Macquarie Capital

Sydney Metro Martin Place Station Precinct

Stage 1 SSDA Report –

Construction Management Report

CSWSMP- MAC- SMA-REP- LL-0001

Issue 15 August 2017

DATE	REVISIO	PURPOSE	REVIEWED
27.07.17	1	Draft Issue	
31.07.17	2	Updated Draft Issue	
02.08.17	3	Stage 1 SSDA Issue	RE
15.08.17	4	Stage 1 SSDA Issue	

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1. INTRODUCTION

This report supports a State Significant Development (SSD) Development Application (DA) submitted to the Minister for Planning pursuant to Part 4 of *the Environmental Planning and Assessment Act 1979* (EP&A Act).
Macquarie Corporate Holdings Pty Limited (Macquarie) is seeking to create a World Class Transport and Employment Precinct at Martin Place, Sydney.

The application seeks Stage 1 approval for the establishment of building envelopes, maximum Gross Floor Areas and design parameters for two predominantly commercial office Over Station Development (OSD) towers, located above the site of the future Martin Place Metro Station (part of the NSW Government's Sydney Metro project)

This preliminary Construction Management Report is based upon concept level design documentation. It will be developed and refined in conjunction with the progression of the design.

2. BACKGROUND

The New South Wales (NSW) Government is implementing Sydney's Rail Future (Transport for NSW, 2012), a plan to transform and modernise Sydney's rail network so that it can grow with the city's population and meet the needs of customers in the future.

Sydney Metro is a new standalone rail network identified in Sydney's Rail Future. The Sydney Metro network consists of Sydney Metro Northwest (Stage 1) and Sydney Metro City & Southwest (Stage 2). Stage 2 of the Metro entails the construction and operation of a new Metro rail line from Chatswood, under Sydney Harbour through Sydney's CBD to Sydenham and eventually onto to Bankstown through the conversion of the existing line to Metro standards. The project also involves the delivery of seven (7) new Metro stations, including Martin Place.
This step-change piece of public transport infrastructure once complete will have the capacity for 30 trains an hour (one every two minutes) through the CBD in each direction catering for an extra 100,000 customers per hour across the Sydney CBD rail lines.

On 9 January 2017, the Minister for Planning approved the Stage 2 (Chatswood to Sydenham) Metro application lodged by Transport for NSW (TfNSW) as a Critical State Significant Infrastructure (CSSI) project (reference SSI 15_7400).
TfNSW is also making provision for future Over Station Development (OSD) on the land it has acquired for the Stage 2 Sydney Metro project, including land acquired for the purposes of delivering Martin Place Station. The OSD development is subject to separate applications to be lodged under the relevant provisions of the EP&A Act.
An Unsolicited Proposal submission has been lodged by Macquarie to the NSW Government for the delivery of a single fully integrated station/OSD solution for the new Sydney Metro Martin Place Station

3. SITE DESCRIPTION

The Sydney Metro Martin Place Station Precinct (the Precinct) project relates to the following properties (refer to **Figure 1**):

- 50 Martin Place, 9 – 19 Elizabeth Street, 8 – 12 Castlereagh Street, 5 Elizabeth Street, 7 Elizabeth Street, and 55 Hunter Street (North Site);
- 39 – 49 Martin Place (South Site); and
- Martin Place (that part bound by Elizabeth Street and Castlereagh Street).

The land the subject of this application relates only to the North and South Site (refer to **Figure 2**). Each site will accommodate one OSD tower above the future Sydney Metro Martin Place Station (representing the northern and southern entries/gateways to the Sydney Metro station). The land acquired for the Sydney Metro Martin Place Station is the same as for the Macquarie proposal, except that the Macquarie proposal includes the two properties north of Martin Place owned by Macquarie, namely 50 Martin Place and 9-19 Elizabeth Street.

Both the North and South Sites are regular in shape and have area of approximately 6,022m^2 and 1,897m^2 respectively, totalling 7,919m^2.

