

Cardinal Freeman Village Construction Management Plan Concept & Project Modification Application October 2012

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1.0 PURPOSE, DOCUMENT CONTROL & DISTRIBUTION

1.1 Purpose

Stockland Development Pty Limited ('Stockland') owns Aevum Limited ('Aevum'). Aevum owns Cardinal Freeman Village which is located at Victoria Street, Ashfield ('the Village').

Stockland is seeking approval on behalf of Aevum of an Application under section 75W of Part 3A of the Environmental Planning and Assessment Act 1979 ('the Act') to modify Concept Approval MP 08_0245 and Project Approval MP 08_0260 each dated 20 January 2011 that relate to the Village. The proposed modifications are set out in detail in the documents accompanying the Application including this Construction Management Plan ('CMP').

This CMP has been prepared by epm Projects Pty Ltd ('EPM'), who is engaged by Stockland as its Project Manager to manage the delivery of the Project, to accompany the Modification Application, and sets out the way in which Stockland and EPM will manage the construction of the Project in an endeavour to minimise the impact of construction activities on the environment, the Village Residents and the public.

1.2 Amendments, Control & Distribution

EPM holds the master copy of the CMP and is responsible to amend the CMP during the course of the Project. EPM will control distribution of the CMP as follows:

Organisation	Functional Role	Form	
Stockland	 Development Manager 	Electronic	
Cardinal Freeman Village	 Chair, Residents Committee 	 Electronic, Bound 	
Vic Lilli & Partners	Principal Certifying Authority	 Electronic 	
Allen Jack + Cottier	 Village Green Project Architect 	 Electronic 	
TBA	Principal Contractor Stage 1	 Electronic 	

Distribution of this Construction Management Plan beyond the organisations of the controlled recipients is only permitted with the prior approval of Stockland.

1.3 Approval

This Construction Management Plan has been approved by Stockland.

Calum Ross

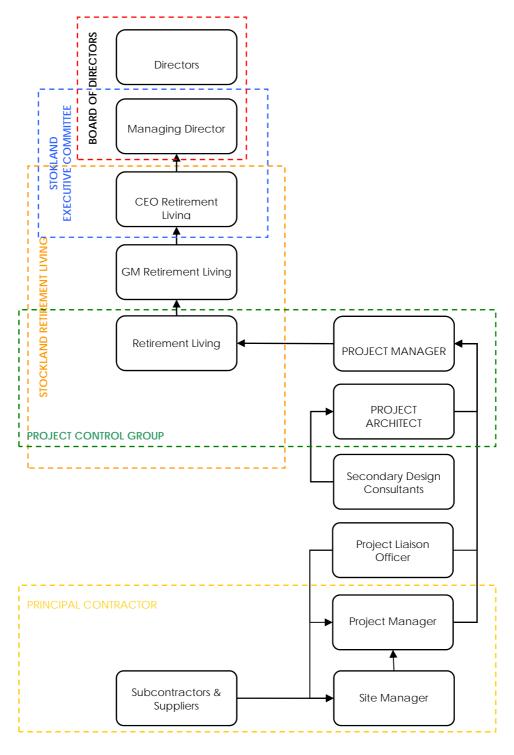
Stockland Development Limited Development Manager Retirement Living

2.0 PROJECT DESCRIPTION

The Project involves the redevelopment of the Village including construction of a new 133 bed Residential Aged Care Facility ('RACF'), construction of approximately 240 new Independent Living Units ('ILU') including underground carparking, construction of a generous open landscaped space, construction of new community facilities, and preservation of historic buildings at the Village. The Project is set out in detail in the documents accompanying the Application.

3.0 PROJECT GOVERNANCE

The following diagram sets out the governance regime that Stockland has established for the Project.



4.0 PROJECT PLANNING AND DELIVERY

The single most important consideration in planning the delivery of the Project has been to minimise the impact of construction activities on the Village Residents. Stockland has been working with the Village Residents to develop a comprehensive communications and management strategy to ensure impacts are minimised wherever possible and appropriately managed. Stockland has been meeting with the Village Residents Committee on a regular basis to invite feedback about design and other aspects of the Project. In particular, Stockland has committed to working with residents in an endeavour to minimise the impact of construction activities on their daily lives.

