

RICHARD CROOKES

CONSTRUCTIONS

SYDNEY MODERN PROJECT
1178

CONSTRUCTION MANAGEMENT PLAN

Publication -November 2020



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1 INTRODUCTION

1.1 PURPOSE

The purpose of this Construction Management Plan (CMP) is to communicate to the public and relevant stakeholders the procedures and controls Richard Crookes Constructions (RCC) will undertake to deliver the project works in a safe, efficient and environmentally responsible manner; and in accordance with the project timeline and with minimal disruption to the surrounding stakeholders.

Furthermore, the CMP will clearly define procedures that RCC will implement to manage our construction activities for the Sydney Modern Project, in such a way to:

- Complete the Contractor's activities in accordance with the contract requirements;
- Clearly detail the management strategies to be implemented to address co-ordination and communication with iNSW and the AGNSW; and
- Define the processes and management protocols to be adopted by all Head Contractor personnel, subcontractors, suppliers and any other personnel required to execute part of the works and in doing so are required to access the site during performance of the Contractor's activities.

This CMP will be reviewed regularly and developed by the project team during the project. This CMP is a summary of RCC's CMP that forms part of the overarching Project Management Plan (PMP) which describes the strategy, methods, controls, and requirements for the execution of the project.

1.2 INTRODUCTION TO THE PROJECT

The Sydney Modern Project is the expansion of the Art Gallery of NSW that will almost double existing exhibition space. The expansion involves the construction of a new building and public art garden next to the existing Gallery.

The Sydney Modern Project will enhance the site to the north of the existing Gallery, comprising two grassed concrete platforms – one being the land bridge over the Eastern Distributor and Cahill Expressway, and the other being the roof on top of two disused World War II naval oil tanks. The new building will be constructed primarily on top of the oil tanks and include adaptive re-use of the tanks. Most of the land bridge will remain open space with a new public art garden.

The works will include:

- Site preparation:
 - Site clearing, including demolition of former substation, part of road surfaces, kerbs and traffic islands, pedestrian crossings, foot paths, retaining walls, stairs, and part of disused underground former Navy fuel bunkers;
 - Tree removal;
 - Excavation and site earthworks;
 - Remediation works;
- Construction of the new building comprising:
 - Covered public entry plaza;
 - Five building levels, including entry pavilion down to Lincoln Crescent;

- Retention of part of existing former underground Navy fuel bunker for use as gallery space and support spaces;
- Art exhibition spaces;
- Outdoor publicly accessible terraces;
- Shop and cafe;
- Multipurpose space;
- Education spaces;
- Ground level loading dock (accessed via Lincoln Crescent) with associated art handling facilities, workshops, service parking, plant, and storage areas.
- Landscaping and public domain improvements including:
 - Continuation of the east-west pedestrian link over the land bridge between the Domain and Woolloomooloo Bay, including dedicated lift structure for universal access;
 - Improved public access of the north south pedestrian link
 - Enhancement of the public open space on the land bridge to create a landscape and art connection between the two buildings
 - Hard and soft landscaping to roofs and terraces;
 - Plantings and new pathways;
 - Increased landscaped area to forecourt of existing Art Gallery building and removal of car parking
 - Relocation of selected trees to the south-eastern corner of the site;
 - Sound barrier to edge of land bridge;
 - Upgrade works to part of Art Gallery Road, Cowper Wharf Road, Mrs Macquarie's Road, and Lincoln Crescent, including new pedestrian crossings;
 - Provision of vehicle drop off points including a taxi stand, private vehicle drop off and bus/coach drop off, at Art Gallery Road;
 - Diversion, extension and augmentation of physical infrastructure and utilities as required.

1.3 PROJECT OBJECTIVES AND TARGETS

The project objectives and targets have been developed on the basis of commitments made in Richard Crookes Constructions (RCC) policies. They also support the company's improvement plans and assist with communicating RCC's expectations to the project sites.

The company's quality, safety and environmental objectives and targets are listed in the relevant plans incorporated within the PMP.

1.4 CONSTRUCTION OBJECTIVES

RCC appreciates has the following construction objectives for the delivery of the Project:

- Safety for all: Ensuring the safety of AGNSW staff, Eastern Distributor staff and users, Royal Botanical Gardens staff and users, wharf residents, construction personnel and the public during the construction phase.

- Operational continuity: Maintaining operations of the AGNSW, Eastern Distributor, Royal Botanical Gardens and neighbouring properties with minimal disruptions.
- Segregation: Maintaining construction site works and operational AGNSW and RBG areas separate.
- Minimum disruption: Mitigating all necessary and planned disruptions to AGNSW and RBG and key stakeholders.

1.5 HERITAGE LISTINGS

The AGNSW and Domain Oil Tanks are provided statutory heritage protection under the following listings:

ITEM NAME	ADDRESS	LISTING
Art Gallery of NSW Including Interiors (Many Parts)	2B Art Gallery Road, Sydney	Sydney Local Environment Plan 2012 (Item No. 11665)
Royal Botanic Gardens and Domain (includes Oil Tanks)	Farm Cove	NSW State Heritage Register (Item No. 01070)

1.6 KEY PERSONNEL & STAKEHOLDER / EMERGENCY CONTACT DETAILS

1.6.1 RCC STAFF CONTACT DETAILS:

POSITION	NAME	PHONE (W)	PHONE (M)
Project Manager – Construction	Anthony Di Cecco	02 9902 4700	0437 677 813
Communications	Belinda Luther	02 9902 4700	0437 918 147

1.6.2 EMERGENCY / STAKEHOLDER CONTACT DETAILS:

ORGANISATION	NAME	PHONE (W)	PHONE (M)
WorkCover		Hotline for incident reporting 13 10 50	
Fire Brigade/HAZMAT	Emergency	000	
Police	Emergency	000	
City of Sydney Council		(02) 9265 9333	
Environment Protection Authority (EPA)		02 9211 4723 Head Office 02 9995 5000 Parramatta	After Hours Pollution line 131 555
Heritage Office		02 9873 8500	

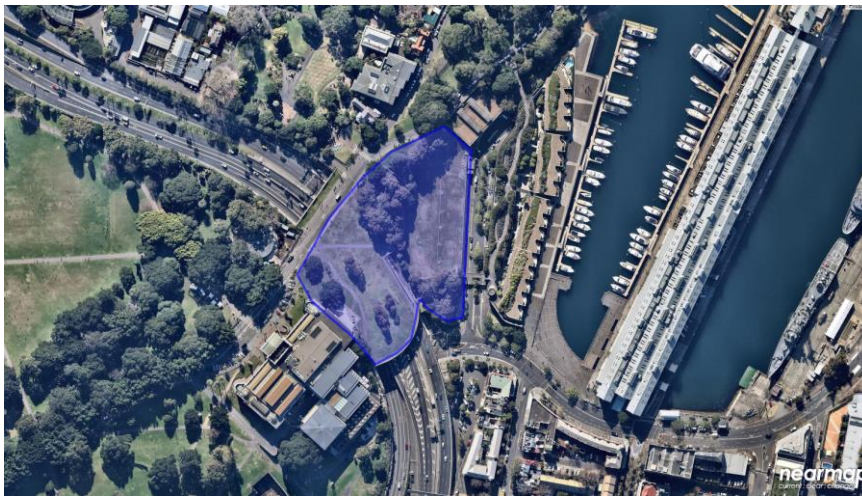
ORGANISATION	NAME	PHONE (W)	PHONE (M)
AGNSW		(02) 9225 1700	
RMS		13 22 13	
Eastern Distributor Operator - Transurban		03 8656 8900	
Royal Botanical Gardens		(02) 9231 8111	

2 CONSTRUCTION MANAGEMENT

2.1 EXISTING BUILDINGS & NEIGHBOURS

The Sydney Modern Project Site is located within close proximity of a number of existing buildings and neighbours, see below summary.

