



PRELIMINARY CONSTRUCTION MANAGEMENT PLAN

PROJECT NAME:	SSDA and Concurrent Rezoning Mixed Use Development
SITE ADDRESS:	10 Dangar Street, Wickham
REVISION:	01
ISSUE DATE:	30/03/2026

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ABBREVIATIONS

ABBREVIATION	DEFINITION
The Organisation	Urban Apartments
CA	Contract Administrator
CAD	Cadet
CD	Construction Director
CM	Construction Manager
CEO	Chief Executive Officer
EMP	Environmental Management Plan
HSE	Health Safety and Environment
HT	HammerTech
PC	Project Coordinator
PPE	Personal Protection Equipment
PM	Project Manager
QMP	Quality Management Plan
SS	Site Supervisor
S/C	Subcontractor and/or their employees
SSC	Site Safety Committee
SM	Site Manager
SSP	Site Safety Plan
SWMS	Safe Work Method Statement
CTPMP	Construction Traffic & Pedestrian Management Plan
WHS	Work Health and Safety

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REGISTER OF REVIEW - MASTER				
REVISION	DATE	SECTION	DESCRIPTION OF AMENDMENTS	AMENDED BY
1	11/09/2025	ALL	COMPANY TEMPLATE	RM

REGISTER OF REVIEW - PROJECT				
REVISION	DATE	SECTION	DESCRIPTION OF AMENDMENTS	AMENDED BY
01	18/03/26		SSDA Submission	KT

APPROVALS			
NAME	POSITION	SIGNATURE	DATE
Roy Massoud	Construction Director		
Michael Boutros	Construction Manager		
Kirk Thompson	Project Manager		
Matthew Russell	Site Manager		

ACKNOWLEDGEMENT OF UNDERSTANDING

Project team personnel are to be inducted into this plan before starting work on the project. Insert your name and role in the register below, then sign and date to acknowledge that you have read and understood the company requirements and agree to implement the procedures as applicable to your role. Note: Nominated approvers who have signed above are not required to sign below.

NAME	POSITION	SIGNATURE	DATE

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1. Company Information

1.1 Company Overview

Urban Property Group is a progressive, iCIRT rated property company in Sydney. Almost 40 years, we've designed, developed, and built quality homes, offices, shops and more for our diverse communities.

At the heart of our business is a single firmly held belief: that our places should embody the best of local life, the way it should be. So, for every project – be it a forever home or a new way of living for now – we look for ways to improve, add value and create memorable, modern environments.

We deliver customer focused outcomes within the property sector including but not limited to:

- New building works
- Extensions to existing facilities
- Refurbishments and Fit-Outs
- Hospitality projects
- Retail projects
- Office developments projects
- Unique residential projects

We are dedicated to continually improving our project delivery performance in accordance with relevant statutory and industry requirements.

1.2 Introduction & Purpose of this Plan

This Construction Management Plan is submitted to the Department of Planning, Housing and Infrastructure (DPHI) on behalf UPG Wickham Pty Ltd (UPG) (the Applicant), to support a State Significant Development Application (SSDA) and concurrent Rezoning Report for the construction of a 43-storey mixed-use development at 10 Dangar Street, Wickham (the site). The site is located within the Newcastle local government area (LGA) and occupies a prominent corner position immediately north of the Newcastle Interchange.

The project has been selected by the NSW Housing Delivery Authority (HDA) as a key development to help accelerate the delivery of well-located, diverse and affordable housing in New South Wales. Commencing in early 2025, the HDA plays a coordinating role across government agencies, focusing on unlocking complex sites through strategic planning, infrastructure coordination, and streamlined assessment pathways.

Following the Applicant's expression of interest (EOI 240837), the HDA considered and recommended to the Minister for Planning and Public Spaces (the Minister) that the project be declared SSD under Section 4.36(3) of the Environmental Planning and Assessment Act 1979 (EP&A Act) on 23 June 2025. Following this recommendation, the development was declared by the Minister to be SSD pursuant to the State Significant Development Declaration Order 2025 (No 10), Part 2, Section 1(a), dated 30 June 2025.

The Construction Management Plan (CMP) has been prepared to establish Urban Property Group's (Urban) structured approach to the planning, coordination, and delivery of the project. Its primary purpose is to provide a comprehensive framework that ensures the works are carried out safely, efficiently, and in compliance with all statutory, contractual, and community obligations.

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The CMP outlines Urban’s construction methodology and sequencing strategies, supported by lessons learned from previous projects of a similar scale and complexity. It identifies anticipated challenges and risks and sets out the management processes that will be applied to mitigate them.

In addition to serving as a project execution guide for the delivery team, the CMP also functions as a reference document for key stakeholders—including the client, consultants, approval authorities, and the surrounding community—demonstrating Urban’s commitment to minimising disruption, protecting the environment, and upholding high standards of quality and safety.

The methodologies and management procedures detailed within this plan will be further refined throughout the planning and construction phases, ensuring adaptability to evolving site conditions, regulatory requirements, and project objectives.

2. Project Background & The Site

2.1 Background

The site was identified under the Wickham Master Plan 2017 as a strategically significant location for increased development capacity, given its proximity to the Newcastle Interchange and its potential to support high-density, mixed-use development. The Master Plan proposed an uplift in planning controls, increasing the permissible building height from 45m to 60m, and the FSR from 5:1 to 6:1, subject to the delivery of public domain improvements, including a 3-metre southern setback adjacent to the transport interchange.

This strategic vision was subsequently reaffirmed in the Wickham Master Plan 2021 Update (PP-2021-1506) and further refined in the 2022 amendment, which supported additional incentive-based planning controls. The Community Infrastructure Incentives in Wickham Planning Proposal (PP-2022/1541), endorsed by Council in March 2022 (and subsequently approved 08 November 2022), proposed:

- An incentive FSR of 7:1 for Area E (the site),
- A maximum incentive building height of 60m, and
- Community infrastructure requirements.

In alignment with these strategies, the site has been subject to successive development consents as outlined in the Environmental Impact Statement (EIS) prepared by Beam Planning. These prior consents have been physically commenced through demolition and excavation works and establish the maximum envelope for basement structures. This SSDA will adopt and refine these commenced elements to expedite the assessment process, continue construction progress on the site, and ensure continuity with previously endorsed planning outcomes.

This Construction Management Plan has been developed specifically for this project and will be maintained and updated for the duration of this project.

The requirements of this plan apply to all construction and associated work activities undertaken on site. This includes all activities of subcontractors, suppliers, consultants and others working for the Organisation.

The site team are inducted into this plan and are made aware of its location should they wish to refer to it at any time. Revisions of the plan are notified to relevant personnel.

This plan is to be read in conjunction with the Management System Manual.

2.2 The Site

The site is located at 10 Dangar Street, Wickham, within the Newcastle LGA. The site benefits from triple street frontages, with a primary street frontage of approximately 64m to Dangar Street, and secondary street frontages of approximately 61m to Hannell Street and 50m to Charles Street.

The surrounding locality comprises a diverse mix of land uses including residential, commercial, and light industrial uses, reflecting the area's ongoing transition. The site's frontage to Hannell Street, a major arterial road, supports high levels of connectivity to the broader metropolitan area. The site is located immediately north of the Newcastle Interchange, providing bus, rail and light rail services. Strategically, the site sits at the intersection of the Newcastle West End, Wickham, and Honeysuckle precincts, positioning it to support the city's transition to a higher-density, mixed use metropolitan centre.

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The site is currently vacant following demolition works approved under DA2018/01197 (as modified). Figure 1 illustrates the location of the site.

