

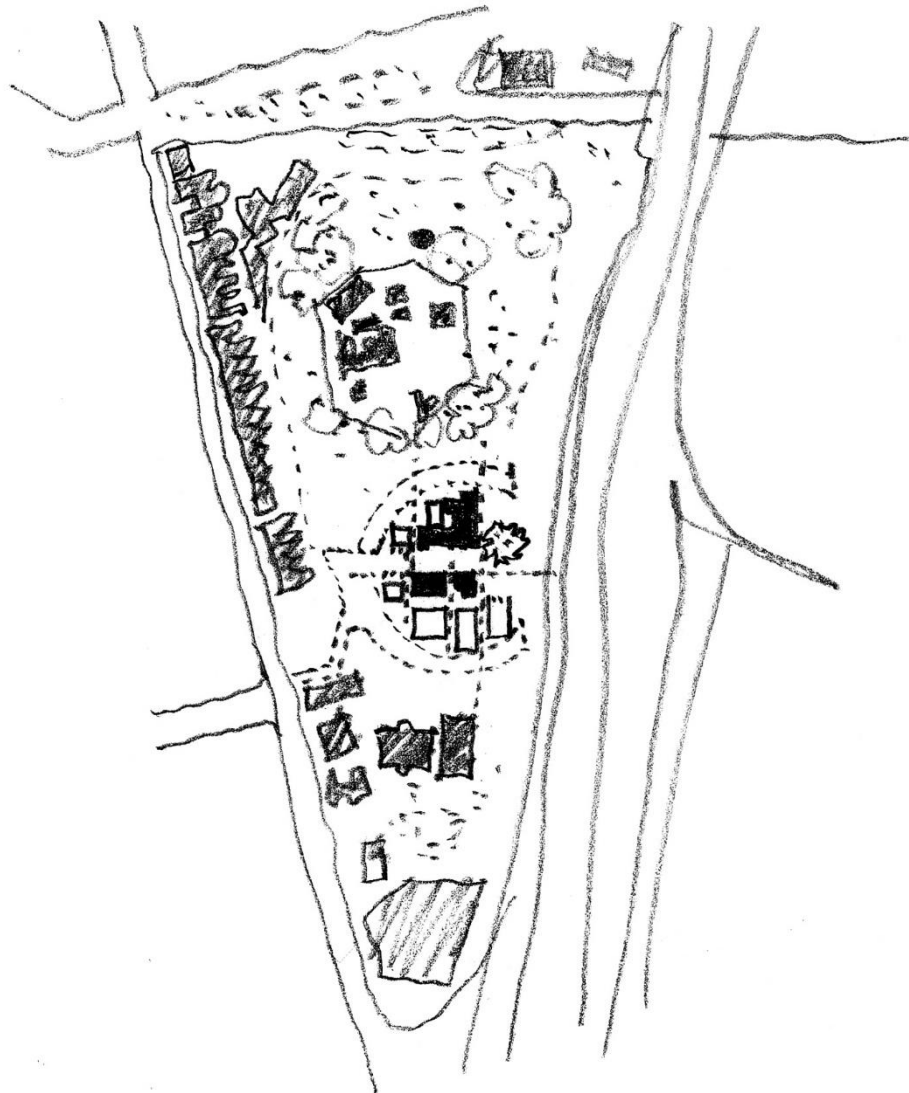
Fort Street Public School Preliminary Construction Management Plan

SSD 10340

Prepared by Lendlease

For School Infrastructure NSW

28 February 2020



SSDA FORT STREET PUBLIC SCHOOL WORKS CONSTRUCTION MANAGEMENT PLAN

Fort Street Public School (FSPS)

REVISION STATUS

Rev	Date	Project
01 Draft	10 January 2020	DRAFT CMP for SSDA
02 Rev	28 February 2020	CMP for SSDA

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1.0 INTRODUCTION

This CMP has been prepared for the SSDA works for the Fort Street Public School (FSPS) project. The project involves the significant redevelopment of the site including base and aspirational scope as follows

Base Scope: Major refurbishment of existing buildings, additional new buildings within the existing site parameters for up to 550 students.

Aspirational Scope: Refurbishment of existing buildings, additional new buildings 2 EEC home base units) within the existing site parameters for circa 600 students (Option 16)

The works for the SSDA include foundations, structure, façade, services, fit out for the new and refurbished buildings and public realm upgrades.

The Lendlease construction management processes will provide:

- The works being designed, constructed, commissioned and handed over by a single proven responsible entity; and
- Reduced risk of delivery.

This CMP is related to the works to be done under the SSDA and contains Lendlease's' overall construction methodology of these works.

The following sections set out the methodology for undertaking the construction works.

Lendlease's proactive and collaborative approach is underpinned by the following overriding and non-negotiable objectives:

- Maintain business continuity of the surrounding facilities and properties;
- To deliver the early works on time to the highest safety and quality standards;
- Communicate in a timely and proactive fashion with all relevant stakeholders, including immediate neighbours and the community regarding how we are planning to undertake interface works;
- Present a positive public perception of the project during the construction works;
- Use experienced and competent subcontractors with appropriate resources to deliver their works in the manner we prescribe;
- Hands on control of subcontractors from experienced Lendlease site supervision; and
- Safe and timely delivery of FSPS, from a holistic design and construction approach.

See below the four key outcomes from the Lendlease CMP:



2.0 STAGING AND BUSINESS CONTINUITY

2.1 FORT STREET PUBLIC SCHOOL – MINIMISING DISTURBANCE

2.1.1 Minimising Environment Disturbance

The Lendlease project team understand the challenging nature of the FSPS site and the constraints of managing a major construction works within an active and iconic location while minimising the disturbance to surrounding stakeholders

2.1.2 Works Areas

Prior to the commencement of the SSDA works, an A Class Hoarding will be in place. Temporary footpaths and diversions will be established where it is deemed required for public access. Site accommodation will be located within the site boundary to accommodate construction workers and site visitors.

2.1.3 Site Establishment:

- Site accommodation will be located within the site boundary to minimise any impact on FSPS and surrounding stakeholders;
- Workforce access will be via a pedestrian access gate (Gate 1) over the southern foot bridge near the Nation Trust (NSW). A swipe card turnstile will be installed to provide secure and controlled access to the construction site and worker amenities compound.

The following figures detail the proposed site arrangement for the three key stages of the project-

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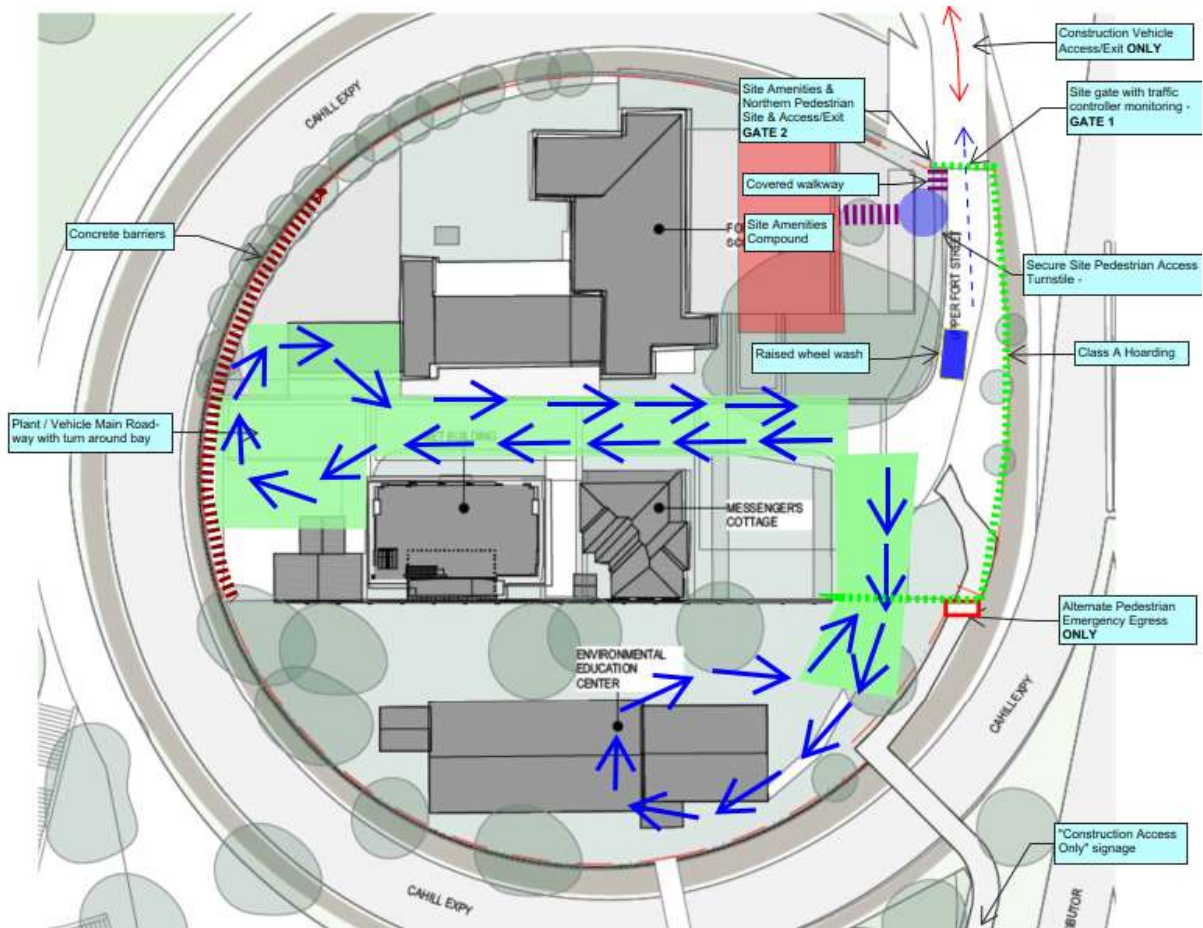