- The AGNSW;
- Royal Botanical Gardens;
- Wharf Terraces (Residential);
- Eastern Distributor;
- Domain; and
- Woolloomooloo Finger Wharf;



2.2 EXISTING UTILITIES & PROVIDERS

2.2.1 UNDERGROUND SERVICES

Before any work is undertaken which may affect underground services, underground cables or underground pipes of any kind, existing prior to the commencement of the construction contract RCC will make a written request to the relevant public authority or the owner and “Dial before you dig” of such services, cables or pipes for documents or information as to the location of such services; cables or pipes; and obtain from the Public Authority or the owner of such services, cables or pipes written confirmation, or oral but documented confirmation, of the exact position of such services, cables or pipes; and subsequently trace the location of the services, cables or pipes and indicate the location in situ.”

2.2.2 WORKS ON EXISTING SERVICES

The following shall be considered:

- Carry out all work on services, including inactive services, in accordance with the requirements of the relevant authorities;
- Protect and maintain all existing active services on or adjacent to the site;
- Relocate services if required and provide temporary services during relocation as necessary; and
- Mitigate against disruption of continuous supply of services during construction.

2.2.3 DAMAGE TO EXISTING SERVICES

In the event of damage or disruption to any services on or adjacent to the Site, the Site management Team will:

- Notify the Relevant Authorities; Cease works should the damage pose a threat to persons or property;
- Cease work in the vicinity and clear the area of people, including people in Adjacent Properties and public land as appropriate and notify the relevant emergency services;
- Not recommence works until approval has been obtained from the Relevant Authorities; and
- Provide assistance as required in connection with any such incident, involving repair, diversion, relocation, cutting, sealing or disconnection or make safe as required by the relevant authority and to maintain supply.

2.3 GEOTECHNICAL CONDITIONS

RCC has engaged Coffey Geotechnical to undertake the Geotechnical Engineering role on the project to advise on design, as well as excavation supervision and sign off rock quality and bearing capacity for the building foundations.

Coffey is also responsible for the development of a Geotechnical Excavation Monitoring Plan which identifies all monitoring required for excavation adjacent to the Eastern Distributor to ensure compliance with the Eastern Distributor Interface Deed. The monitoring plan also identifies additional investigation and rock mapping that is required during excavation to confirm rock conditions are suitable for design and that they have no adverse effect to adjacent structures.

2.4 DILAPIDATION REPORT

The building and surrounding areas have been inspected at project start up and a dilapidation report produced by an external consultant on behalf of RCC. The report together with all photographic evidence has been forwarded to the AGNSW, INSW and the PCA.

At the end of the project the dilapidation report will be reviewed for any change by the Senior Project Engineer. Any discrepancies will be reported to INSW, who will decide if any action is to be taken.

In addition, to the above dilapidation report. RCC has undertaken a heritage dilapidation report to the requirements of GML (Heritage consultant) and SSDA conditions, and a Level 3 bridge Condition report on the Eastern Distributor to the requirements of the RMS, ED Operator, and Independent Certifier.

2.5 SITE SECURITY

RCC is responsible for ensuring site security of the perimeter fencing, doors and gates and if required security patrols organised to prevent unauthorised access to the construction site especially during long weekends and Christmas Shut Down.

3 ENVIRONMENTAL MANAGEMENT

3.1 ENVIRONMENTAL MANAGEMENT PLAN

RCC has developed an Environmental Management Plan (EMP) for the Sydney Modern Project in response to Contract and SSD condition requirements, as well as RCC internal requirements and procedures. This section is aimed to provide an overview of the EMP and the sub plans that form the EMP, developed in conjunction with environmental consultants.

3.2 PURPOSE OF THE ENVIRONMENTAL MANAGEMENT PLAN

The purpose of this Environmental Management Plan is to:

- Identify the environmental issues (aspects and impacts) for this project;
- Establish, communicate & implement environmental operational controls to reduce any adverse impacts on the environment from RCC's activities, products and services.
- Implement and monitor compliance by RCC and its suppliers & subcontractors with the requirements of all relevant environmental legislation, conditions of any applicable licence, approval and permit, regulatory requirements and this EMP.
- Action any outcomes from incidents or accidents, project audits or other identified non-conformances to continually improve the RCC environmental management system.

3.3 PROJECT OBJECTIVES AND TARGETS - ENVIRONMENT

RCC's environmental objectives and targets have been listed below.

- | | |
|-------------|---|
| ENVIRONMENT | <ul style="list-style-type: none">• "O/T" Minimise impacts on the community by action community complaints within 24hrs, no repeat complaints• "O" Reduce environmental impacts by investigating, documenting and rectifying non-effective environmental controls• "O/T" Legal compliance by aiming for zero EPA/Local council cleanup notices per year• "T" 4 site walks per month documented |
|-------------|---|

3.4 ENVIRONMENTAL RISKS/ENVIRONMENTAL ASPECTS

Potential environmental obligations and risks associated with RCCs projects will be identified in the project risk workshop.

Additionally, environmental impacts associated with trades/activities will be identified using an Environmental Risk Matrix.

The Environmental Risk Matrix will be reviewed and updated as a (minimum 6 monthly) and updated. Where risks are identified as medium to high in the matrix, the impacts associated with RCC's activities, contractual requirements, DA, products and services will be deemed as "significant" and require operational controls.

Significant aspects may impact on the environment positively (eg. recycling) or negatively (eg. pollution).

The Environmental Risk Matrix will be provided to subcontractors and suppliers as part of the subcontract and supply contracts.

3.5 ENVIRONMENTAL IMPACTS AND CONTROLS

3.5.1 PROJECT ENVIRONMENTAL MANAGEMENT PLANS

Project Environmental Management Sub-Plans describe operations controls to specifically manage environmental issues. The Project Environmental Management Sub-Plans have been developed to meet the SSD requirements.

The Site Supervisor will inspect the environmental controls in accordance with these plans.

Information on hazardous materials, including each material's potential impact on the environment and measures to be taken in the event of accidental release will be managed.

