1 CRESCENT STREET, HOLROYD (SSD-70283710) CONSTRUCTION MANAGEMENT PLAN

Principal Contractor	Decode Construction Pty Ltd	Authorised by:	Neil Denton
ABN:	75 632 532 337	Version Issue Date:	06/11/25
Site Address:	1 Crescent Street, Holroyd NSW 2142	Revision #:	08

Amendment Register

Revision #	Date	Details	Reviewed by
07	02/10/25	Issued for Response to Submissions and Amendment Report (Final)	Neil Denton
08	06/11/25	Update with Bridge completed at the end.	Neil Denton

Prepared for:

Tiberius (Holroyd) Pty Ltd (ABN 61 061 131 959) atf the Holroyd Unit Trust (ABN 42 891 308 354).

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1.0 INTRODUCTION

This Construction Management Plan has been prepared by Decode Construction Pty Ltd to accompany a State Significant Development Application (**SSDA**) for a proposed mixed-use precinct located at 1 Crescent Street, Holroyd (**the site**).

This report has been prepared to outline how construction works for the development will be managed, including the proposed sequence of activities and staging arrangements. This report has also been prepared to address the relevant Secretary's Environmental Assessment Requirements (**SEARs**) issued by the Department of Planning, Housing, and Infrastructure (**DPHI**) for SSD-70283710 on 6 May 2024 and as per the below table.

Table 1 SEARs requirements – SSD-70283710

Item	Description of Requirement	Response & Report Reference
10	**Traffic, Transport and Accessibility** • Analysis of the impacts of the proposed development **during construction** and operation (including justification for the methodology used), including predicted modal split, a forecast of additional daily and peak hour multimodal network flows as a result of the development (using industry standard modelling), identification of potential traffic impacts on road capacity, intersection performance and **road safety** (including pedestrian and cyclist conflict) and any cumulative impact from surrounding	Traffic Control Plan(s) have been included in this report to ensure safe access and egress into and out of the site. A & B Class Hoarding have been shown on the site setup plans for pedestrian safety.
17	**Waste Management** • Identify, quantify and classify the likely waste streams to be generated during construction and operation. • Provide the measures to be implemented to manage, reuse, recycle and safely dispose of this waste. • Identify appropriate servicing arrangements for the site. • If buildings are proposed to be demolished or altered, provide a hazardous materials survey.	A Construction Waste Management Plan has been prepared as part of this report to outline the likely waste streams and proposed treatment methods. The former buildings on the site have already been demolished, with only the existing ground slab remaining in place.
24	**Construction, Operation and Staging** • If staging is proposed, provide details of how construction and operation would be managed and any impacts mitigated.	Staging plans have been incorporated into this Construction Management Plan, detailing site setup and works for each stage. The intention is for stages to overlap where feasible to maintain efficiency (i.e. structural works on one stage would be completed before structural works commence on the next).

This Construction Management Plan (CMP) addresses the construction related activities for the purpose of this Development Approval.

It also outlines the proposed construction methodology to mitigate project risks and to address the environmental and community considerations identified during preparation of this submission.

The CMP:

- Nominates the proposed sequencing factored around this project with staging plans. The intention would be to overlap these where possible.
- Provides a clear understanding of the design preparation and approval process
- Sets out the construction methodology to be implemented on site, aiming to achieve an efficient construction sequence while minimising disruption to the surrounding community. Provides a framework for the procedures to be adopted when monitoring the construction performance against agreed criteria, including the PPR Guidelines for construction, traffic, and pedestrian management
- Implements statutory requirements in respect to environmental issues associated with the construction of the works.
- Provides a proposed methodology that responds directly to the tender documentation of which this CMP with amendments at contract award can be ready for transition into construction
- Provides a Construction Waste Management Plan
- Provides a proposed traffic control plan(s) for the relevant stages.
- Manages the operation of tower cranes, protective screens and associated measures to ensure safety and compliance in relation to the site's proximity to the railway corridor.
- Identifies nominated tree protection zones on the staging plans, where retention is required, to ensure protection measures are implemented and maintained during construction.

1.1. Project Description

The vision for the project is to deliver a new mixed-use precinct that fosters a dynamic live-work-play lifestyle. This precinct will feature a diverse range of housing options, including affordable housing, all complemented by expansive public open spaces. retail and commercial uses will also be integrated, establishing a new, local destination that encourages community engagement and interaction.

The proposal broadly seeks approval for an SSDA for a mixed-use precinct with public open spaces comprising the following components:

- Site establishment works, tree removal, site preparation, earthworks and excavation, services augmentation, and remediation works.
- Development of seven residential buildings comprising four shop top housing buildings and three residential flat buildings as outlined below:
  - ✓ Buildings 1-3 are integrated with an eastern mixed-use podium building, while Building 4 is situated above mixed retail / commercial space, offering shop-top housing.
  - ✓ Buildings 5, 6 & 7 consist of residential flat buildings.
- Delivery of 15% of the total floor space as affordable housing to be distributed across each of the 7 residential buildings.
- Approximately 134,208m^2 total floor space comprising:

- ✓ A total of 2,496m^2 retail GFA and 2,710m^2 commercial GFA.
- ✓ Communal amenity facilities for residents.
- ✓ Building services areas.

- Activation of Crescent Street through a mix of amenity areas and pockets of open space.
- Shared car parking for Buildings 1-3 and the commercial and retail tenancies within the podium.
- Shared car parking for Buildings 4 to 7 on the ground levels and within the above ground parking structures adjoining Buildings 5 and 6.
- The widening of Crescent Street and upgrades to Crescent Street and Woodville Road intersection.
- Landscaping and accompanying place making works including:
  - ✓ Public open space, hard and soft landscape works.
  - ✓ Ground and rooftop communal open space.
  - ✓ Publicly accessible through-site links.
  - ✓ At grade car parking for the park, forecourt and retail areas.
  - ✓ Vehicle access via a new internal publicly accessible road and vehicle accessway.
  - ✓ New pedestrian footpaths and access arrangements to the site.
  - ✓ Café tenancy within park-side structure.
- Staged completion of a public park.

1.2. Project Construction Team Structure

Position / Title	Name
General Manager	TBC
Operations Manager	TBC
Construction Manager	TBC
Project Director	TBC
Project Manager	TBC
Design Manager	TBC
Site Manager	TBC
Foreman (Structure)	TBC
Foreman (Finishes)	TBC
Foreman (Finishes)	TBC
Labour	TBC
Traffic Control	TBC
Project Engineer # 1	TBC
Project Engineer # 2	TBC
Site Engineer # 1	TBC
Site Engineer # 2	TBC
Snr Contracts Administrator	TBC
Contracts Administrator # 1	TBC

Contracts Administrator # 2	TBC
Project Coordinator	TBC
Cadet	TBC

RACI Matrix

A responsibility assignment matrix (RACI) will clarify project roles and accountabilities.

- Identification of responsible, accountable, consulted and informed parties for key tasks.
- Inclusion of licence or qualification requirements where relevant.
- Provides clarity on decision-making and reporting lines.
- Matrix updated as the project team changes over different stages.

1.3. Consultation – Pre-construction

Prior to undertaking any works on site, relevant Authorities will be contacted and where required, applications lodged to obtain all necessary approvals and permits. All required notifications and timeframes will be established for any inspections and attendance required by the relevant authority.

Accurate early investigation works are critical to the timely delivery of consultant reports and authority approvals, which in turn enable site works to commence. These investigations also inform the way the site is established and managed from a manual handling perspective.

1.4. Site Location

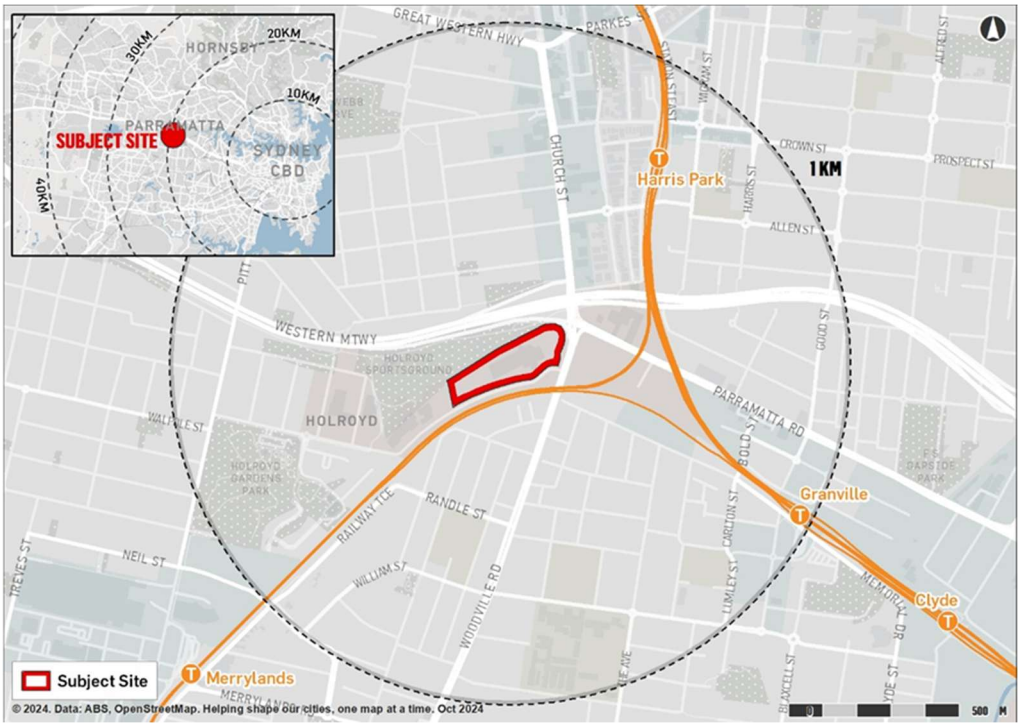
The land to which this SSDA relates is located at 1 Crescent Street, Holroyd (**the site**). The site is legally described as Lot 700 in Deposited Plan 1241836.

The site comprises an irregularly shaped allotment with an area of 37,877m^2 and has a primary frontage to Crescent Street to the south and a frontage to Woodville Road to the east. The northern boundary of the site adjoins the Holroyd Sportsground with the M4 Motorway beyond.