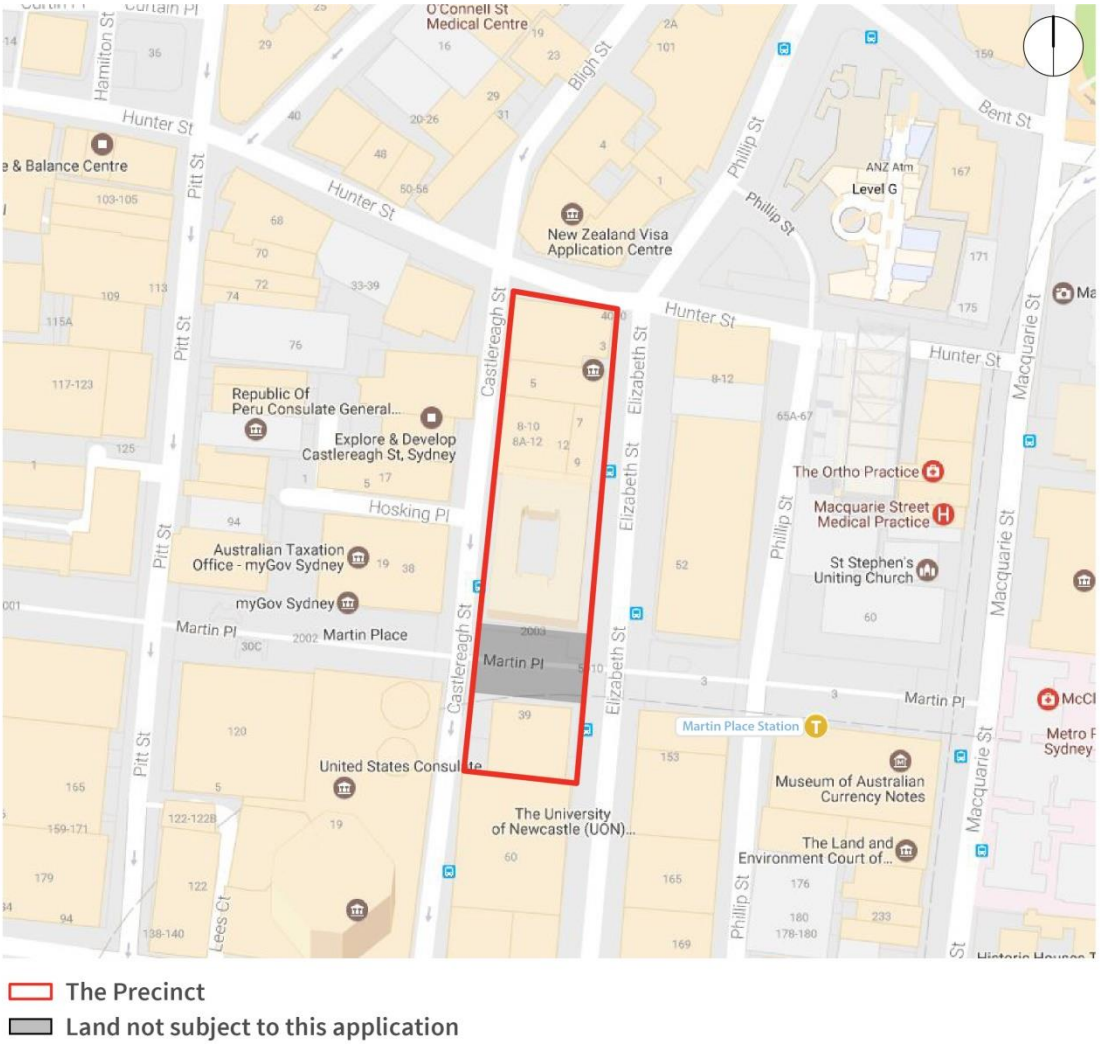


Figure 1 – Location map of the Precinct
Source: Google maps and JBA

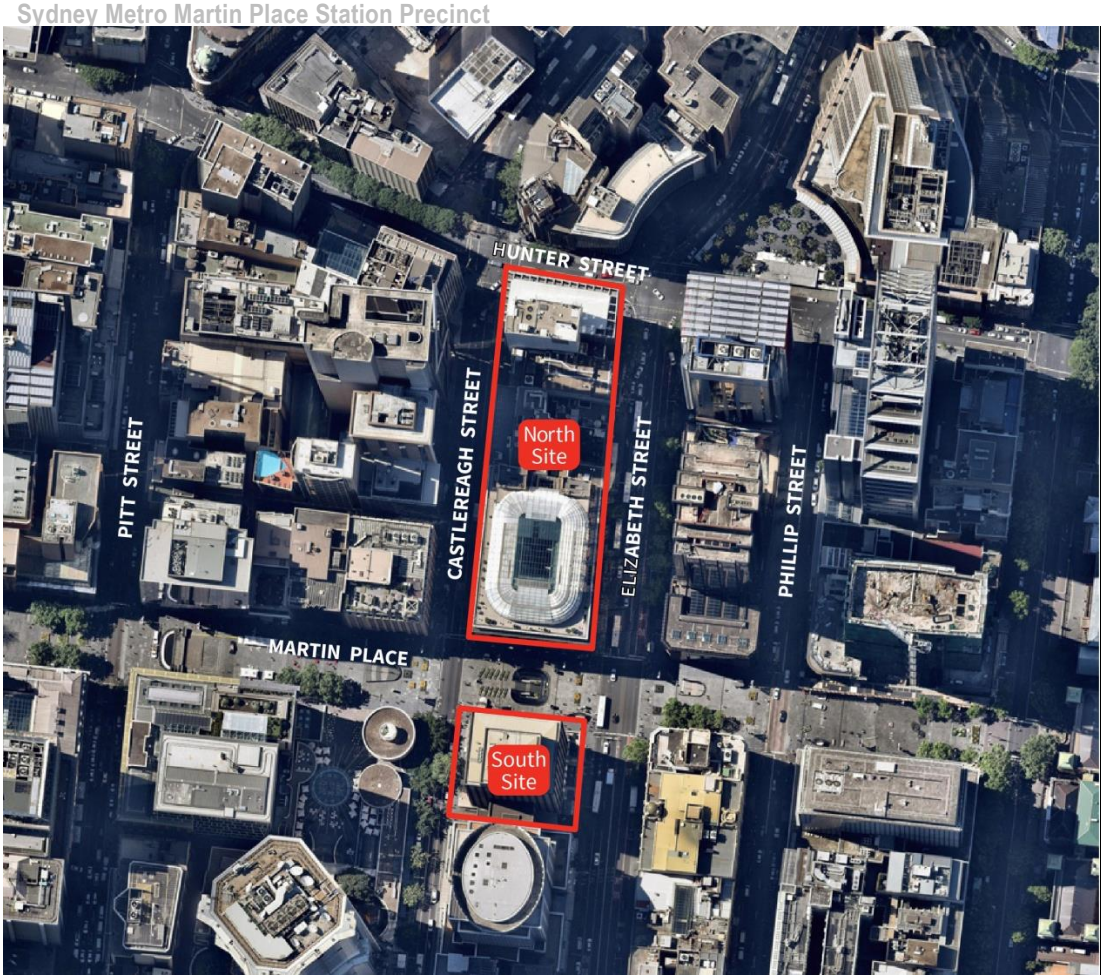


Figure 2 – Aerial photo of the North and South Site
Source: Nearmap and JBA

Located close to the centre of the Sydney CBD, the Precinct comprises of the entire City block bounded by Hunter Street, Elizabeth Street, Martin Place and Castlereagh Street; that portion of Martin Place located between Elizabeth Street and Castlereagh Street and the northern most property in the block bounded by Martin Place, Elizabeth Street, Castlereagh Street, and King Street. Together it constitutes an above ground site area of approximately 9,400 square metres, with a dimension from north to south of approximately 210 metres and from east to west of approximately 45 metres. It incorporates a significant portion of one of Sydney's most revered public spaces – Martin Place.

Martin Place is recognised as one of Central Sydney's great public, civic and commemorative spaces, as well as being a historically valued commercial and finance location of Sydney's CBD. Martin Place and a large number of buildings on, or in close proximity to, Martin Place are identified as heritage items, either as items of National, State or Local significance. Number 50 Martin Place, which forms part of the Macquarie North Site, is one of these major heritage items.

There has been a number of redevelopment and refurbishment proposals in recent years along Martin Place to improve existing assets and recapture their premium commercial status (e.g. 5 Martin Place, 50 Martin Place, 20 Martin Place, upgrades of the MLC Centre, and 60 Martin Place). The City of Sydney Council has also identified a need to reinvigorate Martin Place and upgrade the public spaces.

The surrounding locality is characterised by a variety of built forms and architectural styles, with many of the buildings, including those of relatively recent years, not complying with the current planning controls with respect to building heights, setbacks and street wall heights.

In terms of land use the area is characterised by a predominance of office uses, with some ground floor retailing, cafés, or restaurants and hotels (most notably the Westin and the Wentworth) to support its primary business centre function.

4. OVERVIEW OF PROPOSED DEVELOPMENT

The proposal by Macquarie is unique and innovative in aligning the aspirations for public transport, civic amenity and the long-term sustainability of Sydney as a financial centre. This will be achieved through a development designed to maximise the opportunities for an improved Metro Station, integration of the existing and new public transport infrastructure, integration of that infrastructure with modern commercial office towers and world class retailing, along with rejuvenating and complimenting some of Sydney's most revered public spaces, and substantially improving station access and connectivity.

More specifically the development will comprise a concept proposal (under section 83B of the EP&A Act) for the OSD for the North and South Sites. It will be designed as a fully integrated Station and OSD project that, subject to approval, will be built and delivered as one integrated project for opening at the same time as the Sydney Metro is commissioned.

The concept proposal establishes the vision and planning and development framework which will be the basis for the consent authority to assess future detailed development proposals (Stage 2 DAs).

The North Site

The Concept Proposal for the North Site is for a new 40+ storey, predominately commercial office building. The proposal seeks to integrate with the existing 50 Martin Place building, supporting large commercial floor plates. No connections to 50 Martin Place are proposed for the basement levels of that building, including the level of the significant heritage Safe Deposit Vault.

The South Site

The Concept Proposal for the South Site is for a new 28+ storey predominately commercial office building. The detailed design of the OSD is still in its preliminary stages. Critically it requires an integrated design approach to be adopted between the commercial OSD components classified as SSD, and the Station components, which are classified as CSSI and have already been approved. This is to ensure:

- all the operational needs of the Metro Station are accommodated in accordance with TfNSW requirements and the structural and other requirements of the OSD are accommodated within the Station building beneath, in what is essentially one building; and
- a cohesive public domain and built form outcome is achieved for Sydney.

In this regard, OSD uses and structural elements are located within the below ground and lower podium levels, as conceptually approved under the CSSI consent for the Martin Place Station.

The Staged DA will seek consent for, amongst other things, land uses, gross floor area, building envelopes, and vehicle access arrangements.

A more detailed and comprehensive description of the proposal is contained in the Environmental Impact Statement (EIS) prepared by JBA.

5. PLANNING APPROVALS STRATEGY

The *State Environmental Planning Policy (State and Regional Development) 2011* (SEPP SRD) identifies development which is declared to be State Significant. Under Schedule 1 and Clause 19(2) of SEPP SRD, development within a railway corridor or associated with railway infrastructure that has a capital investment value of more than $30 million and involves commercial premises is declared to be State Significant Development (SSD) for the purposes of the EP&A Act.

The proposed development (involving commercial development that is both located within a rail corridor and associated with rail infrastructure) is therefore SSD.

Pursuant to Section 83B of the EP&A Act a Staged DA may be made setting out concept proposals for the development of a site (including setting out detailed proposals for the first stage of development), and for which detailed proposals for separate parts of the site are to be the subject of subsequent DAs. This SSD DA is a staged development application made under Section 83B of the EP&A Act.

A detailed development application(s) (Stage 2 DAs) will accordingly follow, seeking approval for the detailed design and construction of all or specific aspects of the proposal in accordance with the approved staged development application.

Submitted separately to this SSD DA are applications to modify the CSSI approval together with a Planning Proposal relating to the North Site (FSR only) and South Site (height and FSR).

For clarity, **Figure 3** below is a diagrammatic representation of the suite of applications proposed by Macquarie, to show the relationship of the SSD DA (the subject of this report) to the Planning Proposal and the Martin Place Metro CSSI.

The Department of Planning and Environment have provided Secretary's Environmental Assessment Requirements (SEARs) to the applicant for the preparation of an Environmental Impact Statement for the proposed development. This report has been prepared having regard to the SEARs as relevant.

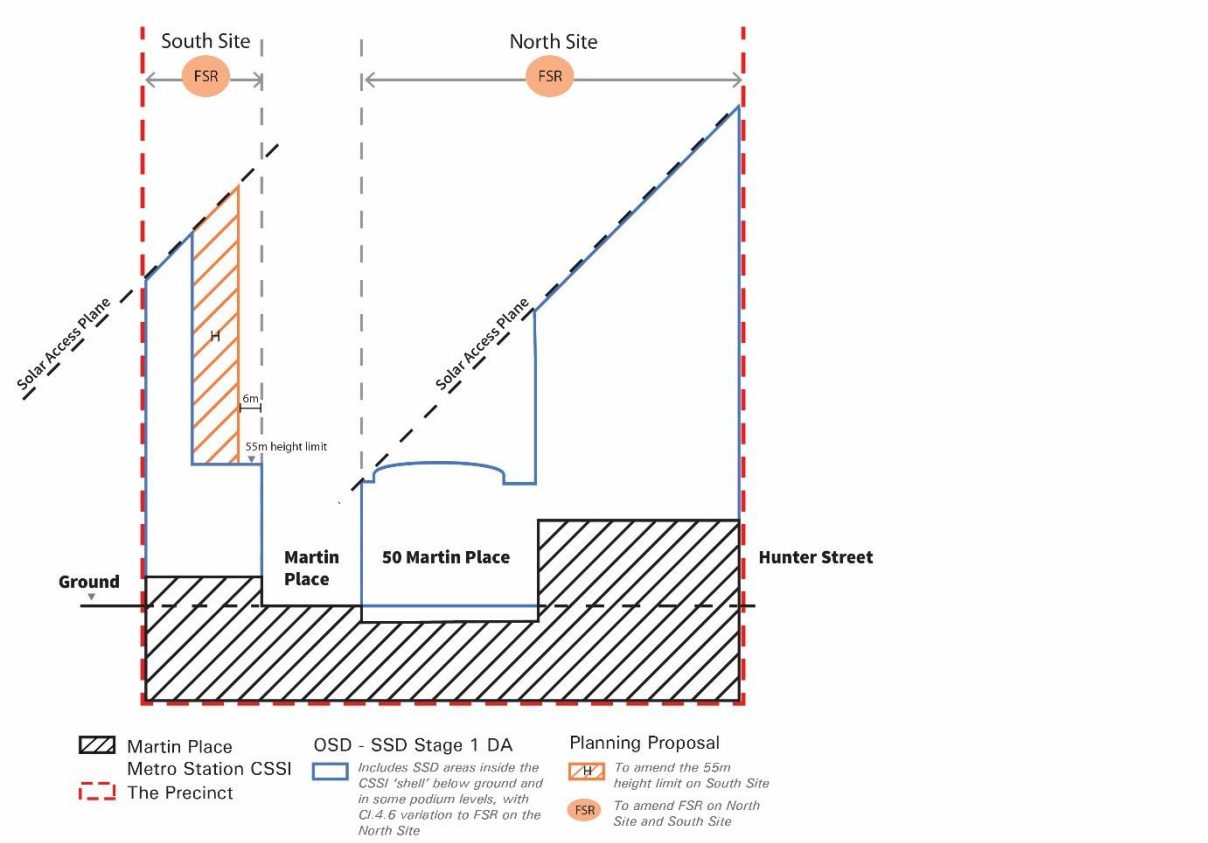


Figure 3 –

Relationship of planning applications Source: JBA

6. CONSTRUCTION MANAGEMENT

6.1 Overview

During construction, Lendlease are committed to maintaining minimal disruption to surrounding areas, both on a commercial and public domain level. This will be achieved through a concurrent build with clear lines of safety and demarcation.