3.5.2 SUPPLEMENTARY ENVIRONMENTAL PROCEDURES

Supplementary procedures required by the contract, State Significant Development Approval or deemed necessary by the Project Manager will be developed. Where required, these documents may require preparation by a special consultant.

Supplementary Management Plans required are:

- Remediation Action Plan
- Acid Sulfate Soil Management Plan
- Construction Noise and Vibration Management Plan
- Air Quality and Odour Management Plan
- Waste Management Plan
- Hazardous Materials Management Plan
- Unexpected Finds Protocol
- Asbestos Management Plan
- Construction Pedestrian Traffic Management Plan
- Community Engagement Plan
- Heritage Induction

3.6 REMEDIATION ACTION PLAN

A Remediation Action Plan has been prepared to manage previously identified contamination through the appropriate control measures for the Sydney Modern Project. This shall ensure that the site is suitable for construction of the new facility in accordance with planning guidelines and guidelines endorsed by NSW Environmental Protection Authority.

Based on currently available information, one remediation area has been identified which is estimated to cover approximately 12m x 25m. The proposed remediation comprises excavation of the contaminated soils, offsite disposal to a licensed facility and validation sampling and laboratory analysis of soils from the remedial excavation.

3.7 ACID SULFATE SOIL MANAGEMENT PLAN

An Acid Sulfate Soil Management Plan has been prepared to provide guidance on the management of Acid Sulfate Soil (ASS) including its separation from other soils, and treatment and analysis. The plan also provides guidance on dewatering, including analysis and disposal requirements.

The proposed management strategy for identified ASS on the project may involve the following:

- Establishment of a treatment pad;
- Visual assessment of excavated soils, including separation of ASS from other materials excavated on the site;
- Stockpiling of ASS at a designated treatment pad;
- Neutralisation of ASS by mixing it with lime;
- Monitoring soils to assess if neutralisation has been achieved and
- Placement of treated soils at a designated location.

3.8 CONSTRUCTION NOISE AND VIBRATION MANAGEMENT PLAN

A Construction Noise and Vibration Management Plan has been prepared to provide noise and vibration mitigations and management controls throughout the undertaking of demolition, excavation and construction activities on the site. This is to ensure there are no impacts to surrounding stakeholders, and to ensure all works are completed in accordance with the required Australia Standards and planning guidelines.

Demolition, excavation and construction works on the site will be undertaken in accordance with the hours approved and included in the Conditions of Consent. RCC's expectations in relation to noise and vibration mitigation/management shall be relayed to workers via site induction, daily coordination meetings and toolbox talks.

Activities that may cause vibration and noise above background noise levels include:

- Quick Cut Saws
- Excavation equipment, rock hammers
- Hammer drills
- Angle grinders
- Air compressors
- Generators
- Concrete Pumps

These activities will be coordinated to avoid concurrent loud activities, as well as adhering to permitted working times.

3.9 AIR QUALITY AND ODOUR MANAGEMENT PLAN

An Air Quality and Odour Management Plan has been prepared to provide guidance on the mitigation/management of potential air quality and/or odour issues associated with remediation, excavation and construction activities.

Construction works on the site will be undertaken in accordance with the procedures outlined in the above-mentioned plan. To ensure compliance to the SSD conditions of consent and Australian Standards, RCC's expectations in relation to noise and vibration mitigation/management shall be relayed to workers via site induction, daily coordination meetings and toolbox talks.

3.10 WASTE MANAGEMENT PLAN

A Construction Waste Management Plan has been prepared by RCC to outline the processes to minimise waste and provide an efficient recycle procedure for waste material. RCC's overall objective is to achieve a minimum of 80% for recycled waste (by weight) generated by the project.

All waste generated from the site will be addressed, classified and managed in accordance with the EPA's "Waste Management Classification Guidelines Part 1: Classifying Waste". During demolition and earthworks, RCC will temporary stockpile all reusable and recyclable materials in to enable sorting and classification.

3.11 HAZARDOUS MATERIALS MANAGEMENT PLAN

A Hazardous Materials Management Plan has been prepared to outline the management of hazardous materials at the site and minimise the risk of exposure to hazardous materials for all individuals in and around the site.

To accomplish this objective, this plan specifies work practices and procedures to:

- Maintain the hazardous materials in good condition;
- Ensure the implementation of control strategies;
- Monitor the condition of the hazardous materials;
- Minimise the possibility of accidental damage or exposure of personnel and others to hazardous materials; and
- Ongoing management strategies for hazardous materials at the site.

3.12 UNEXPECTED FINDS PROTOCOL

An Unexpected Finds Protocol has been prepared to outline the approach to the management of unexpected finds of contamination.

In summary, the Unexpected Finds Protocol is as follows:



All individuals involved in earthworks on site shall be informed of the procedures in the event of an unexpected find as part of the general site induction prior to the commencement of work. This shall be refreshed during toolbox meetings.

3.13 ASBESTOS MANAGEMENT PLAN

An Asbestos Management Plan has been prepared to outline the controls for the project to ensure that Asbestos Containing Material (ACM) found on site are not damaged nor deteriorated to such an extent that individuals on site are unnecessarily exposed to airborne asbestos fibres.

All individuals shall be inducted to the site prior to the commencement of work. During this induction process they shall be informed on the site-specific ACM issues on the Project, and the appropriate procedures in the event of an incident. RCC shall also relay our expectations in relation to safe working and hazard/incident identification and reporting.

