Construction Management Plan

Woolworths Distribution Centre (Main Works),
Wetherill Park

State Significant Development Application
14 May 2021

ROOT PARTNERSHIPS
Advisory+
Project Management

Date	Revision	Prepared	Approved
12/04/21	A	TK	DB
14/05/21	B2	TK	GB

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1 Introduction

1.1 Purpose

This preliminary Construction Management Plan (CMP) (The Plan) has been prepared by Root Partnerships on behalf of Woolworths Group Limited to accompany a State Significant Development Application (SSDA) to the Department of Planning, Infrastructure and Environment (DPIE) relating to the main works phase of a proposed warehouse and distribution centre at 250 Victoria Street, Wetherill Park. This Plan is further to the CMP produced for the early works phase of the project related to demolition and bulk earthworks.

The intention of this document is to communicate that this development and associated construction activity has been well considered and will be undertaken in a manner that seeks to minimise disturbance and impact on the surrounding environment. Items contained in this Plan include:

- Outline of major works.
- Public amenity, safety, and pedestrian management.
- Materials handling.
- Traffic management including public transport interfaces and cumulative impacts of other construction sites within the precinct.
- Environmental management.
- Proposals appropriate to minimising impact of the works on adjoining and surrounding properties.

Woolworths Group Limited and their contractor (once appointed) will work closely with Fairfield City Council, neighbours, existing tenants, stakeholders, and transport authorities to create plans and strategies that will ensure minimal impact and disruption to the surrounding area. Consultation will continue to be a key priority throughout the construction process to ensure the community and stakeholders receive regular updates and have the opportunity to provide feedback.

The Plan has been prepared to describe how the project management team will implement and conduct its allocated site management responsibilities during the main works phase. This Plan has been formulated from a conceptual design and may require changes to meet stakeholder and contractor's requirements as the detailed design progresses.

A fundamental aim of the Plan is to ensure all construction activity is properly facilitated and managed and integrated and coordinated to deliver certainty to the objectives of the Project. It emphasises the importance of substantial pre-planning, detailed programming and the adoption of innovative construction methods to ensure the subsequent delivery of the project is not only a success for Woolworths Group Limited, but also satisfies key project stakeholders and the relevant authorities.

It is intended that a more detailed CMP and works plans for each phase of the project will be prepared with relevant approvals secured prior to the commencement of construction activities. The final version of this Plan will incorporate substantial input for the appointed Construction Contractor (Contractor) to ensure all construction is properly integrated and coordinated with their sub-contractors and suppliers.

1.2 Scope of this Plan

This Plan provides an approach that:

- Defines how the construction project management team will comply with the requirements of the contract relating to construction.
- Sets out the project objectives and targets of particular relevance to the construction phase.
- Describes constraints specific to the construction phase and the project in general.
- Describes the process for the identification and control of risks specific to the construction phase.
- Details the proposed strategy for the construction phase, with particular regard to site establishment, resourcing, site organisation and construction controls.
- Whilst preparing this Plan has identified the following key items and attributes, the final methodology is subject to engagement of a Construction Contractor and their methodology might vary to that proposed herein.

1.3 Interface with other Plans and Procedures

The final CMP will form part of an integrated set of Project Management Plans yet to be prepared. This will be undertaken by the appointed Contractor. It should be read in conjunction with the Project Management Plan once created following Contractor appointment.

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2 Proposed Site

2.1 Site Description

The Site is legally described as Lot 1, 2 3 and 4 of DP 781975, commonly known as 250 Victoria Street, Wetherill Park. The Site has an area of approximately 85,850 sqm and has frontages to both Redfern Street (north) and Victoria Street (south) – refer to Figure 1 below.

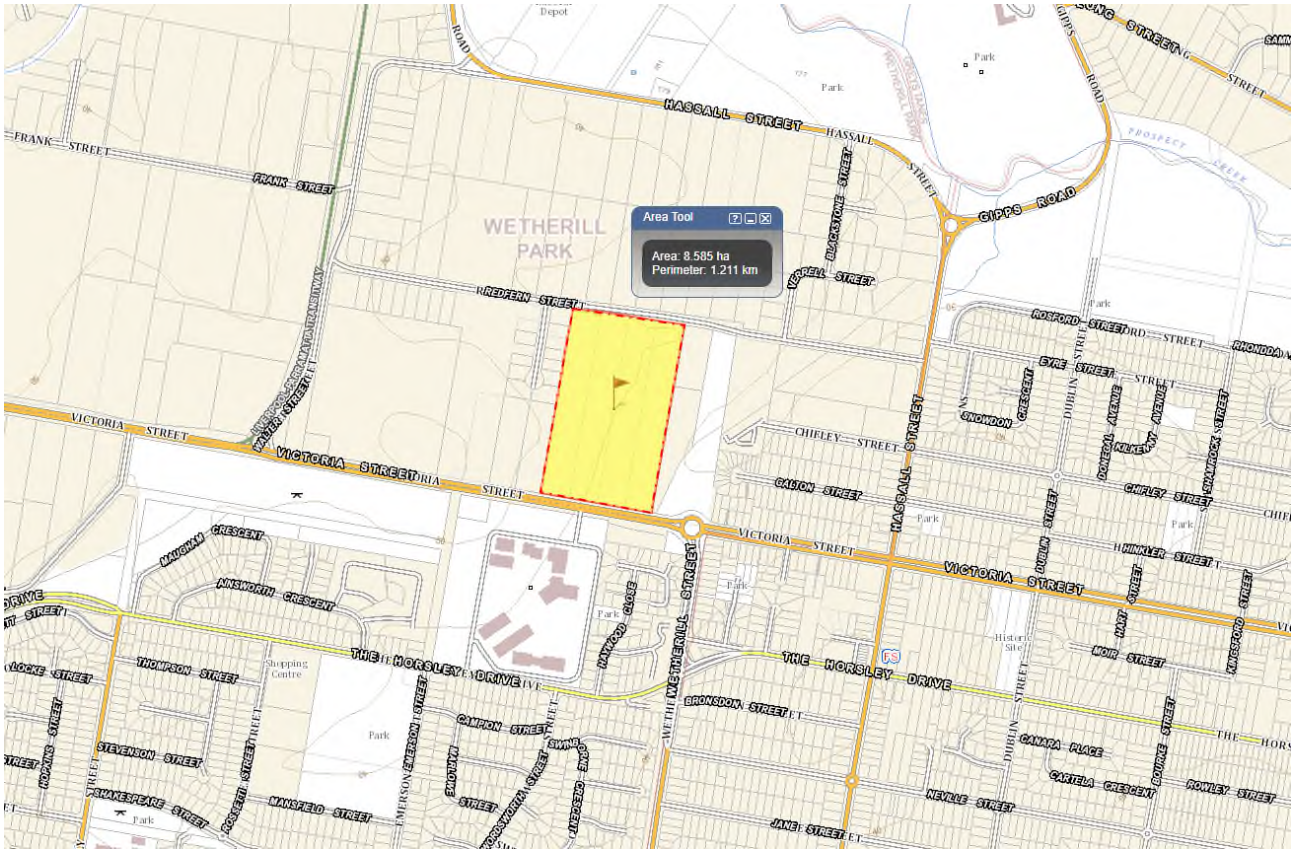

Figure 1 - Site Plan (extract from SIX Maps)

The key elements within, surrounding and of the Site include:

