



CONSTRUCTION MANAGEMENT PLAN

KENSINGTON LANE HOTEL (BLOCK 3A)



PREPARED FOR FRASERS BROADWAY PTY LIMITED

1st November 2012

Contents

Introduction	3
Objectives.....	4
Building Description	5
Description of Works.....	6
Environmental Management Plans (EMP)	9

Introduction

This Construction Management Plan (CMP) has been prepared by Frasers Broadway Pty Ltd for Block 3A, also known as the Kensington Lane Hotel. The Central Park development site is located on the southern edge of the Sydney Central Business District (CBD). The Kensington Street Precinct is located on the eastern edge of the Central Park site and comprises a mixture of building types including the former administration center of the Carlton United Brewery, County Clare Hotel, heritage significant warehouses and terraces along Kensington Lane.

The location of Block 3A is on the north eastern side of the Central Park development site and is generally bound by Carlton Street (west), Kensington Lane (east), Broadway (north) and proposed new build student accommodation Block 3B (south), refer to the Figure 1, site plan below. Block 3A is proposed to comprise the County Clare Hotel which will be ground plus three storeys. The Administration building will be ground plus 4 storeys with a rooftop pool and leisure area. Both buildings will utilise the existing basements and comprise approximately 4,600sq.m of GFA

This CMP will form part of the Project Application for Block 3A and has been prepared to cover the construction management of the site during the excavation and construction works. A more detailed CMP will be prepared by the Contractor prior to the commencement of the works.

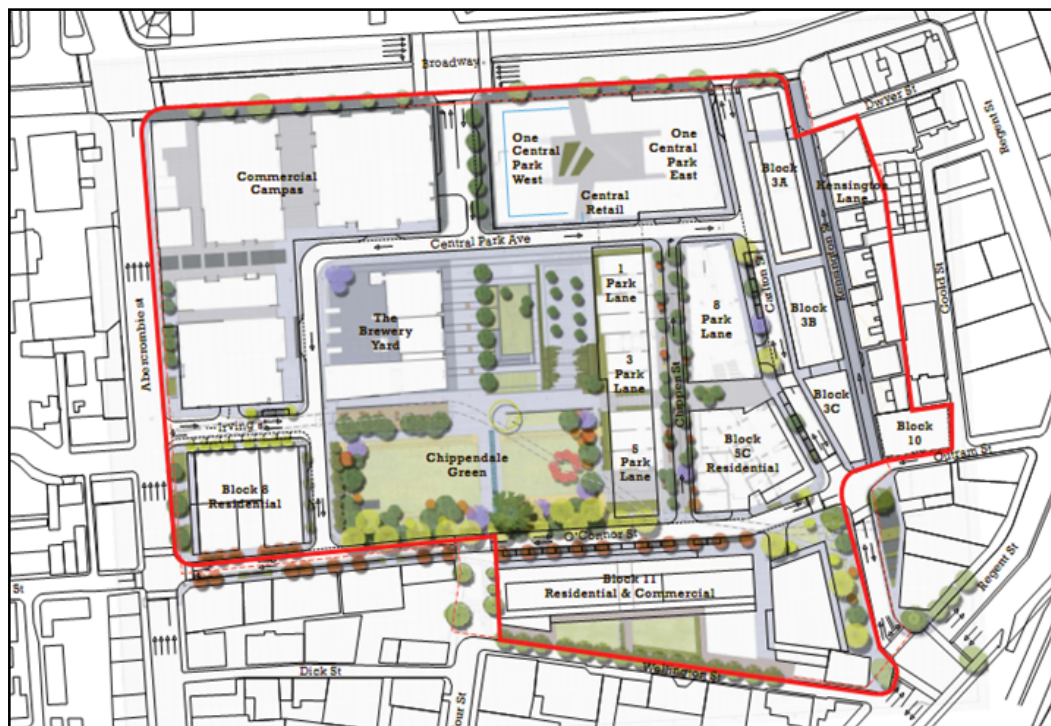


Figure 1: Site plan showing the overall Central Park development site, with Block 3A in the north eastern corner of the site.

Objectives

The objective of the Construction Management Plan is to ensure that the:

- works are carried out in accordance with appropriate environmental statutory requirements
- works are carried out in such a way as to minimise impact to the neighboring areas, including residents, offices and retail uses.
- works are carried out in such a way as to minimise potential environmental degradation by the implementation of best environmental practice;
- personnel engaged in the works comply with the terms and conditions of the CMP;
- changes to the CMP are authorised by Frasers Broadway Pty Limited
- changes in environmental and physical conditions during the proposed works are captured through ongoing review, monitoring and control in consultation with Frasers or their nominated representative(s);
- corrective action needed in order to comply with the CMP are completed in a timely manner.