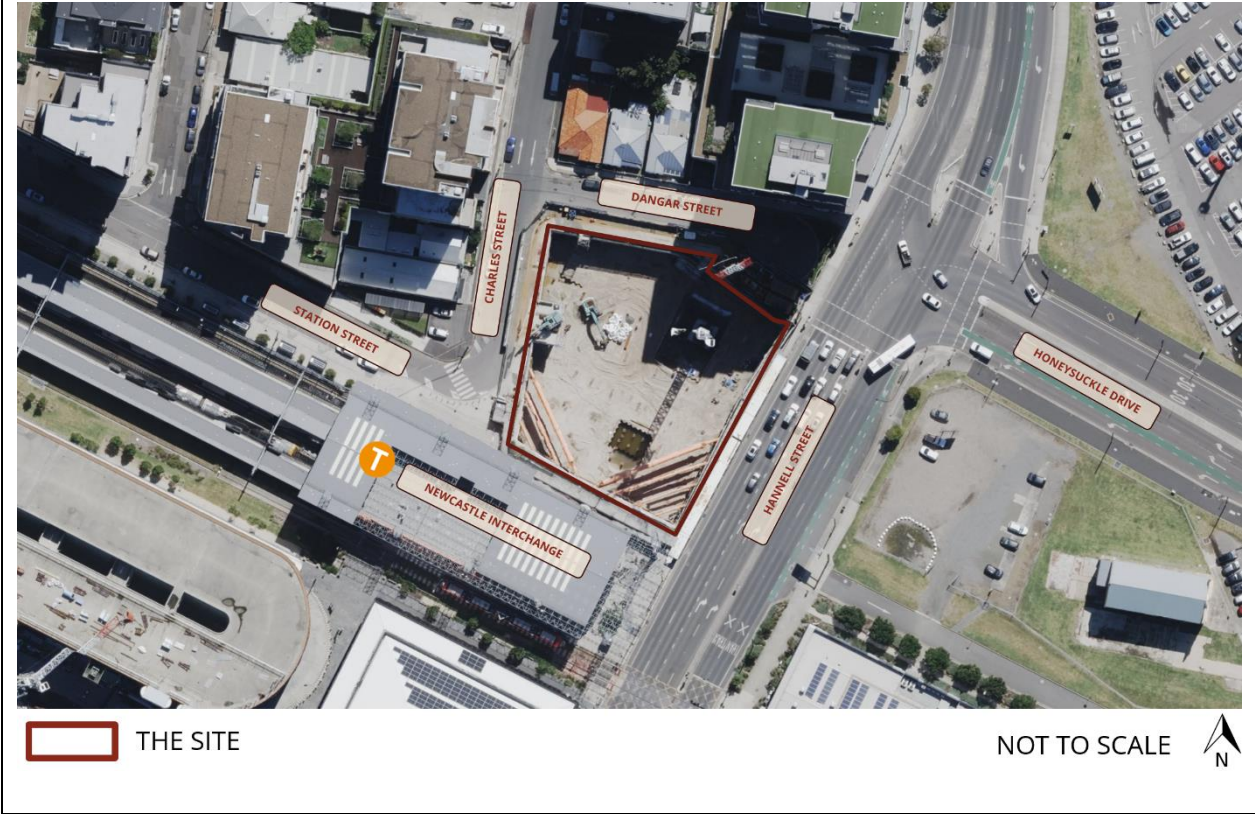


Figure 1 – Aerial Photo

3. The Proposal

3.1 Rezoning Proposal

To facilitate the proposed development described in Section 3.2, a concurrent Rezoning Proposal is sought to make the following amendments to the Newcastle Local Environmental Plan 2012 (Newcastle LEP 2012) in relation to the site:

- Amend Clause 7.9 to permit a maximum building height of RL152 on the site; and,
- Amend the Clause 7.9A to permit a maximum FSR of 14.4:1 on the site.

3.2 State Significant Development Application

The proposed amendments to the Newcastle LEP 2012, as outlined above, will facilitate the following development, proposed via a concurrent SSDA. Specifically, the proposed works sought under the SSDA include:

- Construction of a 43-storey (+ plant) mixed-use tower, comprising:
 - 245 residential apartments
 - 99 co-living units
 - Ground floor retail premises, to all three street frontages
 - A hotel component within the podium
 - Basement car parking
- Associated landscaping and public domain improvements, including the provision of a pedestrian through-site link that runs east/west adjacent to the Newcastle Interchange.

It is noted that the project will commit to providing 15% of the residential GFA as affordable housing for a minimum of 15 years, to be managed by a registered Community Housing Provider (CHP).

The proposed SSDA will seek consent for the use of basement structures and enabling works approved under DA2018/01197 (as modified).

For a detailed description of the proposed development, refer to the EIS prepared by Beam Planning, and the Architectural Drawings prepared by SJB Architecture.

4. Contacts

4.1 Key Participants and Stakeholders

Participant	Stakeholder
Client	UPG Wickham Pty Ltd
Builder	Urban Apartments
Council	City Of Newcastle
Private Certifier	City Plan Services

4.2 Primary Project Contacts

Role	Company	Name	Phone	Email
Architect	Team 2 Architects	Minkyu Lim	0430 962 488	minkyu@team2.com.au
Architect	SJB Architects	Wesley Grunsell	02 9380 9911	wgrunsell@sjb.com.au
Structure	BG&E	Clive Allen	0400 691 959	clive.allen@bgeeng.com
PCA	City Plan	Tariq Sheikh	02 8270 3500	tariqs@cityplan.com.au
Services Engineer	Goldfish & Bay	Fadi Tarouk	0405 604 706	ft@goldfishbay.com.au
Waterproofing Consultant	Waterproofing Integrity	Nathan Davidson	0413 411 244	nathan@waterproofingintegrity.com.au

5. Project Chart

The Project Manager and Site Manager will liaise with the client, public and other relevant stakeholders regarding identification and management of hazards that may impact them during the construction process.

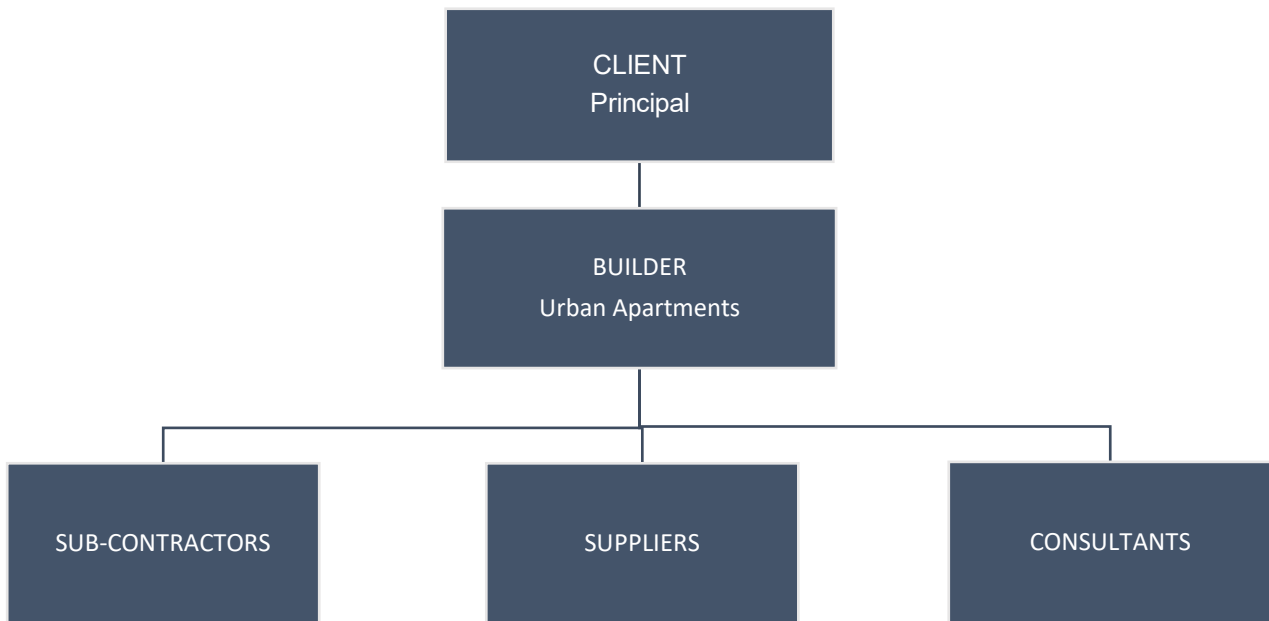


Figure 2 - an outline of the contractual relationship between the entities involved in the delivery of the project.

5.1 Organisational Chart

The Urban project team structure responsible for delivering the project is detailed in Attachment 1. This team has been delegated the necessary responsibility and authority to oversee all works and ensure compliance with the project's requirements and objectives.

Note: The final delivery team for the project is subject to change.

6. Responsibilities & Authority

POSITION	RESPONSIBILITY
<p>Group Services</p> <ul style="list-style-type: none"> - HSE - Quality - Program - Planning - Commercial - Design - Services - People & Culture 	<p>The various Group Managers assume overall responsibility for all Health, Safety & Environment, Quality, Design, Programming, Commercial, Human Resources and Industrial Relations related matters. Specific responsibilities include:</p> <ul style="list-style-type: none"> - Overseeing safety performance for the Urban Group in its entirety - Overseeing safety performance for the Urban Group in its entirety - Ensuring compliance to relevant legislation through the allocation of resources and the management of HSE & QA Managers and Coordinators - Ensuring that Management Systems conform to requirements of ISO 45001, ISO 14001 & ISO 9001 - Overseeing workers' compensation, and reporting on current claims and organisational trends to the Construction Executive Group - Reporting to the Directors on strategic matters - Providing input into construction tenders and negotiations as required - Ensuring that assistance is provided to manage implementation of project plans - Ensuring that appropriate resources are allocated across all projects - Taking control in the event of any major incidents, and - Aiding and monitoring progress of the works
<p>Construction Directors & Construction Managers</p>	<p>The CD & CM is responsible for the project's overall delivery. Key responsibilities include:</p> <ul style="list-style-type: none"> - Complying with the Group's Health, Safety, Environmental, Quality, IR and Human Resources Management Systems - Ensuring construction works precede and are completed in accordance with all relevant contractual requirements - Leading project teams to achieve desired project outcomes - Accepting full responsibility for the achievement of construction progress and the successful completion of all nominated contracts - Ensuring that quality levels are achieved in accordance with the contractual obligations, as well as the Group's expectations - Ensuring that planning and scheduling of works occurs as required - Maximising the group's commercial position at each level and stage of the project - Development, review and submission of reports to Urban's Construction Executive Group as required - Ensure the timely processing of all progress claim valuations, variations, other relevant claims and subcontractor claims - Identify and document potential risks to projects and develop effective control strategies to minimise risk, and - All other responsibilities as outlined in the relevant Position Description.
<p>Project Managers</p>	<ul style="list-style-type: none"> - Comply with the Group's Health, Safety, Environmental, Quality and Design Management Policies, Plans and Procedures - Ensure that safe work methods are adopted for all site activities - Participate in HSE meetings (i.e., toolbox talks etc.)