The site is located in the Cumberland Local Government Area (**LGA**) and is currently vacant and cleared after WesTrac ceased operations of an industrial facility at the site in early 2018. The site contains existing scattered pockets of landscaped vegetation, predominately located along the site's southern and eastern boundaries to Crescent Street and Woodville Road.

The site is bounded by Parramatta Road/Church Street/Woodville Road intersection to the northeast, Woodville Road to the east and Crescent Street to the south. The northern frontage of the site faces the Holroyd Sportsground and the M4 Motorway beyond. It is noted that the eastern portion of the site fronting Woodville Road has been identified for potential future acquisition by Transport of NSW for future planned intersection upgrades to Woodville/Parramatta Road/M4.

Location Plan:



Aerial Photograph:

1.5. Key Risks and Mitigation Strategy

During the design phase, the project team will review the current design to identify key risk areas and develop strategies for their mitigation. These will be tailored to the project and are anticipated to cover the following matters:

Risk	Mitigation Approach	Risk rating
DA Approval and DA Conditions	Development consent conditions are required to determine the authority approval requirements and the need for a Construction Certificate prior to the commencement of works on site. As no conditions are currently available, provisional time allowances have been included for both authority approvals and the Construction Certificate.	High
Sydney Water	A provisional allowance has been made for receipt of the Sydney Water Notice of Requirements. A provisional allowance has been made for Sydney Water tap-in approval	Medium
Materials Handling Strategy	Materials handling will be a carefully considered aspect of the project from receipt and inspection of materials, through to storage, assembly and use, the material handling system will be carefully coordinated and clearly communicated to ensure all personnel on site understand its operation. Planning and consideration will be undertaken to ensure onsite safety is maintained and the efficient flow of materials in and out of the building is upheld. This will include the designation of work zones, crane positions, hoists, platforms and other key elements. Provision has also been made for a potential drive-in area within the site, accessed via the existing Crescent Street driveway. When handling materials, safety should be the primary consideration. Pre-start inspections are critical, load limits should not be exceeded, method statements should be followed.	Low

	We will make sure the following items are considered in our planning process for this project: • The proposed system of material handling is defined in terms of needs, objectives, and functional specification. • Methods and processes are standardised to avoid confusion. • Unnecessary handling or movement will be reduced or eliminated. • Working conditions and methods will have worker safety as the primary objective. • Unit loads will be optimised, to reduce work and risk. • Storage areas will be kept organised and clean, maximising density as much as possible and eliminating damage to materials. • Sites will be kept safe, clean and easy to move around. • Deliveries will be received and handled promptly. • Site waste management plans will be created and maintained.	
Endeavour Energy approval & substation	• Engage accredited service provider, coordination with contractors and assist in Endeavour Energy approval. • Commence procurement of substation once Endeavour Energy approval is available. • Coordinate with Endeavour Energy and provide required notice for the permanent power connection to the substation.	Medium
Traffic Management	A traffic management plan will be developed toensure pedestrians and vehicles are physically separated, minimising the risk of incidents. This will focus on the following key areas: • Clear and easy vehicle access to premises and work sites • Segregation of commercial and commuter vehicles • Managed behaviour of vehicles on site • Safe crossings for all pedestrians • Eye contact between pedestrians and drivers • Exclusion zones dedicated to loading and unloading • Separation of pedestrians and forklifts • Forklift safety when loading and unloading • Safe areas for drivers By identifying, assessing and executing a traffic management plan, we will ensure our workplace is safe for public, staff, contractors and visitors.	Medium

Site Parking	• Setup onsite parking if possible or use available parking on the nearby street. • Use public transport. Train station is close to the site. • Issuing warning notices to offending owners of vehicles; • Parking availability for the project is communicated in the weekly construction planning meetings; • Workforce and reinforced as part through various project communications including but not limited to: Project toolbox and prestart meetings; • Project Alerts; Etc.	Low
Façade System	Where possible use a prefabricated façade system such as precast or curtain wall to mitigate external façade works. This will result in a safe building system and better-quality control	Low
Noise	• Use electric type luffing cranes • Install ply (solid) A Class Hoardings to the perimeter. • Position stationary plant (generators, compressors, pumps) away from sensitive receivers where possible • Fit all plant and equipment with appropriate mufflers and maintain regularly • Provide advance notice to neighbours for any unavoidable high-noise works • Undertake periodic noise monitoring at site boundaries to confirm compliance and adapt methods if exceedances occur	Low
Railway Line	• Ensure tower cranes do not slew or lift over the rail track by using luffing type cranes • Reduce the amount of steel scaffolding used to construct the buildings and use screens or other façade systems such as Precast. • Minimize excavation works near the rail line. Project is designed as a cap and contain with minimal excavation. • Detailed investigation as to where power supply to the rail line runs to ensure uninterrupted service.	High

2.0 CONSTRUCTION METHODOLOGY & STAGING

2.1. Existing Site

Decode has completed a site visit to understand the current condition of the site along with existing constraints that need to be considered when planning the construction site setup(s) and staging plan(s). Where possible, it is our intention to overlap the stages to ensure continuity of works and efficiencies. This will, however, remain dependent on factors outside our direct control, including the timing of authority approvals, developer sales and market conditions.

- The following key items have been identified for consideration:
- Power lines along Crescent Street will be undergrounded as part of the road widening works. Given the safety risks associated with crane operations near overhead lines, consideration will be given to bringing forward these works to reduce risk.
- The existing kiosk substation may require decommissioning. Securing a reliable power supply for construction is critical, and an L3 electrical design will be required to support Stage 1 works.
- Construction works near the creek should be minimised to avoid impacts on adjacent retaining structures, with activities kept outside the identified zone of influence wherever possible.
- Existing service mains and manholes indicate the presence of deep infrastructure that requires further investigation. Mitigation measures will be developed, with infrastructure design to be completed and coordinated prior to works commencing.
- Site contamination to be considered given the site's previous industrial use and areas of fill, with management to align with the Remediation Action Plan (RAP) and Site Auditor requirements.
- Existing trees are to be assessed to determine whether they are to be retained or removed as part of the works. *(Tree protection to trees that are staying)*
- Existing driveway entrance and exit to be utilized for staged construction works. *(Incorporate into staging plans)*
- Neighboring buildings have been noted *(Buildings are setback).*

2.2. Stage A (Eastern Precinct - Building 1, 2 & 3)

2.2.1. Site Establishment / Setup

Site Amenities & Office

Shedding has been strategically located to enable the same facilities to be utilised for multiple buildings during this phase of the development. This approach reduces cost and environmental impacts, minimises wastage, and supports an organised project from start to finish.

Shed sizes will be scaled appropriately to allow the correct amenities for the number of workers planned. Toilets are to be in an inconspicuous location whilst being readily accessible. They will also be located throughout the building area to ensure convenience.

Materials Storage and Loading

The management and storage of materials on all projects is critical to enable efficient construction activities. During the construction of the project, the site manager will organise a dedicated location for each subcontractor to store plant, tools and materials. All subcontractors will be requested to manage the delivery of materials just-in-time to eliminate double handling.

Booking deliveries with the principal contractors site management team will be mandatory to ensure a coordinated delivery schedule is maintained along with an organised site.

Man and Materials Hoist

Safe and efficient vertical movement of construction workers and small tools is critical to maintaining productivity and minimising manual handling risks. Each building will be provided with at least one man and materials hoist, to be installed once the structure reaches Level 4.

Tower Crane(s)

Tower cranes will be the primary means of unloading materials from trucks and lifting them vertically to their designated levels. For this project, the tower cranes have been strategically located to ensure full site coverage, with their proximity to one another and to the adjoining railway corridor carefully considered during the setup planning process.

The selection of tower cranes is critical to site safety and efficiency. Their type, capacity and operational radius have been assessed as part of the site logistics planning, and the cranes will be electric luffing jib models to minimise noise, reduce environmental impacts, and enable safe operation within constrained airspace.

Car Parking for workers

On-site parking has been identified on the site setup plan, making use of existing slabs remaining on the site and reflecting the proposed staging of works. This approach will minimise impacts on neighbouring streets, while construction workers will continue to be encouraged to use public transport wherever possible.

Workzones & Traffic Management

Internal workzones have been proposed for this stage of the development to keep trucks off the streets which minimises the risks associated with lifting near the public. Building 1 was identified to

be the hardest to feed with materials due to it being on the Northeast corner of the site and near a major intersection. This has resulted in a staged construction of the carpark structure up to Level 8. The South section of this structure will need to be constructed once Building A is nearing completion and the majority of the materials handling for the tower complete. Temporary hardstand and access road will be constructed as per the plan to maintain the supply of materials, minimise dust and to connect the unloading areas per zone / building.

Workzones will be managed as per the traffic control plan (TCP) included in the annexure of this Construction Management Plan.

Gates & Site Access.

Gates have been located to enable trucks, vehicles and workers access to the site. Utilising existing driveway access where possible is key.

2.2.2. Stage A-0 (Early Enabling Works)

Prior to the commencement of the first stage of development, early establishment works will be required. As part of the site preparation, the demolition of the existing slab and hardstand areas will be completed.

Loading trucks on site and driving face in and face out has been considered when planning this stage of work.