- Its location on the boundary of the industrial area of Wetherill Park to the north of Victoria Street. It currently accommodates a large existing warehouse and office building located to the south-east corner, a central commercial building and a brick building located to the south-west corner of the site. Refer to the Hazardous Building Materials Assessment Report produced by Environmental Investigation Services on 30/10/18 for further descriptions of each existing building/structure. These have been proposed to be demolished under a separate development application specific to the early works.
- The northern portion of the site is largely vacant, covered by a concrete slab and gravel and has several stockpiles of various industrial items.
- Vehicular access to the Site is via existing driveways located roughly in the middle of the northern and southern boundaries connecting to Redfern Street and Victoria Street respectively.
- Minimal vegetation which is fragmented by buildings and areas of hardstand surfaces. Vegetation is limited to scattered trees and shrubs within the Site and planted within the nature strip.
- Location directly opposite the TAFE NSW – Wetherill Park campus fronting Victoria Street.
- Location in close proximity to Wetherill Park Nature Reserve

2.2 Site Constraints

The Site possesses some constraints which may influence the construction strategy and methodology. These include:

- Proximity to residential precincts to the south and east and associated acoustic considerations both during construction (e.g., concrete crushing works) and operation.
- The rating of the surrounding roads; we understand that Redfern Street is not adequately rated to accommodate the weight of larger trucks and other heavy vehicles (200T+). Therefore, although most

construction vehicle access will be limited to Redfern Street to minimise impact to Victoria Street, heavy vehicles and larger deliveries will have to access the site from a Victoria Street entry to the south-west.
- Proximity to a TAFE NSW campus entry/exit which could be subject to more traffic movements than other sections of Victoria Street.

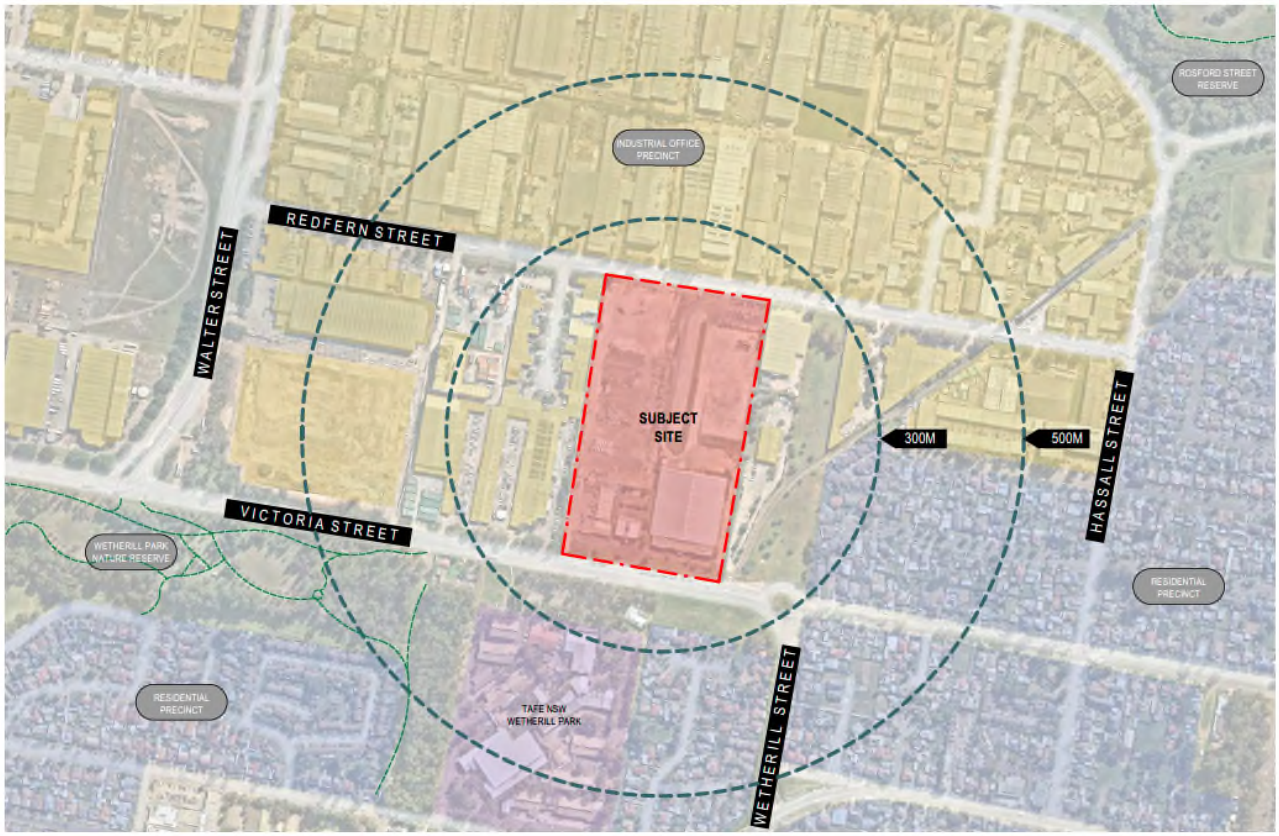

Figure 2 - The site borders an industrial area that is adjacent to largely low-density residential areas. (Extract from Development Application architectural drawings produced by Watson Young)

2.3 Adjoining and Neighbouring Properties

The Site is well positioned in terms of access to arterial and main roads. Public transport routes are prevalent with the Liverpool-Parramatta Transitway bisecting Victoria Street and running parallel to Walter Street. The closest railway station is Fairfield station which is located approximately 6km to the south-east.

The Site also forms part of a large industrial precinct bounded by Victoria Street to the south and Hassall Street to the east. The Industrial precinct includes:

- Large free stranding industrial buildings.
- Industrial estates including smaller individual warehouse buildings to the south and east.
- Waste facilities, manufacturing, freight and logistics uses and includes storage facilities, car smash repairs, warehousing and factories.

Residential uses are well separated from the Site to the south by Victoria Street and two empty lots (DP 1185773 Lots 101 and 102 and east.

The site is also directly opposite to NSW TAFE's Wetherill Park Campus.

2.4 Proposed Development

2.4.1 Works and Design

Woolworths Group Limited is proposing the demolition of all existing structures and construction of a new warehouse/distribution centre with associated offices. The proposed spaces span over four levels; two levels of distribution centre accompanied by suspended hardstands accommodating trucks and accessible from Redfern Street. The remaining two levels are designated for basement carparking accessible only from Victoria Street. Refer to the below section:

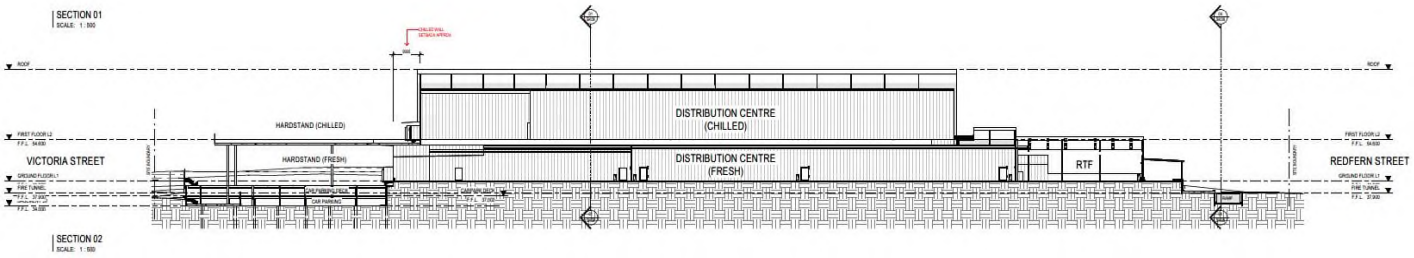

Figure 3 - Typical section through the building illustrating the various zones of use.

Overall, the proposed works relevant to this Plan comprise the following:

- Excavation for a basement parking and hardstand.
- Construction of a two-storey climate-controlled distribution centre comprising a 30,000+ m2 warehouse at ground floor and 25,000+ m2 on level one.
- Construction of two suspended hardstands with vehicular ramps to accommodate truck movements.
- Construction of a 230+ m2 security office.
- Construction of a two-storey office space totalling 1,700+ m2.
- Construction of a two-storey car park facility accommodating an approximately 766 car spaces.
- Various landscaping works.