Stockland has developed a strategy that will enable current standards of care to be maintained while progressively improving the quality of care facilities by adopting the following principles:

4.1 Consultation & Communication

Stockland has consulted extensively with Village Residents in the course of preparing the Application in an endeavour to:

- give every opportunity to the residents to understand the way in which development might affect them and to express their views and concerns about this; and
- to give Stockland every opportunity to undertake development in a way that responds to the concerns and feedback of the Village Residents and minimises the impacts on them.

Stockland intends to continue this consultative approach throughout the course of planning and executing the Project. Consultation with Village Residents during the course of construction will include:

Project Liaison Officer

Stockland would appoint a Project Liaison Officer that would be available during nominated business hours by phone and where appropriate in person to liaise and meet with Village Residents to discuss the Project. The Project Liaison Officer would communicate within Stockland the issues that are raised by the Village Residents and maintain communication with the residents about the issue until a satisfactory resolution can be agreed upon.

Resident Update Circulars

These circulars would take the form of a 'flyer' delivered by Stockland to Village Residents on a monthly basis. This would set out key construction activities in the coming month that might affect Village Residents and the ways in which these activities would be managed by Stockland including alternative arrangements for facilities that might also be affected by construction.

Project Webpage

Stockland would include a page on its website that is accessible by Village Residents that contains the most current information about the Project, key contact information, and access to the Complaints Register (Item 12 of this CMP).

Resident Meetings

Stockland would conduct meetings with residents of each Independent Living Unit ('ILU') Apartment Building prior to finalising the methodology for construction work that could affect residents, and prior to commencing construction work. This would enable residents and Stockland to work together to identify and manage issues in a way that minimises the impacts on residents and the operations of Stockland.

1800 Project Information Hotline

Stockland would establish a free-call 1800 'hotline' as another means by which residents can make enquiries and register complaints with Stockland about any aspect of the Project. Complaints would be managed in accordance with the Complaints Management Procedure set out in Item 12 of this CMP.

Village Resident Committee Meetings

Upon invitation, the Project Liaison Officer would attend meetings of the Village Residents Committee to discuss the Project including key upcoming construction activities and the ways in which these activities will be managed by Stockland. Stockland would address issues of concern raised by the Committee.

4.2 Maintaining Care Standards & Facilities

Stockland has planned the execution of the Project in order to maintain the continuity and current standard of services and facilities throughout the course of the Project. In certain cases, this will necessitate the construction of temporary facilities including:

- Village Administration Office
- Café
- Activities Centre
- Roads, Footpaths & Walkways

This CMP goes on to explain the way in which temporary facilities are to be incorporated into the staging of the Project.

4.3 Project Staging

Stockland intends to deliver the Project through two stages as follows:

Stage 1 - Care Precinct & Village Green Precinct

This is the part of the Project for which approval to construct was granted through MP 08_0260 Project Approval.

Stage 2 – Victoria Precinct

This is the part of the Project for which Stockland will lodge a separate Development Application under Part 4 of the Act at a later date.

Refer to **Figure 1** on the following page that illustrates the approved staging. Stage 2 will not commence before 12 months after the completion of Stage 1.

This CMP addresses Stage 1 only while a separate Construction Management Plan will be included the Development Application for Stage 2.

4.4 Project Milestones & Timeline

Stage 1 will be constructed in the following order of priority:

- RACF
- Buildings 2 & 3
- Building 1
- Building 4 and Village Green

An indicative timeline for the construction of Stage 1 forms **Attachment 1** to this CMP. This will be reviewed during the course of the Project when the Principal Contractor has been appointed, and Stockland will communicate and discuss any changes with the Village Residents.

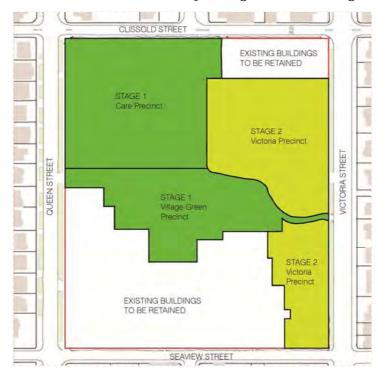


Figure 1 - Project Staging

4.5 Sequence of Construction Works

The proposed sequence of construction work associated with Stage 1 is as follows:

A. Demolish Old Nursing Home & Building F – Upon the old Nursing Home and Building F becoming vacant, a hoarding would be erected around these buildings and the buildings demolished.



