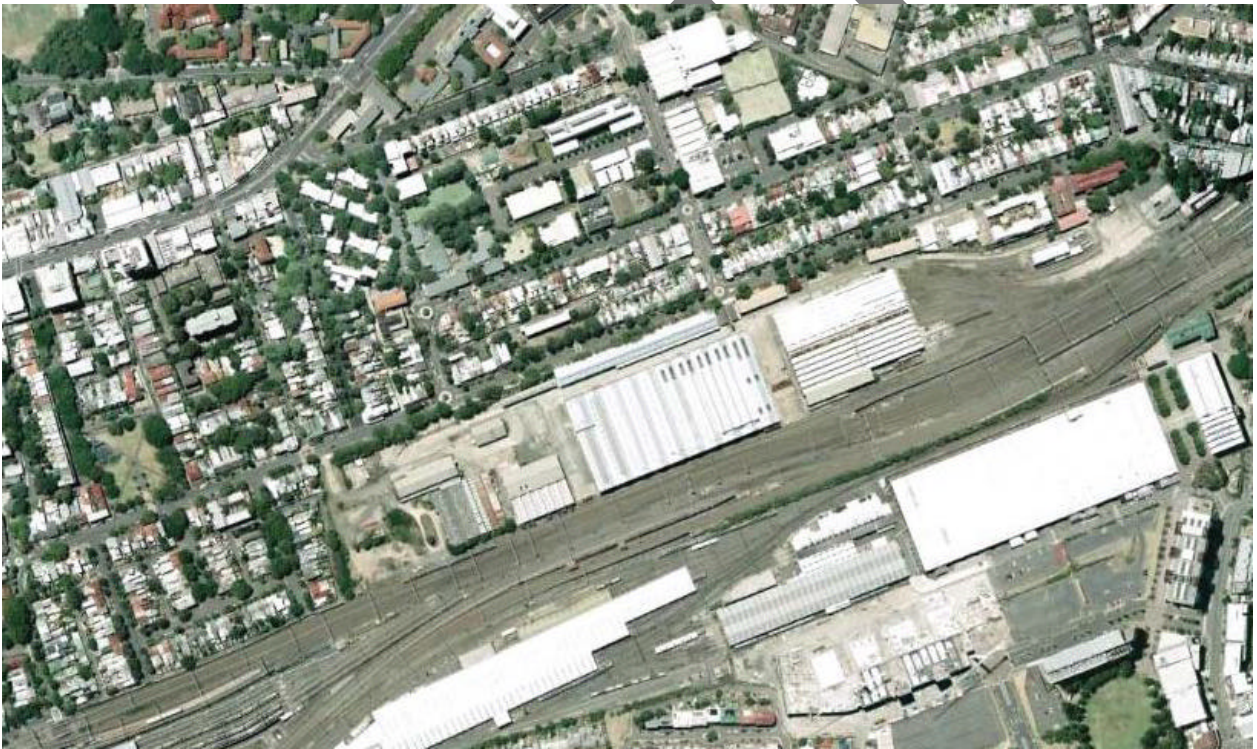




# **NORTH EVELEIGH AFFORDABLE HOUSING PROJECT CONSTRUCTION MANAGEMENT PLAN**



## 1 Introduction

### 1.1 Background

City West Housing Pty Ltd has prepared this Preliminary Construction Management Plan (CMP) to accompany our Development Application. It will be developed throughout the detailed design phase for implementation during the construction phases of North Eveleigh Affordable Housing Project, situated off Wilson Street in Eveleigh.

This Preliminary CMP will be developed once a Builder has been appointed.

**Figure 1:** Approximate outline of the proposed development site in white



### 1.2 Purpose and Scope

Specifically, this Preliminary CMP outlines controls and measures to be implemented for construction works within the residential development footprint. It is bound to the north by a new access way linking the site with Wilson Street, to the east by the existing Carriageworks, to the west by the existing clothes store and approximately 80 metres to the south by the railway.

In accordance with the Statement of Commitments relating to the North Eveleigh Concept Plan Approval No 08\_0015, the primary objectives to address in this preliminary CMP are as follows:

- Construction Duration and times
- Noise and vibration Management
- Traffic and Pedestrian Management in accordance with the Construction Traffic Management Plan (CTMP) referred to below
- Waste management, including quantities storage and disposal
- Dust control and management
- Erosion and sediment control
- Tree protection and management
- Contact details of Site Manager

A CTMP will be prepared separately to address:

- Construction access and egress to the site including vehicle routes and parking for workers
- Staging and timing of construction of internal road network and other relevant issues.