Hoardings will comply with all relevant regulations and will including lighting, signage, daily inspections and maintenance to uphold the appearance and maintain structural integrity. Lendlease will use a suite of comprehensive communication channels and procedures to keep all stakeholders, including the broader community and users of the Precinct informed of progress and awareness of construction activities and potential impacts. We are experienced in working on fully operational commercial and public domain sites. Lendlease understand the focus for safety and clear way finding during the Construction Phase. Lendlease also acknowledge that dust, noise and vibration needs to be kept to a minimum for the enjoyment of our neighbours, their patrons and other visitors to the Precinct. Whilst undertaking the smooth delivery of the project, Lendlease will ensure that construction traffic is directed and managed appropriately including nominated access routes, lay over areas, nominated access/egress points and a specific Construction Traffic and Pedestrian Management Plan implemented. Pedestrian interfaces with construction vehicles will be managed by ticketed traffic controllers. Site logistics will be planned to ensure minimum interface and inconvenience to pedestrians.

All external lighting inside site boundaries will be in compliance with AS4282: 1997 Control of the Obtrusive Effects of Outdoor Lighting.

Prior to commencing on site Lendlease will achieve effective and efficient site management by applying proven systems and processes to the Development Phase:

- Providing a developed security plan
- Providing an environmental work health and safety plan
- Providing a risk management plan
- Providing one point of contact, our Senior Site Manager
- Using way finding and technology to communicate with the wider community

6.2. Concurrency of Station works and Overstation Development

The structural phase of works to the Station bases will be largely complete by time the structural works associated with the OSD commence. Station services and finishes will be underway whilst the

structure to the OSD progresses. Most of the deliveries required for the station services and finishes trades will use the B1 loading dock of the North Tower. The services and finishes installation to the OSD will largely occur after the completion of the station works.

6.3. Hoardings

Lendlease understands that the demolition / excavation contractor (TSE package under CSSI approval) will have established the site with various hoarding and gantries to carry out the work to ensure safety compliance in line with the WHS Act and Regulation and associated industry codes of practice.

Subject to whether the TSE Contractor hoardings will be left in place or removed at the completion of their works. Lendlease will either install new hoardings or where possible modify the existing TSE contractor hoardings where suitable.

A Class and B Class hoardings will be erected to the Elizabeth, Hunter, Martin Place and Castlereagh Street frontages in accordance with the Site Establishment Plans contained in the next section of this report. The hoardings will be branded and receive signage as per City of Sydney Standards.

6.4 Hours Of Construction

Standard hours of work will be governed by the final DA approval conditions. For the purposes of initial construction planning, we anticipate these to be:

- Monday to Friday: 7am to7pm
- Saturday: 7am to 5pm
- Sunday: No work

In addition to standard working hours, there will be occasional short periods when out of hours works are required. Lendlease will agree the process with the Department of Planning and Environment to address the approvals and additional measures required prior to scheduling
any out of hour's works. The nature of these works would typically include erection of hoardings, erecting and dismantling tower cranes, works to footpaths, services connections and other works that interface with the surrounding ground plane.

6.5. Site Accommodation

Initially workers site accommodation will be located on the Class B hoardings erected around the perimeter of the North tower and the perimeter of the South tower metro site.
Once appropriate space becomes available on the lower tower floors, it is anticipated that the majority of the worker's amenities will be relocated to these areas.
The project office will be located in a nearby commercial building

7. MATERIALS HANDLING

The bulk of materials handling will be undertaken by tower cranes. The indicative location of the two towers cranes to the South tower and three tower cranes to the North tower are shown on the next pages.

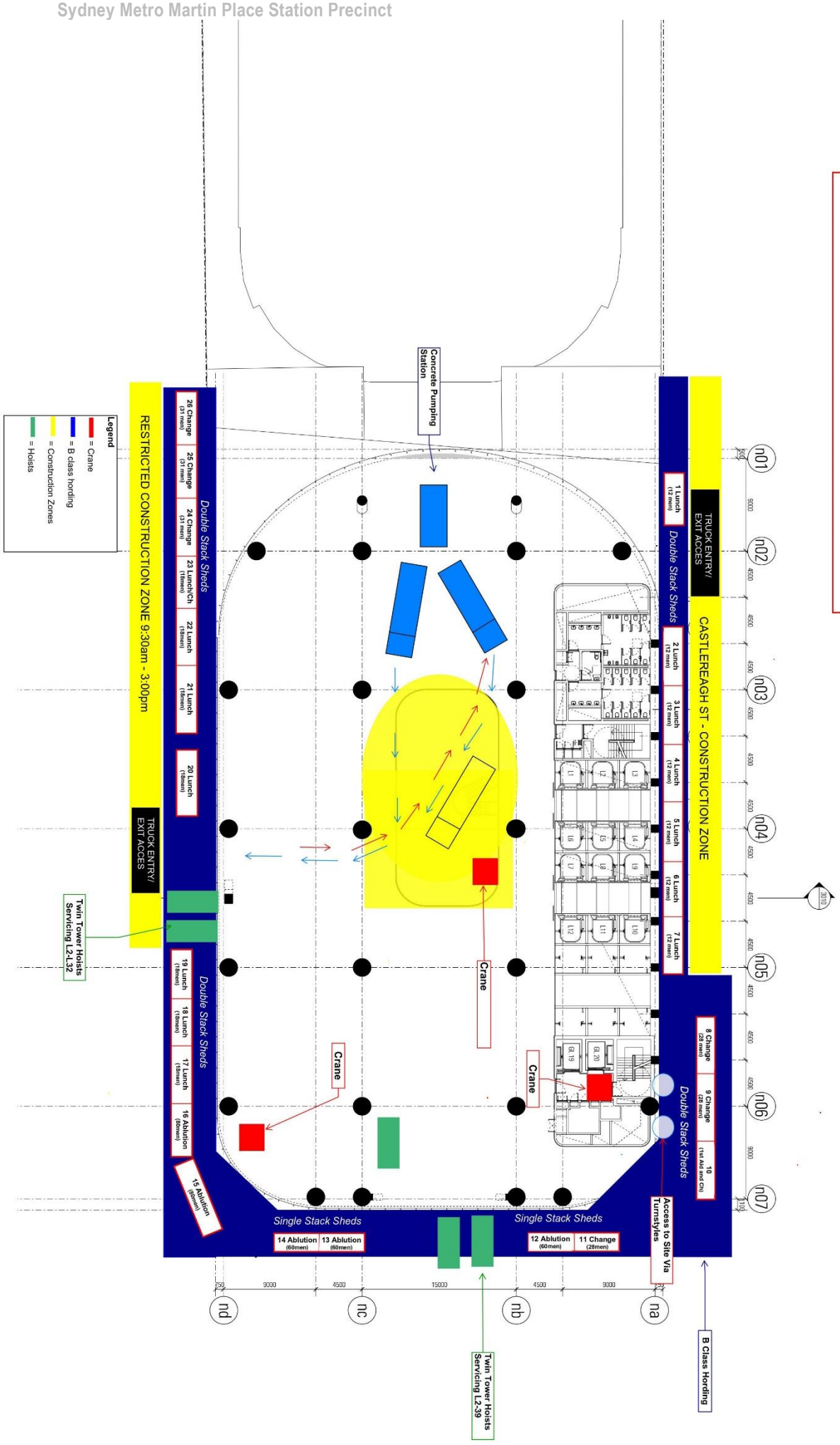
Following design development, a detailed analysis will be undertaken to finalise crane locations and capacities. The tower cranes will primarily be used for unloading of trucks standing in construction zones and lifting materials to the respective floor levels. Man and material hoists will convey the workplace and smaller materials to the various tower levels. Formwork hoists shall be used to recycle materials from lower tower floors to upper tower floors, reducing the demand on the tower cranes.

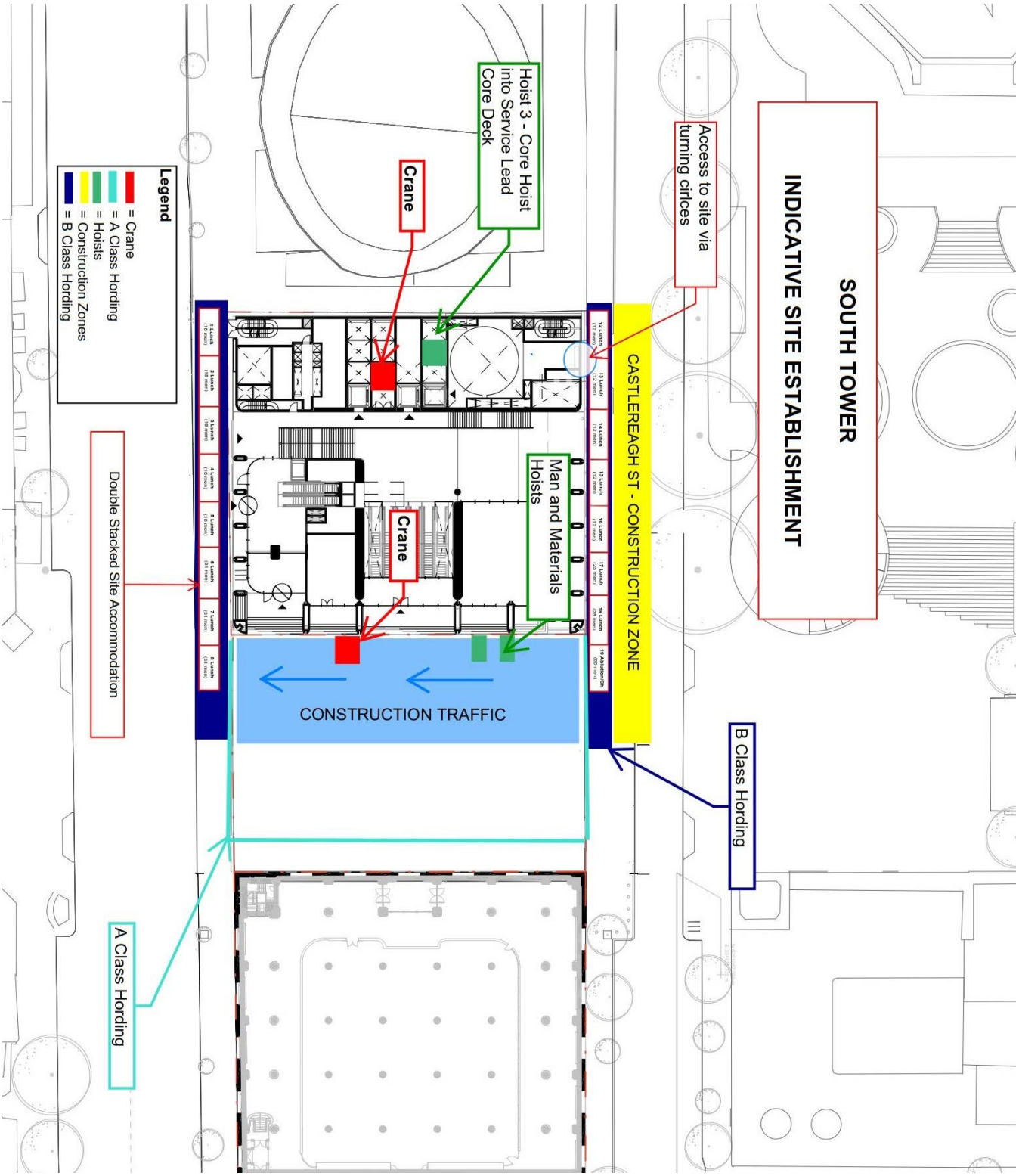
Subject to design development, it is intended to pump concrete from within the North tower footprint once the structure is sufficiently above ground floor to allow entry and exit trucks from Elizabeth Street.

