be developed during the design development. Early engagement with the scaffolding subcontractor will also assist with completing this methodology. All scaffolding will be checked and approved by the structural engineer.

12.4 TRAINING AND COMPETENCY

All scaffolding will be designed by a certified competent person. Only persons holding a Certificate of Competency with the appropriate training level (i.e. Basic, Intermediate, and advanced), will erect, alter, modify, dismantle and inspect scaffolding that is greater than four metres (4m) in height.

All personnel who erect scaffolding less than four metres (4m) in height are to erect, alter, dismantle, and inspect scaffolding to manufacturers of suppliers' specifications.

All personnel who are required to work at heights shall be trained and assessed as competent. All training must be provided by a Registered Training Organisation (RTO) and delivered by a trainer holding a Certificate IV in Training and Assessment Qualification.

13. Hazardous Materials & Substances

Site will be inspected prior to demolition works and all hazmat removal works will be conducted following establishment on site.

All residual ACMs and any other contaminants discovered during the demolition processes will be removed in accordance with statutory requirements and specific Work Method Statements will be developed for their removal.

Disposal of these materials will occur at a licensed facility and will be tracked under the current EPA waste tracking requirements for asbestos, and in accordance with any DA conditions.

14. Waste Management & Recycling

The Development will comply with the relevant provisions of City of Sydney Council's *Guidelines for Waste Management in New Developments 2018* which requires facilities to minimise and manage waste and recycling generated by the Development. This will form part of the waste management and recycling process on site.

Holdmark will ensure that Development supply chain is responsible and accountable for maintaining a clean, clear and safe working environment. This will be documented in further detail in a Waste Management Plan (WMP) prior to the issue of a Construction Certificate. Rubbish bins will be provided to work areas and will be regularly removed to a suitable skip bin location for collection and transport from the site to the waste recycle facility.

Bins will be moved using the man and materials hoists and also by tower cranes, dependant on the where they are loaded from, and the waste material being removed from site. Crane lifted steel bins will be used to service the top floors where structure trades will be working, and large Otto bins will service the lower levels where fit-out and service trades will be working. The site skips will be suitably located to ensure easy pick-up by the waste subcontractor.

15. Noise and Vibration Management

Noise and vibration generated from construction activities occurring on site and its impact on site operations and workers will be managed to minimise adverse impact on neighbouring residents, businesses, and associated building structures.

All noise generating activities are proposed to occur during the approved site operating hours. Primary source of noise generated will be associated with vehicle movements, generators, heavy machinery, hand-held machinery, and tools.

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

During construction, Holdmark will utilise existing noise impact assessment data, where required, to determine noise sources and confirm ambient background levels or alternatively will conduct baseline noise monitoring prior to construction work commencing. Holdmark may engage an acoustic consultant to monitor construction noise level during its activities, routine inspections of plant and equipment will be conducted to ensure performance relative to compliance requirements.

When planning for construction work that includes vibration, all practical efforts to protect vibration sensitive buildings and the amenity of adjoining stakeholders will be considered. A practical and economical combination of vibration control measures will be applied to manage vibration impacts such as:

- Substitution by an alternative process.
- Restricting times when work is carried out.
- Screening or enclosures.
- Utilisation of temporary supports were deemed necessary.

An Acoustic Report has been prepared by Stantec that details the required acoustic constructions of the building's façade, including external windows, to ensure that the future internal noise levels comply with the relevant noise levels of the Australian Standard AS2107:2016 and the Department of Planning Development.

16. Dilapidation Surveys

Prior to commencing work on site, a dilapidation survey will be completed by a an appropriately qualified structural engineer for adjacent buildings. A post completion survey will also be compiled for comparison.

In accordance with the Demolition Consent (D/2018/892) and Condition 6, the following properties will have a dilapidation survey conducted:

- 2 Bligh Street, Sydney (61-101 Phillip Street);
- 10 Bligh Street, Sydney (66 Hunter Street); and
- 68-96 Hunter Street, Sydney.

Any additional properties specified in the conditions of consent for the development will also be surveyed.

17. Air Quality Management

The major sources of air emissions from the proposed construction works at the site are primarily associated with traffic movements, minor excavation / stockpiling, and handling of soils on site.

The generation of dust, air emissions or odours from the site can be a nuisance to adjacent land users, create unsafe working conditions on site and result in environmental degradation if not managed appropriately.

The minimisation of air borne pollution is a key component for the CMP for the site. Construction phase air quality impacts shall be minimised or avoided by incorporation of appropriate dust suppression and air quality control measures at various stages of the project.

18. Programme Management

Holdmark have standardised processes and procedures to ensure that project planning and scheduling is consistent, transparent, efficient, and integrated across the delivery cycle of the Development. This provides a greater level of certainty in delivery through robust benchmarked baseline programs and ensures that project controls are accurate and up to date.

