

Construction Management Plan

DRAFT 17th October 2019

Project Details

Project Name: Sydney Swans HQ

Project Number: 100242

Project Location: Royal Hall of Industries - 1 Driver Avenue, Moore Park, NSW, 2021

Client: Sydney Swans

Commencement date: TBC

Estimated completion date: TBC

Name of principal contractor:

FDC Fitout & Construction (NSW) Pty Ltd

Company address: 22-24 Junction Street, Forest Lodge

ABN: 29 618 496 558

Reviewed/Approved
Signature

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Peter Colak

Project Manager

Table of Contents

1.0	Introduction	3
1.1	– Construction Management Plan (CMP)	3
1.2	- Project Overview.....	4
2.0	Site Access.....	6
2.1	- Site Location.....	6
2.2	- Site Access.....	8
2.3	- Deliveries to site.....	9
3.0	Construction.....	12
3.1	- Site Establishment and Vehicular Access.....	12
3.2	- Access – Vehicular.....	13
3.4	- Concrete Pours.....	15
3.5	- Craneage & Vertical Lifting	16
3.6	- Material Handling – Delivery and Disposal	17
3.7	- Temporary Services – Accommodation & Amenities	17
3.8	- Construction Program.....	18
3.9	- Site Safety Management.....	19
3.10	- Staging & Delivery.....	21
4.0	Traffic Management Plan.....	23
5.0	Noise and Vibration Management.....	24
6.0	Stakeholder Management	25
6.1	Pedestrian Management.....	25
6.2	Access Requests & Permits	25
	Appendixes.....	27
	Appendix A – Traffic Management Plan by SSTC.....	27

1.0 Introduction

1.1 – Construction Management Plan (CMP)

The Construction Management Plan (CMP) Report has been prepared in conjunction with the Proposed Development Application for the refurbishment of the Royal Hall of Industries (RHI) for the Sydney Swans and the construction of the new NSW Swifts Building (NSB) located at Moore Park, Sydney.

The purpose of the CMP is to address how the project is intended to be completed and how issues that arise will be addressed.

- Outline the methodology that will be utilised for construction.
- Generate a detailed construction program that will be used as a tool to sequence construction activities.
- Produce an appropriate site setup plan for the duration of the project, including any changes required for different stages in the project.
- WHS management system requirements.
- Waste management system requirements.
- Environmental management system requirements.
- Identify the impact of the project on the community.
- Outline the noise mitigation strategies and techniques that will be implement during construction to limit the impact to the community.

As part of the development we propose the adaptive reuse of the Royal Hall of Industries (RHI) for a high-performance sport and community facility. The facility will enable a range of land uses, including a new headquarters for the Sydney Swans and NSW Swifts. It will accommodate a multi-purpose facility available for community uses, sporting, medical and rehabilitation areas, administration and office spaces and associated plant and store rooms.

The Facilities will be located within the Centennial Parklands Trust precinct along Driver Avenue bound by Errol Flynn Boulevard, Lang Road and the Horden Pavilion building. The RHI is a building which is listed as Heritage significant and forms part of the Entertainment Quarter at Moore Park.

The RHI and proposed NSB are adjacent to the existing Horden Pavilion building, which are linked by an existing plaza. The RHI and NSB locations in reference to the Horden Pavilion is detailed in Figure 1 below.

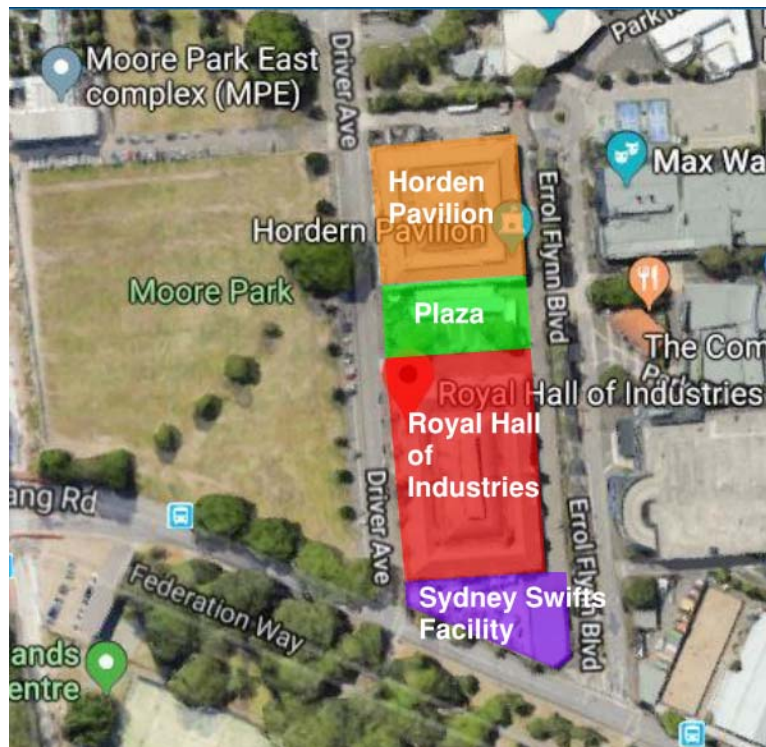


Figure 1 – Site Location

1.2 - Project Overview

The overall intention of the development is to create a world class high performance training facility and community centre for the Sydney Swans and NSW Swifts. The intention of the facility is to repurpose the existing structure and façade of the RHI whilst redeveloping the interior of the building to support a number of compatible uses whilst bringing it up to a current standard to be reused for years to come.

In addition to the repurposing of the RHI it is proposed to provide an extension to the building within the Southern corner of the compound. The intention of the extension to provide the new home for the NSW Swifts and also rehab facilities for both the Swans and Swifts playing group. The Built form of the extension is consistent in height, scale and materials of the RHI and Predominately concealed by the existing Courtyard walls that surround the complex.

The Key Attributes of the facility include;

- Home of the Sydney Swans and NSW Swifts, including the following players facilities:
 - Male and female amenities and locker rooms (50 and 30 lockers respectively);
 - Players library, study area and lounge with rooftop terrace;
 - Sleep rooms.
- High-performance training facilities including:
 - Gymnasium;
 - Multi-purpose indoor training field;
 - Indoor netball court.

- Medical and rehabilitation facilities including:
 - 20m lap pool, recovery hot and cold plunge pools, spa and sauna facilities;
 - Massage and alternate therapy areas;
 - Offices and workstations for medical staff.
- Administrative facilities including reception areas, office spaces for club operations (both open plan and individual spaces) for up to 90 staff, meeting rooms, breakout spaces and ancillary office areas including amenities, storage and utility areas.
- Studio and production centre.
- Community and public facilities including:
 - Red Cross Blood Bank room;
 - auditorium;
 - Commercial tenancy;
 - Merchandise and retail store.
- Back of house areas and café/ canteen.
- Equipment and general storage areas.

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2.0 Site Access

2.1 - Site Location

The proposed development is positioned at 1 Driver Avenue, Moore Park, bound by Errol Flynn Boulevard, Lang Road and the Horden Pavilion building. The site area comprises of two separate lots, legally described as Lot 3, DP861843 and Lot 52 of DP1041134. The site is owned by the Centennial Park and More Park Trust and is leased to the Sydney Swans for the purposes of the development.

The proposed application will relate to the RHI building, and the associated courtyard area to the immediate south of the building. The development area is located in the south-western corner of the Entertainment Quarter precinct and has a direct frontage along Driver Avenue to the west, Lang Road to the south and Errol Flynn Boulevard to the east, an access road within the Entertainment Quarter precinct.