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	<ul style="list-style-type: none"> - Participate in Safety Committee Meetings (i.e., meeting concluding safety walk) - Ensure the appropriate safety equipment is worn by site personnel at all times - Identify and document potential risks to projects and develop effective control strategies to minimise risk - Understand the relevant project specifications and drawings - Monitor work against specifications to ensure the continuing quality and accuracy of work performed - Ensure construction works precede in accordance with all relevant contractual requirements - Accept full responsibility for the achievement of construction progress and the successful completion of all nominated contracts - Ensure that quality levels are achieved in accordance with the contractual obligations, as well as the Group’s expectations, and - Ensure the timely processing of all progress claim valuations, variations, other relevant claims and subcontractor claims.
<p>Design Manager</p>	<ul style="list-style-type: none"> - Comply with the Group’s Health, Safety, Environmental, Quality and Design Management Policies, Plans and Procedures - Manage Client and Consultants to achieve agreed outcomes for time, cost, and quality - Manage and coordinate internal resources to support the requirements of the project - Facilitate client decisions to assure coordination, deliverables, and timing of outputs - Identify and manage commercial risk (Head Contract Design obligations) associated with design outputs and deliverables - Identify and manage risks related to novation and/or engagement of consultants - Assess and identify any gaps in consultant scopes and Agreements where designers are novated to Urban - Instigate and maintain standard pre-construction “management tools” - Assure Authorities obligations and requirements are being delivered in the design documents - Assist in the formulation of ESD initiatives required to achieve project targets and obligations, and - Monitor ESD deliverables for incorporation in design outputs and construction obligations.
<p>Contracts Administrator</p>	<ul style="list-style-type: none"> - Assist to assure that all financial / contractual systems are established at site start-up phase - Contribute to the development of scopes - Contribute to the development and tracking of the project program

	<ul style="list-style-type: none"> - Liaise with subcontractors and all appropriate consultants and authorities to assure that contract requirements are being met and that Urban maintains an amicable outcome - Attend to general head contract and subcontract correspondence - Assist in planning and scheduling of various works - Assist to assure that all contract administrative duties are fulfilled in a timely manner, to maximise the financial return to the Group, while retaining appropriate relations with all relevant parties - Assist to assure that project forecasts & cash flow statements are assessed and maintained - Prepare and or assist in the accurate and timely submission of progress, variation & contractual claims - Assist to assure that subcontractor payments and variation claims are processed in an accurate and timely manner - Work with subcontractors, design team and Site Managers to determine the most cost-effective way to let packages - Assist to assure understanding of all aspects of the contract and determine key areas of financial risk and possible control measures to reduce identified risks, and - Assist to assure that all progress claims are assessed against the contract to assure that the subcontractors are meeting their obligations.
<p>Site Manager</p>	<ul style="list-style-type: none"> - Understand the relevant project specifications and drawings - Development of Project Management Plans in consultation with the relevant Project Manager and other relevant parties - Implementation of project Management Plans - Monitoring site HSE & QA performance to ensure that it reflects the requirements of the relevant project management plans - Development of procedures in consultation with the HSE & QA Teams - Participation in the corporate HSEQ Consultative Committee (as required) - Development, monitoring, and adherence to a project audit schedule - Assist with external third-party audits (as required) - Provide system improvement advice to the HSE & QA Teams - Ensure Urban employees and subcontractors are compliant with Urban HSE and Quality requirements - Assist site management to conduct SWMS / risk assessments for all high-risk activities where required - Assist the HSE & QA teams to review site plans to determine key areas of risk and implement appropriate controls prior to project commencement - Ensure that safe work methods are adopted by all parties in relation to all site activities - Ensure the appropriate safety equipment is worn by site personnel at all times - Participate in meetings (i.e., toolbox talks etc.) - Complete site inductions in accordance with the Group's requirements - Monitor work against specifications to ensure the continuing quality and accuracy of work performed - Notify the Project Manager/ Construction Manager of any defects, mistakes, errors, contamination, or variations identified

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	<ul style="list-style-type: none"> - Ensure construction works proceed in accordance with all relevant contractual requirements - Ensure that quality levels are achieved in accordance with the contractual obligations, as well as the Group’s expectations - Undertake planning and scheduling of various works - Co-ordinate subcontractor/trade contractor works - Ensure correct set out for all building works, and - –Provide the Construction Manager with regular reports on progress of building works.
<p>Project Coordinators</p>	<ul style="list-style-type: none"> - Understand the relevant project specifications and drawings - Development of Project Management Plans in consultation with the relevant Project Manager and other relevant parties - Implementation of Project Management Plans - Monitoring site HSE & QA performance to ensure that it reflects the requirements of the relevant project management plans - Development of procedures in consultation with the HSE & QA Teams - Participation in the corporate HSEQ Consultative Committee (as required) - Development, monitoring, and adherence to a project audit schedule - Assist with external third-party audits (as required) - Provide system improvement advice to the HSE & QA Teams - Ensure Urban employees and subcontractors are compliant with Urban HSE and Quality requirements - Assist site management to conduct SWMS / risk assessments for all high-risk activities where required - Assist the HSE & QA teams to review site plans to determine key areas of risk and implement appropriate controls prior to project commencement - Ensure that safe work methods are adopted by all parties in relation to all site activities - Ensure the appropriate safety equipment is worn by site personnel at all times - Participate in meetings (i.e., toolbox talks etc.) - Complete site inductions in accordance with the Group’s requirements - Monitor work against specifications to ensure the continuing quality and accuracy of work performed - Notify the Project Manager/ Construction Manager of any defects, mistakes, errors, contamination, or variations identified - Ensure construction works proceed in accordance with all relevant contractual requirements - Ensure that quality levels are achieved in accordance with the contractual obligations, as well as the Group’s expectations - Undertake planning and scheduling of various works - Co-ordinate subcontractor/trade contractor works, and - Ensure correct set out for all building works
<p>Site Supervisors</p>	<ul style="list-style-type: none"> - Understand the relevant project specifications and drawings - Implementation of Project Management Plans - Monitoring site HSE & QA performance to ensure that it reflects the requirements of the relevant project management plans - Development of procedures in consultation with the HSE & QA Teams

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	<ul style="list-style-type: none"> - Participation in the corporate HSEQ Consultative Committee (as required) - Development, monitoring, and adherence to a project audit schedule - Assist with external third-party audits (as required) - Provide system improvement advice to the HSE & QA Teams - Ensure Urban employees and subcontractors are compliant with Urban HSE and Quality requirements - Assist site management to conduct SWMS / risk assessments for all high-risk activities where required - Assist the HSE & QA teams to review site plans to determine key areas of risk and implement appropriate controls prior to project commencement - Ensure that safe work methods are adopted by all parties in relation to all site activities - Ensure the appropriate safety equipment is worn by site personnel at all times - Participate in meetings (i.e. toolbox talks etc.) - Complete site inductions in accordance with the Group’s requirements - Monitor work against specifications to ensure the continuing quality and accuracy of work performed - Notify the Project Manager/ Construction Manager of any defects, mistakes, errors, contamination or variations identified - Ensure construction works proceed in accordance with all relevant contractual requirements - Ensure that quality levels are achieved in accordance with the contractual obligations, as well as the Group’s expectations - Undertake planning and scheduling of various works - Co-ordinate subcontractor/trade contractor works, - Ensure the appropriate level of control, oversight and direction is exercised on the site by Urban/subcontractor/trade contractor works, the number, timing and quality of inspections - Carry out inspections of the site in accordance with Urban’s procedures and - Ensure correct set out for all building works. <p>Where licensed supervisors are required due to legislative requirements, Urban ensures that these relevant supervisors are adequately considered in the Project Organisation Chart and remain up to date using Urban’s Learn Connect training platform.</p>
<p>Grads / Undergrads</p>	<ul style="list-style-type: none"> - Understand the relevant project specifications and drawings - Implementation of Project Management Plans. - Monitoring site HSE & QA performance to ensure that it reflects the requirements of the relevant project management plans - Development of procedures in consultation with the HSE & QA Teams - Development, monitoring and adherence to a project audit schedule - Assist with external third-party audits (as required) - Provide system improvement advice to the HSE & QA Teams - Ensure Urban employees and subcontractors are compliant with Urban HSE and Quality requirements - Assist site management to conduct SWMS / risk assessments for all high-risk activities where required

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	<ul style="list-style-type: none">- Assist in reviews of site plans to determine key areas of risk and implement appropriate controls prior to project commencement- Ensure that safe work methods are adopted by all parties in relation to all site activities- Ensure the appropriate safety equipment is worn by site personnel at all times- Participate in meetings (i.e. toolbox talks etc.)- Monitor work against specifications to ensure the continuing quality and accuracy of work performed- Notify the Project Manager/ Construction Manager of any defects, mistakes, errors, contamination, or variations identified- Ensure construction works proceed in accordance with all relevant contractual requirements- Ensure that quality levels are achieved in accordance with the contractual obligations, as well as the Group's expectations- Undertake planning and scheduling of various works- Co-ordinate subcontractor/trade contractor works, and- Ensure correct set out for all building works.
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7. Programme

A comprehensive Construction Programme will be developed to plan, monitor, and control the sequence of activities required for the successful delivery of the project. The programme serves as a key project management tool that ensures all works are logically sequenced, efficiently coordinated, and completed within the approved timeframes and contractual obligations.

The Construction Programme will be developed using a recognised project scheduling software platform (Microsoft Project) and will form the baseline against which progress, performance, and variations are measured. It will provide visibility across all project phases, including design coordination, procurement, construction, testing, commissioning, and handover.

The key objectives of the Construction Programme are to:

- Establish a clear, logical sequence of construction activities and milestones.
- Identify the critical path and key dependencies that may affect overall project completion.
- Integrate design, procurement, construction, and commissioning activities into one cohesive schedule.
- Provide a framework for tracking progress, managing delays, and implementing recovery strategies.
- Facilitate effective communication between the client, consultants, subcontractors, and project team members.
- Ensure compliance with contractual dates, statutory approvals, and authority inspections.