Figure 2 - Demolish Old Nursing Home & Building F

During this time, pedestrian and vehicular access along Victoria Lane and access to the existing Café, Activities Centre and Village Administration would be unaffected, and pedestrian access between Clissold Street and Victoria Lane (to the east of Apartment Buildings C and D) would be maintained in its current form.

The extent of this work is designated **A** in the diagram in **Figure 2**.

Refer to Section 6 of this Plan for more details of the measures that will be adopted to manage the impacts of this work. B. Construct New RACF & Apartment Buildings 2 & 3 – The 12 Apartments on the north of the existing Serviced Self Care Building ('SCC') would be progressively vacated by the commencement of construction in early 2014 (refer to the Resident Relocation Plan at Appendix A in Section 4.5(B) of the Environmental Assessment for further details).

This part of the SCC would then be permanently closed and secured from the rest of the SCC. This would in turn allow the portion of the northern part of the SCC that impinges of the new RACF to be removed without affecting the remainder of the SSC.

The extent of this work is designated **B** in the diagram in **Figure 3**.

Refer to Section 6 of this Plan for more details of the measures that will be adopted to manage the impacts of this work.



Figure 3 - Construct New RACF & Apartment Buildings 2 & 3

C. Construct Clissold Lane – In order to minimise the impact of construction of Clissold Lane on the residents of Apartment Buildings A, B, C and D, the construction of Clissold Lane (between Victoria Lane and Clissold Street) would be held back as late as possible, timed so that it completes concurrent with the new RACF and Apartment Buildings 2 and 3.



This new road will serve as the main pedestrian and vehicular access through the Village while Buildings 1 and 4 are under construction.

The extent of this work is designated **C** in the diagram in **Figure 4**.

Refer to Section 6 of this Plan for more details of the measures that will be adopted to manage the impacts of this work.

Figure 4 - Construct Clissold Lane

D. Upgrade Accessible Pathways – During the construction of the new RACF and Apartment Buildings 2 and 3, the existing pedestrian paths connecting the Chapel to Queen Street via Victoria Lane would be progressively upgraded to comply with relevant Australian Standards.

The sequencing of this work is set out in detail in the diagrams attached to this CMP and has been planned so that convenient access for Village Residents, Staff, Service Trades and Visitors is maintained at all times.

The extent of this work is in the diagram in Figure 5.

Refer to Section 6 of this Plan for more details of the measures that will be adopted to manage the impacts of this work.

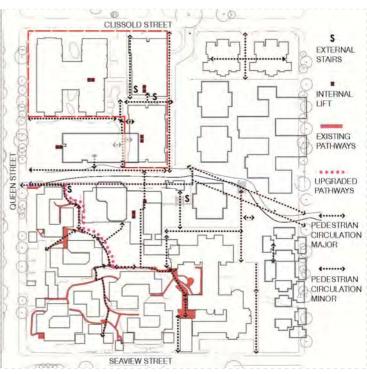


Figure 5 - Upgrade Accessible Pathways

E. Refurbish Chapel Undercroft, Relocate Café, Activities Centre & Village Administration – On completion of the upgrade of the abovementioned pathways, the Chapel Undercroft would be refurbished and converted to the Village Café.



Figure 6 - Refurbish Chapel Undercroft

This work would be timed so that it completes concurrent with the new RACF and Apartment Buildings 2 and 3. On completion of the refurbishment work, the Café would be relocated to the Chapel Undercroft. At the same time, the Activities Centre would be relocated to Glentworth House and the Lodge. The Village Administration would also be relocated to the Lodge.

The extent of this work is designated **D** in the diagram in **Figure 6**.

Refer to Section 6 of this Plan for more details of the measures that will be adopted to manage the impacts of this work. At this point in the Project, the new RACF would be opened along with Buildings 2 and 3, as well as the new Café. Lodge residents would be moved to the newly completed RACF while the Activities Centre would commence to operate in Glentworth House and the Lodge. The Village Administration would commence to operate in the Lodge. The SCC would be closed with residents relocating to the RACF or the Lodge. Current levels of service would be maintained.