Figure 4 - Artist's impression of view from Victoria Street entry (southern entry).

Figure 5 - Artist's impression of aerial view from Redfern Street entry (northern entry).

2.4.2 Construction Timeline

At present, it is envisaged that construction will commence in January 2022 and will continue until July 2023.

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3 Proposed Construction Methodology

3.1 Hours of Work

General demolition and construction works will be undertaken within the hours permitted under the Development Approval / Conditions of Consent.

In some cases, after-hours permits will be sought from the relevant authorities where special requirements exist, for example oversized deliveries or road opening permits.

Subject to conditions of consent, working hours are foreseen as follows:

- Between 7:00AM and 6:00PM - Monday to Friday
- Between 8:00AM and 1:00PM - Saturday
- No working Sundays or public holidays.

3.2 Site Mobilisation

3.2.1 Dilapidation Survey

Prior to commencing work onsite, a full Pre-Construction Dilapidation Report will be completed by a Civil/Structural Engineer for the adjoining buildings and council owned infrastructure. This detailed survey will encompass current structural, architectural, services and any existing conditions of the adjacent neighbouring properties and infrastructure, roads, environment, site boundaries, and utility assets.

The dilapidation report will cover all areas in close proximity to where construction works are to occur, including Council assets and local roadways adjacent to the site.

3.2.2 Geotechnical Survey and Report

A geotechnical consultant will carry out further testing and inspections as required by Australian Standards and the Civil Works Specifications. Any geotechnical laboratory carrying out testing for this project will be NATA accredited.

All Civil works will be conducted under the supervision and monitoring of a qualified Geotechnical Engineer.

3.2.3 Service Identification, Connections and Diversions

A desktop “dial-before-you-dig” survey will be undertaken followed by an onsite service sweep using multi-frequency electro-magnetic equipment and dual-frequency ground penetrating radar. All services will be documented on a drawing and marked on the ground for identification.

3.3 Piling and Footing Construction

The proposed design requires a significant number of piles for structural stability. These piles will be designed and sized by a suitably qualified structural engineer in accordance with the relevant standards and codes of practice. The piles are likely to be displacement piles constructed using continuous flight auger (CFA) rigs to reduce vibration and acoustic disturbance. This process will involve displacement of soil, movement of spoil, installation of reinforcement cages and pouring of concrete.

3.4 Structure

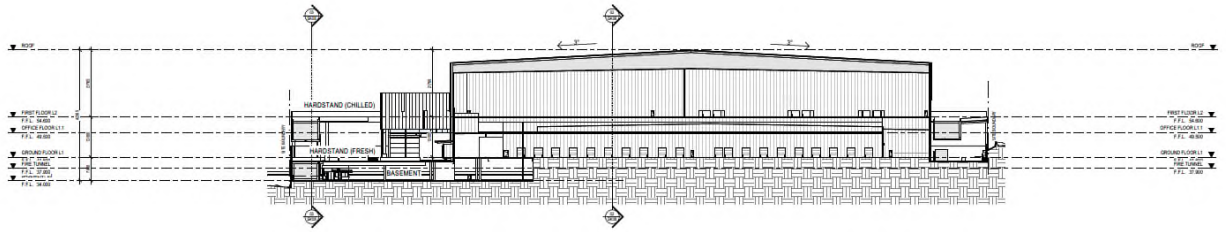

Figure 6 - Short section illustrating portal frame structural system.

Preliminary discussions with Contractors have indicated that this design may not be suitable for the use of tower cranes and instead several 200 to 250T mobile cranes may be deployed.

The development is expected to be predominantly composed of a steel portal frame with steel columns that transfer loads directly to piles beneath. Suspended slabs which are enclosed by the structure are expected to be composed of reinforced concrete. A detailed and approved engineering design will be developed prior to the issue of a Construction Certificate (CC).

Prefabricated lengths of steel members will be delivered to site via the Victoria Street entry (due to the weight of the deliveries) and unloaded via mobile crane(s). Depending on the individual size, these members will then either be assembled on site prior to erection or lifted directly into place before being bolted/welded as required. It is expected that a steel truss system with depth in excess of 5m will likely be trucked to site in circa 4m lengths for transportation purposes before being assembled on site in its final configuration. These works will be conducted by suitably qualified tradesman including licenced crane operator, rigger, dogman, steel workers and be undertaken only during safe weather conditions.

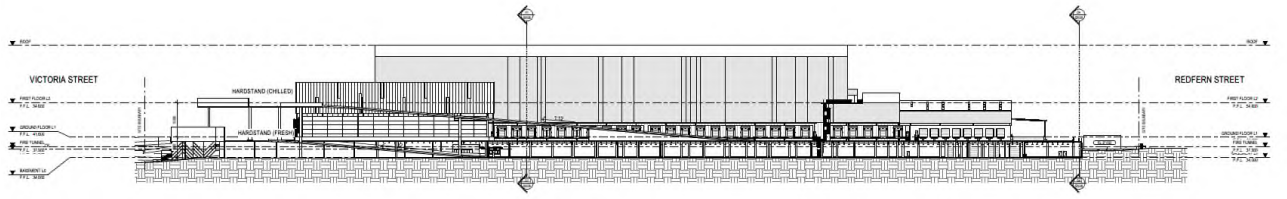

Figure 7 - Long section illustrating suspended hardstands and associated concrete structure.

The suspended hardstands and associated ramps are expected to be constructed as a reinforced concrete structure with precast concrete columns and cast in-situ reinforced concrete slabs with post tensioning. A detailed and approved engineering design for the concrete structure will be developed prior to the Construction Certificate by an appropriately qualified structural engineer accordance with the relevant standards and codes of practice.

The construction methodology for this component of the development will initially involve the erection of scaffolding around the perimeter of the slab for access and fall protection. Crane(s) and/or loading platforms will be used to delivery materials to enable works to each level. Cranes will be used to lift and position precast concrete columns. Floors will be conventionally formed with temporary formwork and falsework/propping. Reinforcement and post tensioning strands/dead ends/anchorages (if applicable) will be laid before concrete is poured, either via a boom pump or concrete tower boom that will be positioned within the lift core of the office component. The slabs may likely be constructed in multiple pours to improve efficiency, balance construction resources, and improve accessibility around the site. Formwork stripping will follow the pour cycles once curing of the upper levels has occurred.

3.5 Façade

The warehouse facility will be a temperature-controlled environment and will be clad in a highly insulated panelised material to improve thermal and construction efficiency, respectively. These panels will be lifted into place via crane and fixed by trades internally to the building or externally via a scissor lift or similar. It has also been proposed that the finish to the facility at street level on Victoria St will be made from precast concrete panels that has a contoured façade finish. These will be lifted into place and fixed while supported by a crane.

3.6 Services

Services and finishes activities will commence from ground level and will progress up through the building. Internal walls will initially be set out, and the top and bottom tracks installed to allow final coordination of services and to ensure fire dampers are installed in the correct location. Rough in services works will consist of high-level soffit mounted ductwork and pipework which are not reliant on the envelope being watertight. Once the windows and cladding have been installed to the façade, the finishes and services fit out off will commence.

Airconditioning and associated mechanical works will likely be the most prominent services installation to the warehouse facility and will involve installation of plant and ducting. Plant will likely be craned into final position on site before being connected and commissioned at a later date, while ducting works will commence and progress through the majority of the construction process. Ducting will be installed via trades on temporary internal structures with adequate fall protection and cherry pickers or similar equipment.