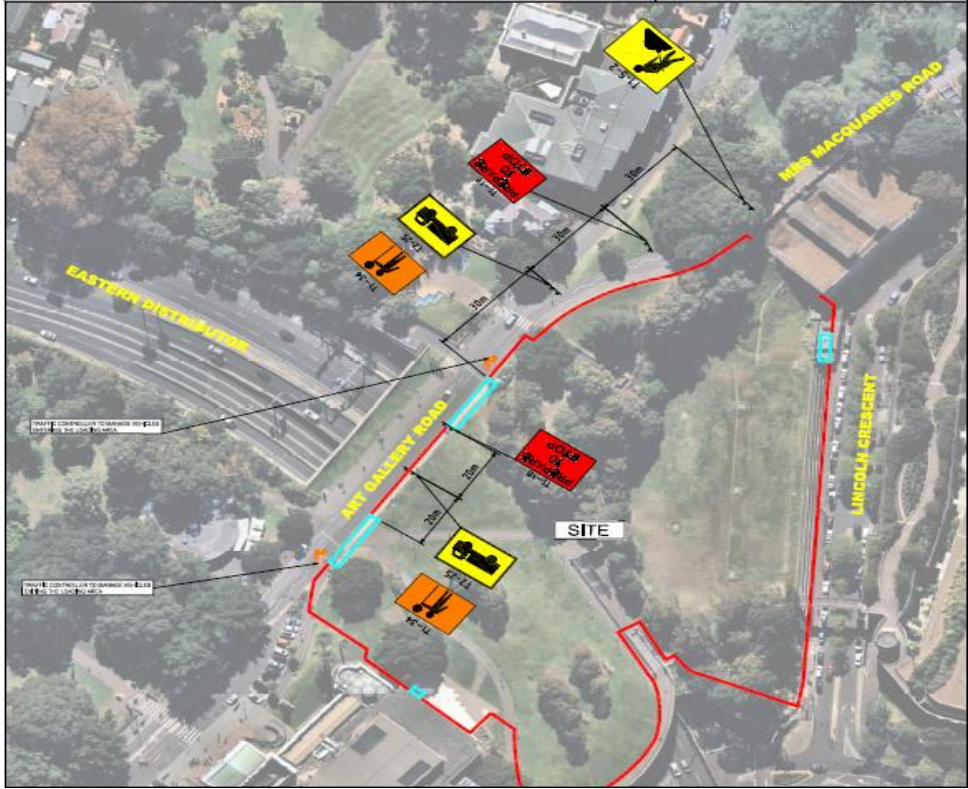
3.14 CONSTRUCTION PEDESTRIAN TRAFFIC MANAGEMENT PLAN

A Construction Pedestrian Management Plan has been prepared to outline management controls for pedestrian/construction vehicle access in and around the project throughout the duration of construction.

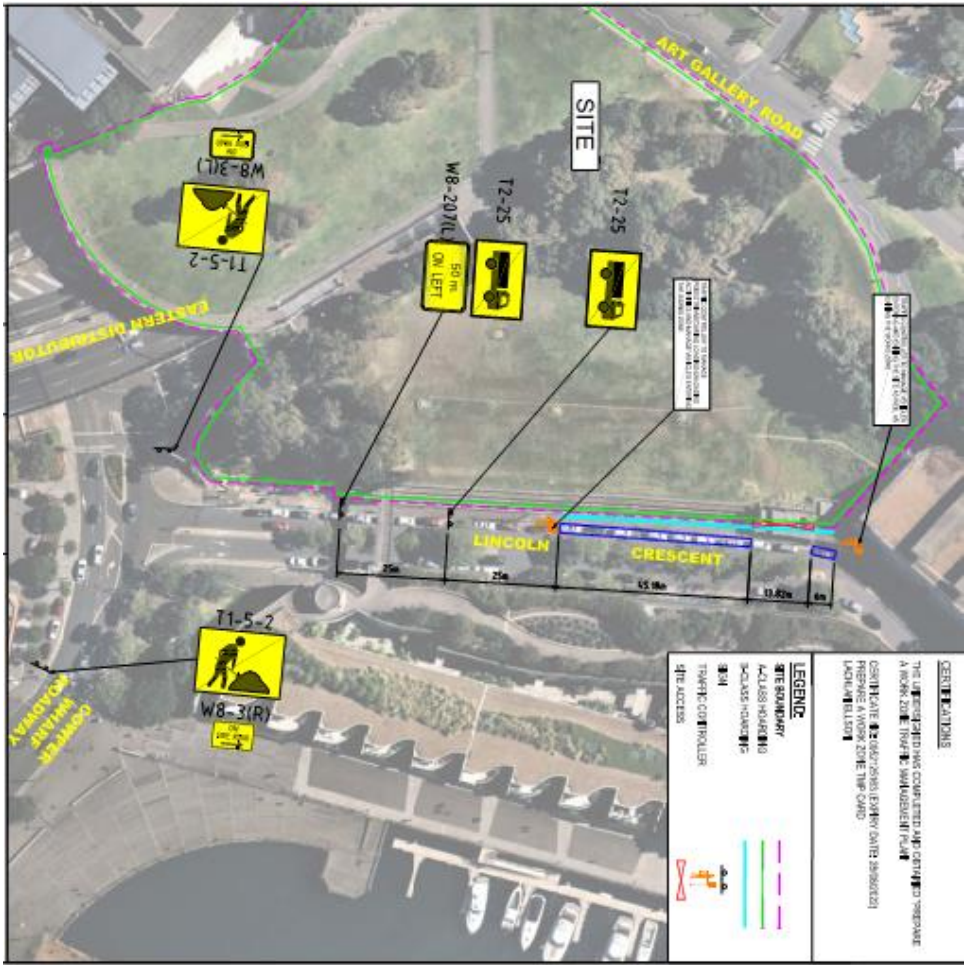
3.14.1 TRAFFIC MANAGEMENT

Construction vehicle access movements will occur at the southern edge of Mrs Macquaries Rd and the western edge of Lincoln Crescent. Deliveries will be coordinated to ensure minimal impact to traffic along Art Gallery Road and Lincoln Crescent.

TRAFFIC MANAGEMENT - ART GALLERY ROAD & MRS MACQUARIES ROAD



TRAFFIC MANAGEMENT - LINCOLN CRESCENT



All vehicles associated with the site shall be parked within the site – all site staff related to the works shall be encouraged to use public transport or will be instructed to park in a designated off-street area.

3.14.2 PEDESTRIAN MANAGEMENT

Access to the site will only be possible via security-controlled gates. All personnel entering the site will be required to undertake an induction program prior to undertaking any works on site.

Pedestrian activities will be removed from the construction area by the erected site fencing which is comprised of A-Class hoarding around site boundaries. Class B hoarding will be provided on the footpath along the western side of Lincoln Crescent where hoisting of materials from the works zone is required, to ensure safe pedestrian passage past the site.

Accredited traffic controllers will be present at site accesses to manage pedestrian movements.

3.15 COMMUNITY ENGAGEMENT PLAN

A Community Consultation and Engagement Plan has been prepared by RCC to detail our approach to informing and engaging with the community in relation to potential design and construction impacts. It serves to describe our approach to addressing community interests and issues.

3.16 HERITAGE INDUCTION

A Heritage Induction has been prepared to outline the appropriate process in the event of a heritage/archaeological find on the site.

In summary, the appropriate approach is as follows:

1. Stop work immediately in the area of the suspected finds and ensure that no further work or disturbance occurs. Work can continue in other areas of the site.
2. Contact the appointed archaeologists for the project to inspect the remains.
3. The archaeologist will visit the site and record the finds. Work cannot recommence in that area until sign-off has been given by the archaeologist.
4. If the suspected items are Aboriginal objects, the Office of Environment and Heritage (OEH) must be notified.
5. In the unlikely event that human remains were to be discovered at any time during the works, works must cease immediately in the surrounding area. The findings would need to be reported immediately to the New South Wales Coroner's Office and/or the New South Wales Police.

All individuals involved in earthworks on site shall be informed of the procedures in the event of a heritage/archaeological find as part of the general site induction prior to the commencement of work. This shall be refreshed during toolbox meetings.

4 WHS MANAGEMENT

4.1 WHS MANAGEMENT PLAN

RCC has developed detailed and site-specific WHS Management Plan (WMP) for the Sydney Modern Project in response to Contract and legislative requirements, as well as RCC internal requirements and procedures.

This section reflects our WHS duties and demonstrates our 'due diligence' that is as far as reasonably practicable under the applicable WHS and associated legislation.