The CTMP will be prepared in accordance with the RTA guidelines and be approved by the relevant traffic authority.

### 1.3 Planning and Environmental Assessment Context

This Preliminary CMP relates to an application made under Part 3A of the *Environmental Planning and Assessment Act 1979* (EP&A Act) to allow construction in the North Eveleigh railyards, being bulk earthworks, services infrastructure works and the construction of dwellings (refer to Section 1.4 below for detail). As part of the Concept Plan approval various due diligence was undertaken.

### 1.4 Project Overview

The North Eveleigh Concept Plan was approved by the Minister for Planning on 16 December 2008.

The approved Concept Plan documents can be found on the NSW Planning and Infrastructure's website under "Development Assessments - Major Project Assessments - North Eveleigh - Determination".

The North Eveleigh site will be developed over the next five to fifteen years. The future of the site and its development is linked to long term rail needs and the impact of rail projects on the site.

Initial consultation on the plan resulted in significant changes, including the deletion of several proposed buildings, and more open space including pocket parks and a large park at the site's western end.

The \$550 million approved project provides for a 10.7 hectare mixed use precinct for living, working and recreation. The precinct will accommodate residential, commercial, retail, cultural and community uses, as well as public open space. The distribution of uses is as follows:

- Eastern Precinct - mix of commercial, residential, community and open space uses.
- Central Precinct - cultural and community uses and open space.
- Western Precinct - residential and open space (subject of this CMP).

The Project achieves a density of 1.65:1 over the entire site. This is comprised of approximately 177,500sqm of floor area including:

- 60,000sqm of commercial and retail floor space and 23,000sqm of cultural floor space, providing an estimated 3,200 jobs.
- 95,000sqm of residential floor space, providing around 1250 dwellings.

The Concept Plan will create around 6,500 new jobs including approximately:

- 3,300 construction jobs, of which more than 300 will be set aside Indigenous workers.
- 3,200 permanent jobs from the commercial, retail and cultural development.

The Project provides for the retention and adaptive reuse of heritage buildings, equating to 52,730sqm of floor space (29% of the gross floor area).

The heights of the buildings range from 4 storeys to 16 storeys. The lower scale buildings are located along Wilson Street and will have a three storey scale consistent with the 2-3 storey terrace houses that characterise the streetscape. Higher scale buildings are located towards the centre of the site adjacent to the railway corridor.

Five new parks are planned for the site, totaling around 10,000sqm. The largest of the parks is around 3,350sqm. Overall, around 15% of the site area consists of parks and public domain areas (not including roads) that will be accessible to the public.

A 12% target has been set for the affordable housing quota of new dwellings on the site. These buildings will be funded by the UGDC's affordable housing developer levies.

The Concept Plan provides for the retention Yaama Dhiyaan Indigenous Training College on the North Eveleigh site. However, should Yaama Dhiyaan be relocated the Plan allows for the development of that part of the site that is in keeping with the approved urban design principles.

Net proceeds from the sale of the North Eveleigh site with the approved Concept Plan will help deliver an upgrade of Redfern Railway Station.

The development of the concept plan is linked to long term rail needs and future planning, which may mean parts of the site are not able to be developed until long term rail planning needs are resolved.

The UrbanGrowth NSW Development Corporation manages the development of the western end of the North Eveleigh site and the rail heritage buildings on Wilson Street, Eveleigh and is commencing works on this site.

The focus will be on the development of affordable housing following Australian Government funding for the provision of infrastructure towards affordable housing. The development will consider the site's heritage significance and will aim to enhance the amenity for existing site users and the neighbouring community.

The UGDC will keep the community and the current users of North Eveleigh informed of the progress of works, ensuring the area reaches its full economic, social and creative potential – providing a vibrant, sustainable community.

Works involving road realignment, landscaping and infrastructure at the western part of North Eveleigh will enable the future development of affordable housing on the site, using Australian Government funding.

**The works include:**

- the construction of a two way vehicle entry at the existing location;
- the construction of a two way road, parallel to Wilson Street, between the site entry and the Carriage Workshop building;
- associated car parking, footpaths, embankment stabilisation, landscaping and heritage interpretation;
- electrical, telecommunications, sewerage, water, stormwater and gas services;
- demolition of the Timber Shed extension to allow for the construction of the road;
- remediation of land; and
- RailCorp access driveway, near Iverys Lane.