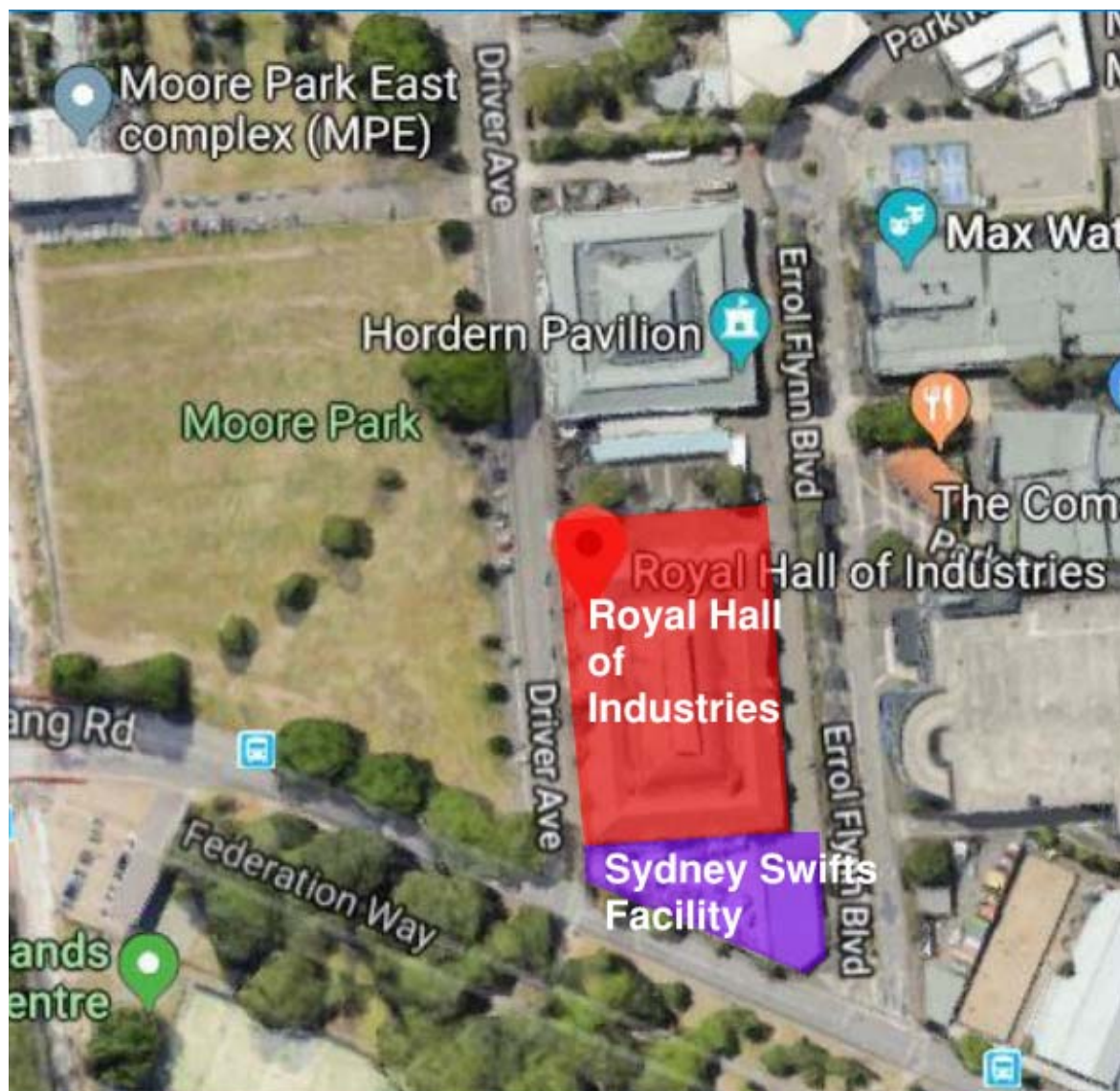


Figure 2 – Site Location

The site is located within the south western corner of the Moore Park Showground Precinct, a major recreational area in the eastern suburbs of Sydney. Measuring approximately 28.7 hectares in area, the precinct includes a range of passive and active recreational areas with a focus on cultural, entertainment, and sporting uses. Key land uses include the Entertainment Quarter, Centennial Parklands Equestrian Centre and Fox Studios.

The location of the site is strategically significant due to its proximity to a number of key land uses within Sydney, including:

- Sydney Cricket Ground (SCG) - 500m (Playing field of the Sydney Swans)
- Royal Randwick Racecourse – 1.8km
- UNSW and Prince of Wales Hospital – 3.7km
- Sydney CBD – 4.5km
- Sydney Airport – 11.9km

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2.2 - Site Access

There will be no on-site parking permitted for construction staff working on the project (This will be outlined to all construction staff during the site specific induction for the project and in the Scope of Works for trade packages) All persons working on the project will be heavily encouraged to utilise the vast number of Public Transport options available.

The most appropriate option for access to site is to utilise a combination of the train and bus services. Central station is accessible from majority of the rail network, when arriving to Central station there is the option to either walk to the RHI (Approx. 20 minute walk) or catch a Bus to the intersection of Anzac Parade and Lang Road before walking to the site (Approx. 5 minute walk)

Majority of FDC projects are located in the Sydney CBD or in close proximity to residential areas, therefore this proposal is not new to the construction staff that will attend the site.

We note that in the future, the Light Rail service will terminate at the intersection of Anzac Parade and Driver Avenue. This provides another option for access to site.

When applicable, construction staff are also encouraged to utilise push-bikes as a form of access to the site which can take advantage of the various bike paths the City has introduced.