The Construction Programme will be structured to include all key project phases, including but not limited to:

- **Design and Approvals:** Coordination of design deliverables, authority approvals, and consultant reviews.
- **Procurement:** Lead times for major materials, long-lead equipment, and subcontractor engagement.
- **Site Establishment:** Installation of site facilities, hoardings, services, and temporary works.
- **Early Works:** Shoring, capping beam, excavation, and substructure construction.
- **Structure:** Foundations, basement works, core formation, slabs, and framing.
- **Façade and Envelope:** Installation of cladding, glazing, roofing, and weatherproofing systems.
- **Services and Fit-Out:** Mechanical, electrical, hydraulic, and fire services installation, followed by internal finishes.
- **Testing and Commissioning:** System testing, verification, and certification.
- **Project Handover:** Practical completion, authority sign-offs, and client occupation.

Each activity within the programme will be assigned a unique reference number, description, duration, start and finish dates, responsible party, and dependencies.

The programme is a living document and will be updated regularly to reflect changes in design, scope, weather, or unforeseen circumstances. Revisions will be formally reviewed and approved by the Project Manager and communicated to all stakeholders to maintain transparency and alignment with project objectives.

Regular coordination meetings will be held with consultants and subcontractors to discuss programme progress, interface issues, and upcoming works. Adjustments will be made to maintain project momentum and adherence to critical milestones.

The construction program of the project is expected to take approximately 2 years.

8. Project Communication

8.1 Communication Protocols

Urban is committed to maintaining clear, timely, and transparent communication throughout the construction process. This includes the effective dissemination of relevant information regarding construction activities and staging of works within the live environment to all key stakeholders and external parties involved in the development.

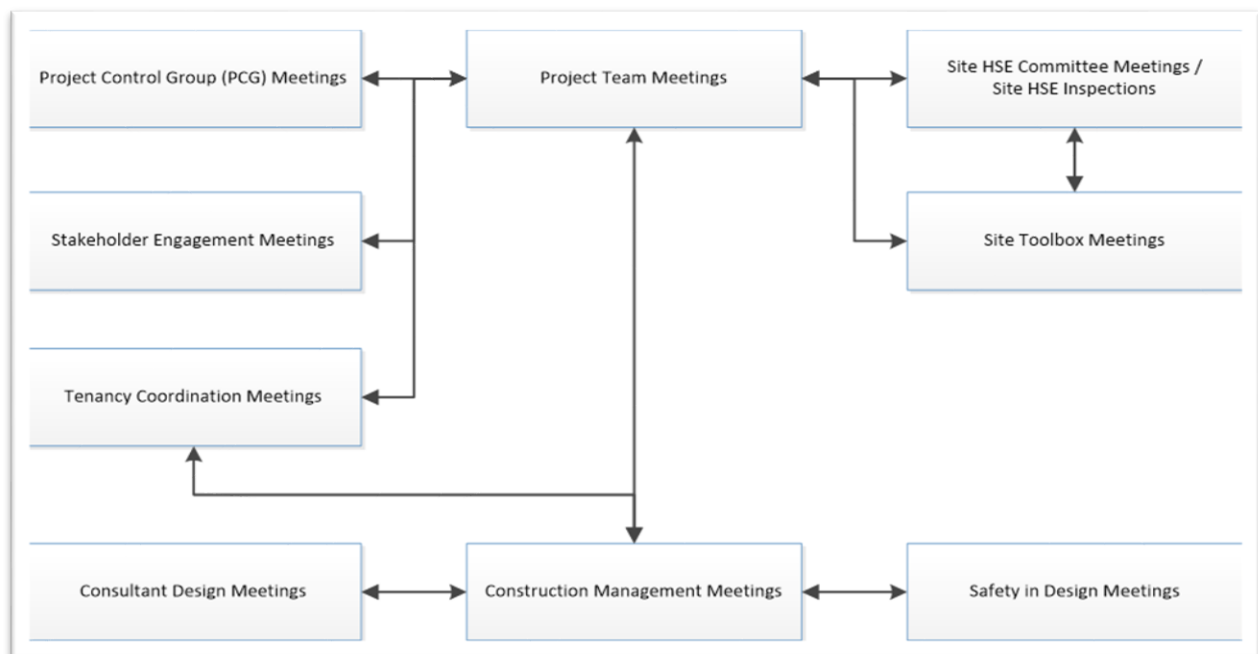


Figure 3 – typical flow of communication expected at a project-based level.

Urban implements and maintains a web-based notification system to ensure timely communication of construction activities, planned shutdowns, and service interruptions. This platform enables electronic distribution of notices to all relevant stakeholders in advance of any such works. Adjoining owners are invited at the commencement of the project to provide their email details, allowing them to receive relevant updates and notifications through this system.

Prompt and effective response to any complaints or disputes raised by adjoining owners is considered critical. All communication between Urban and external parties is to be directed and coordinated by the Project Manager, with every interaction and issue recorded in the Complaint Register for traceability and accountability.

In addition, Urban utilises the Procore web-based platform as the primary system for generating, transmitting, tracking, and filing all contractual and project-related correspondence. Participation in this platform is mandatory for all parties involved in the project.

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8.2 Relevant Stake Holders

The table below is to be completed to include relevant stakeholders for each project. Relevant stakeholders may include Consultants, Neighbouring Business/Residences, Local Government Areas (LGA's)

STAKEHOLDER	NAME	CONTACT	EMAIL
Client	UPG Wickham Pty Ltd	Matthew Choi	M.choi@urbanpropertygroup.com.au
Council	City of Newcastle	TBC	02 4974 2000
Electrical Authority	Ausgrid	TBC	TBC
Gas Authority	Jemena	TBC	TBC
Rail Authority	Sydney Trains	TBC	TBC
Road Authority	TfNSW	TBC	TBC

9. Design Management

Design Management procedures have been developed to provide a framework for the project team to carry out their responsibilities and obligations and provide assurance that design compliance requirements will be met. These aspects include, but are not limited to:

- Novation and/or engagement of consultants
- Tracking of the status of Consultant Agreements
- Safety in Design
- Quality Risk Assessment (QRA)
- Environmental considerations
- Design review and consent
- Design changes
- Sample approval, and
- Value management

For further information regarding any of the processes dealing with design aspects, refer directly to the project specific Design Management Plan.

10. Construction Planning

A thorough analysis has been undertaken to identify the proposed construction methods and sequence to be implemented on the project. As a result, Site Specific Logistic Plan – Attachment 2, has been developed to identify the following construction requirements:

- Site Access and Egress
- Traffic management
- Public safety and maintenance of amenity
- Temporary Hoardings and Fencing
- Location of Site Amenities
- Cranage and Loading Bays
- Material Storage
- Hoist Locations

10.1 Dilapidation Survey

Prior to works commencing on site, a dilapidation survey has been carried out by the previous developer prior to UPG Wickham Pty Ltd acquiring the site to document the existing condition of adjoining properties and infrastructure. If deemed necessary, a dilapidation survey of existing services will be commissioned prior to any construction works carried out by the licensed builder to document existing services within the construction zones, including mechanical, electrical, hydraulic and wet fire.

10.2 Public and Property Protection

10.2.1 Hoardings

To prevent unauthorised access to the site and to minimise disruption caused by construction activities, appropriate boundary separation and hoarding measures shall be installed around all primary construction zones and adjoining work areas for the duration of the works. These barriers must be regularly inspected, maintained, and modified as required throughout the project lifecycle, in coordination with relevant stakeholders.

Directional and statutory signage shall be provided to ensure the safe redirection of pedestrians and to clearly delineate designated access routes. Traffic management controls are to be implemented to maintain public and worker safety in accordance with applicable regulations.

The following classes of hoardings will be implemented on this project:

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CLASS	DESCRIPTION	LOCATION
<p>Class A - Full Height (internally contained)</p>	<p>Melamine, Ply (pre-finished to accept artwork or advertising) or alternatives to expanded polystyrene panels, including double, self-closing, access doors to tenancies and construction zones.</p>	
<p>Class B – 2400mm high with overhead protection</p>	<p>Ply or modular composite panel (pre-finished to accept artwork or advertising) including double, self-closing, access doors to tenancies and construction zones.</p>	
<p>Class D - ATF</p>	<p>Modular and movable temporary fence panels on heavily weighted bases.</p>	<p>Various locations during the project construction lifecycle as required.</p>
<p>Class E – Water or Concrete Barriers (Traffic)</p>	<p>Water and concrete barriers are designed to meet the general requirements of applications for pedestrian traffic delineation. Water barriers manufactured from high density Polypropylene and are connected by way of a special linking pin to form a chain.</p>	<p>Various locations during the project construction lifecycle as required.</p>

10.2.2 Gantries

Protective gantries and associated overhead structures will be installed to safeguard the public and minimise the impact of construction activities on adjoining footpaths, roadways, and access routes. These installations will provide effective overhead protection for pedestrians and vehicles from potential falling objects, debris, or construction

materials, ensuring compliance with relevant safety standards and regulatory requirements, including the Work Health and Safety Regulation 2017 (NSW) and AS 1170.1 Structural Design Actions – Permanent, Imposed and Other Actions.

The gantries will be strategically positioned to maintain uninterrupted pedestrian and traffic movement around the site and to promote construction efficiency by clearly delineating safe public access zones in coordination with site operations. All required statutory signage, warning notices, and lighting will be provided in accordance with AS 1319 – Safety Signs for the Occupational Environment to ensure clear visibility, effective communication, and the highest standards of public safety.