The works will allow City West Housing (CWH) to design and construct a minimum of 61 affordable housing dwellings at the western end of the Precinct. The CMP refers to the construction of the affordable housing dwellings only.

## 1.5 Project Management and Policies

This Preliminary CMP describes a system for minimising and managing risks associated with the Project's activities as required under the *Environmental Planning and Assessment Act, 1979*. As such it is the duty of the proponent and contractor to ensure these risks are minimised through the application of industry best-practice and adherence to recognised standards. The Proponent and the selected Contractor must also ensure their own company and policy standards development standards are also met.

## 2 Summary of Proposed Works

City West Housing is proposing to develop 89 affordable housing dwellings in a six storey building comprising a mix of one, two and three bedroom units. The site will also incorporate a single level basement car park and private open space for tenants, including landscaped gardens and a roof top garden. The site will be accessed off the new access road being constructed by UGDC.

Based on the available Geotechnical information, it is expected that the ground conditions across the site will comprise concrete pavement underlain by up to 1 m of fill overlying natural material. The natural material will comprise up to 2m of residual clays overlying weathered Ashfield Shale.

The construction works will involve the following activities (with a preliminary estimate of the time duration for each element, excluding any weather impacts):

- **Site establishment** – involving the provision of site offices, compounds for materials and equipment, sheds, bunded areas for storage of materials, on-site amenities and the like. These facilities are expected to be located on the site of the clothes store building, close to the existing access to the site from Wilson Street. The establishment of the site will also involve the installation of erosion and sediment controls, any agreed environmental monitoring equipment required and relevant construction-related traffic controls. The site establishment is expected to take 1 – 2 weeks.
- **Stripping and Stockpiling** – This will be undertaken by UGDC as part of the Infrastructure works.
- **Earthworks** –
  - To be completed in accordance with practices and protocols nominated by the appointed Geotechnical Expert;
  - Significant earthworks movements are required to prepare the residential landform in order to allow for a single storey basement car park to a depth of approximately 2-3m;
  - The extent of surplus material that will be retained on site and transported off site is currently being investigated. The suitability of this material to be used within the retained precinct is yet to be determined;
  - A small proportion of surplus material may require off-site disposal. Any offsite disposal will be in accordance with the relevant legislation and to a legal land-fill site. Where appropriate surplus material may be transported off site as a source of fill for other development works;
  - The finished works will include the provision of some retaining walls at the western boundary of the building;
  - These combined earthworks are expected to take approximately 12 –20 weeks.
- **Subdivision and Construction of Servicing Infrastructure – By UGDC**
  - the construction of a two way vehicle entry at the existing location;
  - the construction of a two way road, parallel to Wilson Street, between the site entry and the Carriage Workshop building;
  - associated car parking, footpaths, embankment stabilisation, landscaping and heritage interpretation;
  - electrical, telecommunications, sewerage, water, stormwater and gas services;
  - demolition of the Timber Shed extension to allow for the construction of the road;
  - remediation of land; and
  - RailCorp access driveway, near Iverys Lane.
    - This stage is expected to take approximately 6 months.
- **Residential Construction** – Development of a 6 storey development comprising 89 units. (16 months)
- **Site Dis-establishment** – removal of site offices, sheds, amenities, compounds etc and rehabilitation of those areas. This is expected to take 1 – 2 weeks.

Overall, the above works are expected to take approximately 18-24 months in total.

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### 3 Legislative and Approval Requirements

In accordance with the Statement of Commitments relating to the North Eveleigh Concept Plan Approval No 08\_0015, the primary objectives to address in this Preliminary CMP for the residential precinct are as follows:

- Construction Duration and times
- Noise and vibration Management
- Traffic and Pedestrian Management in accordance with the Construction Traffic Management Plan (CTMP) referred to previously
- Waste management, including quantities storage and disposal
- Dust control and management
- Erosion and sediment control
- Tree protection and management
- Contact details of Site Manager

#### 3.1 Construction Duration & Times

As per the draft project programme, construction is estimated to commence in September 2013 with a completion date of December 2014. This allows a total of sixteen months for construction. Construction times are likely to be:

- 7.30pm-5.30pm Mon – Fri
- 7.30pm-3.30pm Sat (if required)
- No construction Sundays and/or Public Holidays

Construction duration and times will be confirmed once the Construction Certificate is obtained.

#### 3.2 Noise & Vibration Management

As part of the Development Application a Noise Impact Assessment has been conducted to identify the main noise generating sources and activities at all stages of construction, and any noise sources during operation and outline measures to minimise and mitigate the potential noise impacts on surrounding occupiers of land.