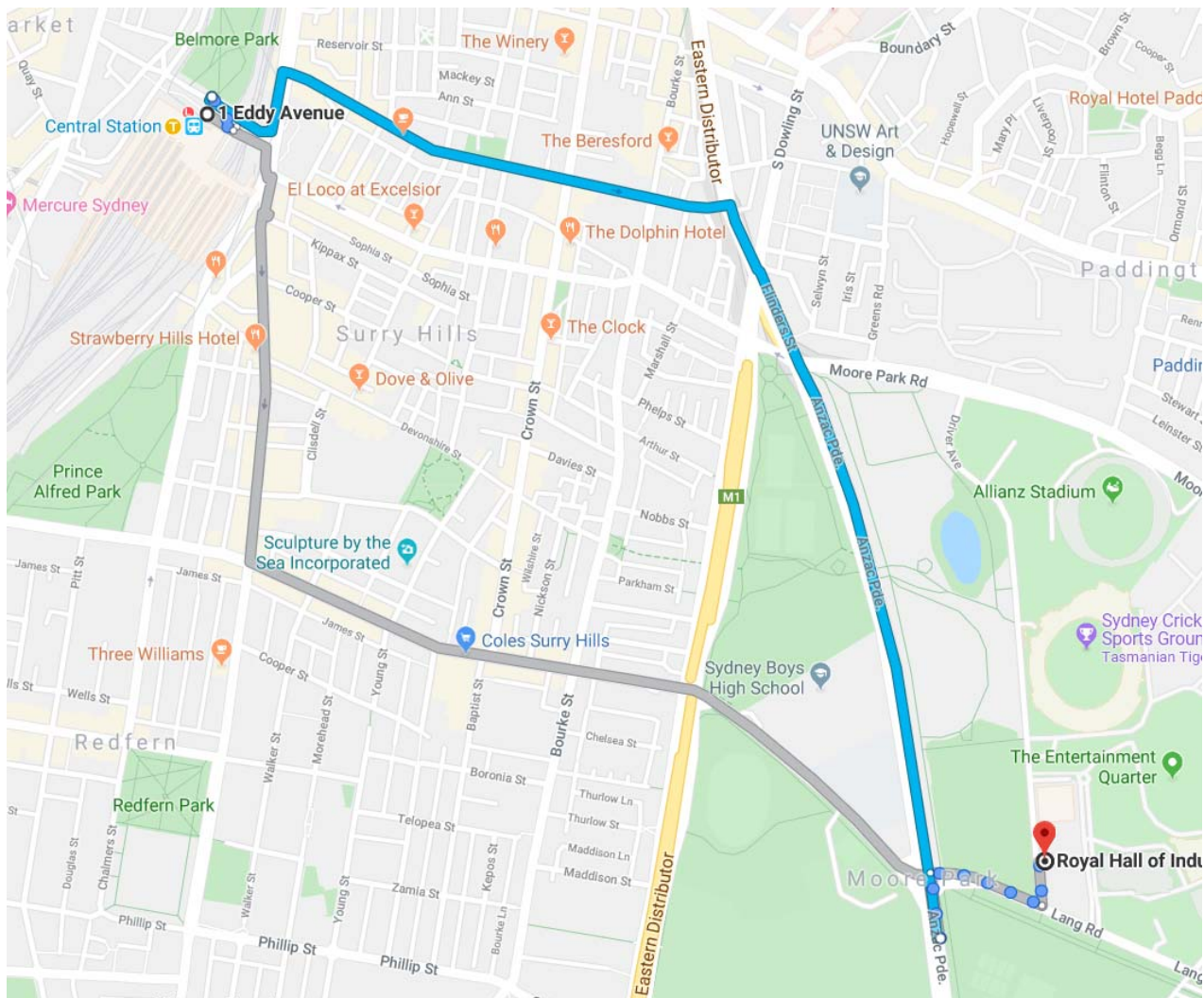


Figure 3 – Bus Route (Central Station to RHI)

2.3 - Deliveries to site

Deliveries to the site will be accessed by both Driver Avenue and Errol Flynn Boulevard. FDC propose to have a primary entry point on Errol Flynn Boulevard for majority of construction movements across the development which will be both the primary entry and exit point for vehicle movements. Our secondary entry point for site is via Driver Avenue. This secondary point of access will be reserved for times when access via Errol Flynn is not possible due to major works such as concrete pours and crane lifts occurring at this access point.

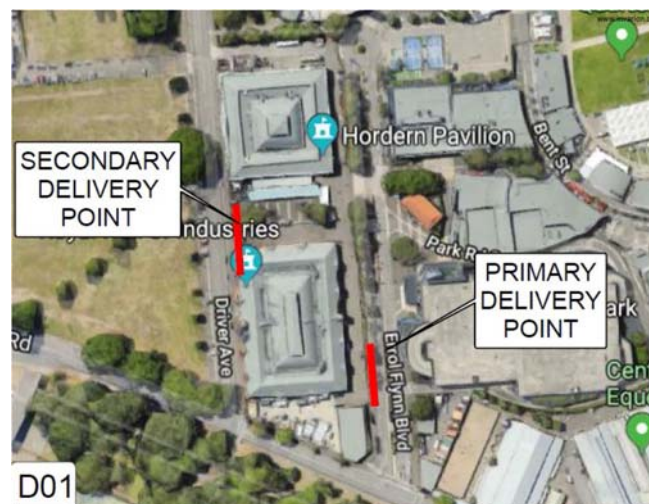
A secondary access point, although not ideal, is required as there is a nominated scope of works required to be undertaken at the primary point at some stage during the project. There are no other possible entries to site due to trees or building façade. The location proposed seems to be an ideal location as it already serves as a vehicle access point off Driver Avenue. Note we have no intention to proposing to marshal or hold vehicles on Driver Ave at any point as nominated.

All vehicles must be driven in a forward direction at all times except when entering or leaving the job site under traffic controller's instruction. As part of our management strategy for this precinct all holding and stages areas are limited to be within the construction site and site confides to reduce the impact to the neighbouring stakeholders of the development.

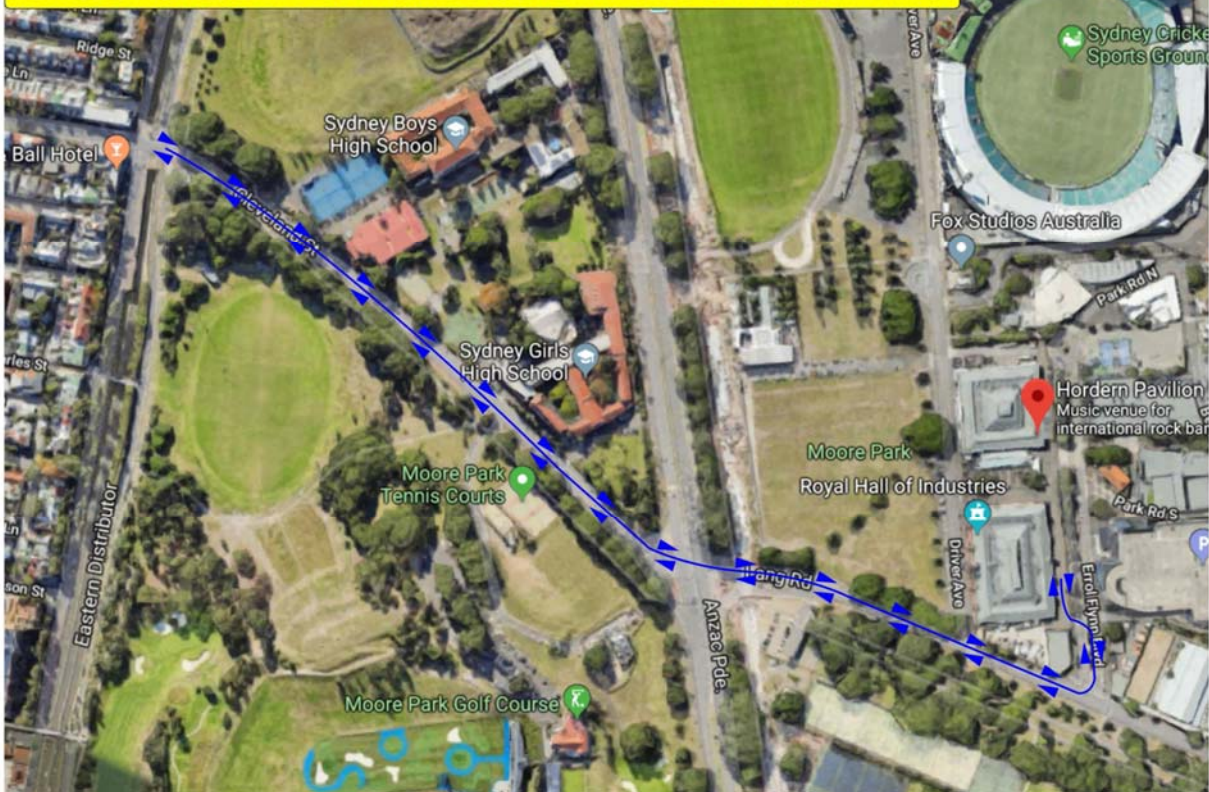
Deliveries will be unloaded onto the site by fork lift/Manitou and by mobile crane for specialist lifts of heavy equipment. Storage will be established within the RHI proposed playing field and as space becomes available moved into position with fork lift or pallet jack on an as required basis.