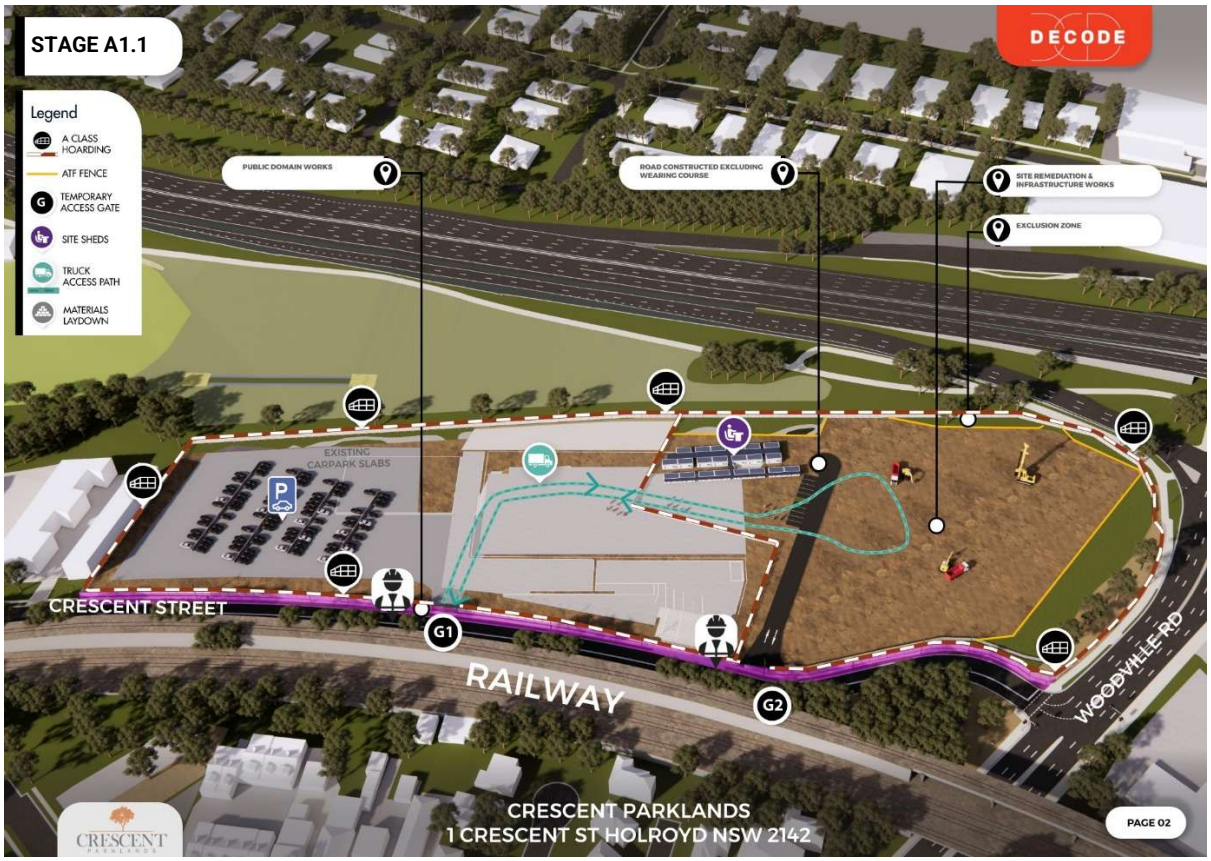
All construction work will be completed from within the site boundaries and hoardings.

Tree protection zones can be set up if the trees are required to be preserved.

2.2.3. Stage A-1.1 (Site Remediation, Bulk Excavation, Infrastructure, Piling & Road Widening Works)

Site remediation (part) will be completed in accordance with the Remediation Action Plan included in this Development Application.

Infrastructure works will be completed once the site is trimmed to the correct level, noting this should be minimal.



2.2.4. Stage A-1.2 (Half of the Podium Structure to Level 8)

Foundation and in ground services are key to getting out of the ground.

Once the slab on ground is complete the site is less prone to weather delays.

The tower crane(s) will be installed after the earthworks area is complete to enable materials handling and construction works.

Jump Form system will be utilised to construct the core(s) of the buildings in advance of the deck work if the building above is to continue. Conventionally formed shafts will be utilised where the structure is to stop at Level 8.

Perimeter scaffold will only be utilised to low areas and screens are proposed to non-precast face zones.

Man & materials hoists, loading platforms, tower concrete booms, loading platforms and other temporary works items will be utilised to construct the buildings.

Internal finishes & façade works will commence when the formwork is removed.

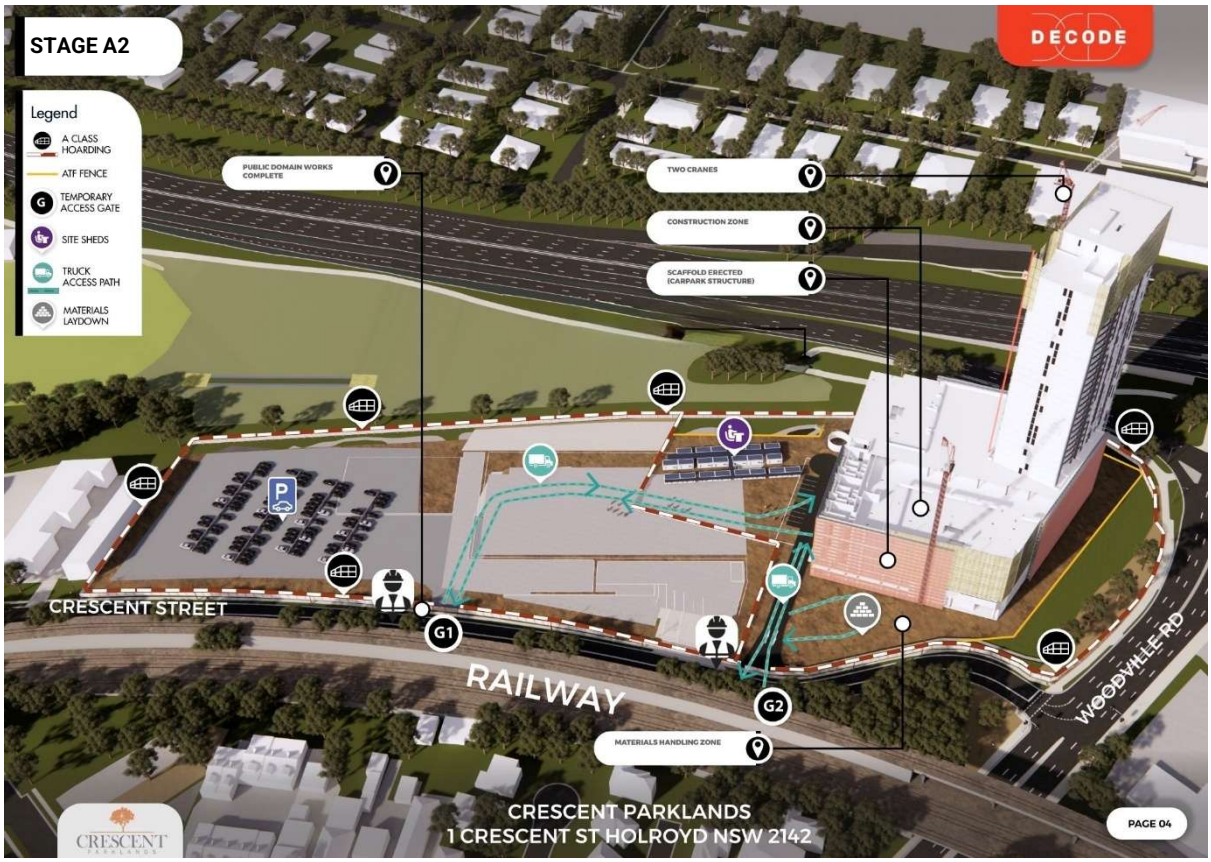
2.2.5. Stage A-2 (Building 1 & Podium Complete Works)

Building structure will be completed & the concrete tower boom removed.

Internal finishes will be fed with the tower cranes via the loading platforms on the floors.

Once the floors have been loaded with materials the tower crane to Building 1 will be removed and structures / facade infilled. Building 2 tower crane would have been removed at the completion of the Level 8 structural works in this zone. Building 3 tower crane would need to be installed near the end of Building 1 works to enable the completion of the western half of the carpark structure.

External works (Landscaping) can be completed once the perimeter temporary works items are removed along with internal roads constructed.



2.2.6. Stage A-3 (Building 2 complete works)

Building structure will be completed & the concrete tower boom removed.

Internal finishes will be fed with the tower cranes via the loading platforms on the floors.

Once the floors have been loaded with materials the tower crane to Building 2 will be removed and structures / facade infilled.

External works (Landscaping) can be completed once the perimeter temporary works items are removed along with internal roads constructed.

B Class Hoarding will be needed in certain locations such as the entrance to the carpark and around the perimeter of the building 2 zone due to the occupation of the retail space on the ground floor and carparking area.


STAGE A3
DECODE
Legend
A CLASS HOARDING
ATF FENCE
TEMPORARY ACCESS GATE
SITE SHEDS
TRUCK ACCESS PATH
MATERIALS LAYDOWN
SECTION OF THE PODIUM COMPLETE
1 CRANES
CONSTRUCTION ZONE
CRESCENT STREET
G1
RAILWAY
G2
WOODVILLE RD
OVERHEAD PROTECTION
CRESCENT PARKLANDS
1 CRESCENT ST HOLROYD NSW 2142
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STAGE A3 - DIFFERENT VIEW
DECODE
Legend
A CLASS HOARDING
B CLASS HOARDING
TEMPORARY ACCESS GATE
SITE SHEDS
TRUCK ACCESS PATH
MATERIALS LAYDOWN
TOWER CRANE TIE
OVERHEAD PROTECTION
CRESCENT PARKLANDS
1 CRESCENT ST HOLROYD NSW 2142
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2.2.7. Stage A-4 (Building 3 complete works)

Building structure will be completed & the concrete tower boom removed.

Internal finishes will be fed with the tower cranes via the loading platforms on the floors.

Once the floors have been loaded with materials the tower crane to Building 3 will be removed and structures / facade infilled.

External works (Landscaping) can be completed once the perimeter temporary works items are removed along with internal roads constructed.

B Class Hoarding will be needed in certain locations such as the entrance to the carpark and additional traffic control will be needed to manage this phase of works due to the occupation of Building 1 & 2.

Half of the park zone will be completed during this phase of works.

2.3. Stage B (Central Precinct - Building 4 & 5)

2.3.1. Site Establishment / Setup

Site Amenities & Office

Shedding has been located in the second half of the park zone.

Half of the proposed park has been completed in stage 1 works and the amenities location has been hoarded off from the public.

Shedding will be sized appropriately to allow the correct amenities for the number of workers planned. Toilets are to be in an inconspicuous location whilst being readily accessible. They will also be located throughout the building area.