This Assessment also addressed the noise and vibration impacts from the nearby railway lines as per Section 9 of the Director General's Requirements and relevant Statement of Commitments.

The CMP will aim to achieve the following Noise and Vibration Management measures:

- Noise generated from the demolition and construction activities shall not exceed the  $L_{Aeq(15 mins)}$  Rating Background Level +10dB(A) at the site of a sensitive receptor.
- Equipment and vehicles used during the works shall be maintained to ensure that noise levels and vibrations generated as a result of operations will be as minimal as possible.
- Construction activities will be undertaken in compliance with the prescribed work hours above
- Where works may cause damage to nearby buildings and structures, conduct a preconstruction dilapidation survey.
- A risk assessment must be undertaken before construction commences by geotechnical and construction engineering experts with appropriate registration on the National Professional Engineers Register. Property inspections need not be undertaken if a risk assessment indicates structures will not be affected.
- Identifying sources of noise and vibration, including noise contour maps.
- Implementation of notification procedures to notify potentially affected residents of the nature, times

and duration of works.

- Identification of appropriate respite times for particularly noisy activities.
- Consideration to the use of temporary noise barriers during works to mitigate noise impacts to properties to the north of the site on Wilson Street.

The following monitoring will occur:

Existing land uses and ambient noise levels;  
Noise source level, mode of operation, duration of operation;  
Location of noise receptors in relation to construction works and the presence of noise softening measures (e.g. barriers in the form of buildings or variations in topography) between the source and receptor; and  
Sensitivity of the receiving environment.

If complaints are received from residents or local receptors the Contractor must immediately alleviate the problem and make provisions for additional mitigation measures to prevent further disturbances. Noise and vibration management will be the responsibility of the Contractor's Project Manager.

### 3.3 Traffic & Pedestrian Management

Please refer to the Construction Traffic Management Plan.

### 3.4 Waste Management

A central collection point is to be set aside for garbage in the main entrance area that will be easily accessible to all residents and the City Council garbage collectors (it therefore is not located in the basement).

The garbage room conforms to the requirements of City of Sydney Council, however, CWH does not include garbage chutes or garbage compactors in its buildings.

Garbage rooms will be large enough to cater for: 1 x 240 litre recycling bin for every four units and 1 x 240 litre rubbish bin for every three units.

Where practical, CWH implement the following waste management policies:

- Use of suppliers who have a working waste minimisation policy in place.
- Assess quantities of materials required carefully to minimise surpluses and scrap.
- Empty drums and containers stored within a bunded area and periodically removed by a licensed recycling or waste contractor.
- Excess chemicals or liquid wastes to be reused or disposed of using a contractor or facility licensed to accept, process or dispose of such wastes.
- Aggregate, concrete, asphalt, steel or timber required for the project will be ordered as required. Quantities will be calculated at the time the materials are needed to reduce the site storage and generation of waste. Any surplus that can be reused elsewhere on site will be used as soon as possible. All waste to be removed from site.
- In general green waste arising from landscape maintenance such as mowing, brush cutting, trimming, tree pruning and weeding to remain in-situ. Vegetation from tree lopping activities will be mulched and reused in landscaped areas if considered practical.
- Green waste and trimmings to be kept away from drainage lines and waterways.
- Where vegetative waste is to be disposed of, it will be taken to an approved facility that accepts green waste.
- General refuse shall be collected and transported to an approved recycling or disposal site.
- Activities will be carried out to minimise waste where possible, and any waste generated is disposed in a correct manner.
- All work areas shall be maintained in a neat and tidy condition, litter bins to be used at all times and regular emptying shall prevent the accumulation of litter onsite.
- The contractor environmental induction process shall inform all site personnel about correct waste management procedures based on the principles of reduce, reuse and recycle and appropriate

disposal.

All incidences of non-compliance with the Waste Management Plan will be promptly investigated to identify the primary source and corrective actions shall be established to ensure the non-compliance is not repeated.

Waste management will be the responsibility of the Contractor's Project Manager during the construction phase and the responsibility of CWH when the units are occupied.

### **3.5 Dust Control & Management**

CWH will minimise the impacts of airborne pollutants including dust and exhaust emissions in accordance with conditions of approval and where relevant, NSW guidelines and best practice.