The diagrams below show the Village before and after completion of this part of the Project.

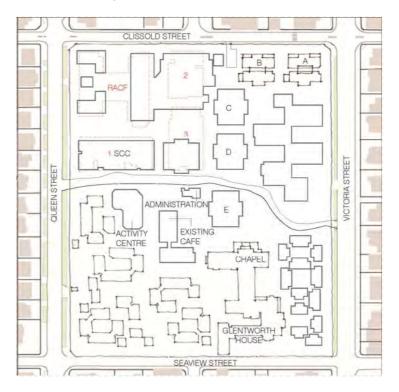
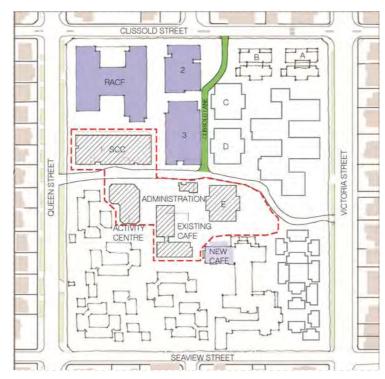


Figure 7 - Pre-Development



Figure 8 - Post- Development

F. Demolish SCC, Activities Centre, Administration, Café & Building E – Hoarding would be erected around these buildings and the buildings demolished.



During this time, vehicular access for Village Residents, Staff, Service Trades and Visitors to and around the Village would be via the existing entry off Victoria Avenue and along the new Clissold Lane that exists onto Clissold Street. Pedestrian access to the new Café in the Chapel Undercroft, Activities Centre in Glentworth House and the Lodge and the Village Administration in the Lodge would be unaffected.

The extent of this work is designated in the diagram in Figure 9.

Refer to Section 6 of this Plan for more details of the measures that will be adopted to manage the impacts of this work.

Figure 9 - Demolish SCC, Activities Centre, Administration, Café & Building E

G. Construct Buildings 1 & 4 and Village Green – The construction of Buildings 1 and 4 including the new Activities Centre, Village Administration, Gymnasium, Hydrotherapy Centre and Village Green would be undertaken at the same time.

During this time, vehicular and pedestrian access to and around the Village for Village Residents, Staff, Service Trades and Visitors would remain unchanged from that described above.

The extent of this work is designated in the diagram in Figure 10.

Refer to Section 6 of this Plan for more details of the measures that will be adopted to manage the impacts of this work.

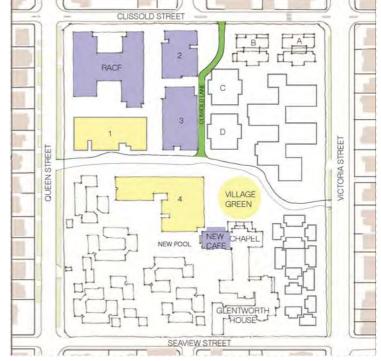


Figure 10 - Construct Buildings 1 & 4 and Village Green

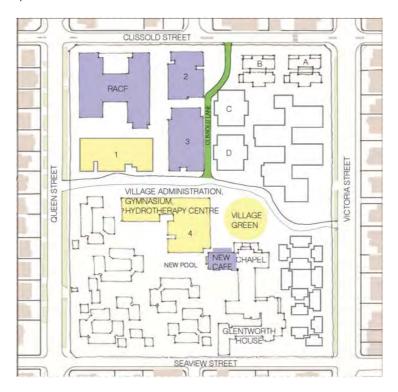
At this point in the Project, Buildings 1 and 4, as well as the new Village Administration, Hair Salon and Consulting Rooms, Gymnasium, Hydrotherapy Centre and Village Green would be complete and opened.

The diagrams below show the Village before and after completion of this part of the Project.

Figure 11 - Pre-Development



Figure 12 - Post Development



Section 6 of this CMP includes diagrams that show the location of temporary fences, pedestrian accessible walkways, hoardings, visitor and resident parking, access for emergency services, and access for construction vehicles and vehicles servicing the Village during each phase of Stage 1 of the Project.