The project team will have regular planning meetings to track, plan, and disseminate information regarding the upcoming or ongoing activities. After implementation of the programme, a structured cycle of monitoring and review will be maintained. Progress updates with the client will also be done periodically. These updates will be done by the project team members in charge of the works-activities.

19. Stakeholder Management & Communications

A Stakeholder Management Plan (SMP) will be developed to address the implementation of project specific mitigation and management strategies in order to minimise the potential for negative impacts on the community in and around the construction site.

19.1 COMMUNITY MANAGEMENT

Careful management of site to minimise disruption and inconvenience to neighbouring buildings and their occupants will be considered and implemented.

A Community Liaison Officer will be provided to work with neighbours, understand their needs and requires, and, where possible, adjust to works methodologies accordingly.

Neighbours specifically identified for close consultation include but not limited to:

- 23 Bligh Street;
- 25 Bligh Street;
- 61 – 101 Phillip Street;
- 66 Hunter Street; and
- 68 Hunter Street

All neighbouring properties are to have their access maintained at all times. Should access to these existing properties be obstructed at any stage of the works, temporary access arrangements to the satisfaction of the occupants and Council shall be provided.

All residents and businesses in the work site vicinity will also be provided with the site manager's contact details.

19.2 COMPLAINTS RESPONSE PROCESS

The complaints response process for the project will be outlined in the SMP when it is developed.

20. Objectives and Strategies

In order to deliver the key deliverables in the contract and for the project, Holdmark has established key objectives and strategies which are summarised below.

Objective	Target	Strategy	Process Tools
Time	Complete the works on or before the date of practical completion of each Milestone handover dates	Procure material in a timely manner	Procurement schedule
		Ensure adequate resources	Resource programme
		Ensure appropriate resources are engaged for the works	Construction Management Plan
		Plan all work and monitor regularly	Project Construction programme Construction Meetings
		Minimise rework	Inspection and Test Plans
		Ensure safe work practices are followed	Safe work method statements
		Complete the works and rectify defects progressively	Short term programme
		Manage the interface with other packages	Project Construction Programme Short term program Construction meetings
		Stage works to minimise effects of inclement weather	Project Construction programme
Cost	Complete the works within budgetary constraints	Continually investigate more efficient and cost-effective construction methods	Construction Method Statements
		Develop accurate budgets for the works	CHEOPS or similar
		Monitor and review production rates for all activities	Daily Costings
		Closely track activity costs and forecasts	CHEOPS or similar Daily Costings
		Implement an aggressive/ competitive tendering process for supply and subcontract works	Procurement Procedures / Procurement Strategies
		Maintain accurate records of the works to control subcontract / supplier claims	Daily diaries Records photographs Subcontractor submissions Documented Instructions
Design	Interface with Holdmark (as client) to effectively contribute to the constructability of the design where possible	Resolve design issues expediently	RFI procedure
		Maintain records for as built information	Quality Management plan
		Monitor and review production rates for all activities	Daily Costings
		Incorporate Holdmark (as client) in certification of works	Process Control Plan procedure
Organisation	Develop and clearly define the project	Clearly define the breakup of the works	Organisation structure

	structure/organisation to perform the works	Clearly define roles, responsibilities and accountabilities of all project personnel	Position Descriptions
		Clearly define roles, responsibilities and accountabilities of suppliers and subcontractors	Subcontractor / Supplier Agreements
		Provide suitable training to all project personnel and subcontractors	Pre-commencement meetings
Methodology	Complete the works to a standard equal to or in excess of that stipulated in the Contract documents and the Project Policies for safety, environment, quality and community/Stakeholder	Develop integrated procedures to control all aspects of the works	Construction work method statement Inspection and Test Plans
		Progressively inspect and test the works to ensure compliance with Project constraints	ITPs
		Develop and maintain a strict inspection regime to monitor the works	ITPs Site Inspection Checklists
		Strive to continually improve all work processes	
Resources	Procure and utilise the necessary resources to complete the works in accordance with the identified constraints	Adhere to employment process for direct wages and subcontract employees	Employment Process
		Satisfactory background checks for all supplier and subcontract employees	Employment Process
		Ensure suitable supervision of the works	
		Monitor performance of all resources	Audit all processes to determine performance level
		Ensure strict adherence to Project Policies	
		Ensure consistent approach to community/ stakeholder issues	
Site Organisation	Effectively and efficiently complete works	Practise good housekeeping	
		Carefully plan site amenities to minimise future disruption	Site Layout Plan
		Develop Site Layout Plan to provide safe and convenient access	Site Layout Plan