Further to this all deliveries will require 24 hours' notice and will be required to be booked in and coordinated with our Site managers and Logistic manager to ensure there is no build-up of deliveries and vehicle movements in the vicinity of site. This will be maintained throughout the project and any unexpected deliveries will be turn around and not permitted until the correct procures are followed. Through the implementation of the above there will be no requirement for vehicle holdings in any area other than the areas confined within our dedicated construction site.

It is acknowledged by FDC that the Plaza in between the RHI and Hordern Pavilion will be undergoing a redevelopment commencing during the latter part of 2020. FDC have identified a secondary vehicle site entry through this Plaza. Pending approval of works and the exact timings of both projects, it is anticipated that the overlap of the separate project's programmes will be minimal (1 month). In order to ensure both projects can be completed without affecting each other, FDC have allowed to have regular meetings with Pier Property / Playbill and their Head Contractor to coordinate the works and project logistics.



VEHICLE MOVEMENT PLAN FOR ERROL FLYNN BLVD ENTRY/EXIT VMP01



VEHICLE MOVEMENT PLAN FOR DRIVER AVE ENTRY/EXIT VMP02

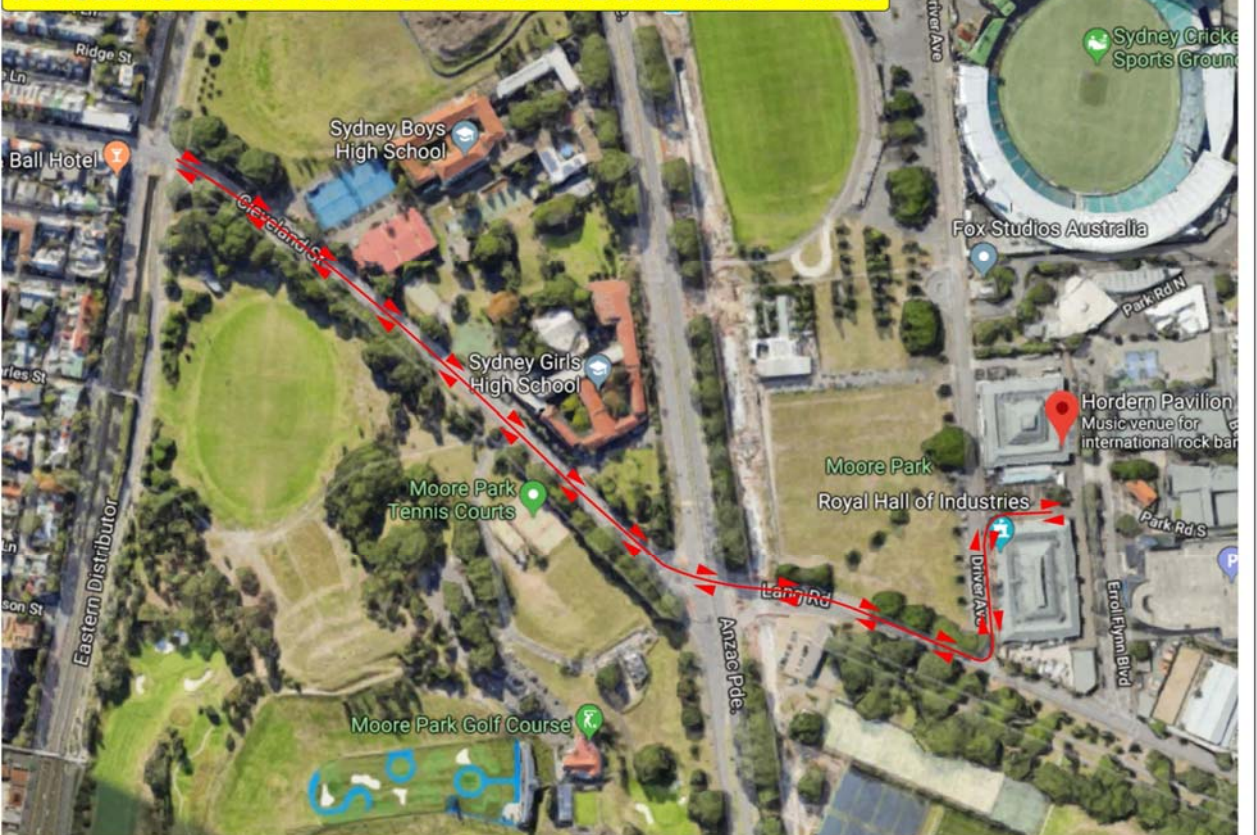


Figure 4 – Traffic Routes



Photo 1 – Main Entry off Errol Flynn Boulevard

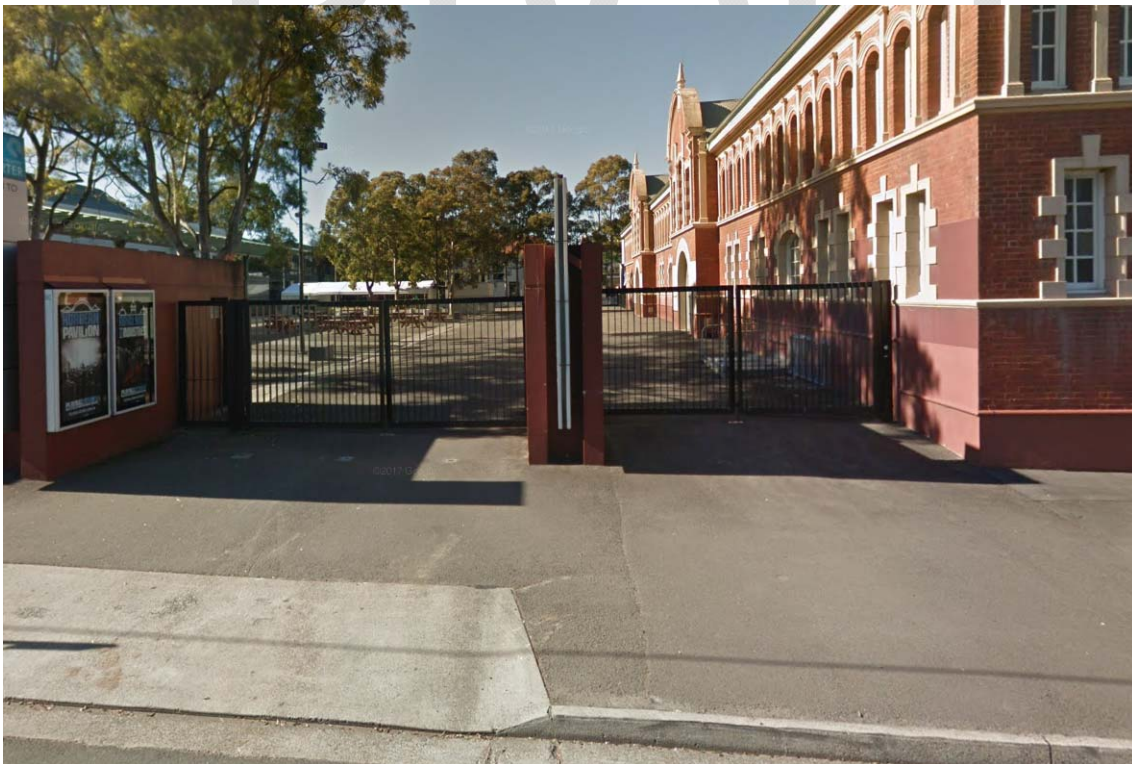


Photo 2 – Secondary Entrance off Driver Avenue



3.2 - Access – Vehicular

The site will contain two different locations for access for construction vehicles and deliveries, these two locations will serve both the RHI site and the NSB site.

All site deliveries to be arranged with the Site Manager whom is to be notified 24 hours in advance.