3.7 Fit Out

Fit out works to the warehouse facility will predominately be comprised of the delivery and installation of racking and other fixtures, fittings and equipment and will be positioned by smaller cranes and by hand in conjunction with platform lifts, boom lifts etc.

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4 Site Setup and Materials Handling

4.1 Site Office

It is anticipated that site accommodation, amenities and the site office will be set up along the eastern boundary of the site in a highly visible and easily accessible location from site entries along both Redfern Street and Victoria Street (for larger vehicles and deliveries).

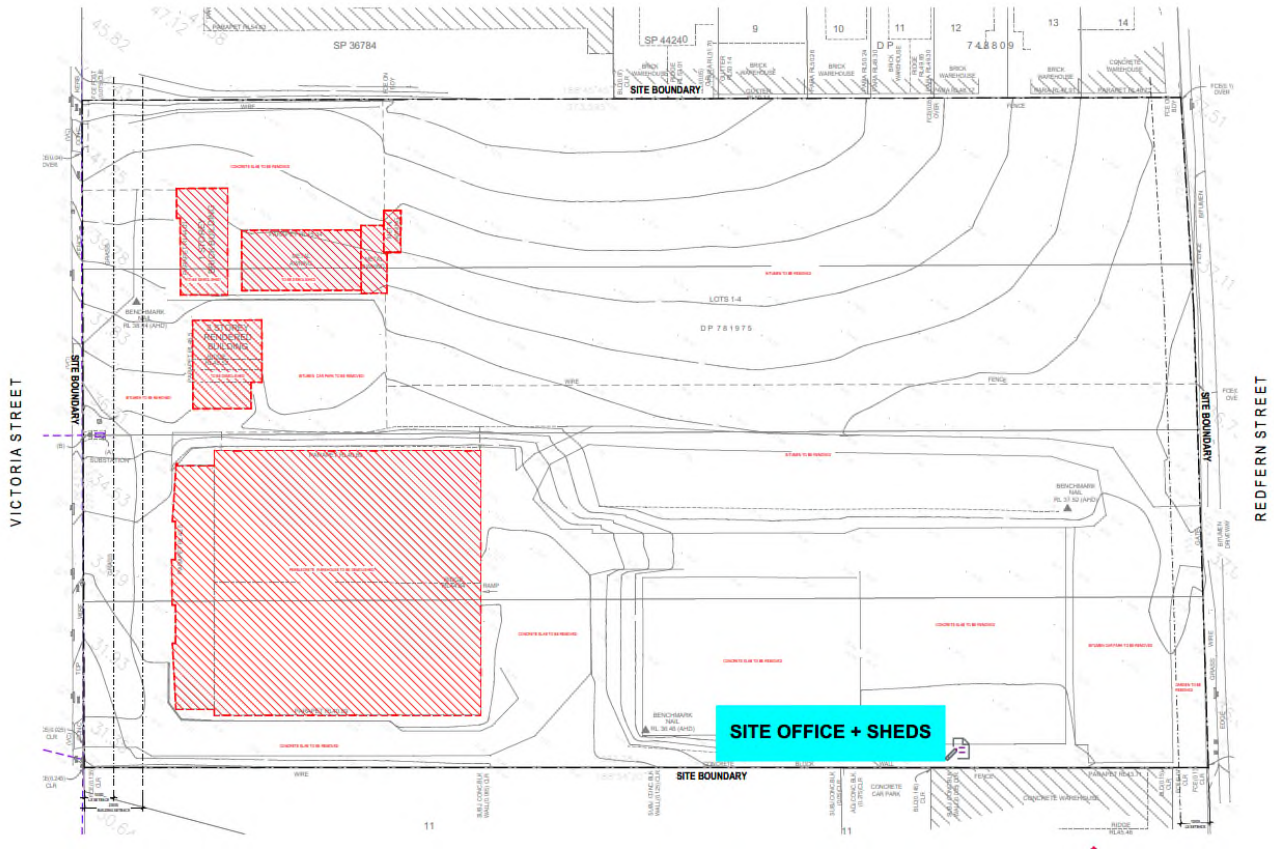

Figure 8 – Proposed location of site office and sheds marked in blue on demolition plan.

4.2 Hoardings and Gantries

Various hoarding types may be used to separate the live construction site from the public and the class type of hoarding is to be confirmed at a later date, prior to the early works and attainment of Construction Certificate. The selected hoarding type, built to standards produced by SafeWork and/or Fairfield City Council, will enclose all site boundaries and where required, provide protection to adjoining buildings and/or pedestrians access thoroughfares.

4.3 Traffic Management

Woolworths Group Limited has commissioned a Traffic and Access Report prepared by Colston Budd Rogers & Kafes (CBRK) dated April 2021 to support the SSDA in accordance with the secretary's environmental assessment requirements (SEARs).

CBRK previously prepared a Construction Traffic Management Plan (CTMP) for the early works scope, which proposed a designated truck route to and from the site to restrict truck traffic to the main road network through the area, refer to figure below:

Figure 9 – Truck route proposed by Colston Budd Rogers & Kafes (CBRK)
(extract from Construction Traffic Management Plan)

However, we now understand that Redfern Street is not adequately rated to accommodate the weight of larger trucks and other heavy vehicles (200T+) that may be involved in the main works phase. Therefore, although most construction vehicle access will be directed to Redfern Street to minimise impact to Victoria Street, heavy vehicles and larger deliveries, such as that for steel, will have to access the site from a Victoria Street entry to the south-west. In the instance that this is necessary suitable measures will be put into place to minimise the disruption to Victoria Street such as:

- Arranging for vehicles to arrive outside peak hour traffic times.
- Where possible, allow the inbound vehicle to enter the site boundary thereby maintaining a clear lane of traffic.
- Trucks will not be permitted to park on-street at any time.

The construction contractor will prepare a further detailed Construction Traffic Management Plan (CTMP) in consultation with a suitably qualified Traffic Engineering consultant and it will be ratified through the issue of a Construction Certificate. The intent of the CTMP will be to minimise the impact to the local area that the construction site and associated traffic e.g., movement of vehicles involved in delivery of materials, movement of vehicles involved in handling and installation of materials, movement and parking of site personnel vehicles etc. will have. Possible cumulative impact of construction in the area will be taken into consideration and, where possible, the vast area of the site will be fully taken advantage of to reduce stress to public roadways.

If required, the CTMP will be updated as necessary to reflect anticipated changes to the site configuration should the construction contractor vary their construction methodology and staging.

Traffic will generally be managed in the following way:

- Designated transport routes will be communicated to all personal and enforced.
- Designated peak hour and non-peak hour delivery vehicle waiting areas will be established.
- Strict scheduling of vehicle movement will occur to minimise off site waiting times.
- On-site parking will be made available to site workers to minimise occupancy of publicly available street parking in the surrounding the site. Further, where possible, the use of public transport and car sharing will be encouraged.
- Vehicle movements will be compliant with any relevant Conditions of Consent and broader road-use regulations, particularly with regard to hours of work, materials loading and unloading, and over size deliveries and installation.
- Stakeholder feedback mechanisms will be established.

In accordance with the CTMP prepared by CBRK, both Victoria Street and Redfern Street will be nominated vehicular entries and will be manned and controlled by a certified traffic controller.

Due to the scale of the site, it is expected that trucks will be able to move in forward directions both when entering and exiting the site reducing risk of accidents and increasing efficiency of deliveries.

4.4 Street Closures

Although not expected at this stage, for works to be completed safely, some temporary street closures may be required. Should this eventuate, these closures will be communicated in advance by the construction contractor, with approvals sought from all relevant Authorities. Wherever possible these closures will be scheduled for non-peak times. A specific management plan will be established to ensure the best possible outcome.