Figure 1.1 SSDA site setup during earthworks

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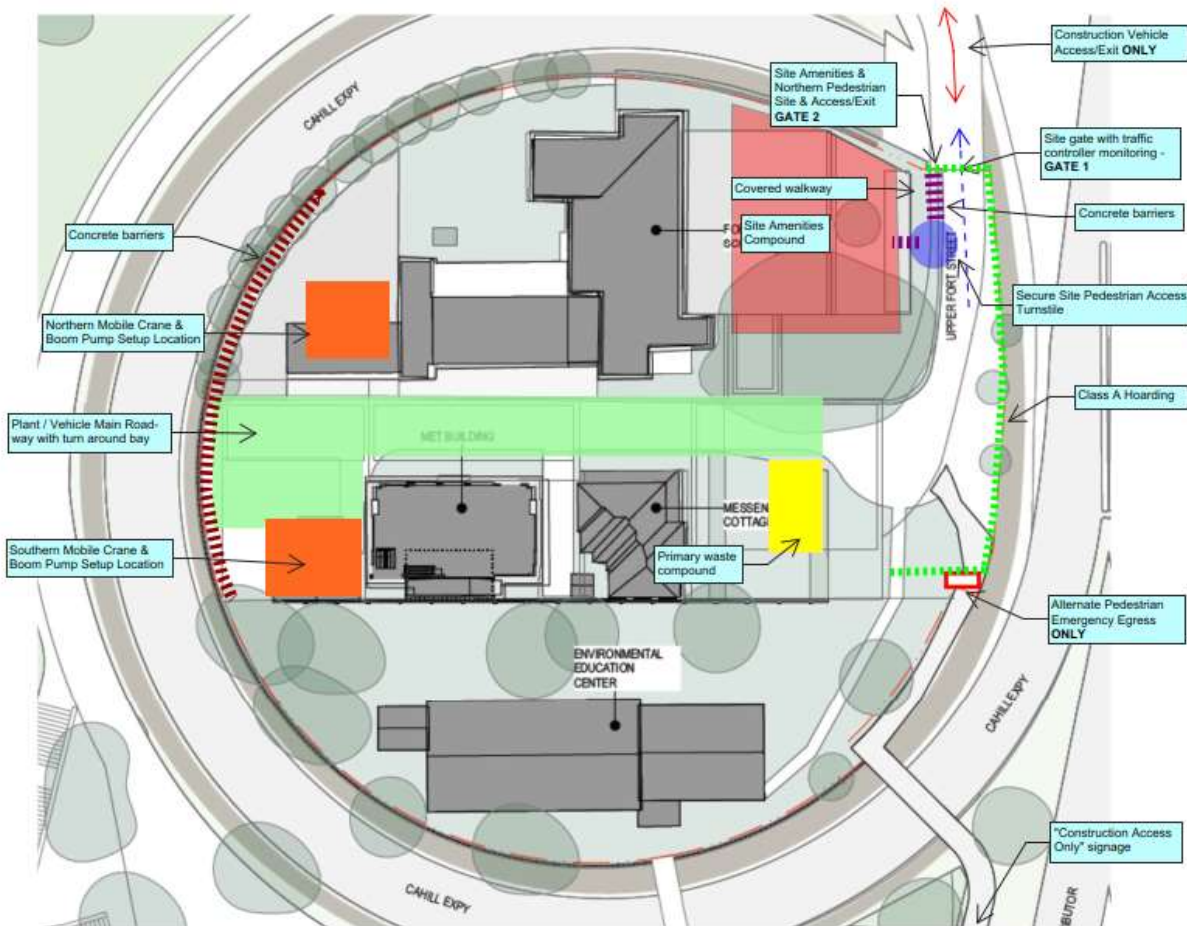


Figure 1.2 SSDA site setup during structure works

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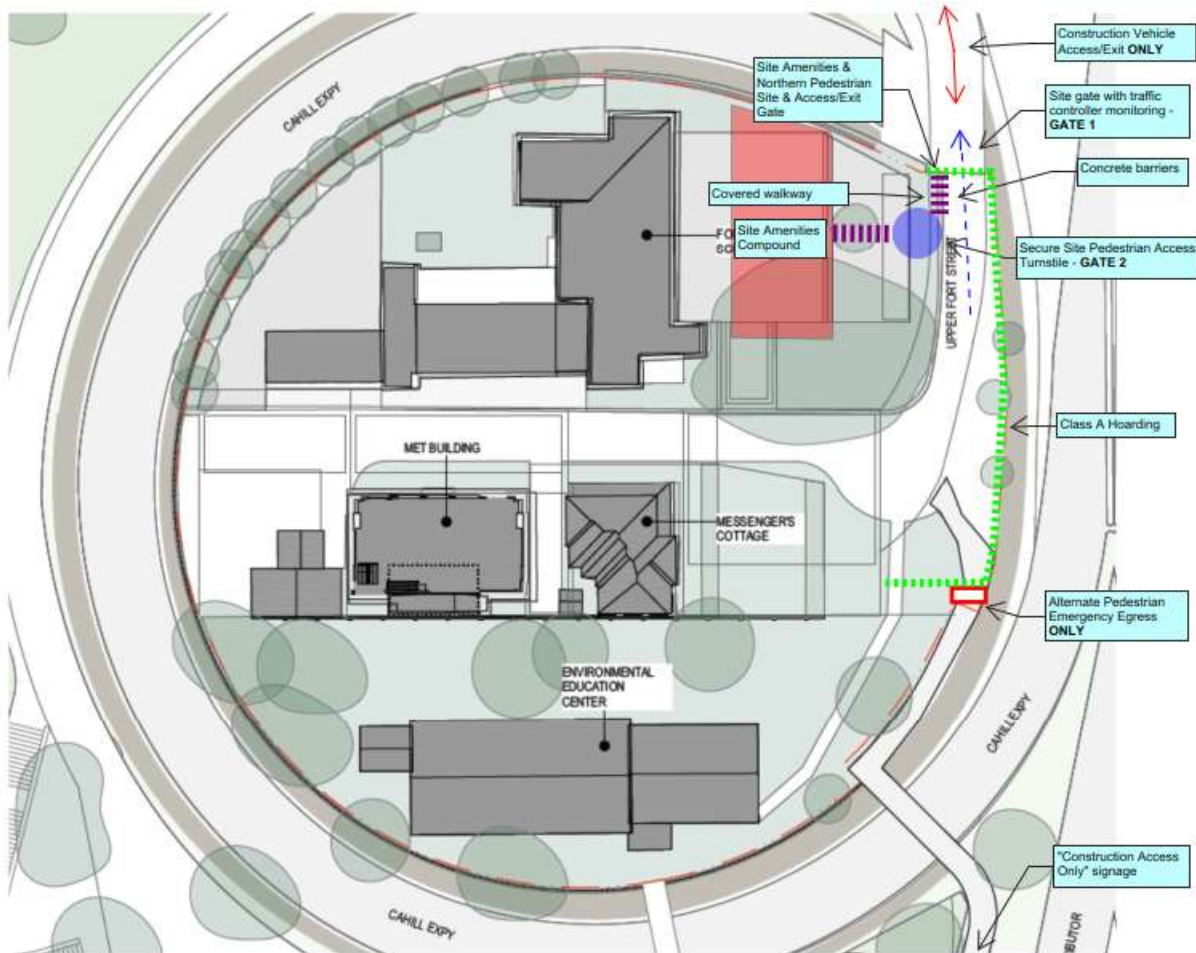


Figure 1.3 SSDA site setup during external works

2.1.4 Construction Interfaces:

The key issues to consider for construction interfaces include the following:

- Strictly controlling where construction will interface with the public;
- Selection of equipment and low impact construction methods to mitigate noise, dust and vibration impacts does not impacts where possible.
- Regular construction risk assessment using the Interface Strategy principles to identify areas of potential interface that may affect business continuity;
- Vehicle, plant & equipment movements managed under the agreed traffic management plan;
- Undertake a holistic integrated system testing and commissioning process;
- Safe hazardous materials removal and protecting and controlling works around heritage elements.
- Authority services works.
- Cycle & pedestrian pathways along with neighbouring property vehicle access.
- Stakeholder notices / updates.

3.0 RISK AND HAZARD MANAGEMENT

3.1 IDENTIFICATION & MANAGEMENT OF KEY PROJECT RISKS

The main building works for FSPS presents a number of challenges that need to be delivered through a planned and structured approach.

The key objective is to cause “zero unplanned disruptions” during delivery of the works.

To achieve this objective Lendlease propose using a risk identification strategy built around the key interface points between the construction site and the surrounding properties. This Interface Strategy will be critical in risk identification and will be used to influence design decisions and dictate construction methodology.

Table 1 provides an assessment of the key interface risks and mitigations associated with the FSPS Construction works.

Table 1: Risk Assessment

Risk, Major Issues and Interface Type	Details	Mitigation
Works within public areas - Alterations to site compound fencing	Perimeter hoardings to be adjusted for site entry, gates alterations adjacent to public areas	Utilise spotters and traffic control as required to ensure adequate separate and exclusion zones Use temporary physical barriers to provide exclusion zones where established pedestrian and vehicle routes are changing
Ensure immediate residents and businesses are well supported through appropriate management and notification of construction activities	Understand the implications of construction staging on the surrounding stakeholders and the potential impacts.	Construction staging to be undertaken in consultation with SINSW and key stakeholders to ensure there is a full understanding and acceptance of the proposals: timing/duration, construction impacts, power tools, noise, temporary partitions and access routes etc. All workers will be made aware of their responsibilities towards understanding what constitutes disruptive works and to understand the time frames associated with preparing to carry out any such works.
Construction Workers access and egress affecting daily the local road, cyclists and pedestrian network.	Construction works are to cause the least amount of disruption/inconvenience possible for road users, cyclists and pedestrians.	Access to and from site will be defined and out of bounds areas clarified for workers. The induction will focus on the amenities planned for within the construction site boundary which include identifying lunch facilities close to site. Tracking vehicle movement through onsite communication to coordinate vehicular access to site
Disruption of the existing pedestrian and vehicle access	Entry/exit to site will be manned and managed by Traffic controllers to mitigate disruption to pedestrian and vehicle access. Traffic Management plan to be implemented	The project works will be programmed with a full temporary traffic management system to be established and coordinated with the FSPS stakeholders prior to the commencement of construction. Traffic flow will be assisted. Prepare and agree a detailed traffic management plan that will be implemented on the project.