Likewise, once the station podium is complete for the southern site, it is proposed that concrete pours take place on the North side of the tower. Concrete trucks would enter via Castlereagh Street and exit via Elizabeth Street.

NORTH TOWER

INDICATIVE SITE ESTABLISHMENT




SOUTH TOWER
INDICATIVE SITE ESTABLISHMENT
Access to site via turning circles
Hoist 3 - Core Hoist into Service Lead Core Deck
Crane
CASTLEREAGH ST - CONSTRUCTION ZONE
Man and Materials Hoists
Crane
CONSTRUCTION TRAFFIC
Legend
= Crane
= A Class Hording
= Hoists
= Construction Zones
= B Class Hording
Double Stacked Site Accommodation
B Class Hording
A Class Hording

8. CONSTRUCTION METHODOLOGY

The concrete structure of both towers will be conventionally constructed. Edge protection/containment shall generally be achieved with the use of self-climbing formwork screens. Scaffold will be utilized to provide edge protection to internal voids and to some low rise complex areas where it is not practical to install formwork screens. Specific protection to elements of the heritage 50 Martin Place building will include engineered 10 kPa overhead gantries and protecting crash nets.

Once the concrete structure has reached approximately Level 7, the installation of the façade shall commence. High level services shall be installed following the façade installation and the finishes activities commence.

Streetscape

Lendlease are cognisant of the fact that where there is interface with the existing streetscape to undertake the construction of the project through the introduction of construction loading zones, adjustments of street furniture, paving and pulfrey sandstone, this will need to be replaced and restored to ensure a full compliance with the City of Sydney regulations and DA conditions. These reinstatement works will commence once the B Class Hoardings have been removed from the perimeter of the project

9. SERVICES INFRASTRUCTURE PROTECTION AND ACCESS

The following services infrastructure has been identified on the precinct:

- Sydney Water : Stormwater, Stormwater Culverts, sewer & water mains
- Ausgrid : Extensive network of high voltage ducts, pits and cables
- Telecommunications : Network Mains, Local Mains & associated pits of a wide range of service providers
- Gas: Jemena has gas infrastructure ranging from 75 diameter to 150 diameter mains

Full detail of the existing services infrastructure is contained within the ARUP Utility Services Infrastructure Assessment included with the Stage 1/ SSDA Planning Submission.

Extensive site investigation to locate the existing services will be undertaken. Knowing the correct identification, location and depth of these services is the key component for protecting them.

Protection of Existing Utility Infrastructure

The following process will be followed to ensure existing utilities infrastructure is protected:

- Desktop investigation and review of existing services using Dial Before You Dig information and site observations;
- Non-destructive in-ground services mapping will be undertaken to accurately locate existing infrastructure assets where practical;
- Destructive investigations will be undertaken where considered necessary to more accurately locate existing critical infrastructure assets and investigate unknown services or potentially redundant services;
- Utility providers will be consulted to obtain and necessary consents to perform construction work in their vicinity and discuss necessary diversions and connections for the proposed works;
- Utility technical and hazard requirements will be incorporated into the design and construction documentation;
- Safe work methods statements and inspection and test plans will be prepared by accredited contractors;
- Pre-start work checklists will be implemented and recorded;
- Field safety inspectors will be present during critical works as determined by each utility provider.

As the design progresses or as new information becomes available, the above process will be adjusted or supplemented as required to ensure existing infrastructure assets are adequately protect

10. ENVIRONMENTAL AND SAFETY MANAGEMENT

The design and delivery phase of this project, presents many opportunities to contribute towards Lendlease and construction industry benchmarks for Environmental Health and Safety (EHS) management. This will be done by developing and implementing Occupational Health and Safety, and ecologically sustainable practices.

EHS management during construction is the responsibility of each and every member of the project construction team. Identification of potential EHS hazards and impacts is an ongoing activity. Potential impacts will be identified at both the design and construction phase via the project risk assessment and safe work practices procedures.

A Project EHS Plan will be maintained to the requirements of the Lendlease Environmental, Safety and Health Management System and the forms, guides, policy's, etc are to be obtained from the related information that support the system. Where the Lendlease forms are required to be amended altered or developed these shall be undertaken in consultation with appropriate Senior Management (ie EHS Manager, Operations Manager, Executive Project Manager or Management System Manager).

10.1 Environmental Vision

Lendlease recognises how closely linked our business activities are to environmental issues, on a global, regional and local level and is committed to minimising our environmental impacts and to meeting the environmental challenges facing our industry.

- Lendlease is eager to achieve this by investing in environmental technology in responsive building techniques and in environmentally sound business practices.
- Lendlease aims to minimise any environmental effect by adherence with all applicable environmental legislation and requirements and by developing a comprehensive reporting and data collection ability, so that it can be analysis in an effort to provide continuous improvement of our performance.
- Lendlease Australia's Environment Vision presents a basic approach of active environmental managed activities with the aim to enhance and protect the environment in which we interact.

10.2 Incident and Injury Free Vision

Lendlease will operate Incident & Injury Free (IIF) and we are committed to realising this wherever we have a presence.

We will:

- Invest in what it takes to achieve this vision
- As employees be empowered to lead in making this vision real
- Proactively work with all stakeholders, including clients, designers, contractors and the workforce to make this vision a reality and be prepared to walk away rather than compromise our commitment to safety
- Own and act on our vision
- This requires a mindset intolerant of any injury regardless of frequency or severity

We believe:

- That working Incident & Injury Free is a choice and a basic human right
- The leaders in our industry will be those who succeed in the transformation to making an Incident & Injury Free industry a given

- We recognise:
- That this vision is achievable if we are committed
- This commitment to Incident & Injury Free requires taking a personal stand, great courage and trust

10.3 Objectives

The Project Team has the following objectives with respect to Environmental Health & Safety (EHS):

- Identify and eliminate potential Class 1 and Class 2 incidents and occurrences;
- Maintain statutory compliance with respect to EHS;
- Conform to company EHS Management System, Standards, Instructions and EHS Business Plans;
- Provide, training, skilling, awareness and Best Practice to meet Legislative and Lendlease requirement;
- Maintain accurate reporting and record keeping;
- Report, support and enhance Senior Management;
- Undertake Positive Performance activities with the Project Team, Contractors, Client, Site personnel and other interested parties i.e. audits, tool box and neighbourhood consultation, PCG, etc;
- Achieve the incident and injury free objectives for the project; and
- Ensure the effective management of environmental issues to reduce our impact on the natural environment.

The Environmental, Health and Safety Plan (EHSP) will demonstrate Lendlease's understanding of EHS management and controls required for construction activities.

This EHS Plan is intended to ensure that any EHS commitments made and other requirements of the proposed development are identified and their incorporation in the works proposed is planned and implemented.

The EHS Plan is a working document to be updated as necessary and forms part of the contract documentation for the project. It is a commitment of Lendlease's that Best Practice EHS Management is adopted and implemented at the all projects.

10.4 Environment Health & Safety and Rehabilitation Policies

The Lendlease Corporation Environment, Health and Safety Policy, and Rehabilitation Policy form the foundation for the EHS and Rehabilitation performance of each group company. The Policies represent the commitment of Lendlease Building to meeting EHS and Rehabilitation objectives on a project specific basis to all project personnel.

The Lendlease's Policies are to be clearly displayed within the Site Office, be accessible by the project team (e.g. Project Notice board) and intent clearly communicated through the Project induction to persons working on site.

10.5 EHS Objective

The Project team is to set project specific EHS Standards/Rules to meet the Region's legislative and regulatory requirements, Lendlease's *Global Minimum Requirements* and industry best practice to provide an incident and injury free environment.

10.6 Actions

- The Project Manager(PM), Construction Manager(CM) and Site Manager(SM) are responsible for developing project rules in accordance with Lendlease Means and Methods
- The CM will ensure tenderers are aware of project EHS Rules and Lendlease GMR's;
- The SM will ensure site inductions are in accordance with the Lendlease Building Induction Guide
- The project SM will ensure personnel and visitors to the project will conduct their activities in accordance with Lendlease Building GMR's and project rules
- All visitors must report to the site office and enter their details in the *Site Visitor's Register* and advise the name of the person / organisation they wish to meet
- All visitors must be accompanied at all times by site inducted persons, who are also responsible for ensuring visitors complies with project rules and are signed out when leaving
- All vehicles entering the Project need to obtain and display the *Vehicle Entry Permit*

10.7 Roles and Responsibilities

Lendlease is the Principal Contractor and as such is responsible for the overall management of the Project's Environment Health and Safety. All Lendlease Contractors, Consultants and Visitors are responsible to comply with their EHS Management system, Lendlease GMR's and Legislative requirements

The designated Lendlease EHS person responsible for Site implementation, compliance and the weekly documented inspection of EHS and Means and Methods will be the Construction Manager/Site Manager or their nominated delegate.