4.5 Pedestrian Safety and Site Access

The site frontages on both Victoria Street and Redfern Street both have relatively low pedestrian activity zones. However, pedestrian access will be maintained along these roads at all times and will be managed by Traffic Control and overhead protection if warranted. Pedestrian movement will be controlled at the site entry through the use of gates – these gates will be closed whilst vehicles are entering/exiting the site and controlled by Traffic Control.

Pedestrian direction signs will be installed on both primary and secondary frontages to advise road users of changed traffic conditions. Additionally, no unauthorized personnel will be permitted within the site unless accompanied by the site supervisor.

In accordance with OH&S requirements all visitors accessing the site will be required to wear the appropriate Personal Protective Equipment (PPE) to ensure that they are visible to moving traffic.

4.6 Emergency Vehicle Access and Police Vehicles

During all stages of the construction, care will be taken to ensure there is no disruption to the path of emergency vehicles on the public roadways bounding the site.

4.7 Site Security

The construction contractor for the project will organise the following site security services:

- Static Guarding – The nominated contractor is to provide security services during site working hours. The guards provide protection to the building site as well as monitoring the entry and exit of all personnel.
- As construction progresses, additional security measures may be employed to ensure completed areas are not entered or damaged:
- Compliance Management – The security officer will provide a compliance operator to operate the nominated compliance system.
- Workplace Health & Safety – The security officer and/or site representative at the entry gate controls the entry of subcontractors and check that those entering site are wearing the appropriate PPE for working on a construction site. They, or a representative of the construction contractor, will also issue PPE to visitors entering the site. The security officer complete regular patrols of the site and will contact staff should they identify any issues of concern.
- Public Relations – The security officer performs an important PR role as they are the face of the site, the first people with whom visitors, passers-by and neighbours have contact.

There are several benefits to the project utilising a security officer:

- To control workers and visitors entering the site to ensure only appropriate personnel are onsite at any given time.
- To comply with statutory requirements – upon entry each subcontractor's insurances are checked to ensure they are valid. If the insurances are not valid, the subcontractor is not allowed to enter to site.
- To comply with an emergency management plan – a consolidated list of subcontractors, employees and visitors to the site. In the case of an emergency, there a list of names to check off at the emergency evacuation point.
- Ensure all vehicles coming on site are logged in and out.
- Direct site workforce, visitors and construction vehicles in the designated areas.
- Provide general site security.
- Report any security breaches to the Site Manager.
- Helps to maintain good public relations.

The implementation of these security provisions also ensures general public safety, as these additional site controls ensure there is a clear delineation between the construction site and the areas open to the public.

4.8 Construction Zones and Material Handling

4.8.1 Construction Zone

In accordance with the CTMP prepared by CBRK, should a work zone will be required on either Victoria Street or Redfern Street a separate application will be made to Fairfield City Council. All construction activity will occur on site or within the nominated and approved street work zone.

4.8.2 Material Handling

Movement of materials is expected to be predominantly entering the site and material will be unloaded from trucks that are inside the site boundary minimising disruption to local traffic.

Management of the environmental considerations associated with the removal of materials and construction debris such as site discharge, truck washing, silt protection and dust control is addressed in section 6 of this Plan.

Coordination meetings will be held as required to review material handling requirements for the upcoming days to ensure minimal disruption to local traffic.

4.9 Waste Management

Woolworths Group Limited has commissioned a Waste Management Plan (WMP) by LG Consult dated 08/02/21 document the anticipated procedures that will be undertaken to manage the wastes generated as part of the construction. It outlines details of estimated quantities, classification, storage, handling and disposal of waste associated with the life of this development.

A requirement will be set for the selected contractor to further develop these plans and initiatives as part of their WHS plan. The WHS plan will be relevant to the final construction methodology and will acknowledge that a tidy site is a safe site, and this principle will be maintained throughout the construction duration.

Rubbish bins / skips will be provided at strategic positions throughout the site, with all subcontractors required to clear their rubbish as it accumulates. These bins will be removed for the immediate building site via construction hoists / builders lifts and loaded by forklift into larger skips for removal from site. Where necessary cranes will be used. Change overs will occur daily and be undertaken within designated work zones.

As part of the WMP a Construction Waste Reduction Plan is proposed to be employed involving multiple procedures from wastage minimisation initiatives to recycling, refer to the WMP for further details. The contractor will further develop a site-specific Construction Waste Reduction Plan / Waste Minimisation Plan that is included as a sub plan of the Environmental Management Plan in accordance with the contractor's Environmental Management System to ensure optimum waste management initiatives are implemented. The aim of this plan is to minimise the amount of waste produced during the development and manage that waste in order to reduce the amount going to landfill.

The Construction Waste Reduction Plan / Waste Minimisation Plan will exceed regulatory requirements and meet compliance with Green Star benchmarks set for the Project. In line with Woolworths' ecologically sustainable ambitions, these plans and benchmark targets will be imposed onto the nominated contractor and progress and performance monitored.

In setting such high standards and to achieve waste re-use and recycling onsite, the site-specific Waste Minimisation Plan will be implemented. The contractor's project team will be trained in the WMP and the subcontractors informed on variations to the required changes from the industry 'business-as-usual' approach.

The contractor's subcontract trade packages will be prepared and tendered to ensure optimum recycling through Waste Management.

Where space permits, the contractor will also provide specifically labelled recycling bins for materials.

Further to the above, to ensure implementation of the above initiatives and plans, Woolworths Group Limited will require the contractor to conduct regular internal and external audits of the above and circulate results of such audits.

4.9.1 Waste Sorting

Sorting bins will be provided to promote the efficient disposal of waste by facilitating materials that are recyclable to be salvaged from materials which can only be disposed of and transported to landfill.

Food waste bins will be placed at each lunchroom, as well as a central 2m3 bin. The food waste bin will be located at the site shed/amenities areas with lids to hold food waste.

4.10 Temporary Infrastructure

From site investigations, it is assumed that sufficient water and power will be available to service the requirements of the site during construction.

4.10.1 Electrical Power

Existing power supply to the buildings to be demolished will be made safe. The electrical feed at the site boundary will then be used for providing temporary construction power supplies until such time as the new permanent incoming supply from the appropriate energy utility is commissioned.

Temporary electrical services including power, lighting, and data will be provided where required for:

- Hoarding and security lighting.
- Temporary power boards on site.
- Power for site amenities.
- Nurses call and evacuation system.

4.10.2 Temporary Hydraulics

Temporary hydraulics including cold water, hot water, sewer, and drainage will be provided where required to:

- Site toilets, hot water boiler and showers.
- First aid and lunch amenities.
- Site office amenities and kitchens.
- Bubblers where fitted on the site.
- Wash-out drums with settlement tanks as noted in the Environmental Management Plan.

4.10.3 Fire Control Measures

Temporary fire control measures consist of:

- Fire extinguisher stored with each piece of plant.
- Fire extinguishers/blankets available at the construction site office and accommodation.
- Fire extinguishers adjacent to hot works.
- Hot work permits will be used onsite.
- Site sheds to be constructed from fire rated material.
- Good housekeeping to ensure fire risks are reduced.
- Fire drills included as part of emergency procedures.

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5 Adjoining and Neighbouring Owners Management

5.1 Communication

Prior to commencement of works, the contractor will undertake a communication meeting with the Stakeholders and surrounding commercial and residential tenants. This briefing will involve an outline of the construction sequence, together with an overview of the staging and timing of the works. This initial meeting will provide an opportunity for input from the Stakeholders and tenants before finalising methodology.

To ensure ease of communication between all parties, a protocol will be established to:

- Define lines of communication and appoint a single point of contact for neighbours.
- Times for site inspections within the leased premises.
- Specific dates for regular communication meetings.
- Clarify the escalation process.
- Implement the Disruption Shutdown Application (DSA).

It is essential that the Stakeholders are aware of current and future activities, both within the site externally and how these could impact on tenants and customers.