10.3 Hours of Work

The permissible operating hours for the project are detailed below:

Working Hours	
Monday - Friday	7am – 6pm
Saturday	8am – 1pm
Sunday & Public Holidays	Not Permitted

All construction activities will be undertaken in accordance with the EPA Noise Control Guidelines for Construction and Demolition Site Noise and any applicable conditions of approval. Noisy external works are not to be carried out outside the prescribed standard construction hours unless prior approval has been obtained from the relevant regulatory authorities and affected stakeholders have been notified in advance.

If required, any after-hours or night-time works shall be carefully managed in consultation with the relevant authorities, local council, and other impacted stakeholders, ensuring that appropriate noise mitigation measures are implemented and that all activities remain compliant with the Protection of the Environment Operations Act 1997 (NSW) and associated regulations.

10.4 Heritage and Archaeological Significance

Urban recognises the importance of protecting items, places, and relics of heritage and archaeological significance throughout all phases of construction. The Company is committed to ensuring that construction activities do not adversely impact any identified or potential heritage or archaeological values within or adjacent to the project site. All works will be carried out in accordance with relevant legislative requirements, including but not limited to:

- Heritage Act 1977 (NSW)
- Environmental Planning and Assessment Act 1979 (NSW)
- National Parks and Wildlife Act 1974 (NSW) (for Aboriginal heritage)
- NSW Heritage Council Guidelines and associated Code of Practice for Archaeological Investigation of Aboriginal Objects in NSW

Prior to commencement of works, Urban will review available heritage registers, environmental impact statements, and planning approvals to identify any known heritage items or areas of archaeological potential.

Where required, a qualified heritage consultant or archaeologist will be engaged to undertake further site assessments or prepare a Heritage Management Plan (HMP) or Archaeological Assessment Report (AAR) to guide construction activities.

10.5 Existing Operational Areas

During the construction period, certain works may require access to or coordination within existing operational areas located outside the defined project site boundaries. These areas may include occupied buildings, public spaces, roadways, or facilities that must remain functional throughout the construction phase. Urban recognises the need to maintain these operations with minimal disruption while ensuring safety, efficiency, and compliance with the Client's operational requirements.

Access to any existing operational areas will be subject to prior approval from the Client or relevant controlling authority. The timing and sequencing of such works will be determined in consultation with the Client, considering:

- The nature and extent of the works proposed.
- The specific location and level of operational activity.
- The potential impacts on safety, accessibility, and functionality.
- Any environmental or stakeholder constraints.

Urban will develop method statements, staging plans, and Safe Work Method Statements (SWMS) for all works within or adjacent to operational zones. These documents will outline the work methodology, risk controls, and access restrictions necessary to maintain operational continuity and public safety.

Effective communication and coordination with the Client and key stakeholders are critical when undertaking works in existing operational areas. Urban will:

- Conduct pre-start coordination meetings prior to the commencement of works in operational zones.
- Provide advance notification of the scope, duration, and timing of activities.
- Obtain relevant permits or authorisations where required.
- Implement signage, physical barriers, and supervision to clearly delineate work zones.

All communication with the Client and affected parties will be documented through Urban's project management systems (Procore) to ensure traceability and accountability.

To ensure the continued safety of workers, occupants, and the public, Urban will implement the following control measures when operating within or adjacent to existing functional areas:

- Strict adherence to Work Health and Safety Regulation 2017 (NSW) and site-specific safety protocols.
- Physical segregation of construction works from operational spaces using appropriate hoarding, barriers, or exclusion zones.
- Clear identification of access routes, emergency exits, and egress paths.
- Maintenance of emergency services access at all times.
- Implementation of noise, dust, and vibration controls to prevent disruption to ongoing operations.

Urban's Site Manager and Project Manager will oversee all activities within existing operational areas to ensure compliance with Client requirements, environmental obligations, and safety standards. Regular inspections, toolbox talks, and risk assessments will be conducted to verify that works are carried out in accordance with approved procedures and that operational integrity is maintained.

10.6 Site Access and Egress

Effective management of site access and egress is critical to maintaining safety, security, and operational control during all stages of construction. Access points must be clearly defined, monitored, and controlled to ensure that

only authorised and inducted personnel enter the site, while also maintaining public safety and compliance with applicable legislation, including the Work Health and Safety Regulation 2017 (NSW), the Building Code of Australia, and relevant Australian Standards.

A comprehensive site access management system is implemented using Hammertech, which integrates with the site's electronic turnstile gate and facial recognition technology. To gain access to the site:

- All workers, subcontractors, and visitors must complete a project-specific site induction via Hammertech prior to commencing work.
- Inducted personnel are registered within the system, and their access credentials are activated only after all required documentation (e.g., licenses, white cards, SWMS, insurances) has been verified.
- The facial recognition camera at the entry gate identifies each individual, granting access only to those who are fully inducted and authorised.
- Any non-compliant, uninducted, or expired personnel will be automatically denied access.

This system provides a transparent and auditable record of all personnel movements, ensuring full compliance and traceability of workforce attendance and site access.

All egress points, including pedestrian and vehicular exits, will be clearly signposted and illuminated in accordance with AS 1319 – Safety Signs for the Occupational Environment.

Emergency exits will remain unobstructed at all times and will provide safe, direct routes to designated emergency assembly areas.

The Site Manager is responsible for ensuring that all access and egress routes are maintained in a safe condition, free from hazards or obstructions, and inspected regularly.

Existing controls are identified to mitigate each risk identified. The mitigation measures are based on the Hierarchy of Controls i.e. Elimination, Substitution, Isolation, Engineering Controls, Administrative Controls and Use of Personal Protective Equipment (PPE).

The risk assessment process shall be undertaken by a suitably qualified person (minimum of company HIRAC Training), and may consider the following issues:

- The likelihood and consequence of injury, illness or incident occurring
- The experience of the person exposed to the hazard
- The frequency of the person's exposure to the hazard; (e.g. more than 2 x Per Minute)
- The duration of the person's exposure to the hazard; (e.g. more than 30 Seconds)
- Any existing control measures
- Contributing environmental conditions
- Records of previous incidents, illnesses, etc. relating to that or a similar hazard; and
- Pre-existing hazards
- Significant environment aspects
- Outputs from the Company Risk and Opportunity Register
- Outputs from management reviews

10.7 Subcontractor Parking

Parking for subcontractors and site personnel must be carefully managed to prevent congestion, unauthorised parking, and disruption to local traffic or adjoining properties. Designated parking areas will be identified and communicated to all personnel during induction. Parking will be restricted to allocated areas within the site boundary or other approved zones. Parking in surrounding streets, neighbouring properties, or public access areas is strictly prohibited. Where on-site capacity is limited, an off-site parking or shuttle arrangement may be implemented. All subcontractors will be advised of parking restrictions through pre-start meetings and site signage. Regular monitoring will occur to ensure compliance, and breaches may result in access restrictions for offending subcontractors.

10.8 Traffic Management

A comprehensive Construction Traffic & Pedestrian Management Plan (CTPMP) will be developed and implemented to ensure the safe and efficient movement of vehicles, plant, and pedestrians in and around the site. The TMP will include details of entry and exit points, signage, barriers, and traffic control devices in accordance with AS 1742.3. Vehicle movement plans will outline haulage routes, turning paths, and delivery scheduling to minimise disruption to public roads and surrounding residents. Emergency access must be always maintained, and coordination will occur with local councils and authorities regarding any temporary lane closures or road diversions. The CTPMP will be reviewed regularly and updated when site conditions change, or construction stages advance.

The following restrictions must be considered in the development of the Traffic Management Plan:

- speed limit to be restricted on-site to 8km/h
- flashing hazard lights must be operated at all times for mobile plant with reversing beepers
- personnel to wear high visibility safety vests at all times
- spotters/escorts to accompany vehicles where required by SWMS
- relevant signage will be erected as required for to suit the varying access requirements
- subcontractors are responsible to manage traffic within their own work zones. This may involve signage and barricading over, and above general access as provided by Urban.

During various stages of work, vehicle access to and from site must be managed by the following actions:

- minimising impact of high frequency of trucks upon local traffic movements by controlling movements and marshalling of trucks off-site. Drivers must continue to report to the Traffic Controller on-site to ensure street access space exists before proceeding to site
- liaison with the adjoining neighbours, businesses, and local authorities
- all relevant site personnel must be inducted into the appropriate CTPMP focusing on the interface between construction activities and the public, and
- ongoing training must be provided for all supervision and staff during the various phases

10.9 Tree Protection

All existing trees and vegetation identified for retention will be protected throughout construction in accordance with AS 4970 – Protection of Trees on Development Sites. Tree Protection Zones (TPZs) will be established around each retained tree prior to commencement of works, defined by fencing or barriers clearly marked with signage. No excavation, storage, vehicle movement, or compaction is permitted within these zones unless approved by the Project Arborist. Regular inspections will be conducted to ensure compliance, and any accidental damage or encroachment will be reported and assessed by a qualified arborist.

10.10 Noise & Vibration Management

Construction noise and vibration will be managed in accordance with the EPA Noise Control Guidelines for Construction and Demolition Site Noise and the Protection of the Environment Operations Act 1997 (NSW). High-noise activities will be restricted to approved working hours, and all plant and equipment must be properly maintained with fitted mufflers or silencers. Acoustic hoardings or temporary noise barriers will be installed where required. Activities producing vibration near heritage or sensitive structures will be monitored in accordance with DIN 4150-3. Stakeholders will be notified in advance of major noisy works, and all noise complaints will be recorded in a Complaint Register with corrective action taken as required.

10.11 Dust Control

Dust control measures will be implemented to maintain air quality and reduce nuisance impacts on nearby properties. These measures include

- regular wetting of roads, stockpiles, and exposed surfaces
- covering or stabilising stockpiles
- installation of wheel wash bays or rumble grids at exits
- covering vehicles transporting materials
- erecting dust screens where required
- use of vacuums on power tools

Vehicle speeds will be restricted on unsealed areas, and activities that generate dust will be modified or ceased during adverse weather conditions. Dust monitoring will be carried out during high-risk activities such as demolition, excavation, and bulk earthworks to verify effectiveness of controls.