Lendlease Project staff are required to:

- lead by example;
- utilise the Project EHS Plan and treat it as a living document;
- encourage and support workers to work safely and with care for the environment;
- set priorities that reinforce safe and environmentally aware activities; and
- display ownership of areas under their control and assist project team members in overall EHS management.

Project Roles and Responsibilities for EHS will be detailed in the elements of the project EHS Plan.

11 CONSTRUCTION WASTE MANAGEMENT PLAN

11.1 Cross References

Refer to ARUP Waste Management Plan included within the Stage 1 SSDA Planning Submission

11.2 Objectives:

The objectives of the Construction Waste Management Plan are based on the hierarchy of avoidance/reduce, re- use, recycle, treat and dispose as outlined in Lendlease's National Waste Minimisation and Recycling Strategy.

To re-use and/or recycle a minimum of 80% of all Hard Waste Material, and Soft Waste Material generated on the construction site, thus achieving up to 80% reduction/avoidance in waste to landfill.

Best Practice will be adopted wherever possible, to achieve waste minimisation and reduction. Key areas that will be targeted in the Waste Management Plan are:

- Construction Materials
- Excavated Materials
- Domestic Waste
- Wastewater
- Litter generation due to construction

activities In addition the project will:

- Liaise with Contractors to identify areas where they can reduce waste and reuse materials in their
- respective trades;
- Meet local, state and federal waste minimisation legislation and environmental standards;
- Prevent pollution and damage to the environment; and
- Protect the safety and health of our employees, site personnel and the public.

11.3 Key Management Issue:

The waste management strategy has been developed from best practice models.

Waste Materials generated on site are to be managed such that recycling is maximised and the volume of waste transported to landfill is minimised.

Construction waste minimisation requires early planning and establishment of "Waste minimisation culture" by all participants in the Design, Construction and End User process. Waste minimisation is a key element in life cycle analysis, material selection and specification.

Materials selected must be fit for use. The use of building materials that are fully recycled and/or include recycled material in their production will be maximised where practicable.

All disposal documentation from construction processes should be supplied to Lendlease and filed in the site records for verification purposes.

11.4 Site Controls: Planning

A Waste Management Contractor will be involved in the early stage of the project to ensure effective planning for the waste management. Major Contractors will be asked to submit prior to commencement on site waste minimisation details including as a minimum the following:

- Practical measures associated with their works to prevent waste entering on site;
- Waste streams resulting from their works which can be recycled and will be actively managed as part of their waste reduction plan; and
- Alternative products containing recycled material that could be utilised in their works, in place of more traditional materials, which conform and meet with the design specification.

All suppliers of building materials will be encouraged to nominate packaging minimisation and reuse initiatives, which have been implemented, as part of product supply to the project.

Bulk handling and reusable/returnable transport containers will be encouraged.

Site set up will include measures to prevent litter entering the stormwater drains and waterways feeding to the adjacent stormwater systems.

11.5 Waste Materials Bin System

The demolition and construction waste management system to be adopted on site will be through the separation for the various recyclable materials, and non-recyclable waste materials.

Signs will be located on each bin, indicating type of bin and what waste may be placed in that bin.

All Contractors will be responsible for the daily cleaning of their respective work areas and placing of their waste in the correct bins.

Additional bins will be provided where possible to further separate waste. Adequate number of litter bins will be made available within the construction site areas, including work and lunch areas. These bins must be regularly emptiedThe responsibility of Contractors separating and placing waste in correct bins is within their scope of work.

11.6 Waste Water / Washout Areas

Washout processes and facilities for paint and/or finishing trades are to be minimised and water recycling for these activities are encouraged where possible.

Utilisation of Lendlease guidelines/management plan for disposal of paint and associated wastes are to be implemented.

Finishing trades washout facilities will NOT be plumbed to any building services and will be of a stand-alone nature. The maintenance of these facilities should be the Contractor's responsibility and should comply with all appropriate Environmental Legislation and local authority guidelines.

11.7 Packaging

All suppliers of building materials will be encouraged to nominate packaging minimisation and reuse initiatives, which have been implemented, as part of product supply to the project. Bulk handling and reusable transport containers will be encouraged.

11.8 Recycled Materials

Suppliers will be encouraged to nominate products that include a recycled component and ability/opportunity for recycling of unused components in accordance with the specified 80% waste reduction target. Product selection will include a selection factor associated with recyclability and precent of recycled product.

11.9 Domestic Waste

All domestic waste including litter will be managed by utilising recycling bins via a similar bin system that will be provided in the vicinity of designated eating areas, change areas and amenities. Materials collected for recycling should include:

- Paper/Cardboard
- Food waste
- Aluminium Cans
- Drink containers: Glass & co-mingled

- General waste

  Construction and demolition waste bins and domestic waste bins will be located in separate designated areas on the site to ensure no cross contamination. Waste areas will be clearly signposted and colour coordinated to define acceptable waste types suited for each bin and secured where required. The location of the waste bins and recycling areas with vary through the duration of construction,

11.10 Training:

Communication and education material on the waste management system will be part of the Site Environmental Awareness Program that will be incorporated into the site induction program.

The responsibility to ensure that waste materials go into the correct bins will be with everyone on site.

Performance Measures:

- A Waste Management Contractor will be involved in the early stage of the project to ensure effective planning for the waste management.
- The Waste Management Contractor will coordinate waste recycling, recovery and disposal of all waste during all stages of the project.
- The waste system (bins / signage / training) is in place prior to any major waste generation works.
- All waste transportation and disposal documentation to be maintained on-site and signed as received or disposed by the appropriate contractor or waste receiving facility.
- Destination of all wastes to be approved by the receiving waste facility prior to the commencement of works.

11.11 Monitoring and Reporting:

The Waste Management Contractor will be responsible for providing monthly reports to the SM including the number and size of bins taken away, weight and volumes of waste taken away and recycled. The Waste Management Contractor will be responsible for providing dockets to the SM for the removal and appropriate disposal of scheduled waste from the project.

The SM will produce monthly reports and other statistic information as per Lendlease EHS requirements.

The Lendlease Project EHS Manager will formally audit the progress on waste management from the above monthly reports to ensure waste reduction targets are met and appropriate waste documentation maintained.

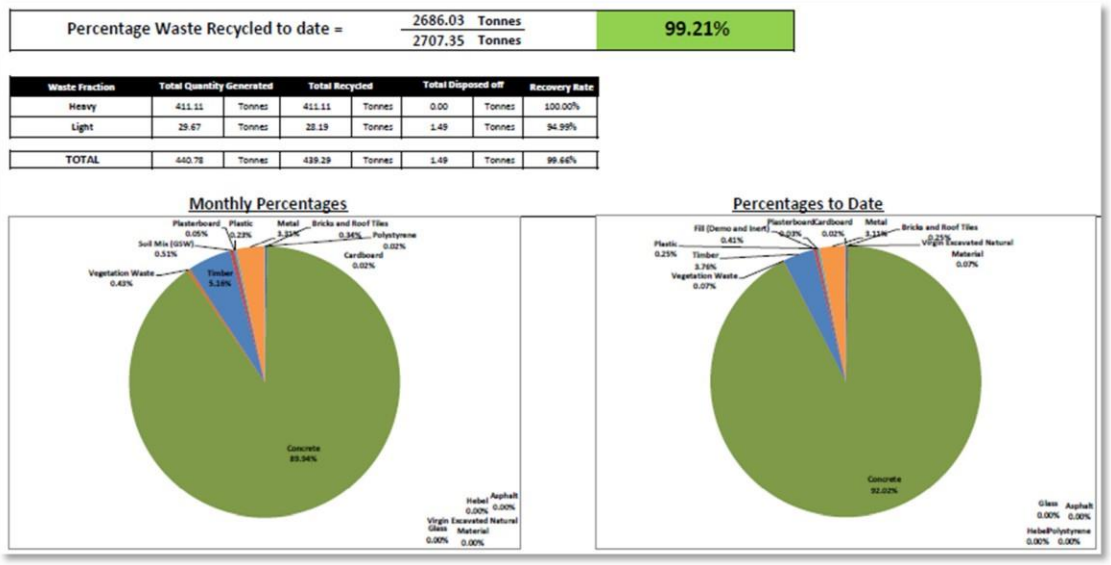


Figure 16 Sample Recycling statistics

11.12 Corrective actions:

Non-conformances are to be recorded by way of the System Defects.

The Contractor and Lendlease SM/CM if applicable shall review and analyse the cause of detected non- conformance and develop a corrective action to prevent recurrence. Details of the non-conformance including any immediate corrective actions undertaken are to be recorded, reviewed and accepted by the CM.

It is the responsibility of the CM to immediately initiate corrective actions following approval. The non-conformance and corrective action must include details of the action proposed; desired performance target and action close out date. The system defects report should be signed, dated and filed.

All corrective and preventative action taken by the Contractor will be carried out by and at the cost of the Contractor.

If such corrective and preventative action leads to further non-conformance, any further action shall be subject to approval by the CM in consultation with the Project EHS Manager.

12 STORMWATER & EROSION MANAGEMENT PLAN

12.1 Objectives

To avoid erosion, contamination and sedimentation occurring as a result of the construction or demolition activities associated with the overstation development.

To control the quality of stormwater leaving the construction site such that no unacceptable impact occurs to adjoining natural watercourses or stormwater drains discharging into these water bodies.

12.2 Key Management Issues

Construction activity on the project site involves the construction of two above ground towers. Demolition, excavation and all station works have been approved under CSSI planning instruments. The extent of works covered by this Stage 1 SSDA submission are far less susceptible to storm water and erosion issues.

The overstation construction works have limited potential to adversely impact ecosystems and water quality within adjacent surface water bodies via sediment loads and potential contaminants contained in runoff. Potential impacts to the site environment, including existing soils and groundwater need to be considered as part of any stormwater and erosion management plan. Other physical impacts to be considered include the susceptibility of the site to potential flooding events.