Points of contact between the contractor's project team and Stakeholders will be agreed for various scenarios, with Stakeholders provided with 24-hour contact numbers.

Weekly and/or daily inspections of areas will be organised so potential issues can be identified early and addressed.

Key personnel from the contractor's project team will be available to attend stakeholder internal briefings if required to communicate details of the proposed works to their respective team members.

5.2 Services Interruptions and Impairment

The contractor will be responsible for establishing a Disruption Shutdown Application procedure. Prior to any services being impaired or work being carried out which are likely to impact upon adjoining Stakeholders, a Disruption Shutdown Application (DSA) will be made.

This process will be implemented on the project to provide advance agreement for specific work activities to be carried out. DSA's will typically be made several weeks in advance of proposed work and in line with the agreed project notification durations. Depending on the risk profile of the proposed work, the agreed notification durations may be required with additional advanced notice.

The complaints response process for the Project will be outlined in the Communication Plan when it is developed by the contractor. This Plan will describe the contractor's approach and procedures for communication with internal and external Stakeholders, necessary authorities, and the general public.

5.3 Emergency Contact Details

The initial point of contact for the Project for complaints or emergencies will be the contractor's Project Manager and the Site Manager.

- Project Manager: TBC
- Site Manager: TBC

The responsible person and contact details will be displayed on the site notice board per legislation. The responsible person will be available at any time of day or night.

As other key personnel commence onsite, further names and contact numbers will be issued and displayed prominently on-site sign boards.

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6 Environmental, Heritage & Archaeological Management

On commencement of site mobilisation, all subcontractors will be inducted into the Environmental Management Plan and all subcontractors will have had their plans audited and approved by the contractor.

6.1 Occupational Health and Safety

The contractor will be the nominated "Principal Contractor" as required under the OH&S Act. This role will require the careful and controlled management of worker and public safety. Detailed methodologies are yet to be developed, however typical approaches include job training, toolbox talks, and implementation of emergency management plans, safe work method statements, regular OH&S meetings and audits to confirm to compliance.

The contractor will be required to report on OH&S statistics on a regular basis and at a minimum with the lodgement of each monthly Progress Claim.

6.2 Hazardous Materials

Consultant survey works are required in order to establish existing site conditions and identify any remediation works that may be required. A Hazardous Building Materials Assessment by Environmental Investigations Services (EIS) was conducted on the 30/10/18 focussed on the existing buildings to be demolished. The results of this investigation indicated the presence of non-friable asbestos materials, polychlorinated biphenyls (PCBs) in electrical equipment and synthetic mineral fibres (SMF) in insulation and roofing materials. Methods of disposing of these materials in an appropriate manner are outlined in EIS's assessment.

The scope of this Plan is in relation to the main works scope and assumes that all identified hazardous materials have been cleared safely from the site during the early works. Nevertheless, in the event that previously unidentified hazardous materials are uncovered once site works have commenced, the following procedures and principles will be followed:

- Notification to client and project Stakeholders.
- The contractor to develop a remediation management plan.
- Advise the client of the most cost and time efficient solutions to remediate the impacted areas whilst adhering to industry best practice standards.
- Agree strategy and commence implementation.

All employees need to be trained in the recognition of asbestos and SMF as part of their employers pre-start or site induction. Employees would cease work on discovering any hazardous material not identified in the report and then inform their supervisor who would arrange for the appropriate action to be taken.

General procedures for hazardous materials removal (including asbestos) will usually be carried-out according to required Standards and legislation, but often specific details and procedures will be developed upon material identification. Detailed work method statements will be produced identifying processors, this may include processes such as:

- The area to be decontaminated to be isolated at a minimum 10 metre radius.
- Asbestos warning signage to be erected to inform people of the nature of the work being carried out.
- No unauthorised access' signage to be erected.
- Water points to be established for dampening down dust.
- Personal Protective Equipment (PPE) including but not limited to Hard Hat, Safety Boots, Disposable Coveralls to the required Standard, Gloves, Respirators/Face Masks to the required Standard and Glasses to be worn at all times when in the Hazmat removal zone.
- All personnel involved in the removal of asbestos to have attended and completed the approved Workcover courses and to be the holders of valid Work Cover approved asbestos removal licenses.
- Tools and equipment appropriate to the type of asbestos containing material to be used for its removal in order to minimise the disturbance of the material thus preventing the release of fibres.
- Where appropriate, water to be used to keep the material slightly damp thus minimising the chances of dust and fibres being released.
- All asbestos waste to be wrapped in 200pm plastic and tightly secured with Asbestos warning labels attached.
- All asbestos waste to be removed from site and disposed at a licensed EPA asbestos disposal facility.
- Asbestos waste to be removed at the end of each shift. Stockpiling of asbestos will not be permitted.
- Clearance certificates to be provided on completion of Hazmat removal, including any air quality monitoring clearance certificates if asbestos has been removed in confined spaces.

6.3 Site Remediation

Consultant survey works have already been carried out to establish existing site conditions and to identify any remediation works that may be required. Site investigations to date have not identified any inground concerns and therefore is not anticipated that remediation works will be required. Notwithstanding, the contractor will be required to develop procedures to ensure safe removal of the hazards and remediation of the site before demolition commences. Processes required are outlined below:

- Notify client and project Stakeholders.
- Develop a Remediation Management Plan.
- Advise the client of efficient solutions according to industry best practice standards.
- Agree strategy and commence documentation of DSA (Disruption Shutdown Applications).
- Communicate DSA to all Stakeholders.
- Validation of Remediation Action Plan upon completion of hazardous material removal.
- Hazardous substances supplied to the project will be approved for use and accompanied by a current Material Safety Data Sheet (MSDS). All hazardous substances will be registered, correctly stored, decanted, used and disposed in accordance with the MSDS and regulatory requirements. Employees will be trained in the Safe Work Method Statement (SWMS) based on the MSDS and provided with the appropriate Personal Protective Equipment (PPE).

6.4 Council Assets and Infrastructure

The protection of all council infrastructure including trees, overhead and inground cables, and existing services will be managed to ensure that all infrastructure is maintained, and in the same condition at the completion of the project.

The following protection procedure will be adopted by the contractor:

- Ensure all existing services are identified and terminated or diverted as appropriate.
- Ensure movement or placement of construction plant does not damage infrastructure.
- At the beginning of construction, advise adjoining and nearby properties of commencement date, possible disruptions, and approximate construction time.
- Protection provided as appropriate to individual services

6.5 Site Discharge

Any discharges from the site will be strictly controlled to ensure hazardous materials and contaminants are contained to authority requirements and do not pollute the council storm water system. The contractor will have within its standard procedures, the requirement of spill kits for hazardous materials also including environmental audits that review the usage and storage of hazardous materials onsite.

6.6 Dewatering

The Developer and contractor are committed to the management of water discharge from the site throughout the duration of the project. To ensure effective management, a ‘Water Quality Management Plan’ as a sub-plan to the Environmental Management Plan will be implemented.

Key management strategies include:

- Objective – Avoid the release of contaminants to waterways / drainage systems and reduce/avoid erosion
- Target – All water discharged complies with the Healthy Waters State Planning Policy
- Measure – Water Quality records confirming compliance with pre-discharge limits. These and other water quality aspects at the site will be controlled by:
  - Weekly environmental inspections.
  - Water quality recording.
  - Training for responsible staff.
  - Toolbox talks for trade staff.
  - Subcontractor Environmental Work Method Statements.

6.7 Truck Wash Facilities

A truck wash down area will be in place on site near the access/egress point on Redfern Street. Construction zones will be kept clean at all times to ensure tyres of trucks and vehicles exit in the same condition that they have entered with the use of a rumble grid.