Materials Storage and Loading

The management and storage of materials on all projects is critical to enable efficient construction activities. During the construction of the project, the site manager will organize a dedicated location for each subcontractor to store plant, tools and materials. All subcontractors will be urged to manage the delivery of materials just-in-time to eliminate double handling.

Booking deliveries with the principal contractors site management team will be mandatory to ensure a coordinated delivery schedule is maintained along with an organized site.

Man and Materials Hoist(s)

Safe and efficient vertical movement of construction workers and small tools is critical to maintaining productivity and minimising manual handling risks. Each building will be provided with at least one man and materials hoist, to be installed once the structure reaches Level 4.

Tower Crane(s)

Tower cranes will be the primary means of unloading materials from trucks and lifting them vertically to their designated levels. For this project, the tower cranes have been strategically located to ensure full site coverage, with their proximity to one another and to the adjoining railway corridor carefully considered during the setup planning process.

The selection of tower cranes is critical to site safety and efficiency. Their type, capacity and operational radius have been assessed as part of the site logistics planning, and the cranes will be electric luffing jib models to minimise noise, reduce environmental impacts, and enable safe operation within constrained airspace.

Car Parking for workers

On-site parking has been identified on the site setup plan, making use of existing slabs remaining on the site and reflecting the proposed staging of works. This approach will minimise impacts on neighbouring streets, while construction workers will continue to be encouraged to use public transport wherever possible.

Workzones & Traffic Management

An external street workzone have been proposed for this stage of the development.

An applicable will be made to council for this street workzone.

To enable this workzone to be used the power lines located on Crescent Street will need to be protected or dropped underground. Lifting over exposed power lines is a safety risk.

Workzones will be managed as per the traffic control plan (TCP) included in the annexure of this Construction Management Plan.

Gates & Site Access.

Gates have been located to enable trucks, vehicles and workers access to the site.

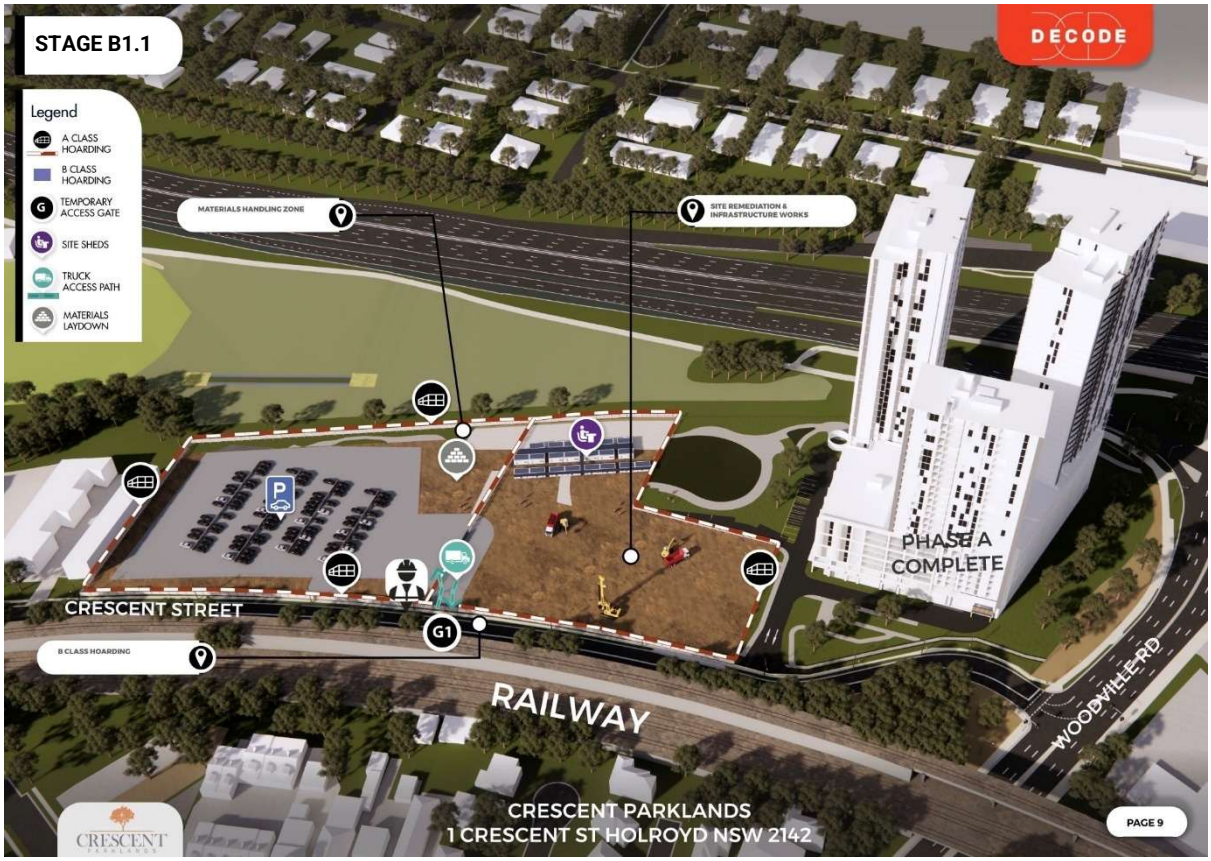
The access point into stage 1 which is complete, will not be used for construction access at this stage.

2.3.2. Stage B-1.1 (Demolition, Site Remediation, Bulk Excavation, Infrastructure & Piling Works)

The site remediation (Second stage) will be completed in accordance with the Remediation Action Plan included in this Development Application.

Loading trucks on site and driving face in and face out has been considered when planning this stage of work.

All construction work will be completed from within the site boundaries and hoardings.



2.3.3. Stage B-1.2 (Structure to Level 4)

Foundation and in ground services are key to getting out of the ground.

Once the slab on ground is complete the site is less prone to weather delays.

The tower crane(s) will be installed after the earthworks area complete to enable materials handling and construction works.

Jump Form system will be utilised to construct the core(s) of the buildings in advance of the deck work if the building above is to continue. Conventionally formed shafts will be utilised where the structure is to stop at Level 4

Perimeter scaffold will only be utilised to low areas and screens are proposed to non-precast face zones.

Man & materials hoists, loading platforms, tower concrete booms, loading platforms and other temporary works items will be utilised to construct the buildings.

Internal finishes & façade works will commence when the formwork is removed.

2.3.4. Stage B-1.3 (Building 4 & Podium Complete Works)

Building structure will be completed & the concrete tower boom removed.

Internal finishes will be fed with the tower cranes via the loading platforms on the floors.

Once the floors have been loaded with materials the tower crane to Building 4 will be removed and structures / facade infilled. Building 5 tower crane would have been removed at the completion of the Level 4 structural works in this zone.

External works (Landscaping) can be completed

2.3.5. Stage B-2 (Building 5 complete works)

Building structure will be completed & the concrete tower boom removed.

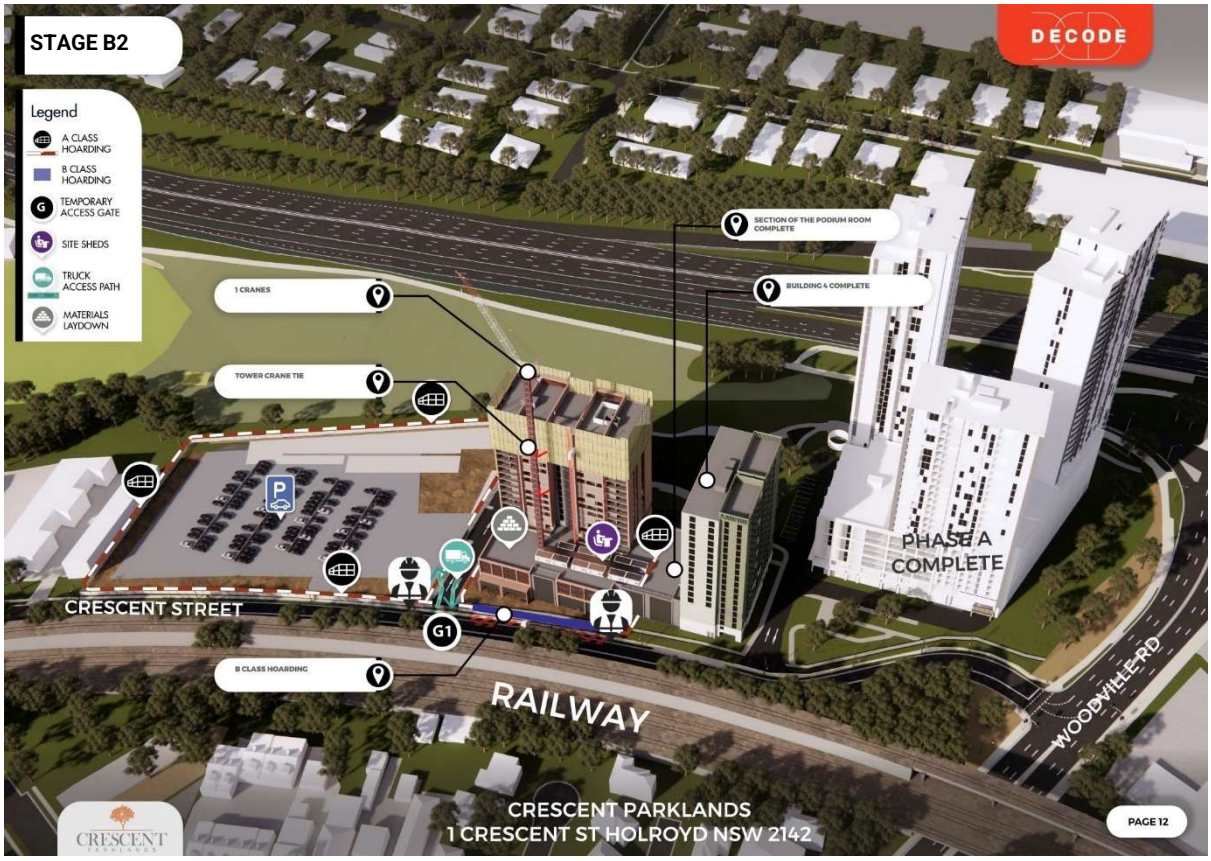
Internal finishes will be fed with the tower cranes via the loading platforms on the floors.