Building Description

The project involves the adaptive reuse of the heritage significant County Clare Hotel and Administration Buildings in to a boutique hotel comprising 60 rooms, restaurants and leisure facilities. The proposals also include the addition of 2 new floors above the Administration Building and a new floor above the County Clare Hotel, see Figure 2 below. The existing basement will be retained to include restaurant kitchens, plant/equipment, waste and bicycle storage. No basement car spaces are proposed for this Block, however 10 car parking spaces have been provided in the adjacent Block 2 & 5 combined basement.

The majority of the walls, floors and internal structure of the Administration Building will be demolished and rebuilt in order to comply with current Building Code of Australia requirements, specifically fire, acoustic and seismic. The internal structure of the County Clare Hotel is largely retained due to the existing concrete slabs that form the buildings superstructure.

The buildings will be connected to the site wide infrastructure including the heated hot water component of Central thermal Plant (CTP). The buildings will also be connected in to the site wide Black Water Treatment Plan (BWTP) from which they will receive water for toilet flushing.

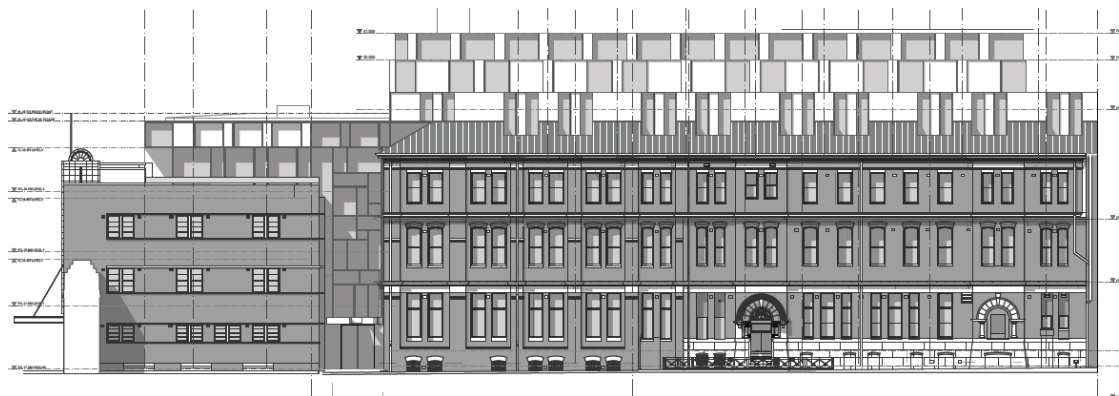


Figure 2: Block 3A, Carlton Street elevation. Showing link building between the County Clare Hotel and Administration Building, plus new rooftop additions to both buildings.

Description of Works

Site Establishment and Security

Site establishment will include the establishment of site contractor's offices, site amenities, vehicle access, vehicle loading and unloading, lay down areas, establishment and maintenance of on-site work areas. Exclusion zones, including fenced exclusion zones to protect the adjacent heritage buildings will be set up.

The fencing for the construction works will be defined in a Fencing and Security Plan to be prepared by the Contractor and approved by Frasers prior to the commencement of the works. The Fencing Plan shall clearly identify all access points onto the site.

The Contractor will ensure the security of all active work areas, heritage buildings and vacant buildings to ensure the safety of the public and protection of the works.

Environmental and Safety Controls

Environmental and safety controls shall be installed by the Contractor prior to the commencement of any onsite works.

These will include but not be limited to:

- Security measures (fencing and gate access)
- Occupation health and safety measures (personal protective equipment, first aid supplies, signage and barriers if needed); and
- Environmental management measures (spill kits, booms, storm water control, dust control)
- Measures related to sediment and erosion control as addressed within the report prepared by Mott MacDonald, forming part of the Block 3A Project Application.

Protection of Heritage Buildings and Significant Building Items

A number of significant building components will be retained as part of the redevelopment and adaptive reuse of these buildings. The 1st floor bar and 2nd floor boardroom (both situated in the Administration Building) will be retained and integrated in to the Hotel. A detailed method statement will be prepared by the building contractor prior to any intervention or construction works commencing to both these significant rooms and the building as a whole. The method statement will be reviewed and approved by the heritage consultant and architect with input from the structural engineer prior to any works being undertaken. Detailed archival recordings are currently being prepared by the heritage architect. Until such time that a CMP has been agreed there will be no access to these rooms.