6.8 Silt Protection Maintenance of Roads

A stormwater and sediment control plan will be developed by the contractor to ensure that stormwater from the project does not enter adjoining properties or access roads and that no water entering the council stormwater system contains silt or other contaminants.

The stormwater and sediment control plan includes, but is not limited to, providing further detail to the below key control measures:

- Extent/location of silt protection to be installed.
- Extent/location of sediment basin to be installed.
- Regular weekly checks of silt fences, banks and the like.
- Specific checks after any significant storm event to ensure integrity and performance of silt protection.
- Sediment fences to be repaired as required and excessive sediment deposits should be removed.
- Water quality samples must be taken and analysed prior to the release of any water from the sediment pond/catchment.
- All water quality data including dates of rainfall, testing and water releases must be maintained in an onsite register.
- Maintenance and cleaning of adjoining and surrounding access roads.

6.9 Ecological Sustainability

Survey by consultant ecologist has noted that there is potential presence of grey headed flying-fox in the vicinity of the site. However, per the report by Eco Logical Australia dated 23/12/20, the proposed removal of planted native and exotic vegetation is unlikely to have significant impact on this particular fauna. No particular concerns regarding flora were raised in this report.

Woolworths have indicated that this project will have Greenstar targets and as outlined in previous sections various environmental management methodologies such as waste minimisation and recycling will be implemented in line with ecologically sustainable values.

6.10 Air Quality and Dust Control

Construction impact on air quality is predominantly concerned with the generation of uncontrolled emissions of dust. Woolworths has engaged an environmental consultant, Northstar Air Quality, to undertake an assessment of the construction phase impacts to air quality utilising a risk-based assessment procedure as outlined below.

Figure 10 - Construction phase impact risk assessment methodology. Extract from Northstar Air Quality.

Mitigation measures proposed during construction include avoidance of scabbling of concrete surfaces, ensuring sand and aggregate are stored in bunded areas, ensure cement and any other fine powdered materials are delivered in enclosed tanks and stored in closed containers etc. Refer to Northstar's report for further detail.

Dust control will be implemented in areas of all active demolition and construction. Dust control will also be implemented within the construction zone as determined by the contractor, and as required for the health and safety of employees.

All works will be undertaken in accordance with a 'Construction Air Quality' sub-plan as part of the Environmental Management Plan. Dust control measures will be implemented as required, and in accordance with Protection of the New South Wales Environment Operations Act.

Dust management will be most critical during the demolition and excavation phases of the project. All subcontractors involved with these works will be required to provide Environmental Work Method Statements that specifically address dust management.

Methods of reducing dust that will be implemented are:

- Encapsulating work zones through the construction of engineer designed full height dust proof structures/hoardings.
- Reviewing tool and plant selection in an attempt to select plant with superior acoustic performance.
- Utilising concrete saw cutting techniques to reduce dust generation.
- Continuous cleaning throughout dust generating work activities.
- Ensuring demolition debris skips are covered at all times.
- Site perimeter – Solid panel hoarding will be provided on the boundary during the overall construction phase and perimeter scaffolds clad in shade cloth will be provided during demolition to minimise the escape of dust.
- Demolition and excavation – Working surfaces will be watered down as required with stock piling of material minimised.
- During construction activities, a high level of housekeeping will be performed by the contractor to minimise the likelihood of windblown dust including the banning any dry grinding.

6.11 Noise and Vibration Management

Particular care will need to be taken during the construction of each phase of the project to control noise and vibration. A forecast of the potential impacts of noise and vibration along with an evaluation of works/activities during the demolition, excavation and construction of the project has been commissioned by Woolworths Group Limited. This has been documented in the Noise & Vibration Impact Assessment dated 13/05/21 by Renzo Tonin & Associates. The plan outlines the feasibility for noise and vibration impacts to be controlled and minimised through certain measures.

The plan also includes a flow chart illustrating the management of noise/vibration complaints:

APPENDIX E Noise/Vibration Complaint Management Procedure

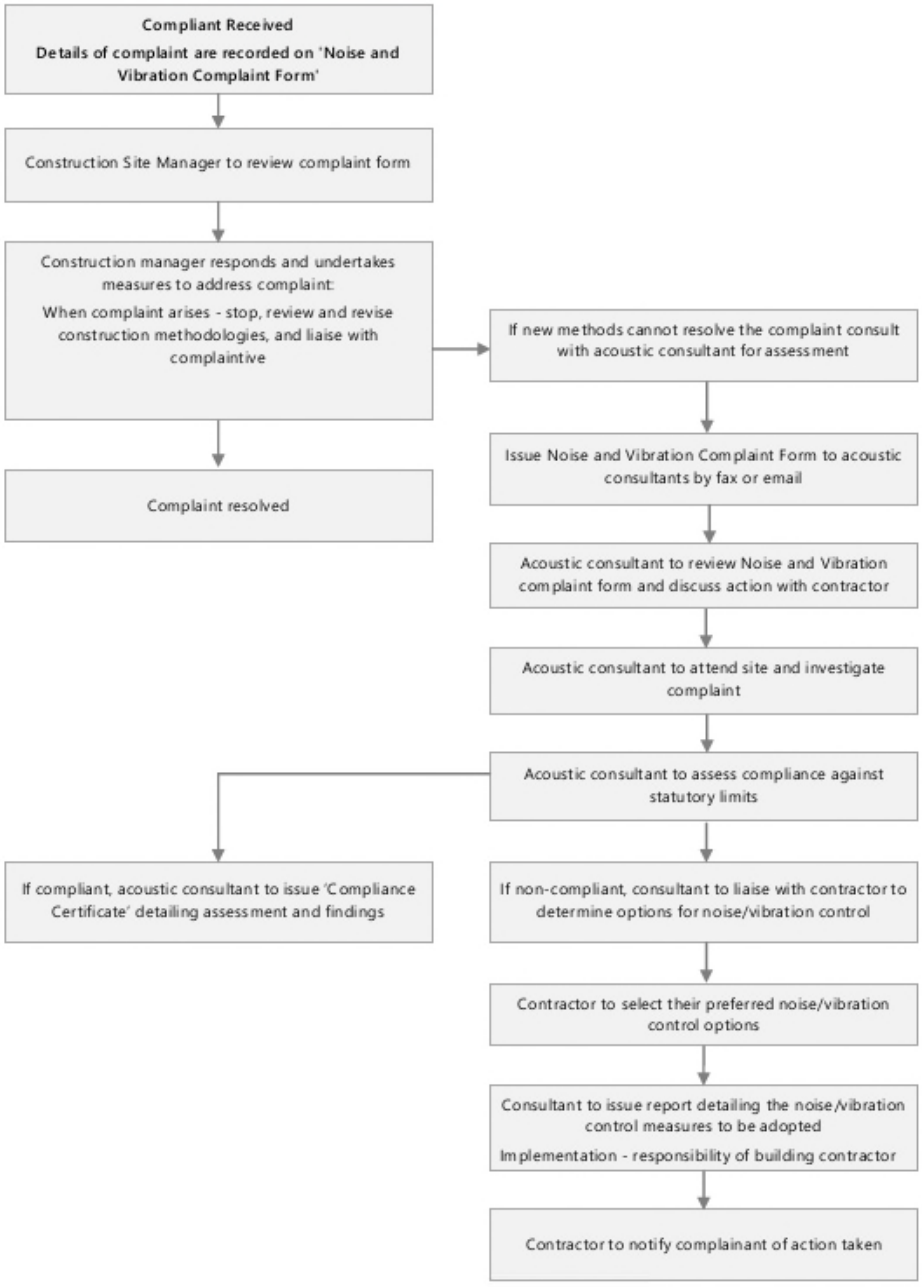

Figure 11 - Noise/vibration complaint workflow. Extract from plan by Renzo Tonin & Associates.