The following activities are expected to be the key risk sources during construction:

- Site clearing, spoil and material stockpiling
- The following management issues have been identified:
- Sediment laden water from the construction site may potentially flow into the stormwater system and/or adjacent surface water bodies (Environmental Class P2 Risk);
- Stormwater with excessively high or low pH values could run-off from the selected stockpiles stabilisation area (Environmental Class P3 Risk);
- Stormwater collected in excavations and requiring disposal (Environmental Class P3 Risk);
- Groundwater entering excavations and requiring disposal after dewatering (Environmental Class P1 Risk).
- Site cut off drains eroding and increasing site water sediment loads (Environmental Class P3 Risk);
- Vehicles leaving the construction site depositing dirt/mud on public roads after rain periods (Environmental Class P3 Risk);
- Removal of bulk material off site escaping from vehicles and polluting roadways (Environmental Class P3 Risk);

- Debris and litter collecting along roads and in catch drains and consequently could affect nearby water bodies quality (Environmental Class P2 Risk);
- Site contamination through the potential for an overflow of fuel/chemical storage containers and contamination from the equipment and plant repair area (Environmental Class P1 Risk); and
- Stormwater runoff coming into contact with potential contaminated soils may potentially flow into the stormwater inlets and natural water courses could be affected and consequently reduce water quality (Environmental Class P2 Risk);

12.3 Site Actions

The prevention of soil erosion by water and wind and by sediment pollution is key components of the Stormwater and Erosion Management Plan for the site.

An overall Stormwater & Erosion Control Plan will be prepared prior to site activity. This Plan shall be used as a basis to develop detailed controlled plans for each work areas, detailing collection points, temporary drainage flows, sediment controls and general stormwater overflow management.

Construction stage water quality impacts shall be minimised by incorporation of appropriate erosion and sediment control measures in the detailed design, specification and contract arrangements and quality assurance inspection during construction.

Adopt best practice environmental management strategies in accordance with the principles outlined in the Department for Infrastructure, Planning & Natural Resources document titled “Guidelines for Erosion & Sediment Control on Building Sites” and other key reference documents and legislation previously outlined.

12.4 Planning

- Locate all stockpiled soils away from surface waters, potential watercourses and flood prone areas.
- Limit land disturbance to the area needed, especially in the vicinity of existing stormwater drainage.
- Cease works if excess dust is being generated and resolves the problem prior to recommencing works.
- Restrict construction and demolition traffic to designated traffic routes that are well drained and all weather.
- Annual weather patterns to be taken into account when planning general site operations and in particular during planned excavations or land disturbance activities.

12.5 Controls

- Divert up slope runoff around disturbed areas.
- Construct earth bunds and similar diversion drains to divert surface water runoff around the perimeter of the proposed demolition or construction areas. Where possible, seed all diversion channels to dissipate water velocity.

- Install temporary sediment and erosion controls to prevent the erosion of soil from disturbed const ruction areas and stockpiles. Measures may include filter barriers (straw

bales or silt fence), temporary covering or revegetation with hydro-mulching and native seeding.

- Control access to construction areas by limiting entry and exit points. Ensure all approved access points shall be marked prior to the commencement of construction within that area.
- Prevent deposition of sediment on the public road network due to truck / equipment movements to and from the site via a purpose built truck/wheel wash facilities at site exit point.
- Progressive landscaping and rehabilitation of disturbed areas.

12.6 Sediment Fences / Devices:

Sediment fences and devices will be used in areas where temporary sediment control is required. These relatively simple devices will dissipate stormwater velocity and collect moving solids.

Throughout the construction period, temporary sediment fences and devices will need to be positioned where erosion is most severe.

12.7 Maintenance of Controls:

Perform routine maintenance inspections of the stormwater diversions and sediment and erosion controls, particularly after rainfall events or extremely windy conditions.

Where required, clean or repair diversion drains, storage basins, silt fences and other related control structures to ensure the continued effective operation of these over the duration of the construction and demolition period.

12.8Training

Communication and education material on the stormwater, erosion and sediment controls will be part of the Site Environmental Awareness Program that will be incorporated into the site induction program.

12.9 Performance Measures

- Control structures constructed and operational prior to earthworks commencing in the nominated area.
- All site cut-off drains unobstructed.
- All major site drains adequately stabilised.
- All controls maintained and functional.
- All stockpiled material adequately stabilised and protected.
- No de-watering stormwater/ground water discharge from the site in a 5 year ARI storm event have a suspended solid content of less than 50mg/L.
- Appropriate parameters for any contaminants of concern (if present) meet the relevant ANZECC (2000) criteria.
- No complaints concerning mud/organic debris on the surrounding public roads to the site.

12.10 Monitoring and Reporting

- Perform daily visual inspection of stormwater diversions and sediment/ erosion control devices ensuring they are operating effectively and at full capacity.
- Maintain erosion and sediment control measures in a functioning condition until all earthwork activities are completed and the site is rehabilitated.
- Devise and implement appropriate remedial measures where any controls or devices are not functioning effectively or are inappropriate.
- Ensure rehabilitated lands have effectively reduced the erosion hazard and initiate upgrading or repair as appropriate.
- The SM will maintain records and comments on the condition of existing erosion and run-off

controls (drains, silt fences, catch drains etc.) de-watering procedures and test results, and any site instruction issued to Contractors to undertake remedial works.

- Rainfall data will be filed on site by SM and discussed where reports of poor drainage areas occur.
- Water quality parameters meet relevant discharge limits for either re-use on-site or via a controlled discharge.
- All daily inspection reports, environmental incidents and controlled discharge records will be maintained and may be reviewed during any Environmental Audit performed on the site.

12.11 Corrective Actions

Non-conformances are to be recorded by way of the System Defects.

The Contractor (and EM/ CM/ SM if applicable) shall review and analyse the cause of detected non- conformance and develop a corrective action to prevent recurrence. Details of the non-conformance including any immediate corrective actions undertaken are to be recorded, reviewed and accepted by the CM

13 CONSTRUCTION NOISE & VIBRATION MANAGEMENT PLAN

13.1 Cross-references

The following Construction Noise & Vibration Management Plan is in accordance and to be read in conjunction with the Stage 1 SSDA Update Acoustic Assessment Report Prepared by ARUP.

13.2 Objectives

To minimise the generation of noise and vibration from construction activities occurring on site and its impact on the neighbouring residents, businesses and associated building structures.

To minimise the generation of noise and vibration from construction activities occurring on site and its impact on site operations and workers.

Establish and maintain good relations with the community and neighbouring sites.

13.3 Key Management Issues

Noise generated during the construction works, will be primarily associated with vehicle movements, generators, heavy machinery (eg: concrete pumps) and hand-held machinery and tools.

The following management issues have been identified:

- Noise and vibration generated during construction and demolition works affecting nearby properties (Environmental Class P2 Risk).

13.4 Site Actions – Noise

Construction activities have been planned to be performed in accordance with the proposed hours as outlined below:

- 7:00am to 7:00pm on Mondays to Fridays, inclusive;
- 8:00am to 5:00pm on Saturdays; and
- No work on Sundays or public holidays.

Any noisy activities proposed outside the hours detailed above will require prior written consent from the nominated approval authority and subject to conditions of consent.

Noise limits during construction works are to meet the Maximum Allowable Noise Contribution as specified in the conditions of consent.

No construction works shall commence unless the Contractor has submitted a Work Method Statement which details the schedule of heavy plant which describes the equipment types to be used, noise levels these will generate, expected time and duration of use, and any measures required to ensure the noise levels are acceptable (such as screen mufflers).

- Ensure traffic access to and from the site will be via designated entry/exit points.
- Fit and maintain appropriate mufflers on construction and plant, and ensure non-tonal reversing beepers are fitted as required.
- Lendlease will utilise existing Noise Impact Assessment data, where required, to determine noise sources and confirm ambient background levels or will conducting baseline noise monitoring prior to construction work commencing and may engage an acoustic consultant to monitor construction noise level

during its activities.

- Personnel safety measures shall be implemented wherever noise exceeds 85dB(A).
- All typical plant and equipment used during the construction and demolition works will be within the maximum noise levels specified (at 7 metres) refer to Table 8.1.

13.5 Site Actions - Vibration

When planning for construction work, that will include vibration, all practical efforts to protect vibration sensitive buildings and the amenity of the occupiers of buildings shall be considered and apply a practical and economical combination of vibration control measures to manage vibration impacts such as:

- Substitution by an alternative process
- Restricting times when work is carried out
- Screening or enclosures
- Consultation with affected residents/ occupants.

During leisure hours, vibration disturbance from construction operation must be kept to a minimum. The basis for this vibration management strategy will be to limit the times that certain vibration producing activities may be carried out.

13.6 Training

Communication and education material on the noise and vibration controls and procedures will be part of the Site Environmental Awareness Program that will be incorporated into the site induction program.

13.7 Performance Measures

- Non exceedance of specified noise limits during monitoring event.
- No noise or vibration complaints received from adjoining operations or from the community.
- The maximum noise level (LA max), when measured at a distance of 7 metres from any item of plant or equipment and must not exceed the maximum noise level.
- Assessment of performance by number of complaints received from adjoining operations or from statutory Authorities.
- No warnings/notices received from statutory authorities for exceeding noise levels or work outside the approved work hours as set out in the conditions of consent.

13.8 Monitoring and Reporting

Routine inspections of plant and equipment should include reference to acoustic performance. Contractors to provide details of acoustic performance of plant and equipment on site as part of these inspections. Any noise complaints or feedback from adjoining properties or from the operational facility on site are to be recorded, reported and monitored.

The SM may require the Contractor to carry out additional noise monitoring if a complaint regarding construction noise is received.

The SM in consultation with the EM will advise the monitoring location and the monitoring

required will be manned monitoring.

13.9 Corrective Actions

Non-conformances are to be recorded by way of the System Defects.

The Contractor (and EM/ CM/ SM if applicable) shall review and analyse the cause of detected non- conformance and develop a corrective action to prevent recurrence. Details of the non-conformance including any immediate corrective actions undertaken are to be recorded, reviewed and accepted by the CM.