10.12 Waste Management

A Waste Management Plan (WMP) will be implemented to ensure all waste is managed in accordance with the Waste Avoidance and Resource Recovery Act 2001 (NSW). Waste will be segregated into designated bins for recycling and disposal, with covered and labelled containers provided for each waste stream. Materials such as concrete, timber, metals, and plasterboard will be recycled wherever possible. Waste docket and records will be maintained to ensure traceability and compliance with licensed waste contractors and disposal facilities. Toolbox talks will be held to promote sustainable waste practices, and regular waste audits will be conducted to monitor performance against project targets.

10.13 Deliveries

All deliveries will be planned and managed to maintain safety and efficiency while minimising disruption to local traffic and surrounding properties. Deliveries will be coordinated with the construction program and restricted to approved hours. Vehicles must enter and exit through designated access points and follow all traffic management procedures. A qualified Traffic Controller or Spotter will supervise delivery vehicle movements, particularly for large or reversing vehicles. Drivers must remain in their vehicles unless authorised, and materials must be unloaded only in approved laydown areas. Oversized or abnormal loads requiring road permits will be scheduled in consultation with local authorities.

10.14 Site Security

Security arrangements will be maintained throughout construction to protect workers, materials, and equipment from theft, vandalism, and unauthorised access. Secure perimeter fencing or hoarding will be installed in accordance with AS 4687. Access will be controlled through locked gates, turnstiles, or other authorised systems. CCTV cameras will monitor entry points, site offices, and storage areas. Adequate lighting will be provided for

visibility and surveillance during night hours, and after-hours security patrols may be engaged as required. All security incidents or breaches will be reported immediately to the Site Manager and recorded for investigation.

Urban personnel are responsible to check all egress and access points at the end of each working day to confirm that all contractors have exited, and that all main entry is secure and locked. A complete check of all perimeter hoardings/fences at the end of each working day will also be completed to confirm they are secure. Fences and hoardings will be maintained in good presentable condition.

10.15 Site Amenities

Adequate site amenities will be provided for the workforce in compliance with the Work Health and Safety Regulation 2017 (NSW) and relevant Codes of Practice. Amenities will include toilets, handwashing facilities, lunchrooms, rest areas, and drinking water stations. Facilities will be conveniently located, maintained in a clean and hygienic condition, and serviced regularly. The number and type of amenities will be proportionate to workforce size and project duration. First aid facilities and emergency equipment will always be available and accessible.

10.16 Site Lighting

Lighting will be provided throughout the site to ensure safe working conditions, security, and visibility during both day and night operations. Lighting design will comply with AS/NZS 1680 – Interior and Workplace Lighting and AS 4282 – Control of the Obtrusive Effects of Outdoor Lighting. Adequate illumination will be maintained along work areas, access paths, and egress routes, with special attention to high-risk zones such as loading areas and stairways. Lighting will be adjusted as work progresses to suit new layouts and eliminate dark spots. Fixtures will be regularly inspected and maintained, and any glare or light spill to adjoining properties will be minimised.

11. Project Risk Management

To ensure that potential risks are effectively identified, evaluated, and controlled, Urban applies a structured and proactive approach to risk management across all phases of construction. The company recognises that comprehensive risk assessment is critical to safeguarding public safety, ensuring compliance, maintaining environmental integrity, and achieving project objectives on time and within budget.

A range of formal assessment processes are undertaken to identify, document, and mitigate key project risks, particularly those associated with high-risk construction activities and interfaces with the public domain. These assessments are an integral component of Urban's Integrated Management System and are mandatory on all projects.

The following assessment processes are implemented and maintained throughout the project lifecycle:

- **Workplace Risk Assessment (WHS):** Identifies hazards and assesses risks to health and safety across all work activities, ensuring that appropriate control measures are applied in accordance with the Work Health and Safety Act 2011 (NSW) and associated Regulations.
- **Safety in Design (SiD):** Evaluates safety risks that may arise from design decisions, materials selection, and construction methodologies, ensuring that safety considerations are embedded from the earliest stages of project development.
- **Risk and Opportunity Schedule (Commercial):** Reviews commercial, contractual, and procurement-related risks to identify potential exposures and opportunities that may affect project cost, schedule, or performance.
- **Environmental Impact and Aspect Register:** Assesses environmental aspects and potential impacts associated with construction activities, establishing mitigation measures to ensure compliance with the Protection of the Environment Operations Act 1997 (NSW) and related environmental standards.
- **Quality Risk Assessment (QRA):** Identifies quality-related risks to construction outputs, materials, and workmanship, ensuring that control measures are in place to maintain conformance with project specifications and quality objectives.

These assessment processes are developed during the pre-construction phase and are reviewed and updated regularly throughout the life of the project to reflect changing site conditions, design revisions, and construction progress.

Risk assessments are supported by continual consultation with stakeholders, including project management, design consultants, subcontractors, and client representatives. All risks, control measures, and residual exposures are documented and monitored through Urban's risk management framework to ensure accountability, transparency, and continuous improvement across all projects.

11.1 Work Health and Safety

A **Site Safety Plan (SSP)** will be developed and implemented to manage all aspects of health and safety throughout the duration of the construction works. The purpose of the SSP is to plan, coordinate, and control construction activities to ensure that the health, safety, and wellbeing of all personnel—including workers, visitors, subcontractors, and members of the public—are maintained at all times.

The SSP will form part of the overall project management framework and will be developed in accordance with the principles of ISO 45001 – Occupational Health and Safety Management Systems, the Work Health and Safety Act

2011 (NSW), and the Work Health and Safety Regulation 2017 (NSW). It will identify project-specific hazards, assess associated risks, and outline appropriate control measures and responsibilities to ensure a safe working environment.

Key elements to be addressed within the Site Safety Plan include, but are not limited to:

- Electrical safety and isolation of services.
- Fire prevention, emergency preparedness, and evacuation procedures.
- Manual handling and ergonomic risk management.
- Hazardous substances and dangerous goods management.
- Work at heights, scaffolding, and fall prevention systems.
- Confined space entry and excavation safety.
- Plant, equipment, and crane operations.
- Traffic and pedestrian interface management.
- Site security, access control, and public protection.

The SSP will be reviewed at regular intervals and updated where site conditions, design elements, or work methodologies change. The plan will also include systems for incident reporting, risk reviews, and corrective actions to ensure continuous improvement in site safety performance.

Subcontractors engaged on the project must comply with the requirements of the principal contractor's Site Safety Plan. Where subcontractor works involve high-risk activities or unique methodologies, a separate, project-specific high-risk workshop may be required for review and approval prior to commencement of work

11.2 Environmental Management

A project-specific **Environmental Management Plan (EMP)** will be developed to manage all environmental aspects of the construction works and to ensure compliance with ISO 14001:2015 – Environmental Management Systems, the Protection of the Environment Operations Act 1997 (NSW), and relevant local authority conditions.

The EMP will outline how environmental impacts associated with construction will be identified, assessed, monitored, and controlled to prevent pollution, minimise harm, and promote sustainable work practices. It will also define responsibilities, reporting structures, and response procedures to ensure compliance with statutory requirements and project environmental objectives.

- Environmental elements to be addressed within the EMP include, but are not limited to:
- Erosion, sediment, and stormwater management.
- Noise and vibration control to minimise disturbance to surrounding properties.
- Dust suppression and air quality management.
- Handling, storage, and disposal of hazardous materials.
- Identification and management of contaminated soils.
- Waste minimisation, segregation, recycling, and lawful disposal.
- Spill prevention, response, and pollution control.
- Protection of flora, fauna, and natural features.

The EMP will be reviewed and updated periodically throughout the life of the project to ensure that controls remain effective and reflective of evolving site conditions.

Where subcontractors' operations have the potential to impact the environment, they will be required to comply with the project-specific Environmental Management Plan and, where necessary, develop and submit their own project-specific EMP for review and approval prior to commencing works.

For further detail regarding any procedures or requirements relating to environmental performance, reference should be made to the project-specific Environmental Management Plan and associated documents contained within the Integrated Management System.

11.3 Quality Management

A Quality Management Plan (QMP) will be developed and implemented to plan, manage, and control all aspects of construction operations to ensure that the works are delivered in accordance with specified standards, client expectations, and statutory requirements. The QMP will form a core component of the project's governance framework and will be aligned with the principles of ISO 9001:2015 – Quality Management Systems, the organisation's internal management systems, contractual obligations, and the requirements of relevant stakeholders.

The purpose of the QMP is to establish a structured approach to achieving consistent quality outcomes across all project stages—from procurement and design through to construction, commissioning, and handover. It defines the processes, responsibilities, and verification methods necessary to ensure that all works conform to approved drawings, specifications, and performance criteria.

The Quality Management Plan will include, but is not limited to, the following elements:

- **Quality Objectives:** Clear and measurable performance targets aligned with project deliverables.
- **Roles and Responsibilities:** Defined accountability for quality assurance and control activities, including those of subcontractors and consultants.
- **Document Control:** Procedures for managing design documents, shop drawings, specifications, and revisions to ensure only current and approved versions are used on site.
- **Inspection and Test Planning (ITP):** Development and implementation of ITPs for all major trade packages to verify compliance with design and specification requirements.
- **Non-Conformance Management:** Systems for identifying, recording, rectifying, and tracking non-conformances through corrective and preventive action processes.
- **Supplier and Subcontractor Quality Management:** Pre-qualification and monitoring of suppliers and subcontractors to ensure adherence to quality standards and contractual expectations.
- **Hold Points and Witness Points:** Defined verification steps requiring inspection or approval before progressing to subsequent construction phases.
- **Records Management:** Maintenance of quality records including ITPs, test reports, calibration certificates, and as-built documentation to provide evidence of compliance.
- **Continuous Improvement:** Review and analysis of performance data, audits, and lessons learned to drive process improvements across the project lifecycle.