During construction works barriers/fencing is to be placed around and over heritage items to create protection and/or exclusion zones as required. The location of the fencing will be submitted by the Contractor and approved by Frasers prior to the works commencing.

Site induction and tool box talks will be held by the Contractor to inform site personnel and visitors of the location and requirements for the protection of the heritage structures. Specific work Method Statements shall be developed by the contractor for works in close proximity to the heritage structures.

Preparatory Works and Selective Demolition

The preparatory and selective demolition works associated with Blocks 3A are summarised as follows:

- Site security and establish access control points
- Site clearance, strip out and removal of loose fixtures and fittings
- Existing façade bracing, temporary building retention and supports
- Internal demolition and roof removal

Excavation

Excavation will be undertaken using equipment in accordance with the contractor's work methods and safe work method statements and OHS Act 2000 and OHS Regulations 2001. Minimal in ground excavation is proposed for this project apart from a service tunnel linking the basement of the County Clare Hotel and Administration Building basements.

Materials Handling

It is envisaged that most of materials unloading and loading will occur from a "Works Zone" along Kensington Lane (refer to Construction Traffic Management Plan prepared by GTA). Due to the Administration Building and County Clare Hotel occupying 100% of the site all loading / unloading will need to be from the street as there is no opportunity for offsite loading and unloading of vehicles. "Works Zone" and "Loading Zones" are required to be established on existing roads. The contractor will seek approval from the relevant Authorities for approval to establish these zones.

Materials handling and vertical transportation will be adopted as required by the contractor. At this stage it is unknown whether a crane will be used to handle materials for the installation of the structure, services, façade, roofs. If a crane is installed it is likely to be erected between the County Clare Hotel and the Administration Building or at the southern end of the Administration building

Construction

Once the above sequence of activities is completed the contractor will commence internal construction and new build additions in accordance with the approved Construction Certificate drawings and details.

Work Programme and Working Hours

The working hours will be in accordance with the conditions of the Project Approval will be as follows:

- Monday to Friday, 7.30am – 5.30pm
- Saturday, 7.30am – 3.30pm
- Sunday & Public Holidays, no work

Environmental Management Plans (EMP)

The excavation and construction works will be undertaken in accordance with the CMP. The following EMPs are provided separately by other Consultants as part of this PA:

- Heritage Impact statement & Conservation Management Plan – Paul Davies Heritage Architects
- Stormwater, Sediment & Erosion Control Plan – Mott MacDonald
- Construction Traffic Management Plan – GTA

Prior to the commencement of construction works, a site specific Health and Safety Plan will be prepared by the Contractor and implemented for the site

This document and the associated reports (noted above) provide the generic conditions which will be augmented by more detail by the Contractor.

Heritage Impact Statement (HIS) & Conservation Management Plan

To ensure the adequate protection of all on site Heritage assets and other adjacent heritage items in close proximity to the site, the following activities will be undertaken:

- Work method statements will be prepared by the Contractor to detail works in the immediate vicinity of adjacent heritage buildings
- Works will be approved by the Clients team prior to any works commencing

Noise and Vibration Management Plan

The contractor shall provide a Noise and Vibration Management Plan prior to the commencement of the works.

The following noise management measures will be implemented during the construction works:

- The Contractor shall set up noise and vibration monitors around the site at locations identified by the Acoustic Consultant as sensitive areas and high risk areas.
- Works on site will only be carried out during approved hours
- The Contractor will be responsible for scheduling activities that generate high noise to short term duration wherever possible and practical
- Establishment of site practices and strategic positioning of processes on site
- Establishment of direct communication with affected Parties

Activities that have the potential to produce significant ground vibration include:

- Jack hammering during excavation and demolition works
- Dropping of heavy structures
- Noise from plant and equipment

Vibration monitoring will be used to:

- At the commencement of a new activity near a sensitive structure, establish and confirm safe working distances from the sensitive structure
- When activity identified as producing significant ground vibration is occurring within the safe working distance established, continuously record vibration levels at sensitive structures using unattended vibration loggers. These will also provide a visual/audible alarm when vibration limits are approached
- When operating very close to sensitive structures, attended monitoring is to ensure that any preventative action is taken immediately to prevent the targets from being exceeded.

Where a monitor alarm is activated, the following actions shall be undertaken:

- All vibration producing works in the vicinity of the alarm shall cease immediately
- Cause of the exceedence shall be investigated immediately
- If the cause of the event is likely to be caused again, or if another alarm is triggered, then the acoustic specialist should be advised and further action taken place before works recommence.
- One of two courses of action can then follow;
 1. If attended monitoring is established the activity can continue with the attended monitoring confirming that even if the alarm level is exceeded the works can proceed provided the vibration limits are not exceeded
 2. Work practices are modified and attended monitoring used to confirm the vibration limits are being achieved, before returning to unattended monitoring

A register of noise complaints should be maintained by the Contractor.