Once the floors have been loaded with materials the tower crane to Building 5 which would have been re-install will be removed and structures / facade infilled.

The Level 4 podium will be utilised for Site Accommodation, materials storage and overhead protection for carparking below.

B Class Hoardings will be located at the entrance to the carpark and over the footpath on Crescent Street to enable overhead protection.

External works (Landscaping) can be completed




STAGE B2 - DIFFERENT VIEW
DECODE
Legend
A CLASS HOARDING
B CLASS HOARDING
TEMPORARY ACCESS GATE
SITE SHEDS
TRUCK ACCESS PATH
MATERIALS LAYDOWN
OVERHEAD PROTECTION
CRESCENT PARKLANDS
1 CRESCENT ST HOLROYD NSW 2142
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2.4. Stage C (Western Precinct - Building 6 & 7)

2.4.1. Site Establishment / Setup

Site Amenities & Office

Site Accommodation has been relocated to the Western most end of the site

Shedding will be sized appropriately to allow the correct amenities for the number of workers planned. Toilets are to be in an inconspicuous location whilst being readily accessible. They will also be located throughout the building area.

Materials Storage and Loading

The management and storage of materials on all projects is critical to enable efficient construction activities. During the construction of the project, the site manager will organise a dedicated location for each subcontractor to store plant, tools and materials. All subcontractors will be requested to manage the delivery of materials just-in-time to eliminate double handling.

Booking deliveries with the principal contractors site management team will be mandatory to ensure a coordinated delivery schedule is maintained along with an organised site.

Man and Materials Hoist(s)

Safe and efficient vertical movement of construction workers and small tools is critical to maintaining productivity and minimising manual handling risks. Each building will be provided with at least one man and materials hoist, to be installed once the structure reaches Level 4.

Tower Crane(s)

Tower cranes will be the primary means of unloading materials from trucks and lifting them vertically to their designated levels. For this project, the tower cranes have been strategically located to ensure full site coverage, with their proximity to one another and to the adjoining railway corridor carefully considered during the setup planning process.

The selection of tower cranes is critical to site safety and efficiency. Their type, capacity and operational radius have been assessed as part of the site logistics planning, and the cranes will be electric luffing jib models to minimise noise, reduce environmental impacts, and enable safe operation within constrained airspace.

Car Parking for workers

On site parking is not possible in this stage of works due to Stage 2 & 2 being complete. Construction workers will be encouraged to take public transport where possible.

Workzones & Traffic Management

An external street workzone have been proposed for this stage of the development.

An applicable will be made to council for this street workzone.

To enable this workzone to be used the power lines located on Crescent Street will need to be protected or dropped underground. Lifting over exposed power lines is a safety risk.

Workzones will be managed as per the traffic control plan (TCP) included in the annexure of this Construction Management Plan.

Gates & Site Access.

Gates have been located to enable trucks, vehicles and workers access to the site.

The access point as constructed during stage 2 works to enable access to the carpark will need to have a separate access point created to feed stage 3.

2.4.2. Stage C-1.1 (Demolition, Site Remediation, Bulk Excavation, Infrastructure & Piling Works)

The final stage of the site remediation will be completed in accordance with the Remediation Action Plan included in this Development Application.

Loading trucks on site and driving face in and face out has been considered when planning this stage of work.

All construction work will be completed from within the site boundaries and hoardings.

2.4.3. Stage C-1.2 (Structure to Level 4 in Building 7 & Carpark Zone)

Foundation and in ground services are key to getting out of the ground.

Once the slab on ground is complete the site is less prone to weather delays.

The tower crane(s) will be installed after the earthworks area complete to enable materials handling and construction works.

Jump Form system will be utilised to construct the core(s) of the buildings in advance of the deck work if the building above is to continue. Conventionally formed shafts will be utilised where the structure is to stop at Level 4.

Perimeter scaffold will only be utilized to low areas and screens are proposed to non-precast face zones.

Man & materials hoists, loading platforms, tower concrete booms, loading platforms and other temporary works items will be utilised to construct the buildings.

Internal finishes & façade works will commence when the formwork is removed.

2.4.4. Stage C-1.3 (Building 7 & Carpark Complete Works)

Building structure will be completed & the concrete tower boom removed.

Internal finishes will be fed with the tower cranes via the loading platforms on the floors.

Once the floors have been loaded with materials the tower crane to Building 7 will be removed and structures / facade infilled. Building 6 tower crane would have been removed at the completion of the Level 4 structural works in this zone.

External works (Landscaping) can be completed once the perimeter temporary works items are removed along with internal roads constructed.

2.4.5. Stage C-2 (Building 6 Complete Works)

Building structure will be completed & the concrete tower boom removed.

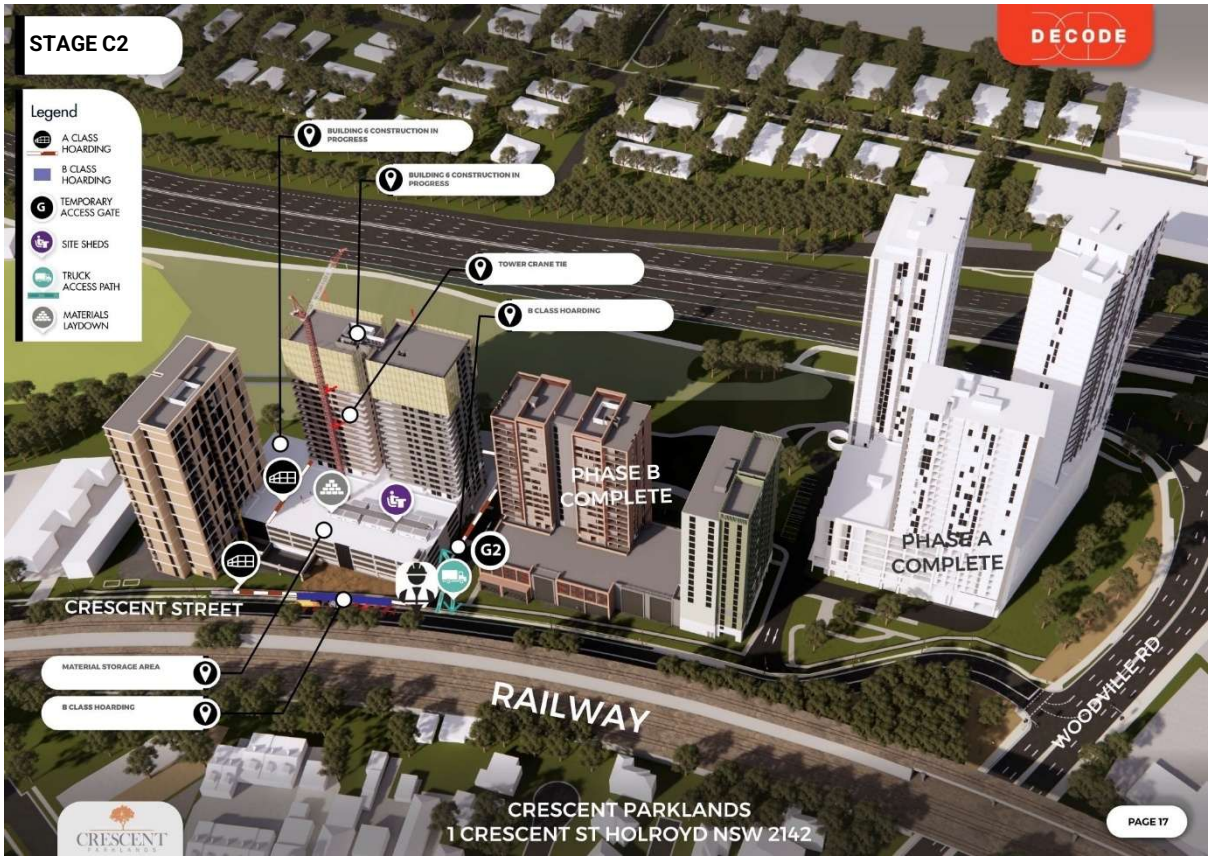
Internal finishes will be fed with the tower cranes via the loading platforms on the floors.

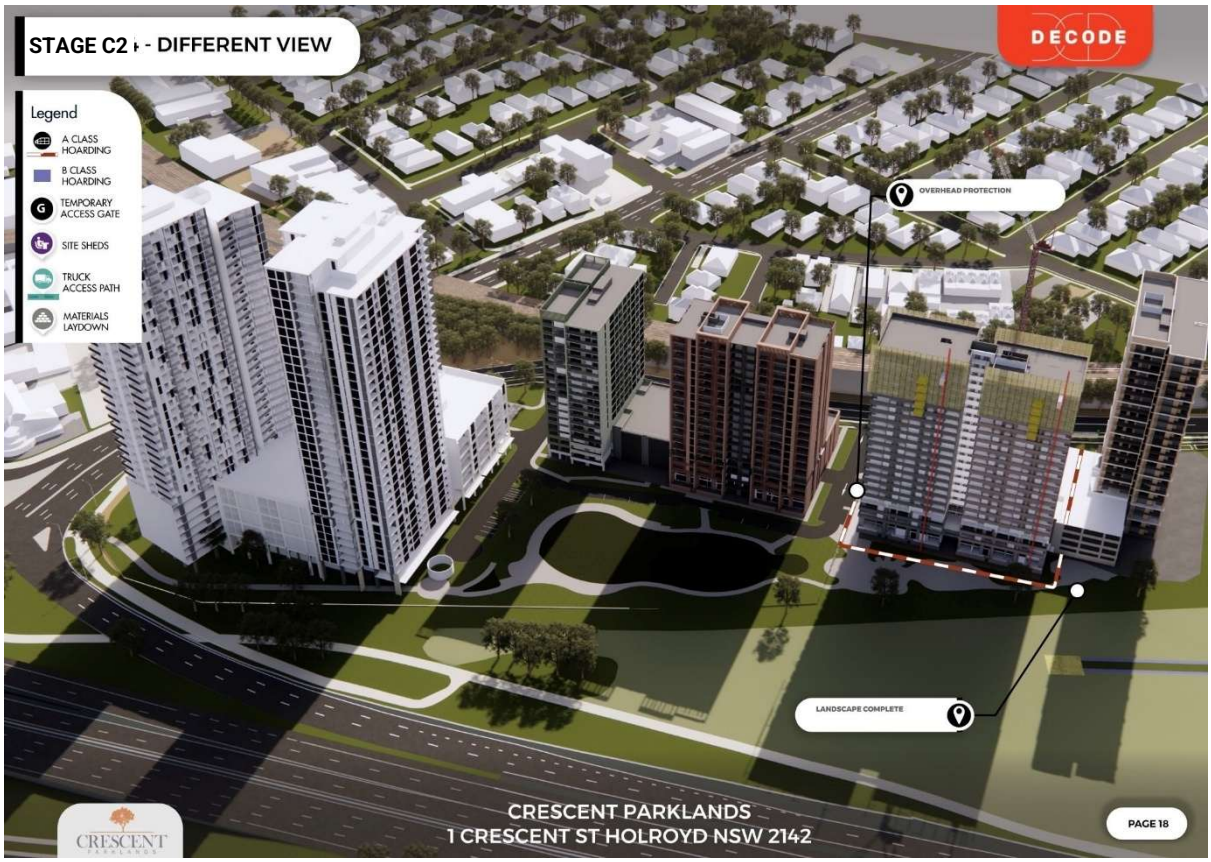
Once the floors have been loaded with materials the tower crane to Building 6 which would have been re-install will be removed and structures / facade infilled.