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Risk, Major Issues and Interface Type	Details	Mitigation
Vehicle parking	The commencement of the construction works for the early and main works contracts will see an influx of subcontractor workforce to the area.	Subcontracts will include the parking restrictions associated with working on the project, clearly noting the requirement for no parking on the site and the use of public transport. The site induction will actively encourage the construction workers to use public transport to commute to and from the site. The surrounding areas are very restricted with respect to parking and other construction work in the surrounding area. There are limited options for offsite parking in the area. It is expected that public transport will be utilised as it will be the easier option.
Disruption to nearby residential and business properties	Minimizing loss of amenity for nearby residential and business properties during construction.	Noise, dust and vibration monitoring, proactive notification of disruptive works, and selection of low impact equipment where possible for maintenance of public safety.
Environmental Conditions	The site area will require careful management of site run-off.	Erosion and Sediment Control Plan and other site management measures to be developed during the detailed design period.
Preserving Heritage items	Existing buildings, walls and artifacts	Follow documented processes to protect heritage elements and report on unexpected finds
Continued compliance of existing fire zones	Fire zones and egress paths are to be maintained.	Maintain all required egress paths in coordination with the authorities. Undertake works in consultation with the Fire Engineer, Principal Certifying Authority and SINSW.
Unauthorized access to the Construction Site	Prevent unauthorized public access to site	A solid "A" class hoarding wall to be maintained.
Unauthorised access to crane	Prevent unauthorized public access to site and crane area	A solid "A" class hoarding wall to be maintained to site access points. The use of mobile and fixed cranes are still under assessment to determine which suit site conditions best which ever vertical lifting solution is preferred will have appropriate exclusion zone/unauthorized access controls in place.
Local Area Events	Impact of local events on road closures that are setup during site working hours	Stakeholder engagement and notification processes

A detailed risk analysis and refinement of the associated mitigation strategies will be further progressed during the detailed design phase.

3.2 MANAGING RISKS WITHIN AN NON-OPERATIONAL SCHOOL ENVIRONMENT

Lendlease is aware that the existing FSPS functions will be moved off site to an existing temporary "pop-up" school in Wentworth Park, Glebe (or similar alternative) so the FSPS site can become an non-operational construction zone for the full duration of the works.

During the development of the Main Works Offer, Lendlease will allow for the relocation of the school to the temporary "pop-up school". This will include all planning/ programming, removalists/ logistics, communications (both electronic and printed), temporary services and signage, building and operational commissioning (for both the temporary site and new/ completed FSPS site).

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During the detailed design stage Lendlease will work in a collaborative manner with SINSW to develop our stakeholder communication structure and to address all stakeholder requirements and concerns.

Through this open partnership collaboration process, we will develop solutions that have stakeholder buy-in and document an agreed plan to manage construction delivery through to the completion of the works.

The activities below have the potential to significantly impact on the surrounding stakeholders if not managed effectively and communicated proactively:

- Access and traffic management;
- Planning and management of any major shutdowns;
- Minimising and controlling disruptions;
- Protection of existing FSPS assets;
- Emergency after-hours call-out;
- Hazardous material identification and removal;
- Items of Heritage significance
- Items of Archaeological significance
- Noise, dust and vibration control; and
- Out of hours work.

Lendlease will prepare the following Management Plans to develop clear and concise communication channels for each area of interface works:

- Stakeholder Management Plan;
- Risk Management Plan;
- Disruptive Works Notification Procedure; and
- Environmental, Health and Safety (EH&S) Management Plan.

Our integrated EH&S Management Plan will identify all EH&S risks associated with stakeholders including and not limited to members of the public and workers on site. The sub-plans below will be developed with the collaboration of the relevant stakeholders during the pre-construction phase:

- Traffic and Pedestrian Management Plan;
- Noise and Vibration Management Plan;
- Dust Management Plan;
- Stormwater Management Plan;
- Waste Management Plan;
- Incident Management Plan;
- Emergency Response Plan;
- Hazardous Materials Management Plan; and
- Workplace Relations Management Plan.

3.3 KEY FSPS CONSTRUCTION INTERFACE OVERVIEW

Lendlease will include in their management plans the following key construction interface elements:

- Surrounding area skyline impacts

- Protection of existing heritage assets
- Protection of existing (retained) trees along construction accessways
- Protection screening for vehicle movement in close proximity to the Cahill Expressway
- Diversion of existing pedestrian and cyclist accessways
- Sediment and stormwater run off controls

3.4 HAZARDOUS MATERIAL

Already developed reports identify hazardous materials as being present on site, recommendations are to be followed and control focused methodologies developed prior to the works commencing.

Preliminary Geotechnical reports do indicate the presence of contaminated soil. Soil testing will be undertaken preferably during an early works process or at the very latest upon site establishment, which will further inform the site material conditions including any potential contamination.

When managing hazardous materials and unexpected finds, an unexpected finds policy will be in place.

3.5 ARCHAEOLOGY MATERIAL

The heritage reports identify the site has archaeology material present and the unexpected finds protocol together with clear identification and protection of visible items will be put in place to ensure site works meet the requirements and minimise disturbance.

4.0 DESIGN FINALISATION & SUBCONTRACTOR ENGAGEMENT

4.1 SUBCONTRACTOR PROCUREMENT & ENGAGEMENT

The technical complexity, construction challenges and quality requirements of the FSPS project dictate that the selection of the appropriate subcontractors will be critical in meeting the demands of the project. Lendlease will ensure that there is a flexibility and redundancy in the supply chain procurement in the way in which the work activity packages are established from an overarching scope of works and risk management perspective.

4.1.1 Subcontractor Inductions and Pre-Commencement Meetings

Throughout the Detailed Design and construction documentation stages Lendlease will hold multiple meetings and briefings with the supply chain for both consultants and subcontractors. This will aid in the selection of the most appropriate preferred tenderers to carry out the works. The nature of the meetings is to ensure that each contractor understands the environment in which the construction works will be carried out and the responsibilities that comes with undertaking such works.

Following award, we will carry out formal pre-commencement meetings prior to executing subcontracts. These meetings will finalise discussions on:

- Working adjacent to residential and business properties;
- Delivery certainty;
- Subcontractor executive required involvement;
- Site access and delivery requirements;
- Trade specific interface and coordination issues from day one; and
- Worker transport, site access and induction detail.
- Permit and approvals
- Consultant witness & hold points

4.2 INDUCTIONS

The Lendlease induction will be specifically tailored to inform workers of their obligations prior to commencing any works on site. The content of the induction will be reviewed with the Client's project team to ensure the strategies imposed by Lendlease are aligned with the requirements of SINSW.

The project induction will train new workers on project specific safety and emergency procedures; however, the key focus will include interface controls, including:

- Working hours
- Traffic Management
- Construction methodology
- Key site risks and procedures
- Access: We will provide clarity regarding no access into site areas. There will be clear 'no-go' zones identified including the travel path;
- Disruptive Works Procedure: All workers will be made aware of their responsibilities towards understanding what constitutes disruptive works and understand the timeframes associated with preparing to carry out any such works; and

We will also focus on the unique requirements of each stakeholder within the site to ensure that the information in the induction is up to date and relevant to the specific work areas on site. An example of the specific requirements and locations are:

- Working Adjacent to Local Residential and Business Properties: All workers will be made aware of the need to ensure positive contractor behaviour at the approach and on site, including minimising disruptions to local parking and access.

4.3 APPROVALS AND DESIGN CHANGES

All works will be undertaken in accordance with the approved for construction (AFC) drawings.

A Design Change Register will also accompany Contractor Documentation submissions to the client during the delivery phase. These are envisaged to occur in monthly intervals or as required.

Any changes that constitute a deviation must go through an approval process. Where required, proposed changes will be submitted prior to implementation and will identify the following:

- The item;
- Area/location;
- Reference of all documents affected by the change;
- The nature of the change;
- The reason for the change (which includes pre-obtained approval by Lendlease and the Principal for all items affecting the project Brief); and
- The implications, which are to be assessed as a minimum for impact on:
 1. Site health and safety management
 2. Cost and construction time
 3. Durability, functionality, aesthetics, maintenance
 4. Impact on other elements of the works.

Lendlease will add to the register any details of when proposals/implemented changes have been submitted, when a response has been received and status of design documentation updates and or other implications.

5.0 PROCUREMENT

5.1.1 Key Construction Phase Deliverables

The following table provides a list of proposed core deliverables that can be expected at the completion of this phase.

Deliverable	Description
As-built Documentation	Consultant reviewed and approved Final As-built document
Testing	Completed Systems Integration Test documents for applicable equipment items
Completion Certifications	Certificates from consultants, contractors and certifying authorities
Training Manuals	Training Manuals to accompany the training presentation for applicable equipment items
End User Training	Detailed walkthrough of newly installed building elements to ensure operation and maintenance requirements are understood

5.1.2 Project Management Activities

Planning, Monitoring and Controlling

During the Construction Phase for the SSDA works, management control and reporting measures will be documented to describe the tools and processes that will be used to monitor the project.