It is the responsibility of the EM to immediately initiate corrective actions following approval. The non-conformance and corrective action must include details of the action proposed, desired performance target and action close out date.
The system defects report should be signed, dated and filed.

All corrective and preventative action taken by the Contractor will be carried out by and at the cost of the Contractor.

If such corrective and preventative action leads to further non-conformance, any further action shall be subject to approval by the CM in consultation with the EM.

13.10 Noise & Vibration Management Implementation Plan

Control	Timing	Methodology	Responsibility	Monitoring and Reporting	Performance Measure
Planning					
Prepare a Specific Noise and vibration report for construction.	Prior to works commencing . Review prior following works stages.	Base provisions on construction Equipment and staging.	CM	Review of base provisions prior works commencing.	Report covers all key areas and site-specific consideration, which will include detailing the locations and type of
Working Hours					
No work shall occur outside permitted working hours, unless approved.	At all times	Hours and times as specified in conditions of	CM	Continuous	No complaints from public or authorities.
Construction noise not to be exceeded next to neighbouring and residential premises.	At all times	Hours and acceptable noise levels as specified in conditions of consent.	CM	Continuous	No complaints from public or authorities.
Adjoining properties likely to be affected by noise to be notified.	Reasonable notice prior to works.	Provide written notice to residences as soon as practicable.	CM	Continuous	No complaints from public or authorities. Record of notifications.

Plant & Equipment					
Plant & Equipment to be operated in a proper and efficient manner.	At all times	Contractor to submit SWMS prior to works.	SM	Continuous inspection of operators and activities.	All operators are licensed. No inappropriate use of plant or equipment

Control	Timing	Methodology	Responsibility	Monitoring and Reporting	Performance Measure
Ensure traffic access is through designated entry/ exit points	Ongoing	Traffic Management Plan.	CM/SM	Continuous monitoring	No complaints from public or authorities.
Mitigation Measures					
Plant to be fitted with engine covers and residential class mufflers.	Prior construction	Included into sub-contractors tenders.	SM	Pre-construction inspection. Included in routine environment Audit.	Compliance certificates provided. No complaints
PPE including ear muffs and plugs to be issued and worn where noise exceeds 85dB(A)	At all times	In accordance with the Noise & Vibration Management Plan	SM	Pre-construction inspection. Continuous inspection.	Register of use. Personnel using PPE.

Legend

CM = Lendlease Construction Manager SM = Lendlease Site Manager EM = Environmental Manager

14 AIR QUALITY MANAGEMENT PLAN

15.1. Cross References

Air Quality Assessment prepared by ARUP and included in the Stage 1 SSDA Planning submission

15.2 Objectives

Dust/Odours generating from construction activities from the site affecting adjoining properties or public access (Environmental Class P2 Risk).

Construction activities must not prejudice air quality.

Maintain the current levels of local air quality during construction activities. To minimise the generation of dust on the project site.

To implement appropriate controls to suppress dust and other suspended particulates in accordance with the consent conditions and risk management requirements.

15.3 Key Management Issues

Major sources of air emissions from the proposed overstation and construction works at the site are primarily likely to be the generation of dust, air emissions or odours from the site can be a major nuisance to adjacent land users, create unsafe working conditions on site. In view of this, the following management issues have been identified:

- Dust/Odours generating from construction activities from the site affecting adjoining properties or public access (Environmental Class P2 Risk).
- Dust generated on the construction site affecting site operations (Environmental Class P2 to P1 Risk).

15.4 Site Controls

The minimisation of air-borne pollution is a key component for this environment management plan for the site. Construction phase air quality impacts shall be minimised or avoided by incorporation of appropriate air quality control measures.

The installation and application of air quality controls during the construction phase shall be in accordance with the following principles:

15.5 Planning

- Ensure that all equipment used and all facilities erected on site are designed and operated to control the emission of smoke, dust, fumes and any other air impurity into the atmosphere.
- Spray earthworks, roads and other surfaces as necessary with water.
- Seal temporary haul roads where appropriate which will be in use for prolonged periods.

15.6 Construction & Demolition Phase

- Schedule the civil works program in a manner to minimise the length of time that excavations and stockpiles are left exposed.
- Provide adequate truck wash-down and wheel washing facilities on site to preventing tracking of muds/ sediment onto public roadways and generating dust.
- Transport routes and traffic areas shall be clearly defined by marker posts or other suitable barriers to prevent unnecessary vehicle movement onto other areas. These roads shall operate under defined speed limits.
- Trucks transporting material from the site shall be covered immediately after loading to prevent windblown dust emissions and spillages. The covering must be maintained until immediately before unloading the trucks.
- All access roads shall be surfaced in selected materials and where required, hard surfaced. Mud stone, clay stone and shale stone shall not be used.
- Contractors will maintain all construction equipment to ensure exhaust emissions comply with the relevant Air Regulations issued under State Legislation.
- All waste material will be removed from the site in a manner described in the Waste Management Plan.

15.7 Training

Communication and education material on the air quality and dust controls and procedures will be part of the Site Environmental Awareness Program that will be incorporated into the site induction program.

Performance Measurements

- Achieve air quality monitoring targets.
- No visible dust for more than 15 continuous minutes during construction activities.
- No odour or dust complaints received from adjoining operations, nearby residents or from statutory Authorities.

15.8 Monitoring and Reporting

The SM will perform air quality monitoring to determine of the acceptable air quality thresholds are being met for each of the nominated monitoring parameters. This information will be used to determine the effectives of existing air quality mitigation measures and provide for any remedial actions if required.

The Site Manager will visually monitor levels of dust deposition and air quality, the effectiveness of dust emission controls and the construction site and the impacts of any nuisance on adjoining properties.

The SM may require the Contractor to carry out additional Air monitoring if a complaint regarding Air Quality is received.

The SM in consultation with the EM will advise the monitoring location and the monitoring required will be manned monitoring.

15.9 Corrective Actions

Non-conformances are to be recorded by way of the System Defects.

The Contractor (and EM/ CM/ SM if applicable) shall review and analyse the cause of detected non- conformance and develop a corrective action to prevent recurrence. Details of the non-conformance including any immediate corrective actions undertaken are to be recorded, reviewed and accepted by the CM.

It is the responsibility of the CM to immediately initiate corrective actions following approval. The non-conformance and corrective action must include details of the actions proposed, desired performance target and action close out date. The system defects report should be signed, dated and filed.

All corrective and preventative action taken by the Contractor will be carried out by and at the cost of the Contractor.

If such corrective and preventative action leads to further non-conformance, any further action shall be subject to approval by the CM in consultation with the EM.

16 PEDESTRIAN AND TRAFFIC MANAGEMENT PLAN

16.1.Cross-references

Stage 1 SSDA Construction Pedestrian and Traffic Management Plan prepared by ARUP.

16.2 Objectives

To minimise any potential conflict associated with demolition and construction site traffic and nominated traffic routes over the duration of the proposed works and to prevent injury to persons from moving plant onsite.

Powered mobile plant is extremely hazardous when it is operated in situations where people or other vehicles are sharing the same area. Workers are particularly vulnerable in areas where mobile plant and machinery is operated and the operator's vision may be restricted and plant, which is apparently idle, may move with little warning.

16.3 Key Management Issues

The Construction Pedestrian and Traffic Management Plan will nominate and set out access points, heavy vehicle routes to external roads, and controlled circulation within the site to reduce traffic congestion or vehicle conflict.

The location of the site and careful vehicle management will ensure that conflicts between construction and other operational facilities and community activities in the area, will be controlled.

Construction traffic is subject to constraints imposed by site conditions and public traffic movements. The primary issues that affect the construction phases include:

- construction areas with site access and egress;
- interaction with existing operational facilities around the site;
- the controls of roadways;
- the timing and extent of material deliveries;
- traffic conflicts with both existing vehicles and other construction traffic;
- signage and directions.

Use of specific measures to eliminate or control risks in work areas will be:

- Isolating vehicles and plant used in or around the site and work area from persons on the site or work area. This is to be co-ordinated daily with site foreman and Contractors.
- Maintain traffic/pedestrian for vehicles at access gates.
- Use of fencing, barriers, temporary warning or control signs to secure the area where moving plant is used.
- Planning the direction that plant moves so the visibility of operators is not restricted.
- Using spotters to control traffic movement.
- Implementing safe working distances and exclusion zones.

- Reversing alarms on plant and flashing lights.
- Designated walkways to be established and maintained for areas where workers and plant interact.
- Establish notifications of public transport systems to site workers.

16.4 Vehicle Access

Access to the site is to be detailed in the Construction Traffic Plan and diagrams, considering the staging of construction and demolition works over the duration of the works, by establishing:

- Main Access Gates, with Controllers, signage
- All vehicles enter through advised gates in an forward direction speed limit 10 kmh
- Those directed onto site, will be located in nominated marked layover spaces and wait for unloading or loading.
- Deliveries will directed out of the way of other moving vehicles and wait instructions for delivery.
- If reversing is necessary the vehicle will be directed by a suitably trained person who will give direction and keep other persons from entering the area.
- After delivery, vehicles will leave site through gates, in a forward direction.
- General entry requirements to be included in the Site Induction with all regular vehicle delivery companies.
- General site access and egress and these routes and points clearly signposted
- Restricted points of access during the construction phase.
- Maintain specific access corridors for each construction stage
- Reduce opportunities for vehicle –borne transfer of sediments off-site.
- There will be no construction parking provided on site. Use of current public transport types shall be informed to all site personnel through tender interviews and site inductions.

16.5 Vehicle Site Entry

Entry gates onto the construction work will be manned to ensure that all vehicles comply with procedures and controls in place for entry and exit from the various gates located around the site. Personnel access and egress shall be through security controlled ID swipe card gates located to the eastern side of the site.