The Level 4 podium will be utilised for Site Accommodation, materials storage and overhead protection for carparking below.

B Class Hoardings will be located at the entrance to the carpark and over the footpath on Crescent Street to enable overhead protection.

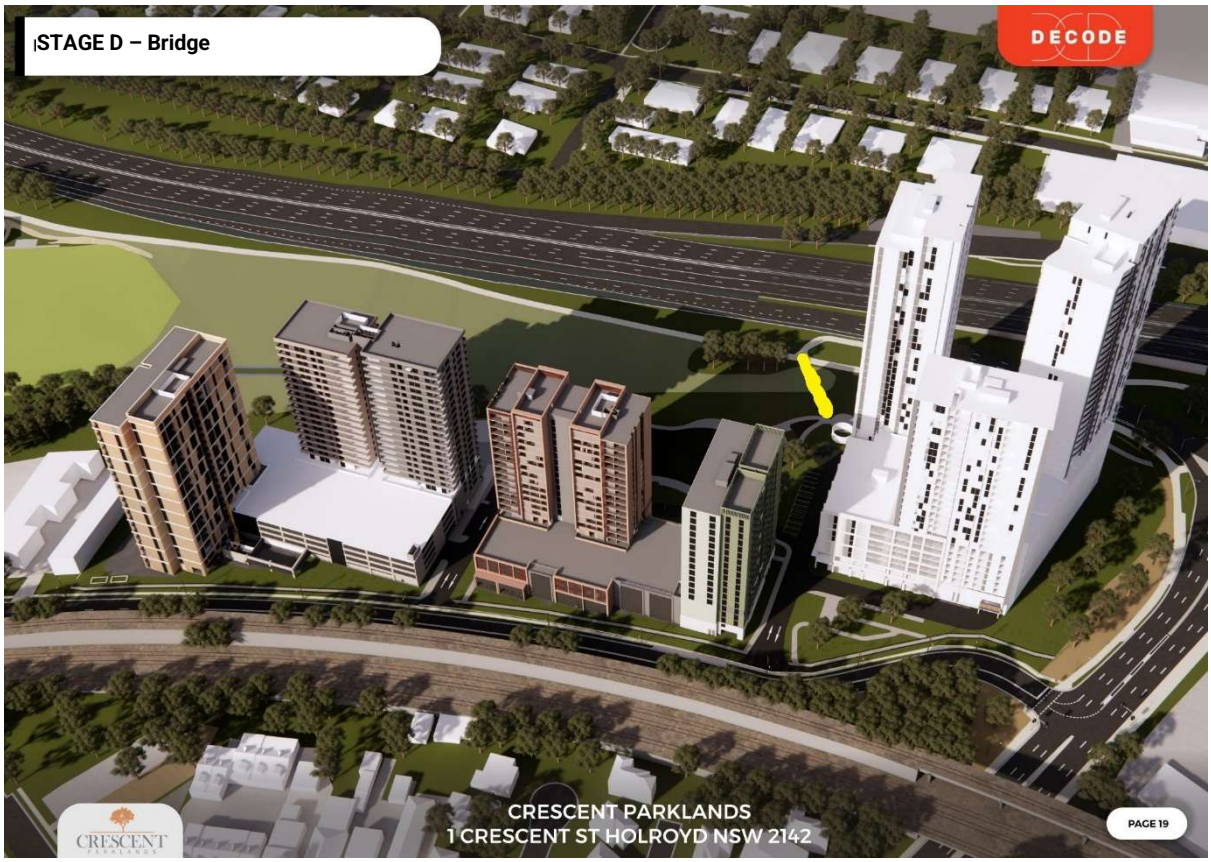
External works (Landscaping) can be completed





2.4.6. Stage D (Bridge Construction)

After all other areas are complete the link bridge will be constructed to connect Holroyd with Parramatta.


STAGE D – Bridge
DECODE
CRESCENT PARKLANDS
1 CRESCENT ST HOLROYD NSW 2142
PAGE 19

2.5. Project Completion

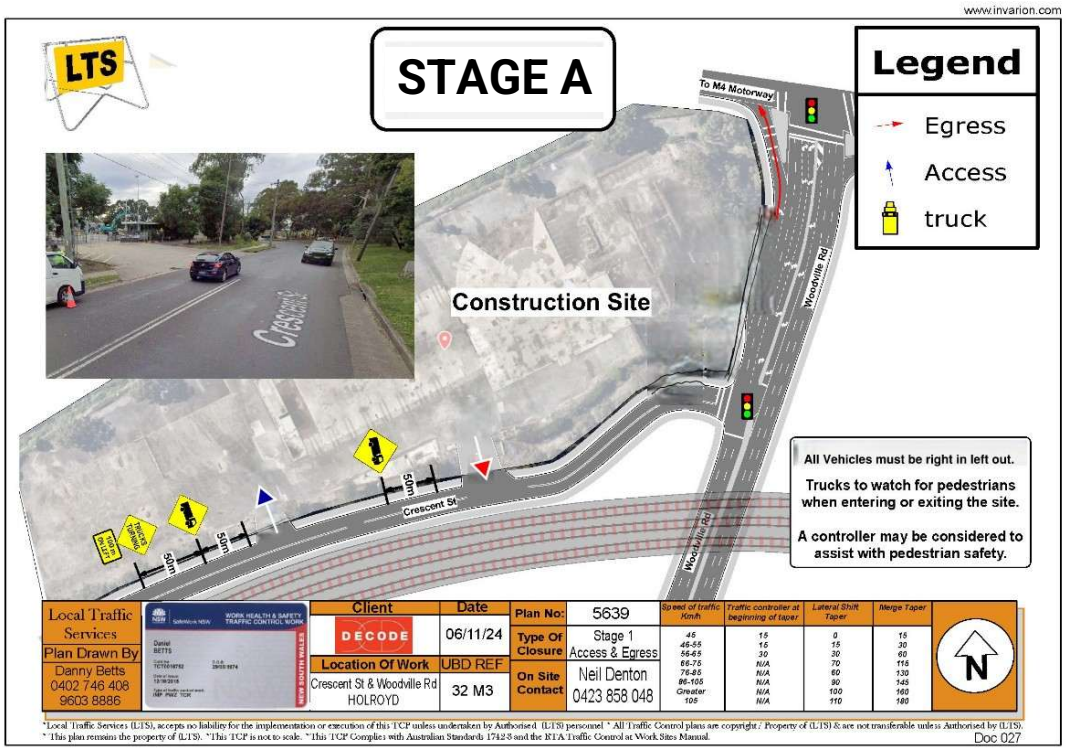
On completion the development is proposed to look like the following.

3.0 TRAFFIC MANAGEMENT

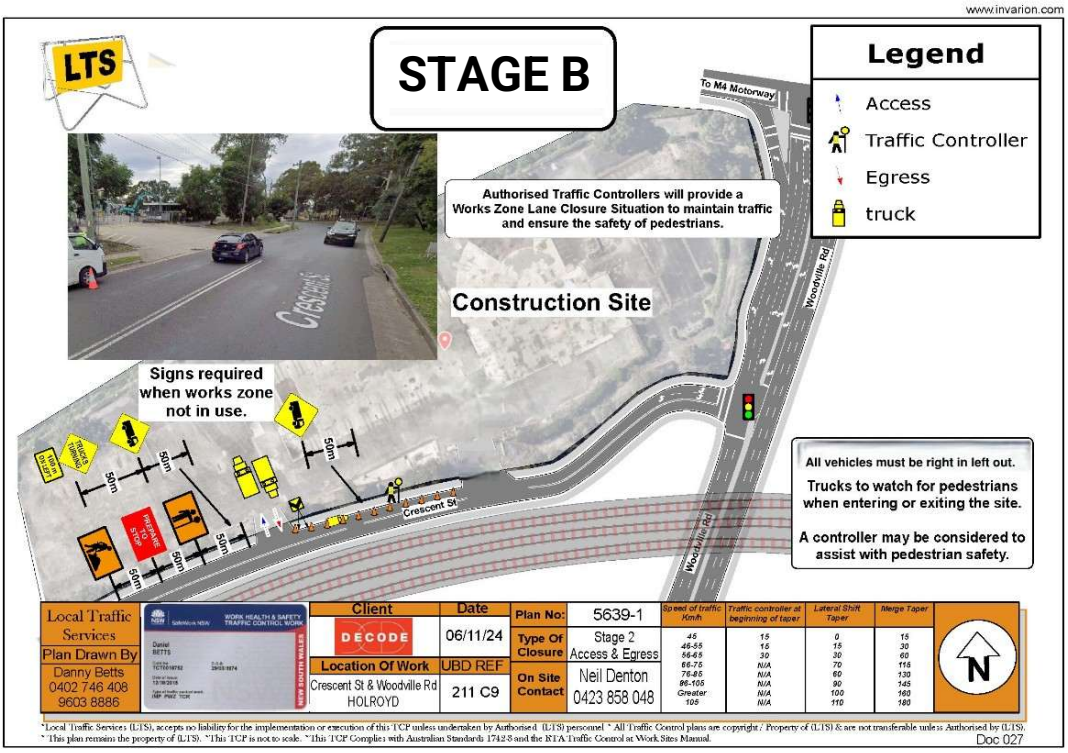
Decode has completed a traffic management study for each phase of the development.