The following key reports and controls will be applied to this project:

Program Control

The following are minimum requirements for inclusion within the Construction Program developed throughout the Construction phase:

- A program that has an accurate Critical Path;
- Regular reporting against the program;
- Program float is regularly analysed and reported on;
- Program is resource levelled; and
- Change control applied on the program, based on agreed tolerances.

The program will provide sufficient task level detail for each phase and package and will track key milestone items and dates. The program will be reported against as part of the standard reporting process.

Regular reviews will be undertaken as the project evolves with re-scheduling and re-sequencing of tasks as required. This will be a working document and will incorporate regular reviews with key subcontractors to ensure the appropriate level of resources is available to meet the project dates. This is particularly pertinent to the commissioning and testing phases.

The program will accommodate slippage and contingency of the forecast dates and key dependencies will be identified that will form the critical path. These items will be actively tracked and managed through the risk and issue process.

6.0 OPERATIONS AND SITE MANAGEMENT

6.1 OVERVIEW

The FSPS project will require precise site establishment, staging and operation, to ensure both safety, appropriate security, interface management and productivity are achieved. Lendlease's nominated delivery team has developed this detailed preliminary plan, which is integral to program and construction methodology.

Close attention to detail and the quality of the finished product are paramount, particularly on this multifaceted project. Lendlease believes this focus on quality must be promoted and fostered amongst the workforce on the project. This begins an efficient site establishment strategy, and clean amenities which will set the standard for a high-quality outcome.

The planning and methodology assessment for the project has identified a number of key stages in the general configuration of the site during construction. This section provides an overview of the overall approach adopted with detailed description of these stages provided below.

6.2 DILAPIDATION SURVEYS AND MONITORING

Prior to commencing works Lendlease will complete an extensive dilapidation survey of existing infrastructure that may be impacted by the works, including covering roads, footpaths, and external areas of existing buildings located adjacent to the construction site. The resulting report will be provided as a pre-commencement record of the existing built works adjacent to the construction areas.

Considering the above the following will be carried out:

- Construction management plans to address existing site conditions, heritage elements, acoustic levels and vibration.
 - This detailed advice and practical methodologies will be detailed in the form of a Construction Noise and Vibration Management Plan (CNVMP) in order to manage the potential noise and vibration issues with the adjacent sensitive receivers. Lendlease has extensive experience in managing these issues on similar sensitive projects and will look to introduce the following measures on this project such as:
 - Adopt and modify the protection strategy for any heritage or significant buildings located on and adjacent to the site.
- The necessary vibration monitoring to ensure the nominated accepted level stipulated by the SSDA is not breached.

The CNVMP, will detail the criteria and protocols for vibration and noise protocols to the surrounding properties. Identified sensitive receivers above ground in relation to vibration are:

6.3 SITE ESTABLISHMENT

Figure 2 provides the proposed site establishment arrangements for the main structure works, the key items to note on the plan are the inclusion of a Class A Hoarding at the main entry to the construction site with pedestrian and site amenities located directly at the entry to site for ease of access.

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Owing to the tight nature of the site there is little room for materials lay down and vehicle pick up/drop off as such there will need to be a detailed focus on deliveries scheduling and cleanliness of material storage onsite.

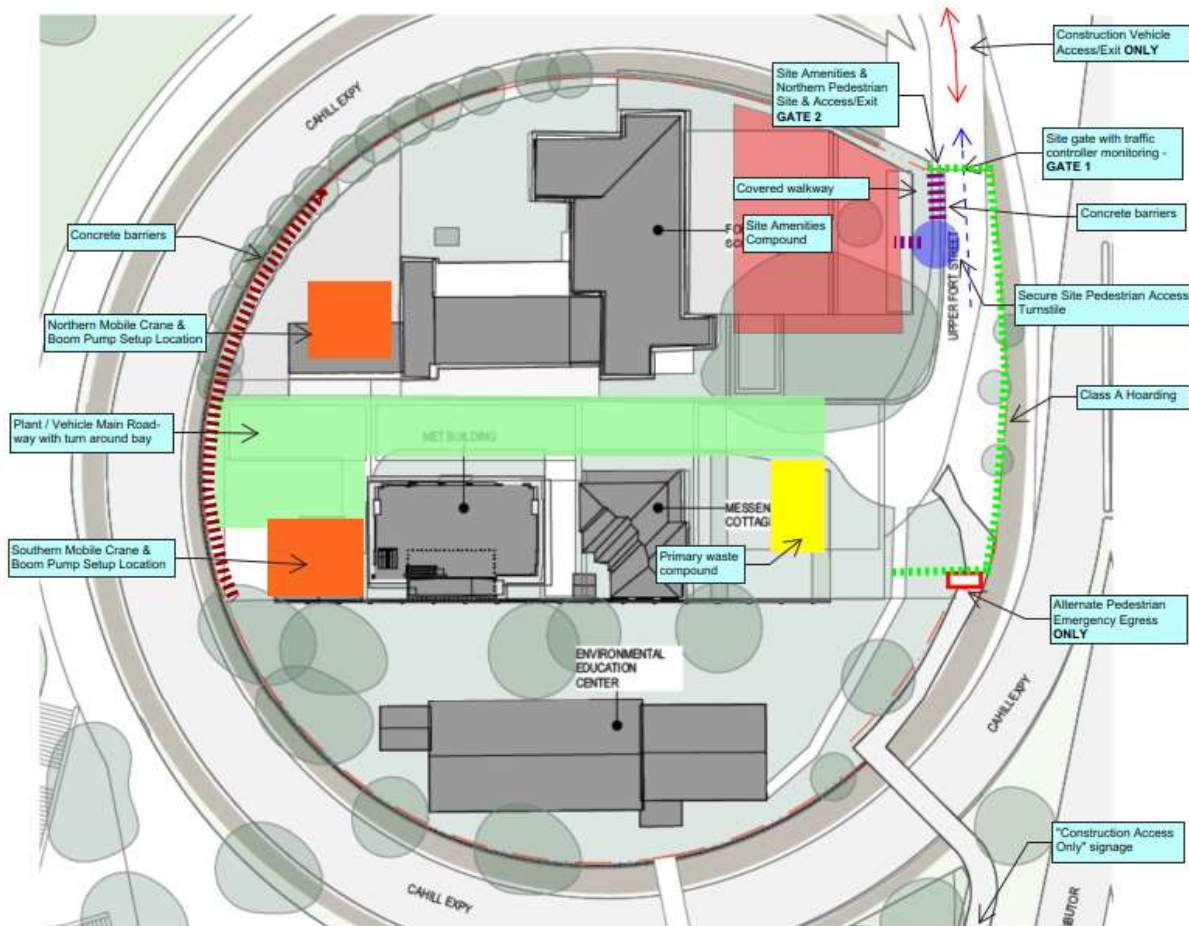


Figure 2 Site Establishment

Hours of Work

The FSPS working hours are proposed to be in accordance with the planning authority approval.

Monday to Friday: am - pm (In accordance with SSDA conditions)

Saturday: am – pm (In accordance with SSDA conditions)

Sunday: No work

Out of hours: In accordance with SSDA conditions

In addition to regular working hours, there will be occasional short periods when out of hours works are required for example special deliveries, hoarding removal at project completion and services cutovers. The crane installation and removal will likely be undertaken over a weekend, utilising both Saturday and Sunday to minimise impacts on the surrounding areas.

Lendlease will agree the process with SINSW, Transport for New South Wales (TfNSW), Transport Management Centre (TMC), Roads and Maritime Services (RMS) and The City of Sydney Council to address the approvals and additional measures required prior to scheduling any out of hour's works. The nature of these works may include dismantle of hoardings, works to footpaths, services connections and other works that interface with the surrounding facilities.

6.3.1 Proposed Site Plan and Site Establishment

During the course of the FSPS works, see Figure 2 Site establishment.

This plan highlights the location of the site accommodation, project office, and demonstrates how the site will be accessed by delivery drivers and couriers on a day by day.

6.3.2 Site Access Points, Construction Traffic & Deliveries

One of the keys to the successful delivery of the FSPS will be the flow of materials and equipment into and out of the construction site. Planning considers the following:

- The maintenance of pedestrian and traffic flows to the surrounding facilities;
- The unimpeded continued use of existing vehicular and pedestrian within the surrounding area

To achieve this, a Construction Traffic and Pedestrian Management Plan will be developed giving specific focus to:

- Pedestrian access and paths of travel: Throughout all activities, compliant pedestrian access will be maintained through constructing a temporary walkway and road crossings installed while works are being undertaken,
- Temporary construction road crossing: Throughout all activities of demolition and construction, a temporary crossing will be constructed.
- Construction Vehicles: Mitigating impact to the surrounding roads will be considered along with a detailed analysis of delivery frequency in conjunction with the program and access routes to the site from the various approaches.
- Lendlease will use radio and phone communication to accurately manage vehicle movements on site, inclusive of live monitoring when arriving to and from site.
- Lendlease will consult with all suppliers to ensure the correct size and weight vehicles are allocated to the project and are cognisant of carriage weight limits.
- All swept paths will be regularly undertaken as per Traffic Management plan and identified in Figure 3 below;