To manage driver conduct the following measures are to be implemented;

- All deliveries are to be pre booked 24 hours in advance
- All deliveries are to check in with the FDC Site Manager and Loading Dock Staff.
- Follow the paths shown in vehicle access route maps
- Drivers are to give way to pedestrians and plant at all times.
- Drivers are to be respectful of other road users and observe the traffic conditions

The primary site entry for vehicles will be off Errol Flynn Boulevard, with the backup site entry accessed off Driver Avenue.

Refer to Figure 6 for the specific entries to site.

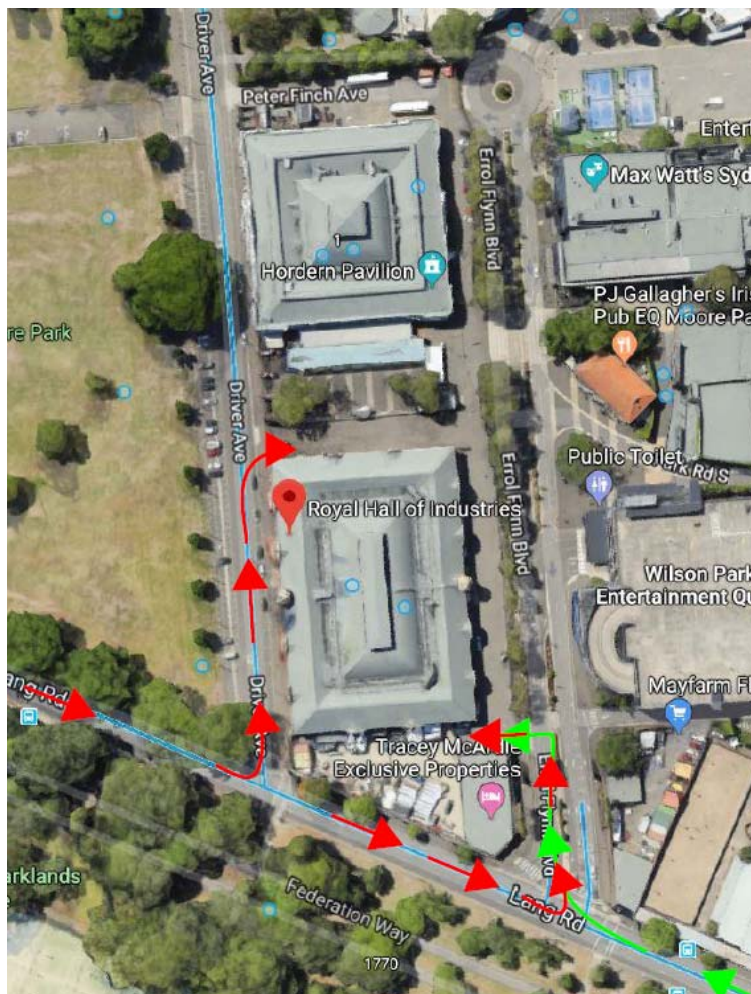


Figure 6 – Traffic Route

NOTE – Red arrows indicate access from a Westerly direction down Lang Road and Green arrows indicate access route from an Easterly Direction down Lang Road. When access is via the easterly direction vehicular movement will only be available via the Primary access point.

3.3 - Access – Personnel

The site access for construction workers will be off Driver Avenue. When a new worker arrives on site through the Driver Avenue gate, they will attend the induction office for a site specific induction before signing in via the sign in register also located at the entrance off Driver Avenue. The reason for maintaining one site entrance for workers is to ensure all workers sign in of a day. In an emergency FDC need to understand how many workers are on site for the day and this is made known by reviewing the sign in register.

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3.4 - Concrete Pours

Concrete Pours will be required to install new concrete elements to both the RHI site and the NSB site, including but not limited to footings, columns, slabs, lift shafts and the like.

When concrete is being poured at the site, a concrete boom or line pump will be setup just after the primary vehicle entrance area off Errol Flynn Boulevard. Refer to Figure 7 & 8 for the location of the concrete boom or line pump adjacent to the Errol Flynn Boulevard vehicle entrance.