Where practical, CWH implement the following Dust Control and Management policies:

- Contractors are required to undertake dust suppression with non-potable water and gravel is to be placed on areas where large numbers of vehicle movements occur (e.g. access points).
- Adequate covering of all material being transported to or from site by trucks to minimise dust pollution generated.
- Regular maintenance of plant and equipment should be conducted to ensure they are in proper working order, thus minimising exhaust emissions.
- Site access and no-go zones should be established to minimise the works footprint and potential sources of dust.
- Where possible ground cover established on soil stockpiles and exposed surfaces to minimise the potential risk of aeolian transport.
- Works should be undertaken in accordance with the Erosion and Sediment Control Plan
- Ceasing of works during high wind conditions and/or implementation of additional dust suppression.
- Identification of sources (including stockpiles and open works areas) and qualification of airborne pollutants (including dust and exhaust emissions).
- Identification of nearest sensitive receivers.

#### **Monitoring:**

Reference to Regional ambient air quality (data collected by others);  
Reference to Daily air quality index and National Pollutant Inventory data used for benchmarking (data collected by others);  
Monitoring of significant emissions source including the mode and duration of operation;  
Use of real time BoM data and forecasts to identify potential problematic climate conditions;  
Regular assessment of dust sources during the works.

If complaints are received from residents or local stakeholders (e.g. users of the carriageways or markets) the Contractor must immediately alleviate the problem and make provisions for additional mitigation measures to prevent further disturbances. All complaints are to be recorded in the complaints register.

Dust control and management will be the responsibility of the Contractor's Project Manager during the construction phase

### **3.6 Erosion & Sediment Control**

Please refer to the Erosion and Sediment Control Plan.

### **3.7 Tree Protection & Management**

There are no trees on, or in the immediate vicinity of, the subject site.

### **3.8 Contact Details of Site Manager**

At this stage contact details of the site manager are unknown but will be advised during the detailed design stage.

## **4 Construction Management Process**

### **4.1 Roles and Responsibilities**

An explanation of the roles of each member of the team is described below.

### **4.2 Principal**

As the Principal, City West Housing (CWH) is the proponent/developer, and is responsible for defining and driving the project. The Principal is responsible for obtaining development approvals, and ensuring that all relevant conditions are met. They are ultimately responsible for the project, however it should be noted that much of the responsibility will be delegated to other parties through letting of contracts.

### **4.3 Contract Administrator**

The Contract Administrator will be independent of both the Principal and Principal Contractor, and will have responsibility for ensuring that the conditions of the contract are met in full. They will work closely with both the Principal Contractor and CWH's selected Project Manager. The Contract Administrator will have significant responsibility and accountability for the project and must ensure consistency with the relevant legislative requirements, Corporate Standards and contractual obligations.

### **4.4 CWH's Project Manager**

CWH's Project Manager has responsibility and accountability for the delivery of the project. They must ensure that adequate resources are provided to the Contract to enable them to effectively fulfil their role. They will work closely with the Contract Administrator and report to the Principal.

When on site, CWH's Project Manager will demonstrate commitment to the CMP by participating in compliance audits and reviewing overall performance against stated objectives.

### **4.5 Principal Contractor**

The Principal Contractor will be responsible for the delivery of the project under the terms of the contract agreed with the Principal, and in accordance with all relevant legislation and planning conditions. The Principal Contractor will be required to develop and follow a detailed CMP which adequately prevents, minimises or mitigates the construction impacts of the project, and will be required to ensure that all sub-contractors also meet in full the requirements of the CMP.

The Principal Contractor will be required to work closely with the Contract Administrator and with the Project Manager.

### **4.6 Contractor's Project Manager**

The Contractor's Project Manager will have responsibility for ensuring that all commitments of the Principal Contractor are met in full, and that the CMP is fully implemented. They shall ensure that the necessary resources are provided to enable the Principal Contractor and their sub-contractors to meet their responsibilities in full.

Responsibilities of the Contractor's Project Manager will include:

- Implementing, monitoring and reviewing the CMP;
- Monthly evaluation of how effectively Construction controls are performing;
- Liaising with Authorities and implementing any necessary measures should an incident occur;
- Active participation in auditing of site contractors in relation to performance and adherence to this preliminary CMP; and
- Ensuring the CMP is updated as required.

#### 4.7 Contractor's Site Supervisor

The Contractor's Site Supervisor will be site based and will report to the Contractor's Project Manager, and will ensure that the requirements of the CMP are implemented at all times during the works.