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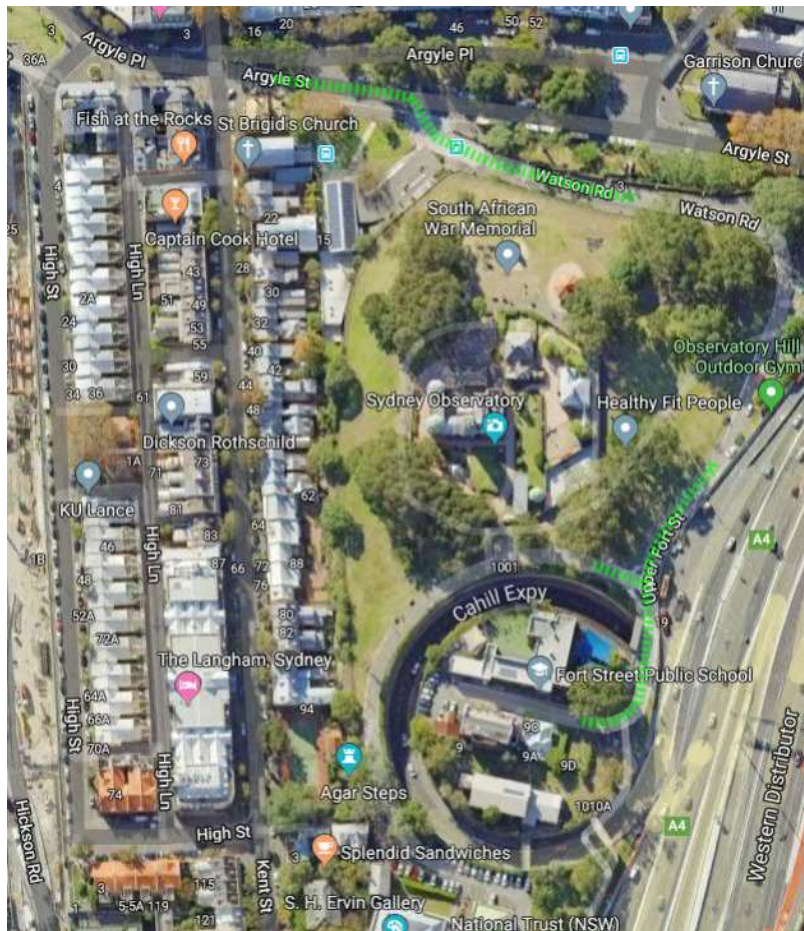


Figure 3 Swept path Analysis

6.3.3 Site Security and Gates

The site perimeter will be secure at all times with no unauthorised access permitted. As detailed above the perimeter of the site will be secure with full height plywood A Class hoardings.

Construction worker access to the site will be strictly controlled through our secured gate system. Individuals will require a personalised identity card to gain access to site.

6.3.4 Site Compound & Amenities

Accommodation and amenities for the construction workforce will be provided in demountable site sheds. These site sheds will be erected, relocated and disestablished throughout the redevelopment to cater for fluctuating workforce demand and moving work areas.

Site accommodation locations identified as follows:

- Site Establishment -All site accommodation will be joined by covered walkways to ensure the workforce and office staff can move around the area and stay dry from any inclement weather.

6.3.5 Pedestrian Access and Circulation Routes

Lendlease see the delineation of pedestrian and cycle pathways with construction traffic as a key project risk and the strategic and safe planning of diversion routes are key the to safety of the local community and construction workers whilst being equally important to minimise disruption to the local community.

In alignment with the ARUP traffic management plans see below the Main Works Pedestrian and Vehicular Circulation Routes (Figure 4), showing the proposed rediverted pedestrian and vehicular circulation routes to be in place during the construction works.

Lendlease note that all boundaries to site will be inaccessible to pedestrians, and a local diversion will be in place to ensure their safety and welfare at all times.

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Figure 4 Construction works and Pedestrian interfaces

6.3.6 Worker Transportation and Parking

First and foremost, Lendlease would encourage workers that are coming to site would be to use public transport to reduce the number of light vehicles on the road and to ease congestion around the FSPS site.

With the site in close proximity to Wynyard Station, there are a number of train, ferry and bus lines which operate and allow access to public transport in close proximity to and from the site.

Key Considerations for Traffic and Material Movements

- City and South East Light Rail Project (CSELR) – light rail has recently been completed. CSELR will impact vehicular access to site along George Street
- South Barangaroo Developments
- Central Barangaroo Developments
- Central Barangaroo Metro Development;
- Barangaroo Reserve Events
- Sydney Observatory Events
- Millers Point residential community.

6.3.7 Construction Worker Support

Lendlease see that the health and wellbeing of our construction workers is paramount and provide our construction workforce on site with a more comfortable environment and support healthier minds in the workplace. Initiatives Lendlease provide onsite include:

- Quit smoking support;
- Bupa Healthy Options;
- Healthy living courses; and
- Mates in Construction (MIC) - mental health support.

6.3.8 Site Evacuation / Major Incidence Response / Emergency Procedures

Lendlease will implement the Emergency Evacuation Plan and Crisis Management Plan to deal with any major incident or emergency

6.3.9 Waste Management

Rubbish bins will be provided to all work areas and will be regularly removed to the central skip bin location by the subcontractors for collection and transport from site to the waste recycle facility.

Bins will be moved via personnel and forklift.

Waste will be separated at the approved waste management centre. Auditable records will be kept of quantities of all materials both recycled and disposed landfill. Records will be monitored to ensure Lendlease internal recycling targets are achieved or exceeded. This information will be collected and reported in compliance with our Environmental Management Plan and its Waste Management and Recycling Sub-Plan over the duration of the project.

To ensure the FSPS project meets its sustainability targets, waste management reports will show monthly and cumulative performance.

6.3.10 Materials Handling

A detailed crane analysis is still being undertaken to not only determine how fixed tower cranes will compare to mobile cranes in cost efficiency and site productivity on a tight site whilst also resolving the type,

size, position and quantity of cranes required for the most efficient material handling solution for the project whilst materials and prefabrication opportunities are being resolved. Through this exercise the following selection criteria were applied to all crane positions:

- Coverage for the site;
- Ability to service plantroom areas;
- Capacity for heaviest lifts;
- Minimal disruption to site roads and traffic flow;
- Minimal disruption to internal fit out;
- Ability to service all stages of project from chosen location;
- Redundancy in coverage to account for breakdown or emergency;
- Access to erect and dismantle of cranes.

The indicative proposed locations for cranes and concrete pumps are nominated on the Site Establishment Plan (figure 2) noting the major locations e.g. this includes the highlighted zone as well along the main accessway up the middle of site to facilitate ease of materials lifting.

Materials handling and storage: A significant amount of space is required to sort the material to ensure the construction sequencing is smooth and efficient. The site will utilise a forklift or telehandler to assist with material unloading, general materials handling, bin movements and general planned material movements within the identified zones.

6.3.11 Perimeter Protection

Fully enclosed scaffolding will be a requirement for all new building elements along with façade elements requiring refurbishment, exact scope and timing will be further resolves as façade details finalise.

During the installation of structure and façade when in extreme close proximity to the site boundary additional controls may need to be in place. Activities such a crane rotation lockout, additional spotters, materials tethering etc..

6.3.12 Temporary Works

Lendlease experience shows such temporary works are usually associated with high risk activities and will need to be fully engineered, certified and EH&S compliant.

Temporary works will include but not be limited to temporary support and protection to heritage elements, Other activities involving shoring associated with excavation works, temporary hoarding, propping during demolition/refurbishment works will be included as a minimum.

6.4 ENVIRONMENTAL PROTECTION

The site area will require careful management of site water run-off. Perimeter sediment control protections installed during the initial Works phase will be reviewed on site during the works in accordance with the design plans. Lendlease will carry out daily site inspections and ad-hoc inspections in response to changes in environmental conditions. These inspections will focus on protective measures for all site boundaries, access roads and stormwater pits.

These daily inspections will enable any issues to be identified and corrected immediately, resulting in no impact on the environment, local community and public ways.

The primary areas requiring specific environmental controls will be:

- Managing site surface water run-off;
- Disposal of any retained stormwater;

- Protective measures during removal of hazardous materials;
- Monitoring and mitigation of dust, vibration and noise;
- Managed storage of hazardous construction materials;
- If applicable dedicated wash down facilities; and
- Monitoring water table or ingress of water during groundworks.

6.4.1 Noise, dust and vibration

Monitoring for noise emissions, vibration and air quality during the redevelopment works is necessary to maintain the health and well-being of people who are involved in the works and of those within the surrounding area.

During the demolition of FSPS, there will be some noise, dust and vibration. To manage the impact on the community, the majority of the construction activities will be carried out during the day.

The proposed equipment for the piling and structure works for FSPS include but not limited to truck and trailers, excavators, bull dozers, concrete pumps, angle grinders, hammers, drills, and hydraulic pumps.

Lendlease will implement the CNVMP outlining the controls to be implement on the site. The CNVMP will confirm strategies that will be implemented to minimise disturbance to sensitive receivers in accordance with regulatory requirements.

Generally, the following controls will be implemented to ensure that noise and vibration related issues are controlled, addressed and resolved in accordance with regulatory requirements:

- Additional noise assessment of the site will be undertaken prior to or at the commencement of works on site with ongoing monitoring in strategic locations determined through consultation with SINSW during the construction period;
- As the work environment changes, additional assessments may be conducted, the timing of which will be determined in consultation between the site management, Site Safety Committee and SINSW;
- Implementing acoustic mufflers to impact driven equipment;
- Introduce engineering controls within the methodology, such as acoustic panels to surround concrete pumps for attenuation;
- Managing works within the approved site working hours;
- Warning signs shall be erected in areas where 75dBA is exceeded; and
- Where additional personnel protection equipment is required, the areas shall be identified by signage. The appropriate noise protection devices are to be issued to the effected personnel.

Noise emissions will be managed in accordance with the regulatory requirements and Lendlease management procedures and the noise and vibration plan, complying with the following:

- National Code of Practice for Noise;
- Management and Protection of Hearing at Work [NOHSC:2009];
- AS/NZS 1269.0:2005: Occupational noise management – Series of several Standards;
- AS 2012.2: Acoustics - Measurement of airborne noise emitted by earth-moving machinery and agricultural tractors - Stationary test condition - Operator's position;
- AS 3781: Acoustics – Noise labelling of machinery and equipment.
- NSW Noise Policy for Industry 2017.
- NSW Department of Environment and Climate Change (DECC) "Interim Construction Noise Guideline" (ICNG), 2009.