4.1.1 WHS POLICY

A copy of the company WH&S Policy will be displayed in a prominent position Project office, Induction room, notice board for reference purposes for site personnel.

4.1.2 WHS MANAGEMENT SYSTEMS

In summary, the framework to manage WHS for the project (as documented in the WMP) includes the following:

- Roles and Responsibilities;
- Project Objectives and Targets in Relation to WHS;
- Legislative Compliance;
- Hazard Identification and Risk Assessment;
- Commencement on Site;
- Safe Work Method Statements (SWMS);
- Manual Handling and Occupational Overuse Syndrome;
- Inspections;
- Temporary Support Structures;
- Work at Heights;
- Hot Works;
- Confined Spaces;
- Excavation and Ground Breaking;
- Working Near High Voltage Overhead Cables;
- Hazardous Substances;
- Health Surveillance;
- Consultation;
- Industry and Incident Management;
- Non-Conformance, Corrective and Preventative Actions;
- Emergency Management;
- Traffic Management; and
- Inclement Weather.

Throughout the Project, a WHS Advisor shall be appointed to oversee the execution of all processes and controls in relation to WHS matters.

All individuals shall be inducted to the site prior to the commencement of work. During this induction process they shall be informed on the site-specific hazards on the Project, and the appropriate procedures in the event of an incident. RCC shall also relay our expectations in relation to safe working and hazard/incident identification and reporting.

4.2 PROJECT OBJECTIVES AND TARGETS - WH&S

RCC's WHS objectives and targets have been listed below.

- | | |
|------|--|
| WH&S | <ul style="list-style-type: none">• "T" Lost time injury frequency rate (LTIFR) < 4 FOR 2019-2020 FY.• "T" Total recordable injury frequency (TRIFR) <15 FOR 2019-2020 FY.• "O" Promote communications and consultation by Project Managers involvement in site safety committee meetings/site inspections.• "O" Project team to be involved in Return to Work programs for injured RCC employees.• "T" 4 site walks per month documented.• "T" 4 F40.4 SWMS monitoring per month documented.• "T" 1 risk assessment with site toolbox to discuss monthly.• "T" Monthly stats completed date due. |
|------|--|

5 QUALITY

5.1 QUALITY MANAGEMENT PLAN

RCC has developed an in-depth Quality Management Plan (QMP) for the Sydney Modern Project in response to Contract, as well as RCC internal requirements and procedures. This section is aimed to provide an overview of the QMP.

For the project, RCC shall implement a structured approach to the management of quality. This shall extend from document management to effective communication e.g. project meetings, through to project documentation and site audits, and the selective procurement of products and services.

5.1.1 QUALITY POLICY

A copy of the company Quality Policy will be displayed in a prominent position Project office, Induction room, notice board for reference purposes for site personnel.

5.1.2 QUALITY MANAGEMENT SYSTEM

The RCC Management System has several levels of documentation:

- Management System Overview documents–Quality, Environment and Work Health & Safety;
- Policies are displayed on site;
- Procedures and forms;
- Project Management Plan;
- Project Specific Documentation where applicable will be kept electronically; and
- Other data repositories

In summary, the framework to manage quality for the project (as documented in the QMP) includes the following:

- Management System Documentation;
- Project Objectives and Targets;
- Document and Data Control;
- Meetings;
- Inspection Methodology;
- Products and Services;
- Asset Register;
- Calibration;
- Non Conformance, Corrective and Preventative Action;
- Defects; and
- Project Audits.

5.2 PROJECT OBJECTIVES AND TARGETS - QUALITY

RCC's quality objectives and targets have been listed below.

- QUALITY
- "O&T" Reduce levels of non-conformance by lessons learnt/defects seminars and inclusion of activities such as waterproofing, render and tiling in ITPs & in-process inspections, Quality Alerts, etc. on a monthly basis.
 - "T" Increase customer satisfaction with improved surveys (i.e. CPR scores) over project duration with aim of >80%.
 - "T" Close out raised Non-conformances within 7 days of being raised or as per the agreed date.
 - "T" Close out raised Defects within 7 days of being raised or as per the agreed date.

6 COMMUNICATION AND CONSULTATION STRATEGY

6.1 COMMUNITY AND STAKEHOLDER STRATEGY

The Sydney Modern Project Community and Stakeholder Strategy will keep directly affected neighbours, residents, property and business owners, government departments and agencies, interested stakeholders and the broader community informed about the progress of the construction of the Sydney Modern Project through relevant communication channels.

There are multiple avenues available for the community to seek further information, ask questions or voice issues related to the project, where relevant.

The objectives of the Sydney Modern Project Community and Stakeholder strategy are to:

Promote informed dialogue with stakeholders and the community

1. Proactively identify and manage project issues in a transparent way
2. Enhance stakeholder relationships, particularly among neighbours and relevant authorities
3. Manage stakeholder and community expectations
4. Ensure that communication is distributed broadly and on time to keep stakeholders well informed
5. Meet the requirements of the development consent conditions for the project.

6.2 COMMUNITY INFORMATION SESSIONS

Wednesday 27 November 2019, 4pm to 7pm

RCC, AGNSW and iNSW invited the community to attend a drop-in session where attendees had the opportunity to meet the team delivering the Sydney Modern Project and ask questions about the construction.

The session was an informal event where community members could drop-in at any time. There were no formal presentations.

Wednesday 11 December 2019, 4:30pm to 6:30pm

RCC, AGNSW and iNSW invited the Royal Botanical Gardens Friends & Foundation to attend a drop-in session with the same format as 27 November Community Session.

6.3 ONGOING CONTACT POINTS:

Enquiries about the Sydney Modern Project can be made to:

Project 1800-line

- 1800 717 705

Project email

- smp@richardcrookes.com.au

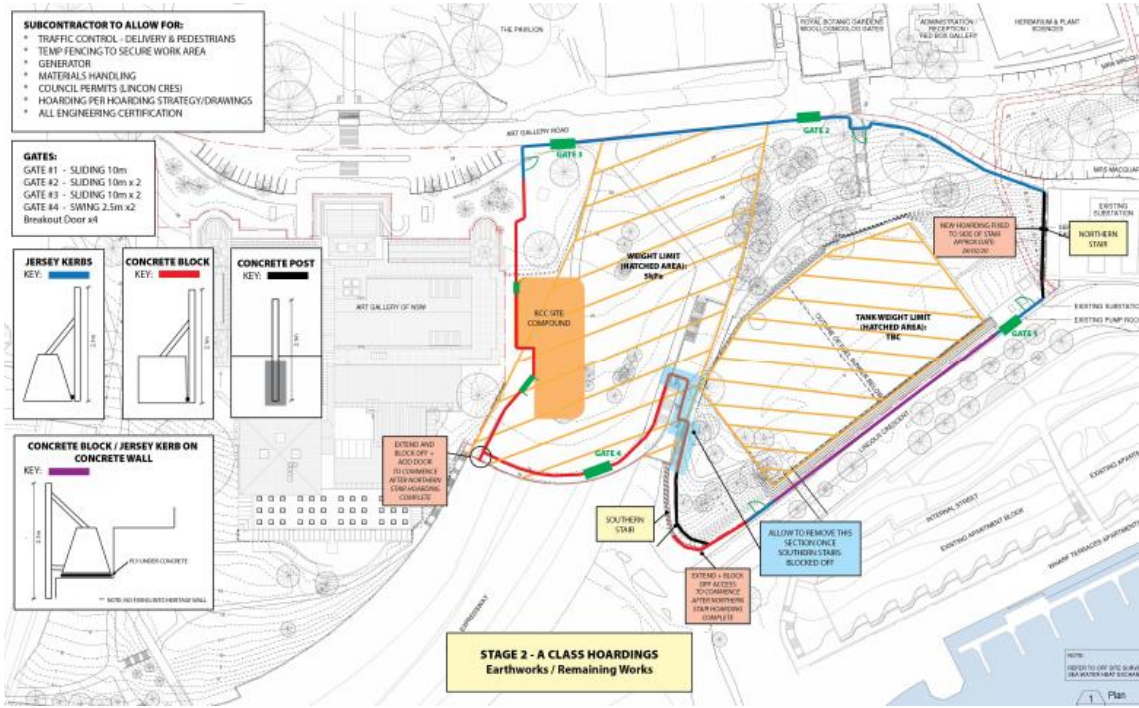
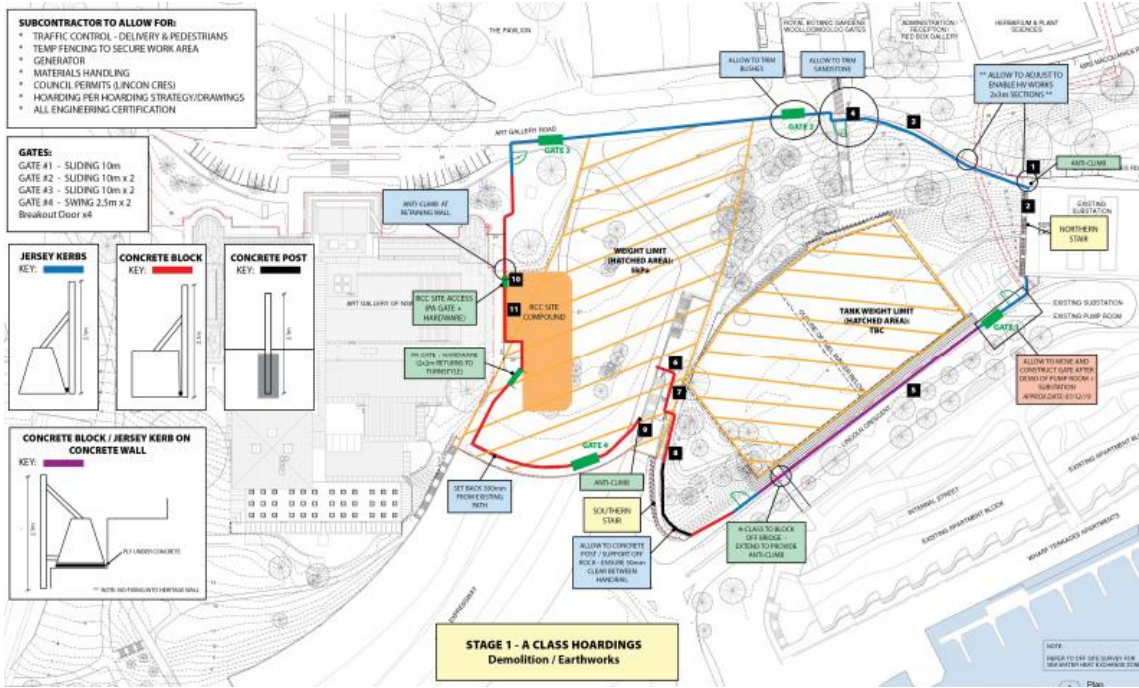
Postal Address

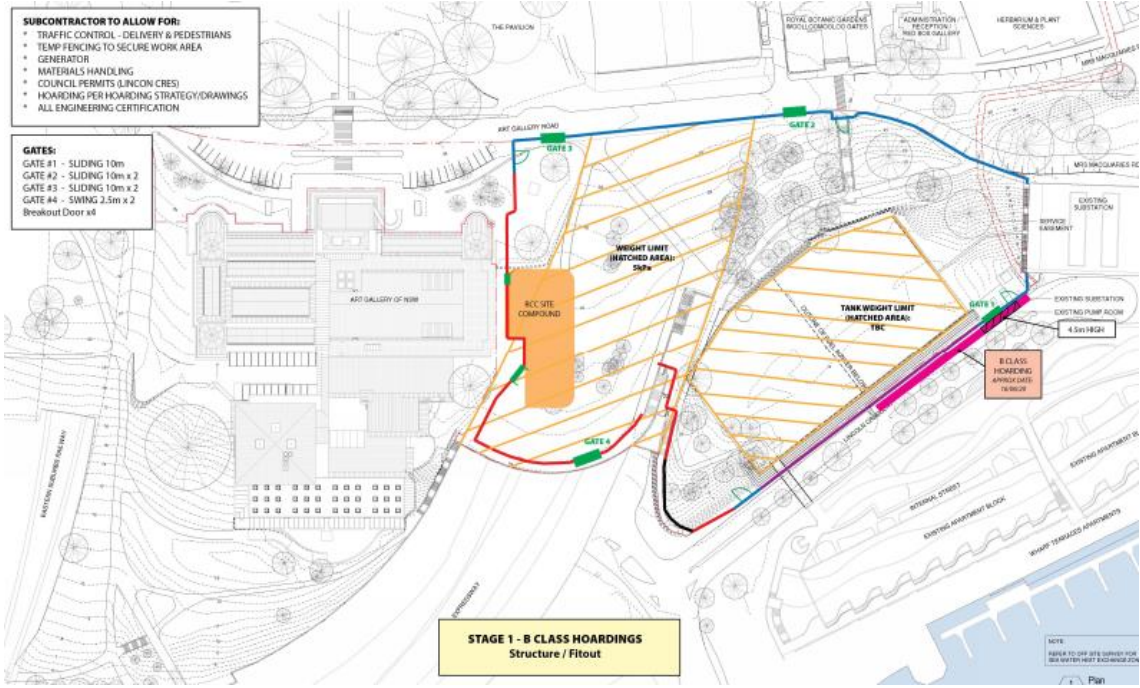
- c/: Richard Crookes Constructions, Sydney Modern Project Team, Art Gallery of New South Wales, Art Gallery Road, The Domain, Sydney NSW 2000.
- In addition to the above, stakeholders will be able to enquire about the project via the 'Contact the Gallery' portal on the Gallery's website (www.artgallery.nsw.gov.au/about-us/contact-the-gallery/), with the option of selecting "Sydney Modern Project" under area of enquiry.