The attached traffic control plan(s) show how the truck entering and exiting the building site along with how the workzone(s) will be managed safely.

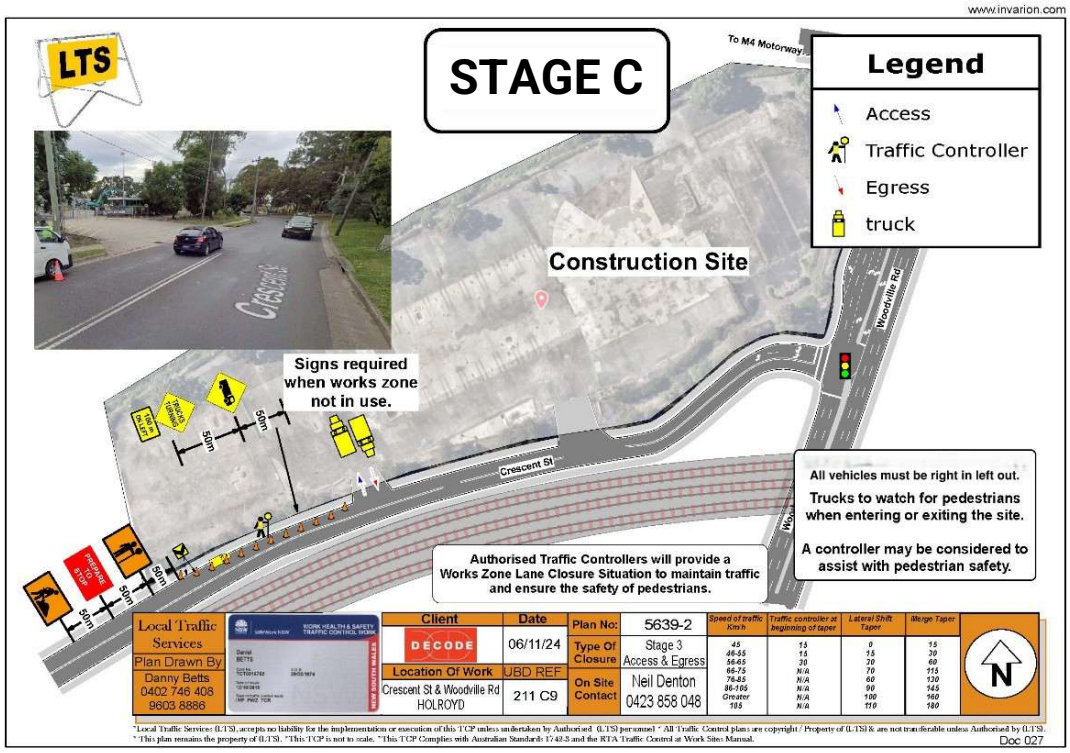
3.1. Stage A - TCP (Building 1, 2 & 3)



3.2. Stage B - TCP (Building 4 & 5)



3.3. Stage C - TCP (Building 6 & 7)



4.0 ENVIRONMENTAL

4.1. General

The objective of this section is to identify the proposed methods that will be employed to minimise the impact of noise, vibration, air quality and waste management in the vicinity of the development. Prior to commencement, the site team will engage a consultant to prepare an Environmental Management Plan

Monitoring Dashboard

Performance will be tracked across environmental and operational areas using a flexible dashboard approach.

- Key indicators may include noise, vibration, dust, water quality, traffic and workforce compliance.
- Monitoring undertaken at defined frequencies, with thresholds for corrective action.

Results consolidated in a monthly report for project team and regulators. Adaptive management to refine measures in response to monitoring outcomes.

4.2. Noise and Vibration Management

Noise Management will be in accordance with environmental noise management criteria, set out by Council with all plant being regularly maintained and logbooks kept, ensuring that there are no excess noise emissions. Where it is practical, electric machinery will be used in lieu of mechanical devices.

All subcontractors will also be responsible for managing noise and vibration in accordance with their approved project-specific Management Plans.

A noise and vibration management plan has been prepared for the Development Application and this will be complied with throughout each stage of the project.

Noise complaints will be registered and managed by the Project Manager and will issue these reports in the monthly PCG meetings or as required.

4.3. Dust Management

Appropriate mitigation and dust suppression control measures will be implemented, to ensure dust levels are compliant with relevant authority requirements and Workplace health and safety regulations.

Dust Management will be most critical during the initial phase of the project, with the subcontractors for these trades specifically dealing with dust management within their project specific management plans.

The project team will discuss and place further consideration upon the following measures:

- Excavation – Water down working surfaces as required, minimise stock piling of material and maintaining clear access to all areas.

- Material/Spoil removal – All trucks removing materials from site will be loaded within the site.
- Construction – Maintain a high level of housekeeping & scaffold safety mesh to minimise likelihood of windblown dust.

4.4. Permits

During the works there will be safety permits required for the following:

- Isolation + De-energisation Permit- issued prior to demolition
- Hot works Permit - issued prior to any grinding works
- Asbestos Permit - Issued prior to demolition
- Roof Access Permit - any worker accessing the roof
- Fall Arrest/Restraint Harness Permit- Issued prior to any worker using a fall arrest/ restraint harness
- Demolition Permit- Issued prior to demolition
- Concrete Demo Saw/ 9” Angle Grinder Permit
- Excavation Permit - prior to excavation works, including dial before you dig information and services location survey
- Strip Formwork Permit- Issued prior to stripping any formwork
- Concrete Cutting and Core Drilling Permit- Issued prior to any concrete cutting and core drilling works
- Man Box Permit- Issued prior to using the crane man box
- Confined Space Permit- Issued prior to accessing a confined space.

Copies of permits will be available to the Project Manager for review and discussion as required.

4.5. Waste Management Plan

Our waste providers offer a complete, comprehensive solution to the management and recycling of waste products to assure compliance with our waste management policy.

Waste collected by our provider's bins are taken directly to one of many Recycling Centre’s located throughout NSW. These facilities combine waste collection, waste recycling, and waste transfer. Approximately 90% of waste is converted to recovered resources.

It is anticipated that waste materials onsite will vary considerably, they are delivered to Recycling Centre’s in tipping and non-tipping vehicles or skip bins. Of the waste products produced onsite approximately 90% is recovered and recycled. Waste materials will be processed to maximise resource recovery and minimise the volume of material requiring off-site disposal.

Typical Composition of Wastes Generated Onsite

Wastes Generated Onsite	Percentage (approx.)
Heavy Recyclable Materials	45%
Light Recyclable Materials	35%
Metals	10%
Non-Recyclable Materials	10%
Total	100%

Typical recyclable materials are:

Heavy

- Soil
- Dirt
- Sand
- Rubble
- Brick
- Concrete

Light

- Timber
- Green waste
- Cardboard/Paper
- Plastic/Plasterboard

Metals

- Ferrous (steel, black iron)
- Non-Ferrous (copper, wire, aluminium, stainless)

At the Resource Recovery Facility, a simple and effective waste processing procedure is applied (See Materials Flow Diagram below). Waste is unloaded onto the sorting area where the waste is raked with a hydraulic excavator, to expose the contents and where recyclable materials are present, they are hand and machine sorted. The raking process separates the waste into four streams for further processing.

Stream #1 Non-recyclable materials. These wastes pass to a holding area for off-site disposal.
Stream #2 Metals and light recyclable materials are removed and stored for off-site recycling.
Stream #3 Large sized heavyweight brick, concrete and rubble pieces. These wastes are processed through crushers, where they are reduced in size and reinforcing fabric is removed. The

output from the crushers passes to the screener where products of different sizes are separated and stored in stockpiles. Re-enforcing fabric is collected and stored in the general steel bin for off-site recycling
Stream #4 Small-sized heavyweight soil, sand, brick, concrete, and rubble. These wastes pass to the screener where the soil is separated from the brick, concrete, and rubble. The brick, concrete and rubble then pass-through Stream #3.

In summary, the project waste providers take all their mixed waste skip bins directly to EPA Licensed Recycling Centres. From there the waste is sorted and separated into the following material classes for processing and recycling.

Project Waste Providers: Materials Processed/ Recycled

Type of Material	Where Processed / Recycled	How Processed / Recycled
Heavy Recyclable Materials (soil, dirt, sand, rubble, concrete, brick, tiles, asphalt, stone)	TBC	Re-processed into recycled products (such as recycled soil, fill sand, aggregates, road base) by crushing and screening.
Timber / Green Waste	TBC	Re-processed into woodchip and mulch through shredding.
Metal / Steel	TBC	Re-processed into new metal and steel products through shearing, baling and re-smelting.
Brick/ Concrete	TBC	Re-processed into recycled products (such as fill sand, aggregates, roadbase) through crushing and screening.
Cardboard / Paper / Plastic	TBC	Re-processed into new cardboard, paper, and plastic products through breaking down the material into a form for re-use.
Plasterboard	TBC	Re-processed into gypsum products through shredding and screening.
General Waste	TBC	n/a

4.6. Hazardous Materials

This Construction Management Plan (CMP) will be implemented in a manner consistent with, and subordinate to, the approved Remediation Action Plan (RAP) and Detailed Site Investigation (DSI) prepared for the site. Where there is any inconsistency, the requirements of the RAP and DSI prevail. All works will be undertaken in accordance with relevant NSW EPA Legislation.