- NSW Department of Environment and Conservation (DEC) “Assessing Vibration: A Technical Guideline”, 2006.
- Australian Standard “AS 1055 : Acoustics – Description and Measurement of Environment Noise”, 1997.
- Australian Standard “AS 2670.2 : Evaluation of human exposure to whole-body vibration – Part 2: Continuous and shock-induced vibration in buildings (1 to 80 Hz)”, 1990.
- Protection of the Environment Operations Act 1997.
- NSW EPA Road Noise Policy (RNP), 2011.

6.4.2 Air Quality Management

Objectives for the project are to implement appropriate controls to suppress dust and other suspended particles in accordance with legislation and risk management requirements minimising the generation of dust on the site and potential emission issues relating to plant and equipment.

The Air Quality Management (AQM) Plan is included within the project EH&S Management Plan and our strategy for air quality management includes:

- Clear definition of trafficable and material storage areas to prevent unnecessary vehicle movement into other areas;
- Use of water cart to dampen work areas and exposed soils to prevent the emission of excessive dust;
- Where applicable installation of a wheel shaker grid and/or wash down facilities at the vehicle egress point during excavation works;
- Ensuring trucks transporting materials to and from the site use covers to prevent windblown dust or spillage;
- Ensuring truck tailgate locking mechanisms are operational and in use;
- Periodic inspection of surrounding roads to ensure no construction contamination and initiation of road sweeping if required;
- Careful selection of materials for temporary road surfacing;
- Subcontractors to maintain equipment / machinery to ensure exhaust emissions comply with relevant legislation and guidelines;
- All waste material to be sorted, collected and removed from site (for recycling where possible);
- Air quality monitoring;

7.0 CONSTRUCTION PROGRAM METHODOLOGY

7.1 CONSTRUCTION STAGING

7.1.1 Construction Staging Overview

The Lendlease project team fully appreciate the disruption the project will bring to the FSPS stakeholders and the importance of communicating the construction programming the staff, pupils, pupils' families and surrounding public. Whilst the school itself will be decanted for the construction works the better the stakeholders understand of the timing and reasoning of the works, the more comfortable they will be with the temporary inconveniences and long-term benefits.

Our construction program and methodology includes a set of staging plans covering the works phases.

The staging plans include:

- All site establishment items;
- Changed or modified egress paths;
- Pedestrian and vehicle circulation route changes;
- Temporary signage requirements;
- Protection of existing services;
- Upcoming changes to works areas including approximated program dates; and
- Projected completion and handover areas.

7.2 CONSTRUCTION MANAGEMENT SEQUENCING

7.2.1 Site Establishment

The first task onsite is to install site accommodation and amenities along with securing the construction works area with hoarding to provide a safety delineation and site access control. Depending on site accommodation availability, these may be single or double stacked, and incorporate a 10kPA hoarding for areas requiring overhead protection.

During this site establishment, this will include the protection, safe removal and offsite storage of any heritage elements. Controls include physical barrier protection to non-moveable items prior to the establishment of mobile plant and demolition works.

7.2.2 Bulk and detailed excavation, and inground services

The first site activity to occur following site establishment will be bulk excavation, following this detailed excavation for new strip and pad footings will occur prior to inground services excavation and installation. During these works, there will be archaeological monitoring at all times and an unexpected finds policy will be in place.

The main bulk excavation quantities will come from the deep excavation required for the lower ground works to OSD and communal hall (building G/part H). All excavated materials will leave site via Upper Fort Street via gate 2 or 3.

Excavation and completion of the OSD early in the program is proposed for a number of reason including contractor cost efficiency and should any archalogical finds be located resulting in delay and or redesign there would be program buffer. Whilst completion of this scope early in the program will reduce site access for a short while we see completion of this in ground work early in the program an importatnt risk mitigation strategy that could also assist enviroinmental stormwater controls during the project works.

Particular controlled focus will be given to excavation in close proximity the site boundary owing to the risk of impact onto the sandstone retaining wall and Cahill Expressway and beside the West-East historically significant wall. Controls such structural underpinning/protection will be in place, rock sawing methodology in lieu of hammering and use of smaller more precise machines, vibration and visual monitoring to mitigate potential risks. Figure 7 following identifies the locations of key risk for deep excavation-

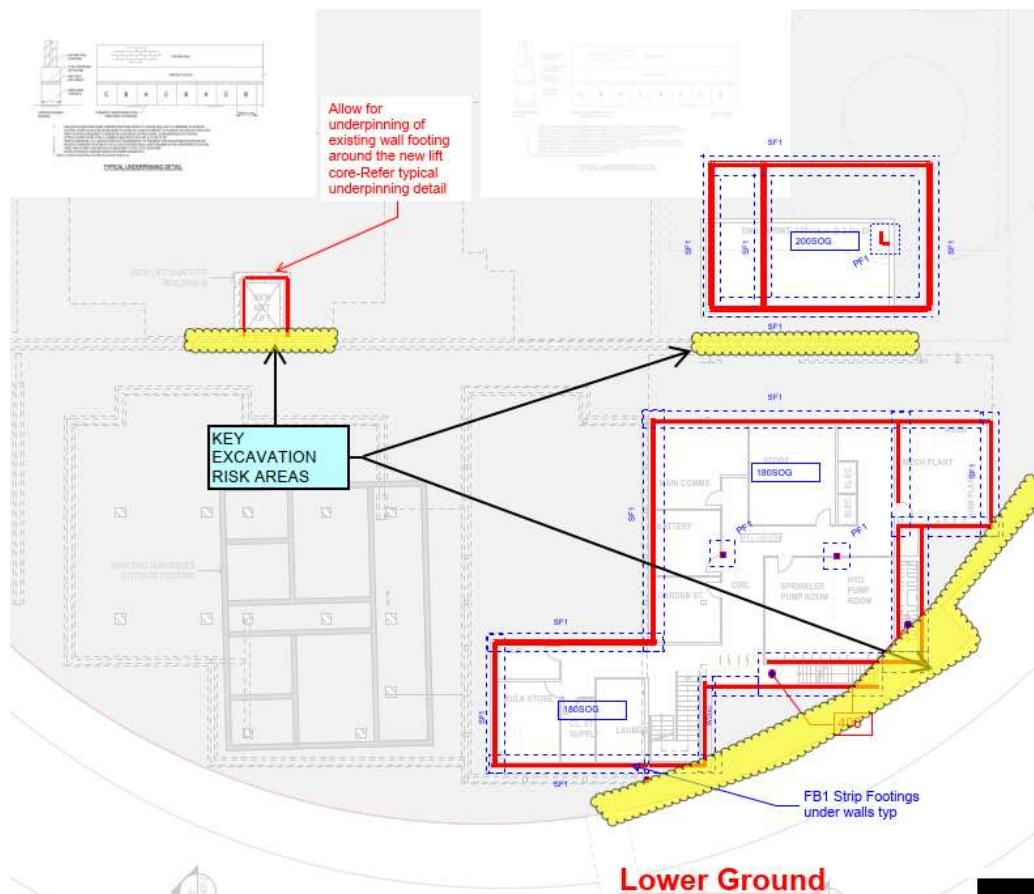


Figure 7 Excavation Key Risk Areas

During the excavation and demolition phase another key focus will be on materials separation and stockpiling. This is particularly important when dealing with any hazardous materials (eg the MET building) to ensure no cross contamination occurs but of equal importance to ensure waste separation maximises material taken offsite for recycling rather than landfill.

7.2.2 Structure

Structural building works are on the program critical path and the staging of the buildings to facilitate the most productive completion onsite is a particular focus given the tight site constraints for materials laydown and mobile plant movement.

Given there is proposed to be a range of structure fabrication techniques from slabs with concrete columns, to structural steel framework tying into existing structure with concrete slabs and laminated timber construction careful planning and detailed understanding of lead times is essential to program success.

There is proposed to be a lag to the starting of the building works for the staff room and cottage to ease materials and personnel congestion onsite whilst also freeing up room for safe mobile plant movement.

7.2.3 Façade

The façade works for FSPS include a number of finishes for architectural impact including the following-

- Face brick masonry
- Curtain wall double glazing systems; and
- Terracotta batten louvers and profiled panels

Completion of the masonry works will occur utilising the fully encapsulated scaffold and completed structural slab as the working platform for the works. Vertical material movements will be facilitated through the use of mobile cranes for these works.

Completion of the curtain wall double glazing stem works will occur via the traditional and proven technique namely, the panels will be delivered to site and lifted onto the specific floor facilitated by mobile crane. The panels are then hooked into a Maeda spider crane positioned above the panel location, launched from behind WorkRight fencing and lowered to position as shown below.

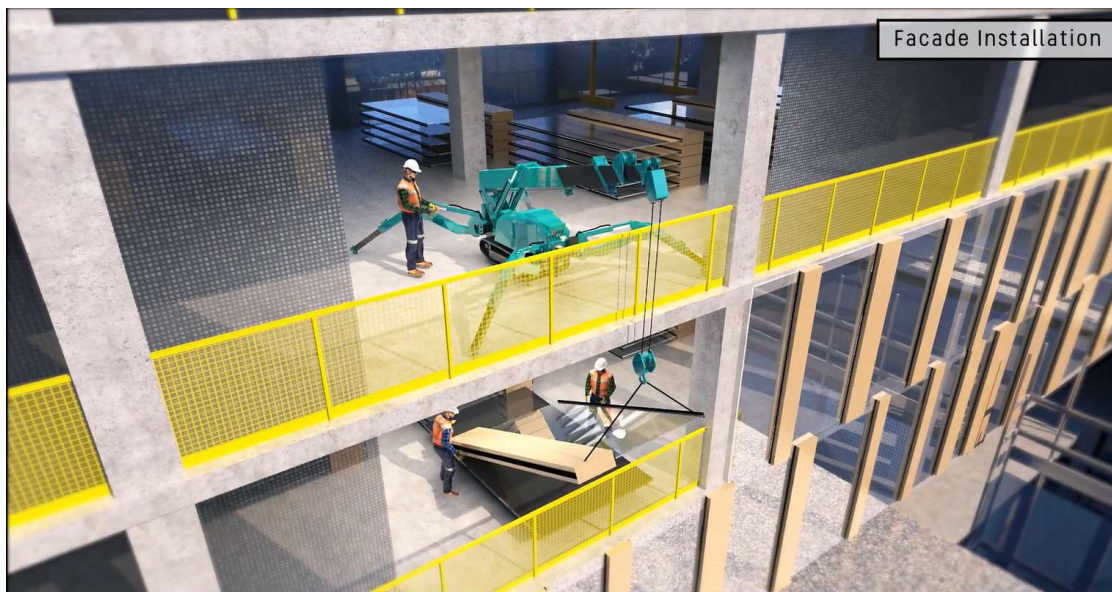


Figure 8 Façade Installation Example

7.2.4 Waterproofing Systems

The integrity of the waterproofing systems both in temporary applications and in final waterproofed areas is critical to the short and long-term success of the project. The project specific focus areas include the lower ground structure works and outdoor roof top trafficable areas.