7 SITE ESTABLISHMENT

The below represents a summary of RCC's Site Establishment. RCC will continue to review the requirements of site and amend planning to suit construction activities and other constraints imposed.

7.1 SITE ACCESS AND HOARDING PLAN





7.2 CLASS A HOARDING - EXAMPLE

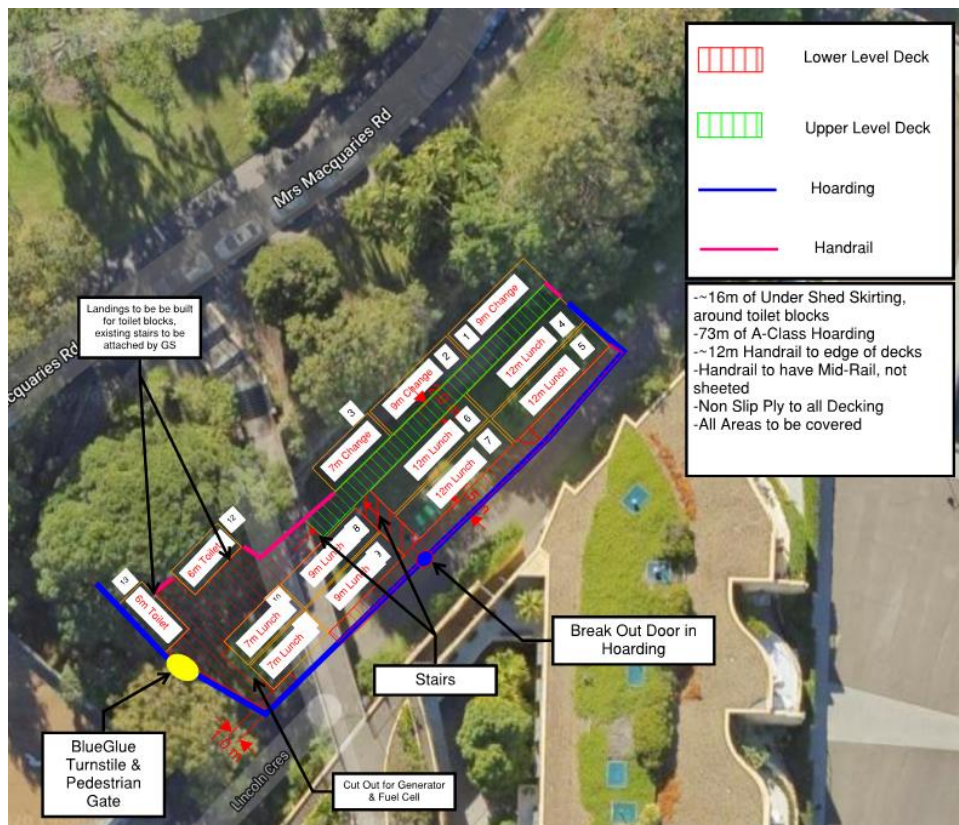


7.3 SITE COMPOUND AND ACCOMMODATION

RCC has established a main site accommodation on the South Western area of the existing land bridge, as well as external to the main site at the Northern end of Lincoln Crescent on Royal Botanic Gardens Land due to COVID19 Restrictions, see below.

Temporary site facilities include Site Offices to be used by the Principal and RCC (including meeting rooms), WHS/First Aid Facility and general site amenities as per industry requirements.

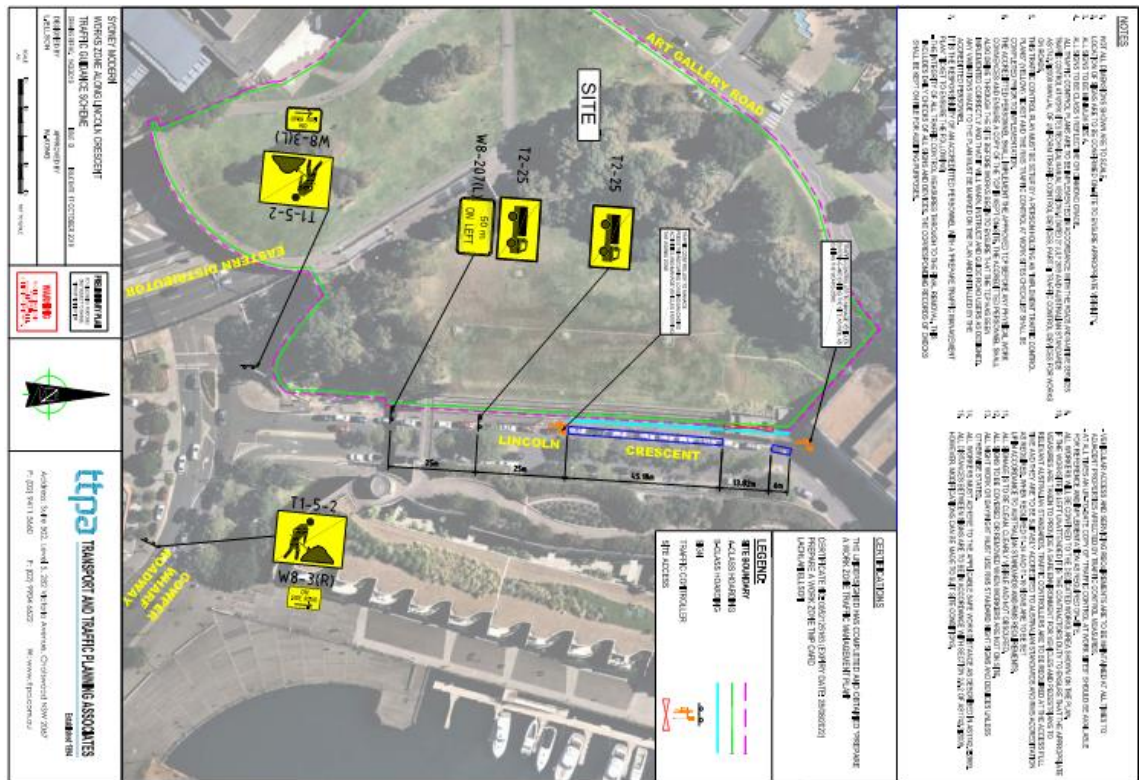
Temporary site amenities will be maintained as required to ensure safe and hygienic facilities are provided to all resources. Maintenance will be undertaken by a suitable facilities cleaning company.