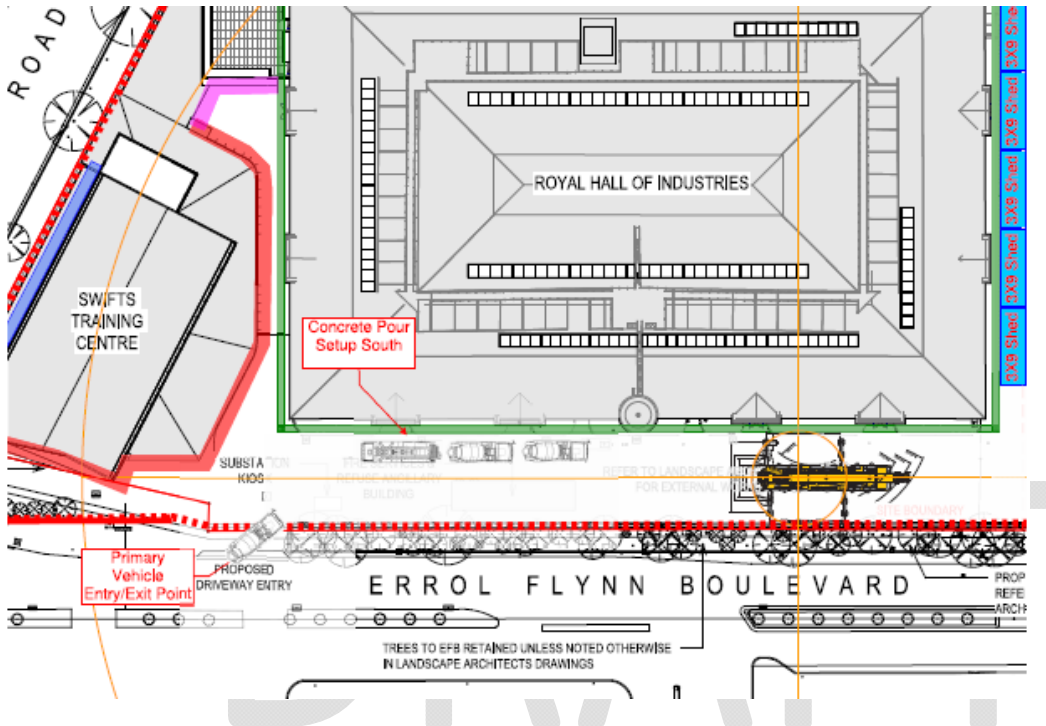


Figure 7 – Concrete Pour Setup - RHI

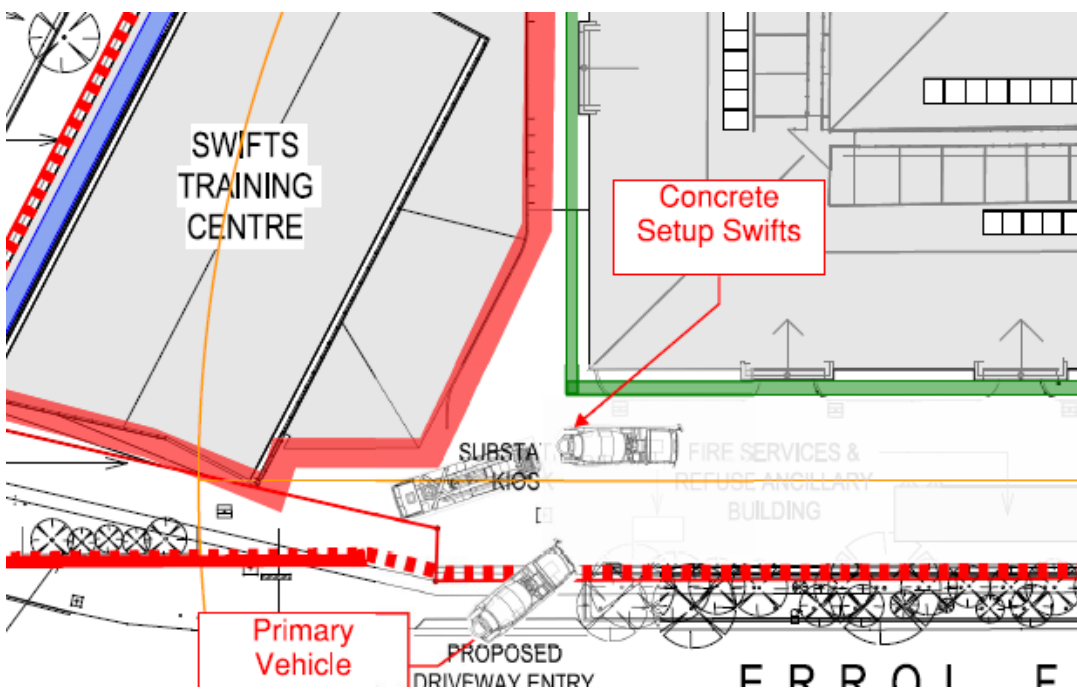


Figure 8 – Concrete Pour Setup – NSF

3.5 - Cranage & Vertical Lifting

Specific elements of the project will require a mobile crane to unload the deliveries from the trucks they arrive on. Whenever a mobile crane is required as part of the project, the mobile crane will be setup on the property of the development and within the site boundary.

These specific elements of the project will be;

1. Structural steel installation.
2. Plant equipment. (Mechanical, Pool, Electrical etc.)
3. Roof replacement.

Refer to figure 9 for a typical 250T crane setup.