The Quality Management Plan will be a live document, regularly reviewed and updated throughout the project to reflect changes in scope, design, or methodology. All project team members and subcontractors will be required to comply with the QMP and participate in ongoing quality assurance activities such as audits, inspections, and review meetings.

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For further information regarding any of the processes dealing with quality-related matters, reference should be made to the project-specific Quality Management Plan and associated procedures contained within the Integrated Management System.

12. Construction Methodology

This section outlines the methodology and sequence of works proposed for the safe and efficient delivery of the project. It describes the key stages of construction, the management strategies to control risk, and the coordination measures used to ensure compliance with the project’s design, program, and statutory obligations.

All works will be carried out in accordance with the Work Health and Safety Act 2011 (NSW), Work Health and Safety Regulation 2017 (NSW), Environmental Planning and Assessment Act 1979 (NSW), Protection of the Environment Operations Act 1997 (NSW), and relevant Australian Standards.

Construction activities will follow the approved design documentation, staging plans, and site logistics plan to maintain safety, minimise disruption, and ensure quality outcomes consistent with ISO 9001, ISO 14001, and ISO 45001 principles.

12.1 Site Establishment

Objective

To prepare the site for construction operations while ensuring the safety of personnel, the protection of public areas, and compliance with environmental requirements.

Key Tasks

- Install perimeter hoarding and secure fencing in accordance with AS 4687 – Temporary Fencing and Hoardings, including directional and statutory signage.
- Establish controlled access and egress points incorporating turnstile gates and facial recognition technology for inducted personnel.
- Set up site offices, amenities, storage zones, lunchrooms, and first aid stations in compliance with WHS legislation.
- Connect temporary services including water, power, telecommunications, and sewerage.
- Implement site security measures and CCTV coverage at all entry and storage locations.
- Prepare the site logistics plan, including material laydown areas, delivery routes, crane locations, and waste zones.
- Install sediment and erosion control devices and wheel wash bays to manage run-off and dust.
- Commence baseline environmental and geotechnical monitoring (noise, vibration, groundwater).

Integration with Management Systems

- **Safety:** Risk assessments, inductions, and SWMS prepared prior to mobilisation.
- **Environmental:** Controls implemented per the Environmental Management Plan (EMP).
- **Quality:** Initial ITPs and hold points established for setup verification.

Estimated No. of Workers	5-10
Duration of Works	2 Weeks
Plant & Equipment	Crane, EWP, Small Excavator, Delivery Trucks

12.2 Early Works

Objective

To prepare the site for structural construction through completion of earthworks and foundation systems while maintaining site stability and compliance with geotechnical design.

Key Tasks – Foundation Systems

- Install foundation piles as per the structural and geotechnical design.

Key Tasks - Bulk and Detailed Excavation

- Excavate in controlled layers using appropriately sized machinery.
- Spoil to be transported off-site by licensed waste carriers; dust suppression to be maintained continuously.
- Dewatering systems installed where groundwater ingress occurs.
- Detailed excavation undertaken for pile caps, footings, lift pits, and service trenches.
- Ongoing survey checks to confirm excavation levels and geometry.

Integration with Management Systems

- **Safety:** Exclusion zones, benching, and safe plant operations enforced.
- **Environmental:** Sediment and groundwater management under EMP.
- **Quality:** Verification of shoring installation, anchor tensioning, and excavation dimensions.

Estimated No. of Workers	10-20
Duration of Works	16 Weeks
Plant & Equipment	Excavators, Trucks, Mobile Crane, Piling Rig, Concrete Pump

12.3 Structure

Objective

To construct the primary load-bearing elements forming the permanent structural frame of the building in accordance with design documentation and engineering standards.

Key Tasks

- Construct foundations and slabs following placement of waterproofing membranes and blinding layers.
- Install reinforcement, formwork, and post-tensioning systems with quality inspections prior to concrete placement.
- Pour concrete slabs, walls, and columns using pump or crane methods, ensuring curing, vibration, and placement meet specification.
- Progress vertically via jump form or slipform systems for cores and lift shafts.
- Integrate embedded conduits and penetrations for building services.
- Erect structural steel components and trusses with bolting or welding as designed.
- Remove formwork and back-propping following engineer approval.

Integration with Management Systems

- **Safety:** Crane lift studies, working-at-heights controls, formwork inspections, and plant certification.
- **Environmental:** Concrete wash-out bays and noise/vibration controls implemented.
- **Quality:** Hold points for reinforcement, concrete strength testing, and dimensional checks.

Estimated No. of Workers	60 - 100
Duration of Works	12 Months
Plant & Equipment	Concrete Pump, Concrete Trucks, Cranes, hoists, miscellaneous plant & equipment.

12.4 Façade & Finishes

Objective

To complete the building envelope and interior finishes to achieve a weather-tight, high-quality structure ready for commissioning.

Key Tasks - Façade Works

- Install façade support framing, glazing systems, cladding, and balustrades in accordance with certified shop drawings.
- Conduct air, water, and structural performance tests for compliance.
- Apply sealants and waterproof membranes as required.
- Ensure façade installation sequences align with tower crane operations and internal trades.

Key Tasks - Internal Finishes

- Commence internal wall framing, ceilings, and partition works once the façade achieves weather-tightness.
- Install mechanical, electrical, hydraulic, and fire services progressively, followed by sheeting, tiling, flooring, joinery, and painting.
- Undertake finishing trades in accordance with approved finishes schedules and quality benchmarks.
- Maintain detailed quality inspections and defect tracking throughout.

Integration with Management Systems

- **Safety:** Working-at-height procedures for façade access (BMU, mast climbers).
- **Environmental:** Dust, noise, and waste segregation controls maintained.
- **Quality:** Finishes inspections, benchmarking, and sample approvals documented.

Estimated No. of Workers	100
Duration of Works	12 Months
Plant & Equipment	Crane, hoists, miscellaneous plant & equipment

12.5 Commissioning and Project Handover

Objective

To complete all testing, verification, and documentation necessary for statutory compliance, client acceptance, and operational readiness.

Key Tasks - Commissioning Activities

- Test, calibrate, and certify all mechanical, electrical, fire, and hydraulic systems in accordance with design and Australian Standards.
- Integrate Building Management System (BMS) controls and confirm functional performance.
- Conduct operational demonstrations with client representatives and maintenance personnel.
- Complete all inspections required for the Occupation Certificate (OC), including Fire Safety Statements and compliance signoffs.

Key Tasks - Handover

- Final cleaning and presentation of the building, removal of all temporary works and waste.
- Compilation and submission of as-built drawings, warranties, maintenance manuals, test certificates, and training records.
- Conduct defect inspections and rectifications prior to practical completion.
- Formal handover to the client followed by commencement of the defect's liability period.

Integration with Management Systems

- **Safety:** Verification that systems are safe for operation prior to occupancy.
- **Environmental:** Site rehabilitation and removal of environmental controls post-construction.
- **Quality:** Final audits, completion of ITP close-outs, and certification of compliance.

Estimated No. of Workers	20-60
Duration of Works	3 Months
Plant & Equipment	Miscellaneous plant & equipment

13. People and Culture

Urban recognises that its people are the foundation of the organisation's success and the driving force behind the delivery of high-quality projects. The capability, integrity, and engagement of employees directly contribute to the company's reputation, operational performance, and long-term sustainability.

To attract, develop, and retain high-calibre professionals, Urban fosters a workplace culture built on respect, collaboration, and continuous improvement. The organisation is committed to legislative compliance and ethical behaviour, with all employees and subcontractors required to adhere to the Policies, Procedures, and Code of Conduct outlined within the company's Management System. These frameworks promote accountability, inclusivity, and professionalism across all levels of the business.

Key focus areas within the Management System include:

- **Code of Conduct** – Ensuring that all employees demonstrate integrity, fairness, and professionalism in their daily interactions and decision-making.
- **Recruitment** – Implementing fair and transparent recruitment processes to attract skilled and diverse talent aligned with the company's values.
- **Equal Employment Opportunity** – Promoting equality and diversity within the workplace and ensuring employment decisions are made on merit.
- **Harassment, Bullying and Occupational Violence** – Maintaining a workplace free from inappropriate behaviour and providing clear reporting and resolution mechanisms.
- **Training and Development** – Encouraging professional growth through ongoing training, mentorship, and skills enhancement programs.
- **Graduate and Undergraduate Program** – Supporting the next generation of industry professionals through structured learning and career development pathways.
- **Apprentice and Cadet Program** – Providing practical, hands-on experience and mentoring to support trade and professional certification.
- **Work and Life Balance** – Encouraging flexible work practices and wellbeing initiatives to support personal and professional balance.
- **Smoking, Drugs and Alcohol** – Enforcing policies to ensure a safe, healthy, and substance-free working environment.

Through these initiatives, Urban seeks to build a culture where employees feel valued, empowered, and motivated to contribute to the ongoing success of the organisation and the safe, efficient delivery of every project.

14. Industrial Relations

Urban is committed to maintaining a workplace that is fair, cooperative, and free from industrial disputes. To achieve this, proactive and ongoing communication is facilitated between management, employees, subcontractors, unions, and industry representatives to ensure transparency, fairness, and mutual respect across all work fronts.