Responsibilities of the Contractor's Site Supervisor include:

- Ensuring all personnel receive site specific induction training that incorporates the relevance of the CMP and, as far as is reasonably practical, ongoing awareness training;
- Keeping records of performance;
- Liaising with Authorities and implementing any necessary measures should an incident occur;
- Ensuring any complaints received are managed in accordance with the latest version of the CMP.

#### 4.8 Contractor's Foreman

Each shift or work team will include a contractor's foreman, who will report to, and work closely with the Contractor's Site Supervisor.

#### 4.9 Emergency Contacts

Emergency contacts for the project in the event of an environmental incident are outlined below.

Position	Name	Organisation	Phone
CWH's Project Manager	TBC	TBC	TBC
Contract Administrator	TBC	TBC	TBC
Contractor's Project Manager	TBC	TBC	TBC
Contractor's Site Supervisor	TBC	TBC	TBC
Contractor's Foreman	TBC	TBC	TBC

Emergency Services	
Ambulance	000
Fire Brigade	000
Police	000
Redfern Police Station	02 8303 5199
Redfern Fire Brigade	02 9698 1161
DECCW (EPA) Pollution Line	131 555
Dangerous Good Licensing Hotline	131 050
Work Cover - Sydney	(02) 4321 5000
Sydney Catchment Management Authority	1800 061 069
NSW Aboriginal Land Council	(02) 9689 4444

Telstra	132 000
Sydney Water	132 090
Ausgrid	131 535
Gas (AGL)	131 707

#### 4.10 Training & Awareness

All personnel shall be suitably qualified and experienced to undertake their work in a responsible manner. Personnel who have formal responsibilities under this plan will be trained in the requirements of this Preliminary CMP and the Final CMP.

All project personnel shall receive both initial and ongoing training sufficient to ensure they are familiar with their responsibilities under the Preliminary and Final CMP.

Project induction will provide all new site employees with an overview of the key aspects of the Preliminary CMP prior to allowing access to the worksite. Induction training shall include the following information as a minimum:

- Knowledge of relevant legislation;
- Roles and responsibilities of staff and management;
- Hazards, Risks and Emergency Response Plans;
- Incident Reporting procedure;
- Complaint Handling Procedure; and
- Consequence of departure from this Preliminary CMP.

In addition, the Principal Contractor and each sub-contractor shall be required to provide all new employees with induction training which addresses the CMP and which at a minimum details:

- Individual responsibilities under the plan;
- Risk management strategies for accessing potential construction impacts and for developing appropriate control strategies for any activity perceived to pose risk.

A register of all training provided shall be maintained. The register shall include nature of the training, dates, the names of persons trained, and training details as well as any refresher training that may be required.

#### 4.11 Complaints Procedure

Prior to the commencement of construction of the project the following will be made available for complaints:

- a) A telephone number on which complaints about all activities at the site may be registered;
- b) A postal address to which written complaints can be sent;
- c) An email address to which electronic complaints may be transmitted.

The telephone number, address and email address shall be clearly displayed on a sign near to the entrance to the site. The purpose of the sign shall be clearly indicated on the sign.

Any complaints will be entered as an incident by the person who received the initial complaint.

The following information will be recorded:

- Date and time of complaint;
- Means of which complaint was received (phone, mail, email);
- Personal details of complainant (if available);
- Brief description of complaint;
- Action taken.

The information will be given to the Contractor's Project Manager who will liaise with the relevant personnel to close out the complaint.

#### **4.12 Amendments, Variations or Updating**

The requirements of the CMP may need to be amended, varied or updated as the project progresses.

Following each revision of the CMP, distribution is the responsibility of the Contractor's Project Manager. A register of distribution should be maintained and relevant updates should be communicated to site personnel at weekly toolbox meetings. A copy of the most recent CMP is to be kept on site and should be easily obtainable at all times.

For all proposed amendments, or variations to the Final CMP, the amendments and the subsequent responsibility shall be documented in an amendment register.

Site training should also be updated where relevant and the current version of the CMP noted on the training register.

#### **4.13 Performance reporting**

The Contractor's Site Supervisor is responsible for ensuring all relevant documentation is submitted and maintained within the Project filing and document control system.

Applicable documentation will include:

- all accidents and incidents reports and investigation outcomes;
- weekly and monthly checklists and reports by contractors;
- internal and external audit reports;
- training records;
- complaint register;
- amendment register; and
- minutes of meetings.

The site supervisor shall report weekly to the Contract Administrator and CWH's Project Manager on the status of site construction matters.

In addition to their weekly checklists, the Principal Contractors shall report monthly to the Principal about the overall status of the Preliminary CMP and regulatory compliance.