It is critical that the membrane works are installed correctly and efficiently as the quality of the installation ensures the long-term durability of the membrane is not compromised. The formula in achieving the required outcome is threefold:

- Selecting the best suited type of product for the specific waterproofing application;
- Integrating workable termination and joint details into the architectural and subcontractor design elements such as façade components and services penetrations;
- Competent product installation, QA and protection to the completed membranes;
- Waterproofing details are a specialist trade and a peer review of the architect details through our Lendlease internal design resource (CIDD) will be initiated, prior to commencing these works; and
- Adopting lessons learnt from other projects regarding the application of waterproofing prior to commencing these works.

7.2.5 Sequencing - Building Services

The Building Services installation through to commissioning of all systems for the complete project is critical for the overall successful delivery of the whole project. As such the detailed design, installation, testing and commissioning of each of the building services installations will be undertaken by specialist subcontractors. To also ensure the requirements of the project are adhered to the individual service installation will also be reviewed and approved by the Services Consultants.

These services consultants will be involved in all stages of the project from initial design reviews, workshop drawing review approval through to final witness testing of the installed systems.

Due to the heritage and archaeological complexity, construction challenges, ESD and quality requirements of the FSPS project, the selection of the right subcontractor and supply chain will be absolutely critical. To this point, Lendlease will only engage tier one and 2 construct services subcontractors with proven ability to provide the expertise, knowledge, resources, and skills necessary in their specialised fields to meet the complex requirements of the project.

The building services discipline subcontractors will become integral members of our team, and will include but not be limited to:

- Mechanical Services
- Electrical Services
- Security Services
- Communication Services
- Hydraulic Services
- Dry and Wet Fire Services
- Vertical Transportation

Within the main works, the services installation will be carried out over a number of stages and across numerous work faces, all under the guidance of the specialist subcontractors' supervision and our Project Managers, Services Engineer and Services Supervision Foreperson. Services rough-in will commence once structure is completed and floor areas become available.

The trade sequence will follow through as indicated in the construction program on a trade-by-trade, area by area and level-by-level basis. The installation of main plant, vertical services risers and lift installation works will be completed in parallel with the works on each floor.

Areas requiring particular attention will be those associated with the services infrastructure, risers, plant rooms, LV switch rooms, fire control rooms, etc. These main services rooms will be prioritised for completion of the building works to allow for the individual services subcontractors to commence their detailed

installations. Early access to these critical services rooms will allow for the commencement of pre-commissioning and testing works prior to the final individual system commissioning.

The main challenge initially with the services works will be the accurate coordinated rough-in installation. The installers will benefit from fully coordinated construction documentation generated through the digital engineering / co-ordination process. Individual services to each area must be completed and pre-tested prior to proceeding to the next area.

Services fit-off will follow once the sequence of internal fit-out works has progressed. The challenge at this point in the project will be to ensure work sequences are maintained and clearly defined including adequate resourcing so that final testing and commissioning periods are not compromised

Externally all utility incoming service connections, including permanent power, water, gas and communications connections will be completed on program to ensure commissioning and testing can commence as scheduled.

The plant and equipment to be installed on the FSPS project will be of high quality and supplied by recognised and reputable manufacturers in the industry; leaders in providing the highest quality solutions. Careful consideration will be given to the sustainability and energy efficiency requirements of the equipment to ensure the ESD requirements are achieved.

Plant and equipment will also be installed to achieve ease of access for maintenance in accordance with best practice and EH&S guidelines, thus ensuring safety of all facility, operations and service personnel.

7.2.6 Sequencing - Internal Works – Integrated Fit Out and Finishes

Lendlease's current construction program considers the fit out and services commissioning for the various buildings which occur staged following completion of the structure .

The base build fit out sequence will be undertaken as follows:

- High level services rough-in and riser rough-in
- Façade completion
- Full height wall framing
- Rough-in of services in wall
- Hold Point inspection and sign offs prior to second side wall sheeting
- Wall sheeting (Post Façade Completion)
- Wet area fit out inclusive of all vanities, and FFE and items
- Specialist finishes to core wall where applicable
- Joinery, wall panelling and furniture installation
- Services fit-off and part commissioning
- Painting
- Builders and final clean
- Final Commissioning

7.2.7 Sequencing – Landscaping works and handover

During the final stages of fit out and commissioning, the external landscaping works will be completed. The installation of the COLA structures, paved areas and soft landscaping can only occur once large mobile plant are off site owing to limited access and potential damage to finished areas.

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Fort Street Public School (FSPS)

Completion of the landscaping will work its way from the western end of site to the eastern end to allow easier decanting off site. Site will begin demobilisation at this same time so that all accommodation, hoardings, temporary services and the like are removed for handover and not impeding the final landscaping arrangement eg fencing and planting.

Relocation of FSPS staff and pupils into the new building from the temporary school location will occur following receipt of the Occupation Certificate and when Practical Completion has been achieved.

8.0 COMBINED TRAFFIC AND PEDESTRIAN MANAGEMENT

8.1 TRAFFIC MANAGEMENT AND CONTROL

One of the keys to the successful delivery of the project will be managing the flow of materials and equipment into and out of the construction site.

It is imperative that planning considers and successfully manages the maintenance of pedestrian, traffic flow and parking to the surrounding buildings and roads.

To do this Lendlease will be adopting a number of key traffic management strategies to minimise and mitigate FSPS project's effects on the surrounding stakeholders;

- Lendlease along with the Traffic Consultant will detail a specific Traffic Control Plans which will detail the management of pedestrian, vehicular construction and operational traffic at each stage of works;
- Understanding existing parking provision, demand currently onsite, identifying temporary and construction parking replacement options on and offsite to mitigate potential parking shortfalls during the redevelopment; and
- Encouraging staff, consultants and subcontractors to adopt a Green Travel Plan for this project with use of public transport to and from site.

8.2 TRAFFIC MANAGEMENT AND CONTROL

Traffic management and control will be established for the project. Traffic control will ensure that materials and deliveries will not block off roadways and will streamline the truck movements in and off the project. Traffic control will be located at each construction gate to ensure fluid vehicle movement.

Specific construction traffic considerations include the following-

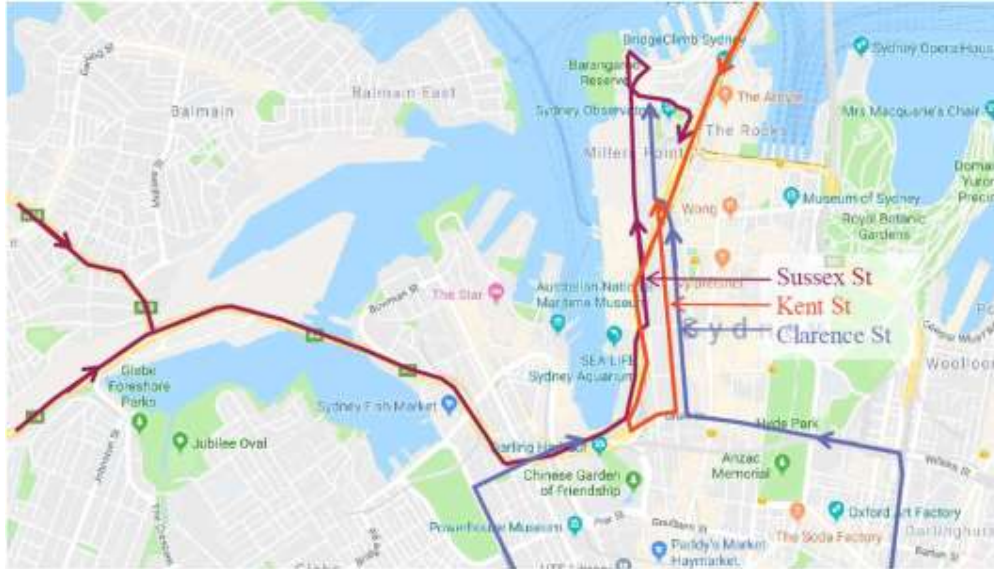
- Site entry gates
- Large vehicle movements to/from Argyle Street and Watson Road
- Prior to concrete pours and other repetitious deliveries Lendlease will coordinate with all traffic entities to ensure the concrete trucks can arrive and turn around on site in a timely and successfully manor. To assist a holding location is proposed as detailed on the Construction Works and Pedestrian Interfaces (Figure 4) where construction vehicles are held prior to reaching the pinch point over the Cahill Expressway and tight site entry turn around area. Traffic control at the holding bay will communicate with traffic control at the site entry gate to confirm when vehicle movement can safely occur to avoid vehicle bottle necking and any pedestrian/vehicle interfacing at the pinch point.