Consultation and engagement occur regularly with employees and subcontractors to discuss workplace matters, safety, performance, and compliance expectations. These discussions help identify and resolve potential issues before they escalate and promote a collaborative and positive work environment.

The company also engages, where relevant, with employer and employee associations, and other industry bodies to ensure consistency with broader construction sector practices. All consultation and negotiation activities are undertaken in compliance with the National Construction Code and the applicable Enterprise Bargaining Agreement (EBA) relevant to the project's jurisdiction.

All site personnel, including subcontractors, are expected to adhere to the principles of mutual respect, professional conduct, and compliance with industrial relations obligations. The Site and Project Managers are responsible for ensuring that workforce interactions are managed in accordance with the code and that any industrial matters are addressed promptly through the appropriate consultation channels.

In the event of an industrial issue, the company will engage immediately with relevant stakeholders to seek resolution in a fair, transparent, and lawful manner, maintaining productivity while upholding the rights and obligations of all parties involved.

15. Conclusion

This Construction Management Plan (CMP) outlines the framework, systems, and procedures that will be implemented to ensure the project is delivered safely, efficiently, and to the highest standards of quality and compliance. It establishes clear expectations for how the construction works will be planned, managed, and executed in alignment with statutory obligations, contractual requirements, and the company's Integrated Management System.

Through detailed planning and adherence to the principles of ISO 9001:2015 (Quality), ISO 14001:2015 (Environmental), and ISO 45001:2018 (Health & Safety), the project team will maintain a proactive approach to risk management, communication, and continuous improvement throughout all stages of the construction lifecycle.

Each component of this CMP—from site establishment and construction methodology to safety, environmental, and quality management—has been developed to promote accountability, transparency, and collaboration among all stakeholders, including the client, consultants, subcontractors, and relevant authorities.

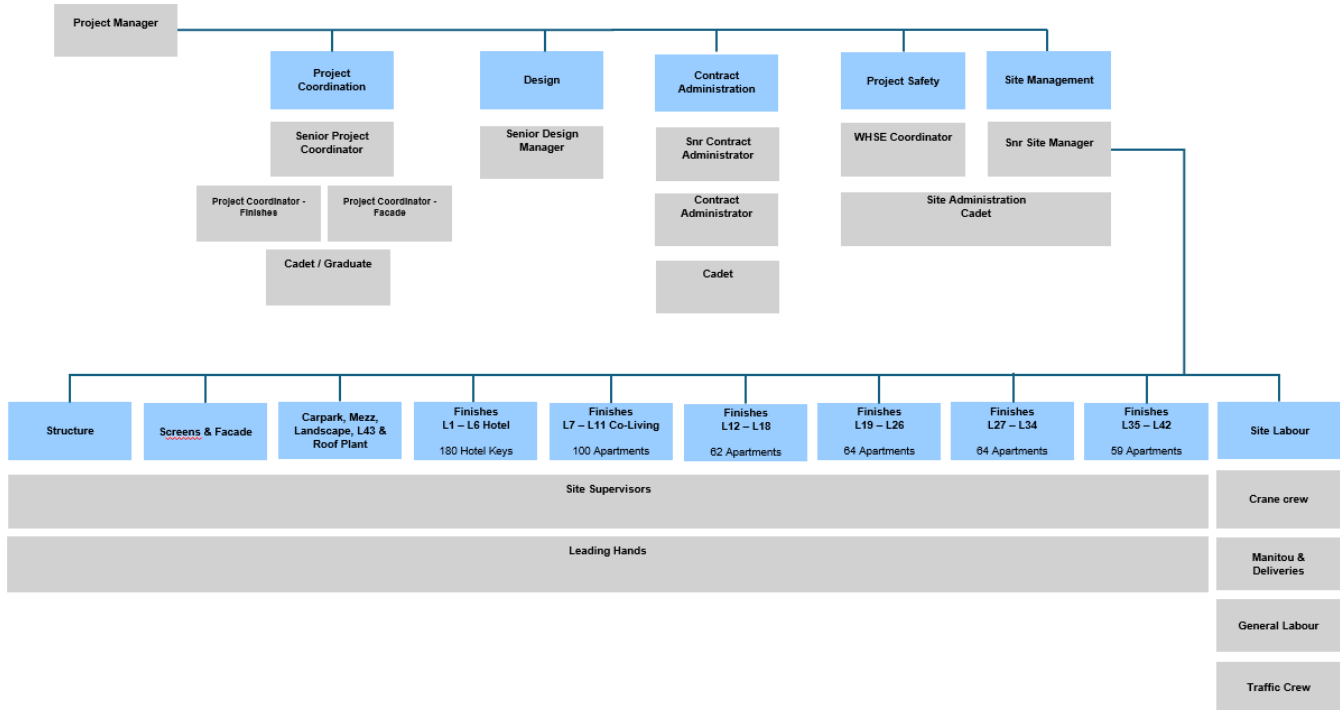
- The successful implementation of this plan will ensure that:
- The health and safety of workers and the public are safeguarded at all times.
- Environmental impacts are minimised through responsible and sustainable construction practices.
- The project is delivered in accordance with the approved design, specifications, and performance standards.
- All legal, contractual, and statutory obligations are met or exceeded.

This CMP is a living document and will be reviewed and updated throughout the life of the project to reflect evolving site conditions, design changes, and lessons learned. Ongoing consultation and cooperation between all parties will remain fundamental to achieving the shared objective of delivering a safe, high-quality, and environmentally responsible project outcome.

CONSTRUCTION MANAGEMENT PLAN



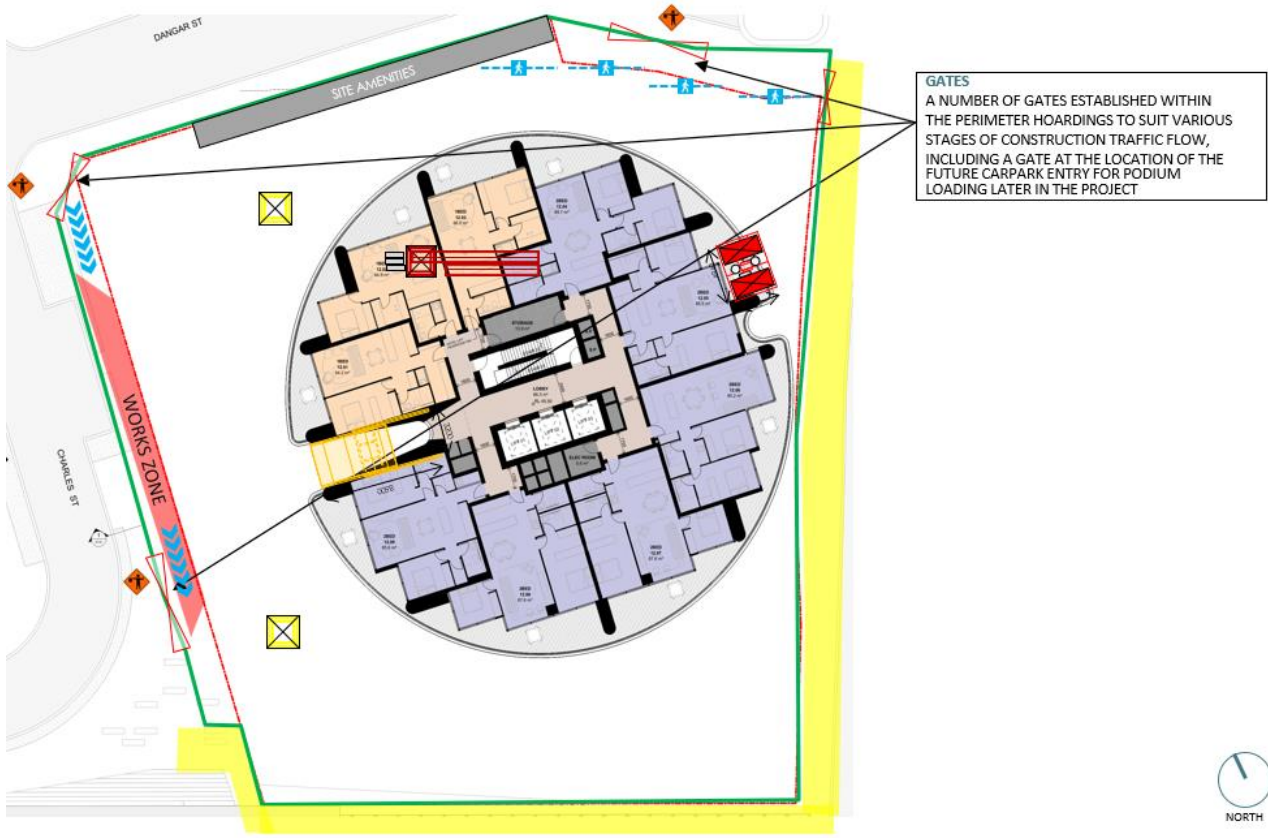
16. Attachment 1 – Organisational Chart













CONSTRUCTION MANAGEMENT PLAN



17. Attachment 2 – Site Specific Logistics Plan



- | | | | | | | | | | |
|---|--------------------|---|--------------|---|--------------------|---|--------------------------|---|----------------------|
|  | A CLASS HOARDING |  | VEHICLE GATE |  | PERIMETER SCAFFOLD |  | TOWER CRANE |  | LIFTING / WORKS ZONE |
|  | TRAFFIC CONTROLLER |  | ACCESS STAIR |  | B CLASS HOARDING |  | MATERIALS & PERSON HOIST |  | PEDESTRIAN ACCESS |

18. Attachment 3 – Existing Site Plan