4.7. Workplace Health and Safety

A “Principal Contractor” will be nominated as required under the WHS Act. This role requires the careful and controlled management of worker and public safety. Typical measures include job-specific training, regular toolbox talks, alcohol and substance checks, and the implementation of emergency management plans. The Principal Contractor will be required to report on WHS on a regular basis as is required by the WHS Act 2011 and related regulation. A site specific WHS management plan will be developed with the project team prior to site commencement.

Emergency & Incident Plans

Emergency protocols will be established to manage both general and contamination-specific risks.

- Dedicated procedures for landfill gas and asbestos incidents.
- Clear escalation and communication pathways for site personnel.
- Regular review and update of procedures as site staging progresses.
- Alignment with relevant regulatory and safety requirements.

4.8. Utilities Strike Prevention

Trenching and excavation activities will be managed under a structured strike-prevention framework to reduce the risk of service impacts.

- Service locating and ground-penetrating radar (GPR) to be undertaken where required before excavation.
- Implementation of a permit-to-dig system to authorise and control ground disturbance activities.
- Hold-points applied at depth changes or in sensitive areas for verification prior to continuation of works.
- Ongoing training and induction for site personnel on underground service risks and protocols.
- Adaptive management to refine procedures as more service information becomes available during staging.

5.0 PUBLIC AMENITY, SAFETY AND PEDESTRIAN MANAGEMENT

5.1. Public Safety

Works will be undertaken with Public Safety as a primary consideration. Appropriate fencing will be installed, and all material deliveries will be managed within the site boundary.

General safety measures shall be undertaken as standard practice. These include scaffolding around construction works, adequate lighting, safety signage, provision of site security and controlled construction traffic routes and general traffic control where required via a TMP.

5.2. Pedestrian Management

To allow for materials handling and management of pedestrian safety, some minor diversions from existing pedestrian routes will be required for small periods of the work. This will be managed with Council approval and adequate notices and be shown on the CTMP. These works mainly refer to the Services Infrastructure & Public Domain works.

5.3. Adjoining Properties

Careful management of site has been considered to minimise disruption and inconvenience to neighbouring properties. Access to the site, material movements and hours of work will be in accordance with Council Requirements. We will co-operate with the regulatory authorities and ensure appropriate Management Plans are lodged in accordance with their requirements.

Notifications will promptly be issued to the neighbouring properties for the scope and timing of works so that there is sufficient time to express any concerns and mitigation actions required.

All minutes taken from meetings with adjoining properties will be presented at the monthly PCG meetings along with a register of any complaints or discussions.

Community & Complaints Protocol

A structured framework will guide engagement with the community throughout construction.

- Proactive notifications to neighbours of upcoming works and staging milestones.
- A single point of contact with published details for enquiries and concerns.
- Defined timeframes for acknowledgement and resolution of complaints.
- A transparent log and reporting system to track and close out issues.

6.0 QUALITY

6.1. Defects at Practical and Final Completion

The Principal contractor will operate a comprehensive defects management process, following the completion of construction and the initiation of handover, to ensure all project and client requirements are met. All defects shall be attended to promptly by the Project Manager. The defect process is managed in accordance with the Practical Completion and Management of Defects Liability Period Procedure.

The process begins in the design phase by identifying potential defects and eliminating these risks through appropriate design mitigation. These potential issues are captured and documented in a pre-design defect register in the workshop design meetings. This allows for a full history and lessons learnt to be compiled and based on positive and negative findings.

During construction, regular site inspections are encouraged by the principal, consultants, and stakeholders facilitating the identification of issues and in turn a quick resolution. This process focuses on key issues that may impact completion. We will commence formal discussions and hold “walk through” inspections with key personnel through each facade to project completion, to allow for a Defect Free Handover scenario. This will also be captured on the construction programme and organised by the project manager, to ensure all parties are present.

Before the building’s completion, relevant consultants and authorities will be invited to inspect the building with the intent of having all documents signed ready for the issue of the Practical Completion certificate. Defect management is one of the highest priorities, understanding and appreciating the difficulties defects pose on a project Post-Practical Completion. The approach consists largely of early identification of defects, isolation, and rectification. This process is assisted with the implementation of industry software such as Aconex Field.

Aconex Field allows for defects to be documented, photographed and posted to the maintenance team. Defects can be identified and uploaded by the project team, consultants, superintendent, and the client. Once the defect is rectified, the defect can be inspected and then closed out.

The reduction of defects will be sequenced progressively as they will be documented initially near the completion of each floor.

6.2. Customer Care

A Customer Care team will offer expertise in the transitional phases of each project, commencing prior to project completion, continuing through handover and extending into the statutory warranty period. Specialising in customer service excellence, the team will be fully equipped with a strong network of reliable partners including consultants and subcontractors. Clients can then bee confident that a range of solutions are provided to assist in the resolution process for any outstanding matters.

The key to customer care is maintaining a prompt, informative and transparent dialogue with our clients throughout the finalisation, handover, and post completion phases of construction. The delivery team's pillars of communication, collaboration and planning ensure exceptional customer service, which in turn ignites client confidence, leading to lasting relationships.

6.3. Quality Management

Client Focus

Quality is more than meeting the minimum requirements of the contract documents, completing the project on time, and within budget. Quality is exceeding client's expectations with the product and service offered. The client's requirements for quality, safety and environment management for the works of this project are encompassed in terms set out in the contract specifications, including the PPR, drawings, and a Quality Project Plan.

The principal contractor will work towards improving client satisfaction through the application of the following principles:

- Client Focus
- Leadership
- Involvement of People
- Management of Processes
- System Management
- Continual Improvement
- Management by Fact
- Improved Supplier Relationships.

Client satisfaction will be monitored through project meetings, contractor's performance reports, reference letters, and regular contact with the client during the project.

Quality Assurance

All internal references shall be traced to the allocated job number with references to each floor or client specification as appropriate. The identification of each floor is established at project commencement by the Construction Project or Site Manager.

A Master Inspection and Test Plan is prepared to provide a record of project-specific inspections and tests from project commencement to completion. A Master Inspection and Test Plan shall be developed at contract award. QA Check sheets are derived from the Master Inspection and Test Plan, the QA Check sheets contain detailed information on what / how specific inspections and tests are to be performed. The QA Check sheets, and the Master Inspection and Test Plan are marked up as the project progresses.

The primary function of the Master Inspection and Test Plan is for the successful execution of a realistic construction plan, by control and inspection. The Master Inspection and Test Plan are used to ensure required standards of quality are met and to prevent problems resulting from poor quality and/or workmanship.

External consultant inspections are a critical part of the QA process for scope, level of inspection, and frequency. Consultants will issue reports to the project manager for action as required.

6.4. Compliance in Construction

Compliance in construction starts with the Master Inspection Test Plan (MITP), which the site team will produce prior to construction. The MITP document is a crucial tool for the entire project as it ensures and reinforces compliance with the design, specification, PPR, Australian standards and legislations. The team will extract all the relevant information from the project design, specification, PPR, Australian standards and legislations and insert them into the MITP with the key hold points for reviews and inspections. Separate ITP's are then produced for implementation on-site.

Third-party consultants are also engaged to provide external reports and registers of regular inspections performed on-site during the construction works. The waterproofing consultant reviews specified products for compliance with each application. The specified product is entered into the ITP for verification on the day of inspection. Passive fire treatments are another critical ITP for all our projects. These works are overseen by an external consultant, who undertakes the following activities:

- Review and approval through the passive fire consultant and PCA on the materials to be used for each service
- Agreements made between contractors regarding what materials are to be used
- Assurance of compliance to the system and not just the product. This is achieved through a workshop meeting, with the passive fire consultant and sub-contractors. The meeting will identify which products are to be installed and their compatibility with the application and what clearances are required from other services
- The passive fire consultant will undertake required visits prior to closing any walls and ceilings to review the installation, identify the location, tag, number and take a photo of the treated area
- The consultant will then put these into a project register, so that there is a true and accurate record of each fire treatment.

The steps that the site team take throughout the construction phase are critical to compliance with our client. When asked for project-specific quality and compliance documentation, our Project Teams will be able to confidently provide the required documentation quickly and efficiently.

7.0 PROJECT COMPLETION AND HANDOVER

7.1. Commissioning

Testing and commissioning procedures are critical to the successful delivery of any project. This is of critical importance and a complete programme will be developed to include the commissioning process. This will allow each service trade to have their input into the timing and duration, allowing for reasonable notice to peer consultants for inspections required. All testing results will be witnessed and issued via an industry software tool such as Aconex.

Commissioning of the buildings will be sequenced as per the methodology. During the project, the team will formulate a separate commissioning and completion programme.

Training will be undertaken with facilities staff to ensure they are familiar with the building services and maintenance requirements.

7.2. O&M Manual

The issue of high quality and comprehensive O&M manuals are critical for the ongoing operation of the building.

To successfully deliver the O&M manuals, the site team will submit draft manuals approximately 3-4 months into the project. This process has been included within the programme. All contractors at this stage will be requested to provide a draft version of their manual in accordance with the project guidelines which are to be submitted within 6 weeks of the request and reviewed by the project team.

After the site team has completed their review, the manuals are issued to the Project Manager via Aconex for review by all consultants and the client. This will form the benchmark for the final O&M Manual submission at project handover.

Typical Example below of what the completion program will include:

COMPLETION PROGRAMME EXAMPLE
BUILDING WORKS COMMISSIONING
• Electrical
• Fire
• Hydraulic
• Mechanical
• Security
• Fire panel

• Hydrants
• Hose reels
• Fire pump(s)
• Automatic doors in fire mode
TAGGING
• Fire doors & frames
• Hose reels
• Hydrants
• Fuel in diesel fire pump
PLANS AND MANUALS
• Fire Services Block Plans
• Smoke & fire plan, dampers, collar, fire treatments
• FIP plan
• NBN plan
INSPECTIONS FOR OCCUPATION
• PCA preliminary inspection
• Fire engineer pre-inspection
• Fire brigade inspection
• Occupation Issued (to be confirmed)
CLIENT ORDERED ITEMS
• Furniture
• FLOAT
• Practical Completion
TRAINING
• CCTV / Security
• Hot Water Equipment
• FIP Panel
• General Electrical
• Mechanical
• Irrigation
• Lifts
• Emergency Evacuation Drill