5.0 HOURS OF WORK

Stockland is satisfied that the measures set out in this CMP will enable construction activities associated with the Project to be conducted during the hours set out at Item D7 of Part D of Schedule 2 of the Project Approval MP 08_0260 ('the Working Hours') with minimal impact on the environment, the Village Residents and neighbouring properties.

During exceptional circumstances, construction work may need to extend beyond the Working Hours. Where exceptional circumstances require an extension of the Working Hours, the Principal Contractor will obtain an 'Out of Hours' Work Permit from Ashfield Council. Such exceptional circumstances would typically arise out of concrete pours, erection of structural steel and the like. In these circumstances, the Village Residents, will be notified by Stockland as early as possible.

6.0 SAFETY AND SECURITY

6.1 Emergency Evacuation and Assembly

Prior to commencement and construction work associated with the Project, Stockland will consult with its fire safety engineer and develop and implement an Interim Emergency Evacuation Plan for the Site. Stockland staff, the Village Residents and workmen will be inducted into the Interim Emergency Evacuation Plan.

During the course of the Project, discrete activities or phases of the Project may require the Interim Emergency Evacuation Plan to be modified. Stockland will consult with its fire safety engineer to regularly review and revise the plan as necessary to reflect the changing circumstances on the Village and to refresh inductions of staff, the Village Residents and Service Trades into the revised Interim Emergency Evacuation Plan.

6.2 Temporary Fences, Walkways, Vehicular Access & Parking

The Principal Contractor will install and maintain temporary fences and hoardings as is necessary to comply with his obligations under the Occupational Health & Safety Act and Regulations and to facilitate the objectives of Stockland to minimise the impact of construction on the Village Residents. The extent of temporary fences, temporary accommodation for workmen, pedestrian 'accessible' walkways in the Village, hoardings, visitor and resident parking, access for emergency services vehicles, and access for construction vehicles and vehicles servicing the Village during the Project is illustrated in the diagrams attached in **Attachment 2** to this CMP.

The Principal Contractor will seek the approval of Ashfield Council for the erection of a hoarding over the footpath on Queen Street and Clissold Street in accordance with the policies of Ashfield Council.

6.3 Security

The Principal Contractor will establish a single point of entry and egress to the Site for all workmen and construction traffic involved in the construction of the new buildings, as shown in the diagrams in **Attachment 2** to this CMP. The Principal Contractor will manage all personnel involved in the Building Work as well as visitors to areas of the Site that are under his control in accordance with the specific provisions of his Occupational Health & Safety Plan. Temporary facilities erected by the Principal Contractor will be secured by the Principal Contractor in order to mitigate vandalism and theft.

Anyone entering areas of the Village under the control of the Principal Contractor will be inducted by the Principal Contractor in accordance with his Occupational Health & Safety Plan that has been integrated with the policies and procedures of Stockland for the Village.

7.0 TRAFFIC MANAGEMENT

The Principal Contractor will be required to engage a consultant having at least 15 years' experience in transport or traffic planning or management to prepare a Construction Traffic Management Plan (CTMP). Stockland will consult with the Village Residents about the CTMP prior to the CTMP being submitted to the Principal Certifying Authority as a condition precedent to commencement of construction work.

The diagrams in **Attachment 2** to this CMP provide an indication about how construction traffic will be managed during the course of the Project.

8.0 MATERIALS HANDLING

Loading and unloading of materials associated with the Project will be confined to the areas of the Village shown in the diagrams in **Attachment 2** to this CMP.

The Principal Contractor will seek the approval of Ashfield Council for a Work Zones on Queen Street for the purposes of loading and unloading materials as necessary.

9.0 CONSTRUCTION WASTE MANAGEMENT PLAN

Waste arising out of the Building Work will be managed in accordance with Ashfield Municipal Council Development Control Plan 2007, Part D1, Planning for Less Waste, in order to minimise the impact of demolition construction activities on the environment, particularly landfill by maximising reuse and recycling of materials. Demolition and construction waste will be managed in accordance with a Waste Management Plan that takes the form set out in DCP 2007, Part D1 at **Attachment 3** to this CMP. The Waste Management Plan will be prepared by the Principal Contractor in consultation with his demolition and construction contractors and submitted to the Principal Certifying Authority prior to demolition and construction of a structure.