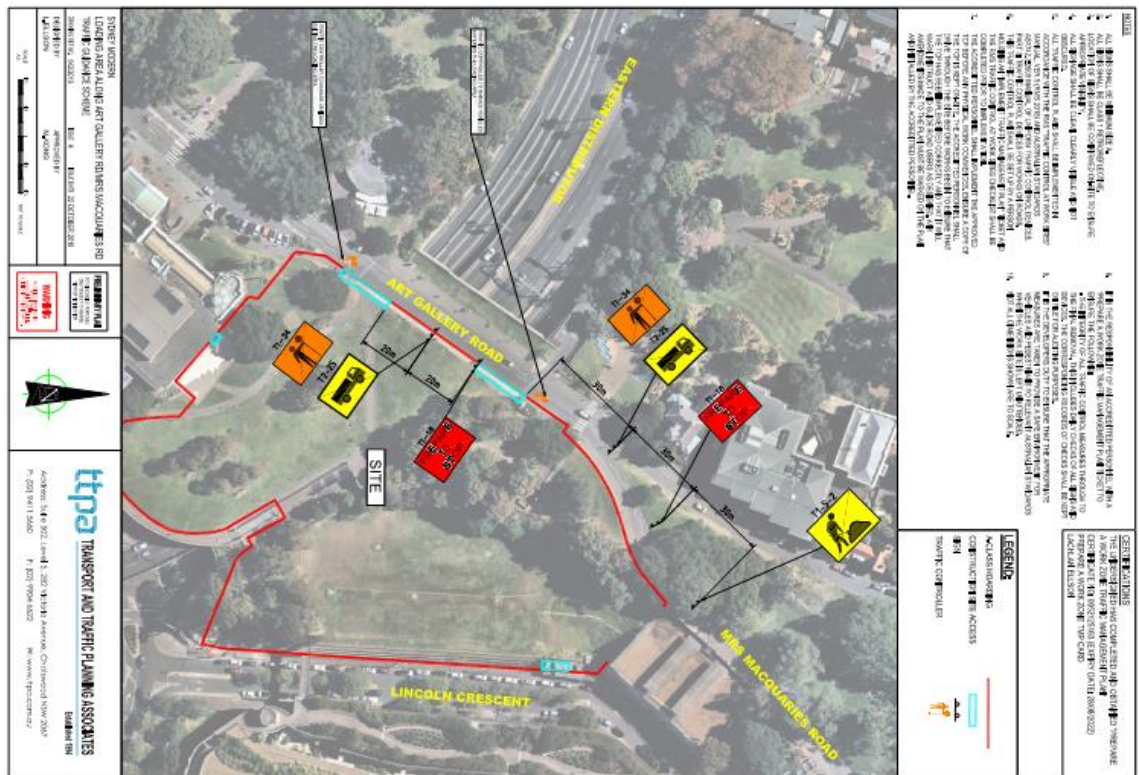
7.4 TEMPORARY POWER AND SERVICES

In order to provide the site with appropriate services requirements, temporary services and power will be required. Reticulated power and lighting installations will comply according to the requirements of the WH&S Regulations, Electricity Supply Authority and the Code of Practice for Temporary Electrical Installations on Building and Construction Sites.

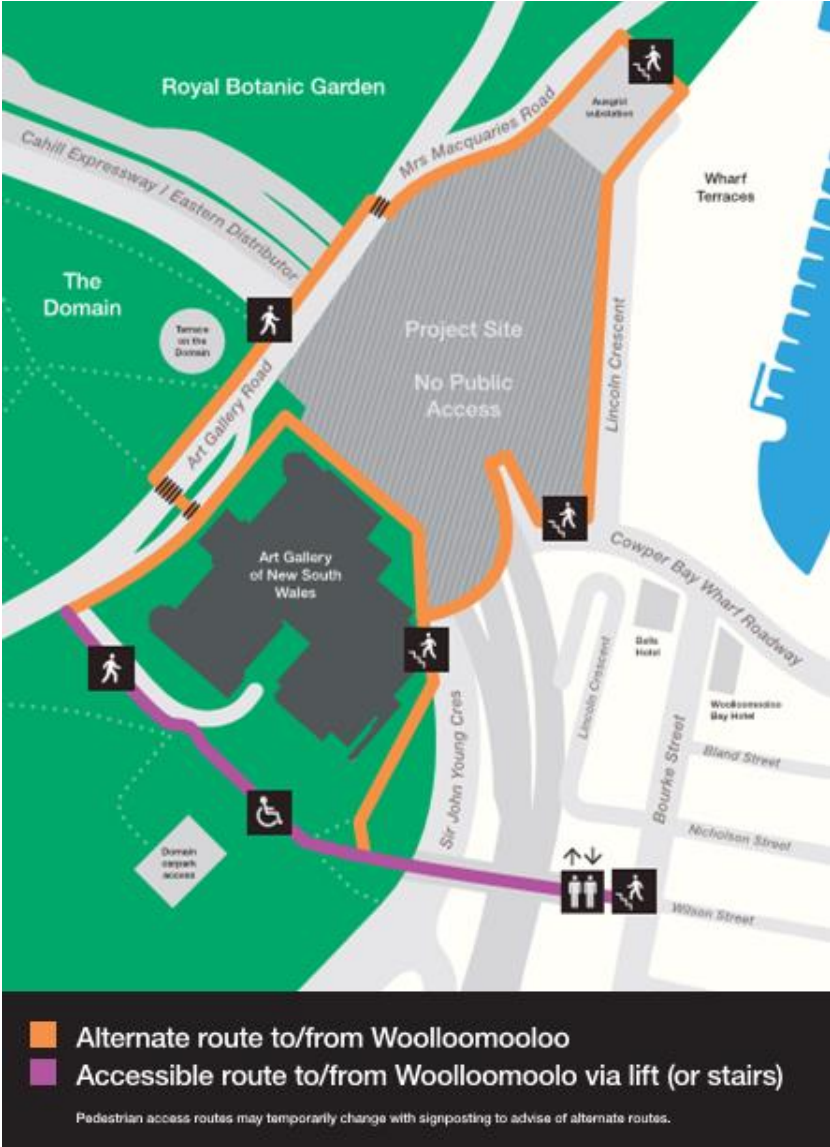
7.5 TRAFFIC MANAGEMENT - LINCOLN CRESCENT



7.6 TRAFFIC MANAGEMENT - ART GALLERY ROAD



7.7 PEDESTRIAN MANAGEMENT – DEMOLITION, EARTHWORKS & INITIAL STRUCTURE: APPROX OCTOBER 2019 – NOVEMBER 2020



7.8 PEDESTRIAN MANAGEMENT – REMAINING WORKS: APPROX
NOVEMBER 2020 – EARLY 2022



8 CONSTRUCTION METHODOLOGY

The construction phase of the Sydney Modern Project is expected to progress as follows (in summary):

1. Delivery of site accommodation and temporary connection to existing services.
2. Removal and relocation of existing trees.
3. Demolition of existing structures and finishes.
4. Relocation and make redundant existing services.
5. Archaeologist to be present for initial excavation of these areas.
6. Construct ground retention systems.
7. Bulk excavation and detailed excavation.
8. Construction of Substructure Elements and In Ground Services.
9. Construction of superstructure concrete and steel framed Elements.
10. Installation of Façade Elements.
11. Services rough in and internal walls
12. Internal finishes and fit off.
13. External Works
14. Testing and Commissioning
15. Demobilisation of temporary accommodation and make good.



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