Methodologies and plant selection for demolition and excavation will be reviewed to determine the most practical and programme-effective solutions for these works. This active approach will mitigate the potential for human discomfort and noise and vibration disruptions to surrounding key Stakeholders.

Prior to the commencement of any works onsite a noise and vibration management plan will be developed by the contractor in consultation with the Stakeholders to develop strategies for the mitigation of noise and vibration generated by the works.

In order to help meet the noise and vibration requirements of the site, baseline testing will be carried out and existing operational levels identified. Early identification of baseline levels will enable subcontractor methodologies to be specifically tailored to ensure the benchmarks are not exceeded.

Vibration and noise generating activities will be coordinated and undertaken in consultation with the appropriate parties and carried out during the subsequent agreed periods.

Vibration and noise will be minimised during the detailed excavation process by the use of saw cutting of footings, which will reduce the amount of “hammering” required. Particular care will also be taken during the demolition and excavation.

Work methodologies and plant selection will be reviewed to mitigate the potential for noise and vibration from the new works.

Work practices that minimise noise and vibration will be used wherever possible. These include but are not limited to the following:

- Flexible working hours avoiding noisy work during peak business operation times.
- Plant and equipment selection to reduce noise where possible.
- Plant and equipment fitted with silencers where possible.
- Acoustic testing of proposed methodologies prior to commencing work.
- Erection of temporary screens to encapsulate dust and noise.
- Diligent housekeeping to minimise the generation of dust.
- Methodology development aimed at finding alternatives capable of reducing noise and vibration where possible.
- Location of major plant such as cranes away from noise and vibration sensitive areas where possible.

The following items outline some of the contractors key control measures which will be applied during the demolition and construction phase to assist with noise reduction:

- Plant known to emit noise strongly in one direction would, where possible, be orientated so that noise is directed away from noise sensitive areas.
- Machines fitted with engine covers would be kept closed when not operating.
- The height materials are placed either into or out of trucks would be limited where possible.
- Stationary and mobile equipment including offsite vehicles would be maintained regularly.
- Operation would be limited to occur within the approved hours.
- Continuous training through inductions and ongoing meetings would be provided for operators, labourers, subcontractors and supervisors, to keep minimal noise impacts on local residents and businesses top of mind.
- Notifications of particularly noisy works would be undertaken prior to any planned works commencing. This would include either personal or community meetings with adjoining properties owners and/or tenants, this process will be undertaken in particular prior to Demolition and Excavation phase of the project.
- Regular servicing of equipment, or when an individual plant item is identified as being particularly noisy, would be conducted.
- A construction noise monitoring plan for the construction period prior to commencing works would be designed and implemented.
- All complaints in relation to noise would be monitored and recorded.
- An onsite person would be identified as the contact point in the event of noise complaints with contact details provided within the Construction Management Plan.

6.12 Monitoring of Noise and Vibration

The contractor will engage an independent acoustic / vibration consultant to install and monitor noise and vibration logging equipment at suitable locations – the plan commissioned by Woolworths Group Limited includes preliminary proposed locations. These monitors will be calibrated and programmed to an agreed level with an alarm being triggered in the event of vibration or noise exceeding the acceptable range. This alarm will automatically page the nominated contractor’s security officer. In the event of such an incident, works will cease in the specific area and be reviewed and if appropriate, alternate methods will be adopted.

Noise monitoring will be undertaken to monitor and help minimise construction noise in order to avoid discomfort to the building occupants and their cliental, the public, and occupants of surrounding premises.

The specific noise and vibration monitoring methods that will be used will be outlined in the contractor’s Construction Noise and Vibration Management Plan.

- Unmanned Noise Monitors
    - These monitors are programmed to notify ‘back to base’ and alarm locally whenever noise exceeds the required level. They are also linked back to software programs that are used for monthly noise reports and specific incident reporting.
    - Locations for the monitors are selected strategically based on assessment of the nearest affected receivers.

    - Should they be installed in an unsecure location, typically the noise monitoring equipment would be housed in a steel cage to prevent damage, theft or vandalism.

- Manned Noise Monitors
    - Manned noise monitoring will be undertaken to assess specific and new work methodologies when required.
- Construction methods will be reviewed and changed if required by the contractor.
    - Noise Reports will be prepared on an as required basis, but at a minimum monthly.
    - Community Liaison will be carried out if required by the contractor to address any community concerns regarding noise.
    - Vibration Monitoring
        - Vibration monitoring during the demolition and structural new build phases will be undertaken in order to monitor potential human discomfort and potential structural damage in and around the existing buildings.
        - Upon establishment of the required vibration monitoring equipment, monitoring will be carried out on a regular basis to ensure work is being undertaken within the agreed vibration levels. Working hours, work methods and site practices will be reviewed accordingly.
        - Vibration monitoring reports will be prepared on an as required basis i.e. monthly or incident reporting.
        - Monitoring will be carried out on a regular basis throughout the project. The five main activities of work that are expected to provide vibration and noise that will require monitoring are:
            a. Demolition
            b. Piling Works, Excavation
            c. Structural build works
            d. Facade
            e. Fit out / finishes
- Prior to the commencement of any works onsite a Noise and Vibration Management plan will be developed by the contractor and in consultation with the Development Application requirements. Vibration and Noise generating activities will be co-ordinated and undertaken in consultation with the appropriate parties and carried out during the subsequent agreed periods.
- Vibration monitoring devices will be installed as required.
- Noise will be minimised during the detailed excavation process by the use of saw-cutting or expanding grout such as Bristar on perimeter wall and core base footings, which will reduce the amount of percussive demolition required.

6.13 Heritage and Archaeology

As stated in the Aboriginal Heritage Due Diligence Assessment by Artefact dated 15/12/20, the site has been assessed to have nil-to-low Aboriginal archaeological potential and therefore there is minimal probability that archaeological investigation could be required. The consultant has noted that no Aboriginal heritage constraints have been identified for the proposed works and works may proceed with caution.

Notwithstanding, per the recommendation in Artefact's assessment, should any archaeological investigation be required, then the Contractor will be responsible for employing suitably qualified and experienced archaeological consultants to perform site investigations and recovery of items of heritage or archaeological significance whilst also notifying Heritage NSW and Gandangara Local Aboriginal Land Council (LALC). Recent consultations with the LALC further indicate that there is minimal concern regarding the presence of Aboriginal archaeology on the site with endorsement having been received for development on this particular site.

07

7 Conclusion

7.1 Conclusion

This preliminary Construction Management Plan demonstrates the construction activities involved for this development have been well considered and the environmental impact associated can be managed and minimised. Despite the site's proximity to areas with sensitivity to acoustic and vibration disturbance, other site-specific limitations and common concerns associated with construction activities, this Plan in conjunction with reference to other plans, assessments and reports commissioned by Woolworths Group Limited (e.g. Traffic and Access Report/Construction Traffic Management Plan, Construction Waste Management Plan, Preliminary Construction Noise and Vibration Management Plan, Air Quality Impact Assessment etc.), has demonstrated the ability for this development to handle both expected barriers and unexpected circumstances/events during construction and ultimately result in a considered response.

Furthermore, this preliminary plan validates the intent to ensure all construction is properly facilitated, integrated, and coordinated to deliver certainty to the objectives of the project but also satisfies key surrounding Stakeholders and authorities. It forms the basis of the expected objectives of the development in its construction phase and the expectations of the future contractor and construction management team.

It is imperative to note that the final details of the Construction Management Plan to be employed on the development is subject to adjustment pending contractor award, nominated construction methodology and contractor/subcontractor work method statements. However, the overarching principles outlined for construction methodology, site establishment/set up, public safety, materials handling, stakeholder management, environmental management, heritage, and archaeological management will be preserved.

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