250T

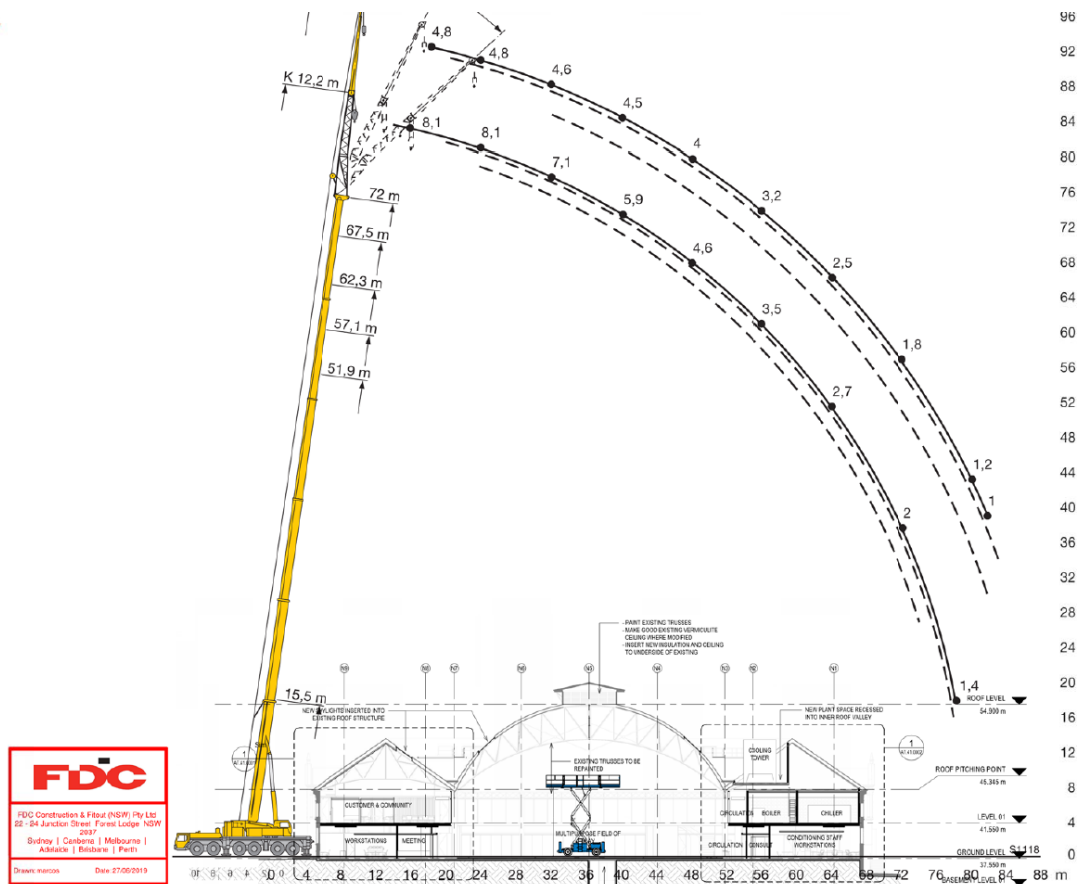


Figure 9 – 250T Crane Setup Elevation

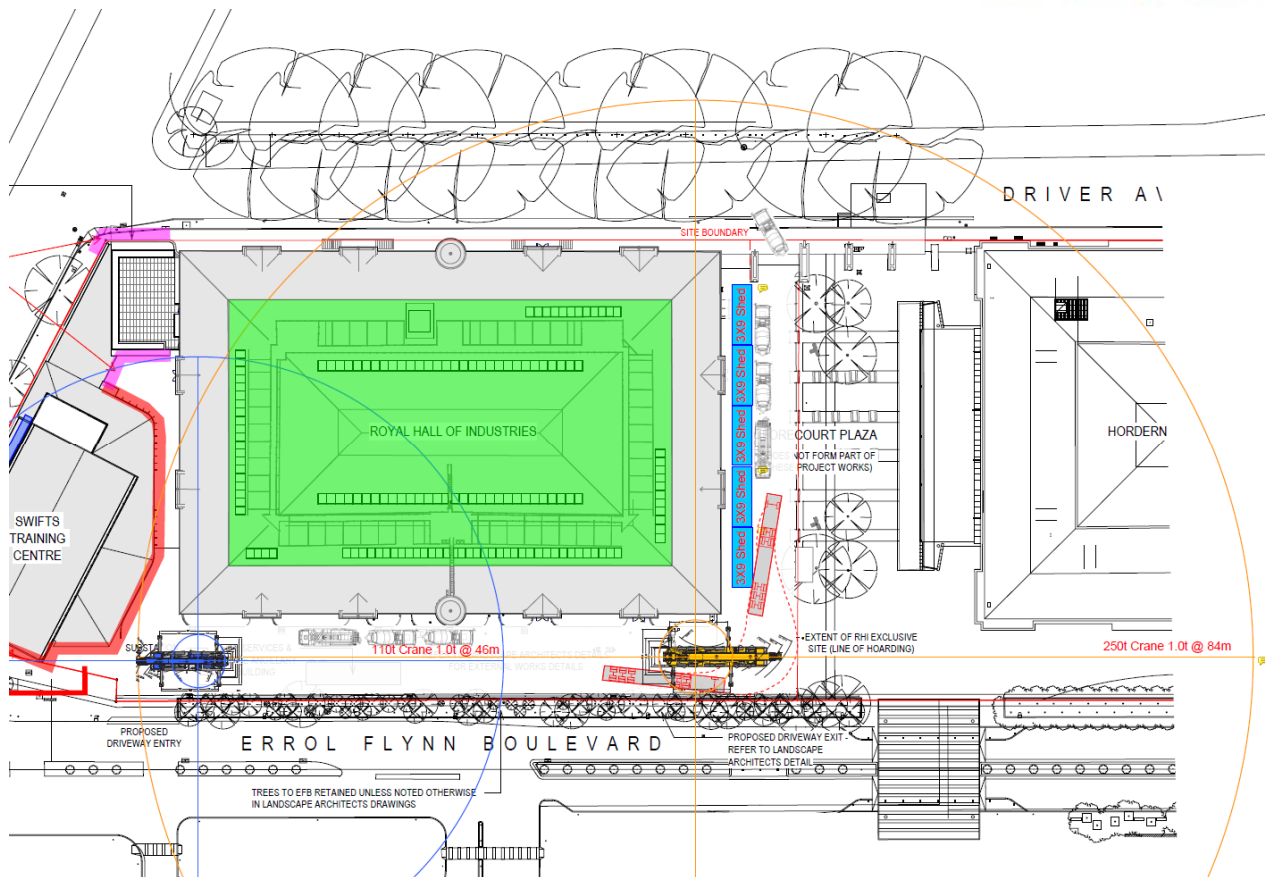


Figure 10 – Crane Setup Plan

3.6 - Material Handling – Delivery and Disposal

Materials that are delivered to site on trucks will be unloaded with mobile plant equipment such as an all-terrain telehandler or a forklift, larger materials handling equipment such as mobile cranes will be used as required for specific deliveries.

The external area (Within the site boundary) of the RHI will be used as a dedicated area for the handling, stockpiling, storing of materials before being utilised on site. The mobile plant equipment will manage the external handling area before materials are brought into the buildings for installation.

Materials disposal will be completed in accordance with the FDC Waste Management Plan.

3.7 - Temporary Services – Accommodation & Amenities

FDC have established the location of onsite requirements for a project office, site management office, amenities, lunchrooms / induction room, change rooms, first aid room and subcontractor offices. All these facilities will be located in one location to the North of the RHI. For ease of setup, these facilities will be pre-fitted out container sheds dropped into position.

Refer to Figure 5 for the details and sizing of the site shed accommodation. Refer to figure 9 for a photo outlining an indicative location for the site amenities.



Figure 11 – Proposed location for site accommodation and amenities.

3.8 - Construction Program

Prior to commencement on site, a detailed construction program will be developed to schedule construction activities. The programme duration is estimated at 12 months from approval of the DA.

3.9 - Site Safety Management

Prior to commencement on site, a Site Risk Assessment and Site Safety Plan will be developed in accordance with the site requirements. This site Risk Assessment will be devised in conjunction with the Entertainment Quarter's standard operations and major events calendar. FDC's HSEQ Site Coordinator will ensure that all elements of risk and mitigating safety measures are captured before commencing. This document will be kept on-site and will be updated throughout the project as well as being issued to the trade contractors for implementation into their safe work practices

The objectives of the Site Safety Plan are as follows;

- Maintain lost time injury reporting and review positive performance indicators;
- Report all incidents and near misses and develop corrective action plans;
- Conduct Senior Management and WHS Group reviews;
- Maintain an Audit Programme to comply with system's requirements;
- Ensure all corrective actions and Non-Conformances are closed out;
- Provide Safety Awareness and other appropriate WHS training;
- Continue to implement ongoing induction procedures on all projects;
- Hold regular WHS meetings, maintain minutes and record actions;
- Issue Safety Alerts to all staff and other stakeholders according to requirements;
- Conduct weekly toolbox talks on site;
- Maintain a data base of all toolbox talks.

The plan requires that the project ensure that the key responsibilities are addressed by the Contractor to attain the above objectives.

The Construction manager will identify who will be responsible for the following:

- Undertake audits to ensure appropriate implementation of the WHS Plan occurs;
- Coordinate WHS training;
- Establish, implement and maintain procedures for controlling all relevant documents and data required;
- Implement WHS matters in construction design and planning;
- Make all reasonable endeavours to ensure that the WHS management system is established, implemented and maintained on the project;
- Monitor and constantly review risk management to the site;
- Ensure all Work Method Statements have been received on site prior to the commencement of work;
- Review all Work Method Statements for their accuracy and relevance;
- Review any safety incidents and where applicable prepare relevant incident reports, notifications and preventative actions;
- Administer the issue of Safety Non-Conformance Notices to companies or individuals not adhering to relevant safety standards;
- Make all reasonable endeavours to ensure safe work procedures and job safety analysis requirements are enforced;
- Correct improper work practices;
- Maintain good housekeeping practices;
- Communicate, negotiate and listen effectively;
- Review follow-up on non-compliant items from hazard inspections;

- Monitor safety performance;
- Review incident reports and investigations.

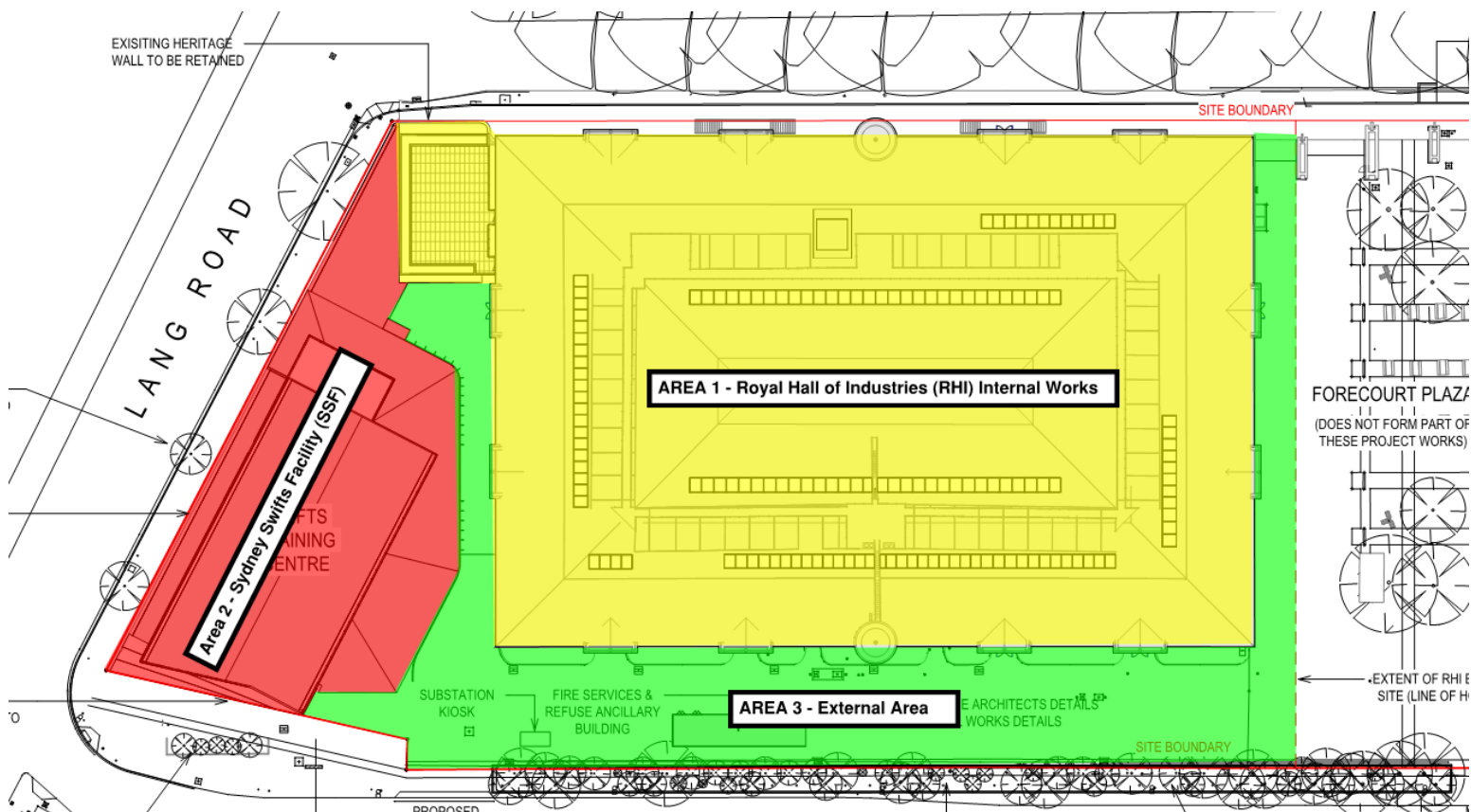
In addition, the plan will specifically address the following:

- WHS training – identification of WHS training needs of all personnel, induction training, refresher training, attendance of WHS committee personnel at consultation training etc;
- Incident management – identifies who will be available during and outside normal working hours to prevent, prepare for, respond to and recover from illness / injury and incidents
- Site safety rules – As a minimum will include induction and safety training, PPE, Site access and security, emergency procedures, illness and injury, protection of personnel and the public, work at elevated areas, safe working, hazardous materials and dangerous goods etc;

Safe Work Method Statements – All activities assessed as having WHS risks require a SWMS to be prepared and implemented.

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3.10 - Staging & Delivery



The Sydney Swans HQ project contains three main areas and work faces.

RHI Building.

- Multi-purpose indoor AFL size field of play. (Synthetic pitch)
- Medical, rehabilitation and sport science areas.
- Gymnasium, museum, media centre and auditorium.
- Back of house offices and café/canteen.
- Entry foyer and retail/shop units.
- Plant and store rooms.
- Sydney Swans Academy.
- 4 new lifts to serve the building.
- Services upgrades and new installation.
- Player change areas, lockers and wet areas.
- Implementation of a loading dock area.
- Roof restoration.

NSB Building.

- An indoor netball court for the NSW Swifts Netball Team and netball community.
- Wet recovery – pool and hot/cold hydrotherapy.
- Player change areas, lockers and wet areas.
- New lift to serve the building.
- Back of house offices.
- Rehabilitation area.
- New services installation.
- External landscaping and civil works.
- Services upgrades and new installation.

External Areas

- Façade remediation and refurbishment.
- Restoration to existing timber windows.
- Hardscape and soft cape landscaping works.
- Services upgrades and new installation.

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4.0 Traffic Management Plan

Refer to Appendix A. “Traffic Management Plan” generated by Site Security & Traffic Control. The Traffic Management Plan outlines how the site will manage incoming and outgoing traffic from the site for both vehicles and persons.

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5.0 Noise and Vibration Management

As part of the development works FDC will engage a third party acoustic engineer to develop a Noise and vibration management plan for the proposed development works to reduce the impact incurred on the neighbouring stakeholders of the precinct. The management plan will enable us to establish the criteria of noise management and act as a precedent of the works being undertaken.

In the event where activities have the potential to exceed the established local noise criteria, noise management measures will be put in place, and Client consultation undertaken to reduce impacts. The Site Manager will be responsible for scheduling activities that generate high noise levels to short term durations wherever possible and to times of the day which would be least intrusive.

FDC will comply with the agreed vibration criteria to be nominated in the SSDA conditions including the observance of the Exceedance Notifications for both the Impulsive Vibration Limits and the Continuous Vibration Limits set for the development. In addition to this we confirm all noisy works will be completed in accordance to the DA condition noted on the development. This is typically envisaged to be Monday to Friday between 7am and 3pm and Saturdays 8am to 3pm as typically nominated by the City of Sydney DA conditions. Site staff will be informed of the timing of standard working hours during the Project Induction with the site managers being responsible for the coordination of all works during the nominated periods.

By working in these environments FDC have developed site specific key management and mitigating measures relating to noise, dust and vibrations for the construction period, including but not limited to;

- Proper and informative site specific inductions
- Clear and concise Site Rules displayed throughout the site to cover behavioural practices such as “no dropping of heavy materials from heights”
- Careful consideration and thorough equipment selection to minimise noise and vibration
- Regular maintenance of all plant and equipment to ensure optimum running conditions
- Installation of Acoustic barriers or screens in areas to reduce the impact to the stakeholders of the development for site specific tasks such as Cutting stone and aluminium.
- Installation of Silencing devices fitted to exhausts

Through implementing these procedures and by maintaining constant communication with the respective stakeholders we are able to mitigate any potential impacts to the external stakeholders of the development.

6.0 Stakeholder Management

6.1 Pedestrian Management

Due to the proximity of the SCG and Horden Pavilion FDC are aware of the parameters involved with the large masses of people in the vicinity of the precinct during key periods. As the Principal contractor we will endeavour to reduce the impact to the stakeholders via the following measures;

Along the Perimeter zones of the site where exposure to the public will be incurred FDC will install perimeter screens to conceal works within the building Line. As noted above FDC will be installing construction fencing to the Driver Avenue face in conjunction with temporary screens to suppress dust and mitigate visual exposure to the general public. This will also be in conjunction to WorkCover and Council guidelines and conditions to ensure the relevant clearances are maintained for pedestrian movement. FDC will ensure that pedestrian access paths are cleared and maintained at all times.

Along the Errol Flynn Boulevard frontages the existing fence line will be screened for the duration of works. This will be maintained in accordance to the existing perimeter line with minimal to no disruption to the general public.

In review of the Centennial Parklands trust notification for upcoming events we have identified the major events in proximity to our site are all likely to be occurring out of hours internal to the Horden Pavilion and Forecourt area. During this time FDC will engage security supervision for site to monitor the perimeters and ensure site is maintained and secure. Additional periods we have identified as high traffic periods are during the summer cricket periods where at this stage works will be at their commencement or nearing completion with minimal movements. As an additional measure during this period we will have additional site supervision to assist with the general public where required.

In addition to the above measures in place FDC will also install directional signage to the perimeter fencing where works are being undertaken or disrupted over the construction period. This will assist the travelling public to find their way to such streets and roads where existing conditions have been hindered. In addition to this signage will be erected at the entry points that unauthorized entry to the site is not permitted. The signage name the builder or other person responsible for the site and telephone number in which they can be contacted outside of working hours.

6.2 Access Requests & Permits

In the event works are required outside of the general compound of the FDC site, FDC will provide Access requests to the superintendent APP for approval of works to be undertaken. In conjunction with the request FDC will provide:

- Scope of works to be undertaken
- Mark up of the Area of impact
- Duration of works
- Contact details for the works
- Forecast of register of up and coming works.

This will be provided with a review period of one week and will be coordinated with APP and Centennial Parklands trust for the duration of works and updates regularly provided.

In instances where FDC are required to undertake any works along on the Centennial Parkland property or council boundaries we will undertake the relevant permit approvals as requested by both the trust and

the City of Sydney as stakeholder for the project. Where works are being undertaken that have the potential to disrupt traffic movements such as installation of hoarding and installation of scaffold to Driver Avenue FDC will provide a specific traffic management plan in conjunction with the ROL application that will be put forwarded for approval.

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Appendixes

Appendix A – Traffic Management Plan by SSTC

1.1 Traffic Management Plan



**Project Address: Royal Hall of Industries
Errol Flynn Blvd, Moore Park**

Designed By: Victor Dorrel