General requirements for all plant and vehicles while on site will be

- All vehicles entering the site will be maintained in a safe and serviceable condition (ie road registered or complying with Lendlease Building plant requirements ie qualified person sign off and daily inspection). Operators of plant (including all moving plant ie EWP's) will hold appropriate WorkCover certificate of competency or where this is not required be appropriately trained, instructed and supervised into its safe operations.
- Prior to moving a vehicle on site the Supervisor responsible will assess (ie walk) the path of access to ensure it is suitable for entry of that vehicle.
- Those drivers delivering onsite will remain in their vehicle under the instruction of the Supervisor/ Contractor unless brought in as an inducted person or visitor with the

inducted Contractor. Operators and drivers of plant are to be aware of anyone in the work area.

- All vehicles moving on site will move in a forward direction, if reversing a trained person with full view and knowledge of surrounding activity will guide the vehicle at all times. All plant is required to have a reversing beeper and a flashing light on top of vehicle.
- Repairs on machines need to be carried out by competent person. All mechanics working out on site with machines need to be inducted or sign visitors' book and be with inducted worker.
- All Contractors moving vehicles on site will provide to Lendlease Building a copy of their Vehicle Movement Plan (VMP) for review prior to locating on site. Examples will be:
    - Concrete Deliveries. Prior to commencing, an induction shall be held at the nominated plant `s yard to deliver drivers with routes and gate locations. When ordering concrete, a gate location to enter site can be given and operators/drivers have upfront knowledge of location allowing traffic movement in and out of site. Concrete pours will have traffic controllers for location of trucks to pumps and associated area clearly defined with signage and barriers.
    - Mobile Cranes. Prior to commencing, an induction shall be held at the nominated crane yard to deliver drivers with routes and gate locations. When ordering cranes, a gate location to enter site can be given and operators/drivers have upfront knowledge of location allowing traffic movement in and out of the site. Mobile Cranes will have exclusion zones for setup and documents for each crane is kept in Lendlease Building site office, filed in EHS filing system. Area Foreman will review daily inspection prior to commencing on site.
- A review of the risk assessment and control measures associated with vehicle movement will be undertaken as a part of the Contractor's weekly inspection (or more frequent were required) and where necessary the control measures will be upgraded. Weekly safety walk is to inspect all number gates for signage etc.
- Construction Site entry requirements to be included in the Company Specific Induction.

16.6 Signage

The CM will be responsible for providing the signage on site regarding traffic management and the updating and maintenance of the signs as required.

On-site signage, speed limits and speed reducers will be used to ensure drivers use appropriate routes through the site and to and from the site access points.

16.7 Training

All site personnel will be inducted into the construction traffic management system that will be operating for the site during the site induction and education program.

An ongoing site education update on changes to any traffic operations shall be reviewed and notified through meetings, correspondence and site notice boards.

Performance Measures

- Access provided prior to works commencing;
- Provision and maintenance of fencing and gates;
- No complaints received from adjoining operations, statutory authorities or local road users;
- Accurate recording and prompt resolution of public complaints (if any); and
- Regular checks of vehicle access and egress points for efficiency.

16.8 Monitoring and Reporting

The CM will report when required on the implementation of the Traffic & Parking Plan. The plan will be periodically updated to include but not be limited to: -

- Access points in use and regular checking of access corridors and designated layover areas for congestion;
- location of access points;
- Variations to traffic management plans to suit various staging works around the site;
- identification of any safety or operational incidents and actions taken to address the conditions that caused the incidents;
- Monitoring complaints and corrective actions;
- Accurate recording and prompt resolution of public complaints; and
- Appropriate signage to internal and external roads and maintained to comply.

16.9 Corrective Actions

Non-conformances are to be recorded by way of the System Defects.

The Contractor (and EM/ CM/ SM if applicable) shall review and analyse the cause of detected non- conformance and develop a corrective action to prevent recurrence. Details of the non-conformance including any immediate corrective actions undertaken are to be recorded, reviewed and accepted by the CM.

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If such corrective and preventative action leads to further non-conformance, any further action shall be subject to approval by the CM in consultation with the EM.

17 COMPLAINTS MANAGEMENT PLAN

The purpose of this section of the plan is to detail the communication protocols and procedures to be employed across all phases of the project. Lendlease will work in collaboration with Macquarie Capital to develop joint protocols for all consultation and engagement, ensuring that from Day One there is a consistent, coordinated and proactive approach to the management of complaints.

The proposed approaches and frameworks outlined in this section aim to assist in the early identification of both existing and emerging issues and the development of appropriate and agreed responses. It also provides clear background and direction for the management of stakeholders and the community over the three phases of the project. It is intended that these protocols will form the foundation for planning all activities that require stakeholder or community consultation, engagement or issue management.

It is anticipated that these projects protocols will evolve and be reviewed and agreed collaboratively.

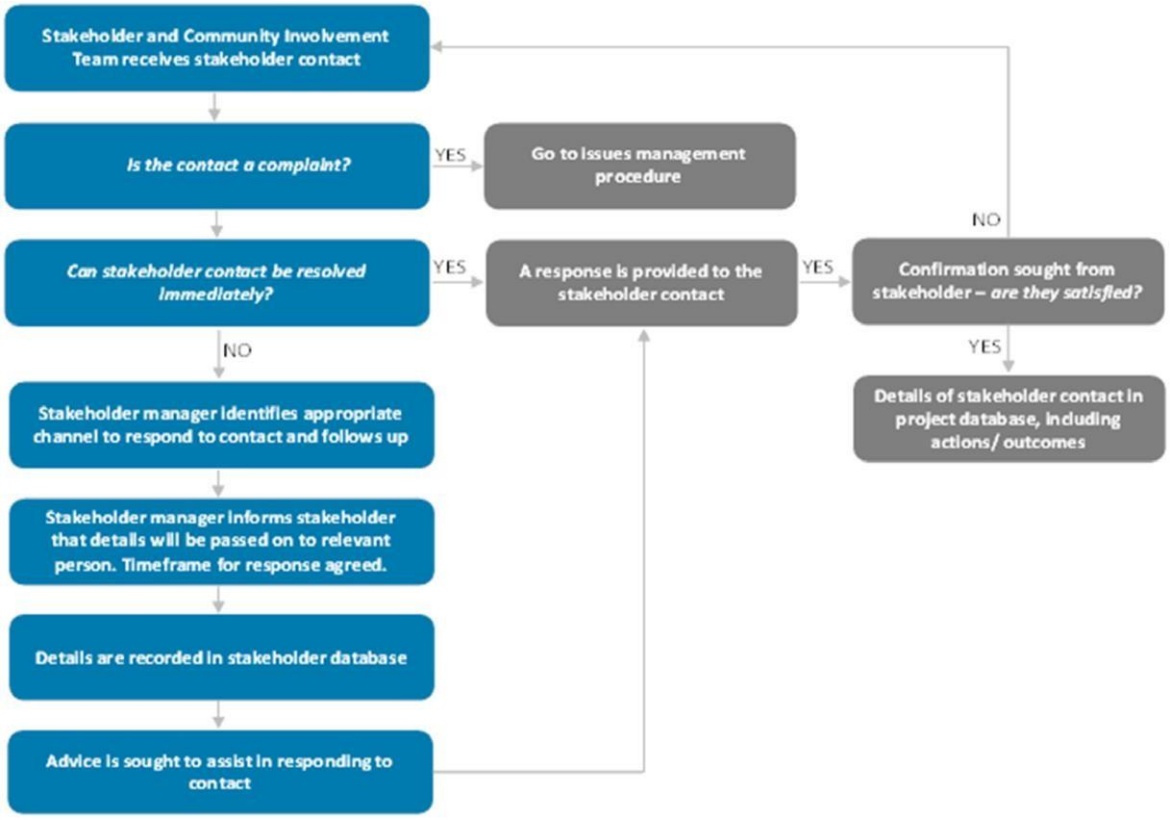
Complaints will be recorded on the community consultation database. The record will be filed and actioned and distributed as necessary to those involved in the contact. A stakeholder and community contact database will be maintained to track contacts and records.

The following information will be captured on the stakeholder and community contact database:

- Persons full name and contact details;
- Date and time of enquiry /complaint;
- Description of issues raised by the stakeholder;
- Nature of the contact (i.e. conciliatory, conflicted, hostile);
- Action required and timing, particularly if any commitments have been made around timeframes;
- Person responsible for the action.

The following figure represents the stakeholder contact procedure, and incorporates the communications infrastructure described above. It details the system to be followed when receiving a contact from an external stakeholder.

It is anticipated that these contacts will generally relate to individual residents or community groups, however there may be occurrences when they relate to other stakeholders or organisations



An issues (or complaint) can be defined as any communication received from a stakeholder or community member that expresses dissatisfaction with any aspect the project, its delivery or ongoing management. Management of issues is of critical importance for developing and maintaining meaningful relationships with stakeholders and community members throughout the life of the project.

The procedure will assist in identifying issues that may escalate (from low to medium or medium to high) and offer mitigation measures. Lendlease recognise the need to be flexible in the classification of key issues to ensure the team, respond appropriately to each issue as it arises. Similarly, these classifications will be identified based upon both the complaint and the stakeholder member involved.

This procedure is supported by an issues classification matrix that identifies and defines three categories of issues as detailed as follows. All issues raised will be reported as part of the monthly project communications working group via the stakeholder and community issues report.

CLASSIFICATION	DESCRIPTION	ACTION
High (*issue cannot be resolved by the project team*)	Involves negative media coverage Involves political and/or government agencies Relates to safety or security	Immediate verbal report to the Lendlease Project Director and Infrastructure NSW Project Director (followed by written advice).
Medium (*issue cannot be immediately resolved*)	Involves an individual or group expressing negative sentiments towards the project with the threat of further action. The stakeholder raising the issue is not satisfied with the response provided.	Issue an action to the relevant Lendlease team member through consultation manager Follow up via email, to infrastructure NSW within 48 hours
Low *(Issue can be resolved immediately)*	Involves an individual or group expressing negative sentiments towards the project There is no threat or further action	Communities team member responds appropriately

Contact response targets have been defined as:

- Same day acknowledgement of stakeholder enquiries;
- 48-hour response target for all routine business and community inquiries, e.g. questions about project basics, timeframes or high-level milestones. This timeframe can be extended where more detailed information is required, provided the stakeholder is advised of the reason for delay;
- 72-hour response target for complex or policy-related inquiries, e.g. a detailed request from an events industry association or peak bod