Air Quality Management Plan

A detailed Air Quality Management Plan shall be prepared by the Contractor prior to the commencement of works.

The following air quality management measures will be adopted during the construction works:

- Dust emissions will be controlled by the use of water spraying when required;
- Concrete decks to be kept clean to reduce dust emissions
- All motorized equipment used on the site will be selected on the basis of its noise performance and will comply with regulatory standards for noise generation;
- High efficiency mufflers are to be installed for major plant items particularly those that would be used for long periods on the project to reduce construction noise;
- Equipment will be operated in a proper, efficient and correct manner which includes proper maintenance in order to control noise and associated exhaust emissions;
- Odour emissions from the site which could adversely affect air quality or the amenity of the local area to be monitored

Soil and Water Management Plan

Refer to Stormwater, Sediment & Erosion Control Plan prepared by Mott MacDonald as part of the Project Application.

The Stormwater and Sediment Control plan is to be updated and revised by the Contractor (with the approval by the Authority) prior to the commencement of the works and shall include measures to ensure compliance with the Protection of the Environment Operations Act (2000), as amended, and other relevant legislation. The SSC shall include a plan showing the location of the sediment controls to be implemented by the Contractor with the following measures to be adopted:

- Provide temporary drainage channels and detention pondage to appropriately manage storm water
- Stormwater drain grates will be wrapped in filtration medium. The filtration medium will be periodically cleaned and changed as and when required;
- Diversion drains will be constructed to minimise runoff from rainfall flowing into the works area. Stormwater diversion drains are to be constructed in the vicinity of areas to be excavated to minimise water flow into excavations;
- Regular visual inspection of the site drainage system will be undertaken by the Contractor

Waste Management Plan

The Contractor shall prepare a Waste Management Plan (WMP) prior to the commencement of works.

The Contractor shall retain waste records and submit quarterly reports to Frasers. As a minimum, the Contractor shall reuse or recycle 80% (by mass) of the construction waste, or other such quantities as specified with the Planning Approval. Arup have prepared a Waste Management Statement report as part of this Project Application which will become the guiding report allowing the Contractor to prepare a WMP in order to comply with this part of the EMP.

Chemical Management Plan

The Contractor shall prepare the Chemical Management Plan prior to the commencement of works.

Before a product or substance is used for construction activity, the Contractor shall review the Material Safety Data Sheet (MSDS) to determine if the product or substance is classified as hazardous. All workers involved in the use of products classified as hazardous are to be provided with information and training to allow safe completion of the required tasks. As a minimum standard, all safety and environmental precautions for use listed on the MSDS are followed when using the substance and included in their Safe Work Method Statements. No products or substances, including chemicals or fibrous materials, are brought to the

workplace without a current MSDS. All products and substances to be brought to the workplace are to be documented.

All storage and use of hazardous substances and dangerous goods is to be in accordance with the MSDS and legislative requirements. Hazardous substances and dangerous goods are not to be stored in amenities, containers (unless properly constructed for the purpose) sheds or offices.

Disposal of chemical substances shall be in accordance with OH&S and legislative requirements.

Traffic Management Plan

The Contractor shall prepare a Construction Traffic Management Plan (CTMP) prior to the commencement of works. The CTMP will be based on the CTMP prepared by GTA in support of this Project Application.

Traffic will generally be managed at the site in the following way:

- Traffic Entry and Exit will generally be via Kensington Lane, Outram Street, Regent Street or Carlton Street (the latter depending on the completion of the adjacent Block 5 construction).
- Designated transport routes shall be communicated to all personnel
- Strict scheduling of vehicle movements is to occur to minimize vehicles waiting off the site
- Site workers are to utilise local public transport and car sharing wherever possible

Health and Safety Management Plan

A detailed Health and safety Management Plan (HASP), which will include a health and safety risk assessment for the planned construction works shall be prepared by the Contractor prior to commencement of construction. The HASP shall include, but not be limited to:

- Name key personnel responsible for site safety;
- Emergency contact details and procedures, both during and after site hours;
- Identify and describe the risks associated with each operation conducted;
- Describe actions to be taken to mitigate risks and hazards;
- Confirm that on-site personnel are adequately trained to perform their job responsibilities;
- Describe personal protective clothing and equipment that will be worn by personnel;