8.3 CONSTRUCTION ACCESS & CIRCULATION ROUTES

The following marked up street overlays shows the various ways delivery drivers will be accessing the FSPS SSDA works. Careful consideration has been given to all these options to ensure there are no or minimal impact to the surrounding businesses and residents.

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Truck arrival routes



Truck departure routes

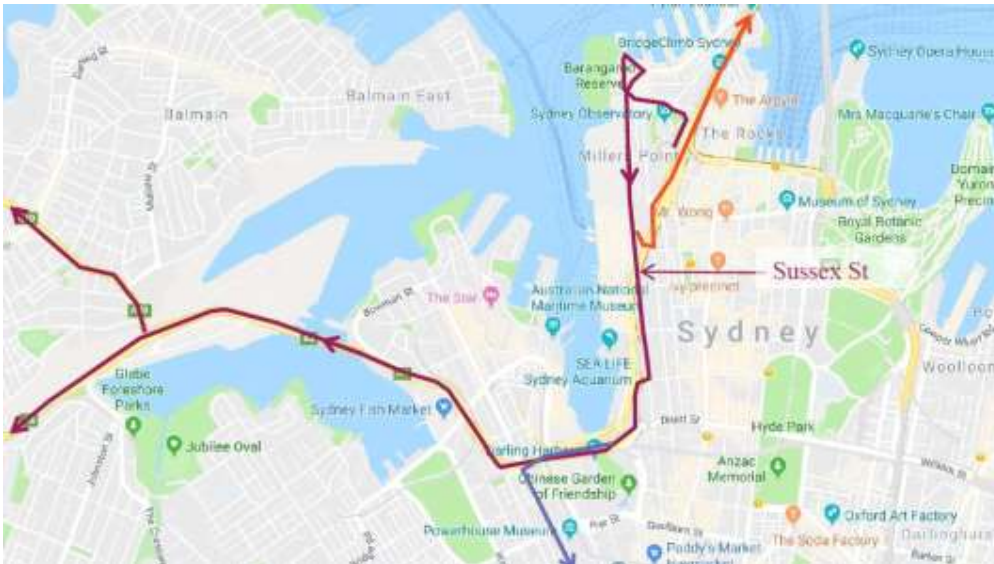


Figure 10 Proposed Truck Haulage Routes

9.0 STAKEHOLDER MANAGEMENT

9.1 CONSULTING AND COMMUNICATING

Lendlease's approach to managing stakeholder consultation and communication for SSDA works for the FSPS Project is to create a strategic framework which enables a consistent and transparent guide to engaging stakeholders who are either interested or impacted by the works.

Lendlease manages stakeholder interests and expectations through early and ongoing engagement. Every member of the Lendlease Project Team is responsible for appropriate and effective stakeholder interactions.

The key principles which underpin our proposed approach are:

- Establish and maintain open and transparent communication channels with all key stakeholders to ensure they are accurately informed about the project;
- Tailor communications to provide the right information, to the right people at the right time;
- Ensure a proactive, rather than reactive approach to all potential stakeholder related issues and engagement; and
- Respect, involve and engage stakeholders to ensure their needs are recognised and considered at all stages of the project.

The Lendlease Stakeholder Management and Communications Plan supports the implementation of this CMP. The Plan outlines key stakeholder groups who are directly or indirectly impacted by works and their respective levels of interest in the project. Key stakeholder groups include:

Category	Stakeholder Group	Key Parties
Client	NSW Department of Education (DoE)	<ul style="list-style-type: none"> . Sylvia Corish, ED School Performance . Glen Halliday, EEC Principal - DoE Teaching Principal
Current / future users	Fort Street Public School Principal and teaching staff	Michele Peele-Yates, Principal, DoE
Current / future users	Fort Street Public School Community	<ul style="list-style-type: none"> . Current students . Luke Lee, P&C Representative FSPS . Future students . Nearby public schools (Conservatorium HS, Ultimo Public School, Plunkett Street Public School)

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PRELIMINARY CONSTRUCTION MANAGEMENT PLAN
Fort Street Public School (FSPS)

Category	Stakeholder Group	Key Parties
Interest / action groups	. Millers Point Community Residents Action Group (MCRAAG) and Friends of Millers Point	. John McNerney, Chair and ex. City of Sydney Councillor. . MCRAAG represents Millers Point, Dawes Point, The Rocks and Walsh Bay residents . FoMP is a coalition of public figures, artists, art organisations, educators, social scientists, church and community leaders, business owners, residents, politicians (local, state and federal) and others. . Patrons are Anthony Albanese, Eva Cox, Jack Mundy, Reg Mombassa and Michael Kendrick. Convenor - Kelli Haynes/ Media - John Dunn
Interest / action groups	Walsh Bay Precinct Management Association (PMA)	The Hon (Laurie) Laurence Brereton (attends the PMA as well as sometimes the MCRAAG meetings) - ex. State and Federal Minister (ALP)
Elected representatives	Lord Mayor of Sydney	. Clover Moore (IND) as well as councillors including Alex Greenwich (IND)
Elected representatives	Local Member of Parliament	Alex Greenwich, State Member for Sydney (Also works a lot with MCRAAG and Walsh Bay Precinct Committee. Popular in the local community)
Elected representatives	Federal Member for Sydney	Tanya Plibersek MP (ALP)
Indigenous/ ethnic groups	Metropolitan Local Aboriginal Land Council	. Yvonne Weldon, Board Chair . Nathan Moran, CEO . Cadigal Aboriginal people (original custodians of Millers Point)
Government agencies / depts	RMS Roads	Western Distributor, Bradfield HSW/ Cahill Expressway
Government agencies / depts	Property NSW	Kim Russell, Asset and Leasing Manager, Portfolio Management Group
Government agencies / depts	Schools Infrastructure NSW (SINSW)	. Aaron Smith, Snr PD Major Precincts . Richard Skinner, Director Education Leadership, DoE Port Jackson . Access Management Utility (AMU), SINSW Rep present . Esben Jensen, Community Engagement Manager . Emma Marshall, New Learning Environments
Consultants	Schreiber Hamilton Architecture (SHAC)	. Justin Hamilton, Architect . Elizabeth Brown, Director

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Category	Stakeholder Group	Key Parties
Consultants	FFJMT	Elizabeth Carpenter, Managing Principal
Consultants	Johnstaff	. Sheena Duggan, Senior Project Manager . Monica Zandi, Project Manager
Immediate neighbours	National Trust of Australia (SWG) / Sydney Observatory	. HQ for National Trust . Home to S.H. Ervin Gallery . Richard Silink, Deputy CEO . James Rongen-Hall, Exhibition Project Coordinator . Museum of Applied Arts & Sciences
Immediate neighbours	Hotel / holiday accommodation	The Langham Sydney (Kent Street)
Authorities	NSW office of Environment & Heritage (SWG) & NSW Heritage Council	Hendry Wan, Senior Heritage Officer
Local residents	Kent Street, Lower Fort Street, Upper Fort Street, Essex Street, Hickson Road, Argyle Place, Windmill Street	. Residential and commercial properties . Baranagroo team engages with the Kent Street building managers only . Tennis courts
Sport and recreation	King George V Rec Centre	City of Sydney
Sport and recreation	Abe Mott Community and Youth Centre	. City of Sydney . Community Centre worker (Sage) has been there are long time. Sage also does a lot of work for homelessness. Darren Tan, Community Development Manager, Lendlease Barangaroo South has engaged with her re. homelessness in the Sydney CBD.
Lendlease business units	LL Millers Point (Barangaroo South) Development	Darren Tan, Lendlease Community Development Manager, Barangaroo South and Crown, Lendlease Millers Point
Lendlease business units	Lendlease Property & Building Social Sustainability Senior Strategic Management Team	. Amanda Shaw, GM Social Sustainability Australia . Clare Baker, Senior Strategic Stakeholder Engagement Manager, Property & Building
Authorities	City of Sydney Exec & Officers	. Kim Woodbury, COO . Monica Barone, CEO
Media / social media	Local, city and state-wide print media and social media (Facebook, Instagram, etc.)	. SMH, Daily Tele, etc. . Millers Point Community Facebook . Save our Millers Point Facebook

10.0 AUTHORITIES

10.1 LEGISLATIVE REQUIREMENTS

The works will be undertaken in accordance with Legislative Requirements including but not limited to:

- National Construction Code 2017 comprising the Building Code of Australia;
- Protection of the Environment Operations Act 1997 and Regulations;
- Environmentally Hazardous Materials Act 1985;
- Protection of the Environment Administration Act 1991 and Regulations;
- Work, Health & Safety Act 2017 and relevant codes of practice and standards;
- Australian Standard 2601-2001: Demolition of Structures;
- Environmental Planning and Assessment Act 1979;
- Heritage Act 1997;
- Local Government Act 1993; and
- National Parks and Wildlife Act 1974.

10.2 STATUTORY PLANNING APPROVAL AND CONSTRUCTION CERTIFICATE

Our Design Manager - Building and Authorities will lead this process working closely with the PCA (Principal Certifier) and with the client design team. The SSDA approval will identify generic and specific deliverables required from SINSW for the Construction Certificate. Lendlease will coordinate this process to ensure there is a clear and coordinated program to submit all Construction Certificate requirements to the PCA so that no program delays arise.

10.3 UTILITY PROVIDER AND ASSOCIATED EXTERNAL APPROVALS

At various stages external approvals of components of the works will be required. This will include:

- The City of Sydney Council (water, sewer, traffic);
- Jemena (gas);
- Ausgrid (or local electricity provider);
- NSW Fire and Rescue;
- Roads and Maritime Services;
- Communication providers; and
- Other relevant utility providers.

Our approach with these authorities will differ dependent on the respective requirements, however fundamentally we will seek:

- Prior coordination with SINSW to ensure all approaches are aligned and coordinated;
- Early contact to mitigate potential delays and identify potential issues; and
- Establish common contacts that can provide continuity of service on the project