Outlined below are strategies that will be adopted by Stockland and its contractors aimed at minimising the amount of demolition and construction waste being diverted to landfill.

9.1 Demolition

During demolition, buildings will be stripped of their recoverable (reuse) components. Roof tiles will either be recovered and sold, or crushed to be reused as gravel in drainage courses and road bases. Timber from the frames will be recovered and sold or stored for erection of fences and hoardings. Windows, doors, and timber floors will be removed and sold.

Bricks and concrete will be crushed and re-used as coarse aggregate or drainage cells. All metals (aluminium, steel, copper and the like) will be recovered for recycling.

Materials identified as 'Hazardous Materials' by HIBBS & Associates (Appendix U of the Concept Plan Application that is the subject of Concept Approval MP 08_0245 and Project Approval MP 08_0260) will be treated in accordance with the recommendations of the report.

The selection of the contractors for the removal and treatment of the waste materials for recycling and landfill arising out of construction work cannot be made with certainty until the Principal Contractor has been appointed. The Self Disposal Options, Reuse and Waste Management Centres information available on the Ashfield Council Website will be used as a reference for the purpose of identifying waste disposal centres, and monitoring recycling and reuse arising out of the works.

9.2 Construction

During construction of the new buildings and structures, the minimisation of waste shall be achieved primarily in planning and recycling. Maximising off-site fabrication for structural

steelwork, flashings and gutters, concrete beams, glazing and windows will enable economies of off-site manufacture and minimises off-cuts and scrap.

Recycled materials will be used for road bases and fill over the Site as necessary. Many recycled materials will be utilised for formwork, fences and hoardings. Many of the materials used in the Building Work will contain recycled and salvaged material. Examples include uPVC in sewer and stormwater drainage, steel in reinforcement, structural steel and roof sheets, copper in pipe work, blast furnace slag and fly ash in concrete.

10.0 DUST AND SEDIMENT CONTROL

Airborne dust and waterborne erosion are to be minimised from dispersing across the Village and the local environment. The measures to be utilised are detailed below.

10.1 Airborne Dust

Airborne dust is to be mitigated from spreading across the Village and the local environment by wetting down of demolition and excavated areas. Concrete and brick rubble is to be watered down during demolition as well as managed into small pieces and covered when loaded onto trucks and transported off the Building Site. It is likely that excavation will be in wet damp foundations, but where the ground is dry, wetting down of the rubble and spoil is the method to be adopted by which to reduce dust arising out of excavation.

10.2 Water Borne Sedimentation and Soil Erosion

A temporary filter arrangement will be installed at each stormwater drain and downstream of any construction work. The filter arrangement will be in accordance with the detail shown in the Erosion & Sediment Control Plan prepared by Robert Bird Group accompanying the Concept Plan Application that is the subject of Concept Approval MP 08_0245 and Project Approval MP 08_0260).

11.0 CONSTRUCTION NOISE AND VIBRATION MANAGEMENT

Stockland has commissioned Acoustic Logic Consultancy to prepare a Construction Noise and Vibration Management Plan (CNVMP) that forms Appendix Q of Volume 5 of the Concept Plan Application that is the subject of Concept Approval MP 08_0245 and Project Approval MP 08_0260). The Principal Contractor will be required to comply and regularly provide evidence to Stockland of compliance with the measures set out in the CNVMP.

In addition to the measures set out in the CNVMP, noise from construction works on Saturdays would be restricted to 10dB(A) above the ambient background noise level in accordance with the Department of Environment and Climate Change Interim Guideline for Construction Noise.

Only work that does not exceed this control would be permitted on Saturdays between 8:00am and 1:00pm. The benefit of adopting this control in order to include Saturdays in the construction programme is significantly reduced overall construction duration.

12.0 COMMUNITY LIAISON

Stockland values its relationship with the community. For this reason, Stockland will establish a mechanism whereby the community can lodge formal feedback during the course of construction work at the Village which will enable Stockland to address issues that may be of concern to its neighbours.

Attachment 4 to this CMP is a flowchart that sets out the way in which members of the community and Village Residents can contact and lodge complaints with Stockland, and the way in which Stockland will respond to complaints. All complaints will be logged by Stockland in the Complaints Register in **Attachment 5** to this CMP. Stockland will aim to address the source of

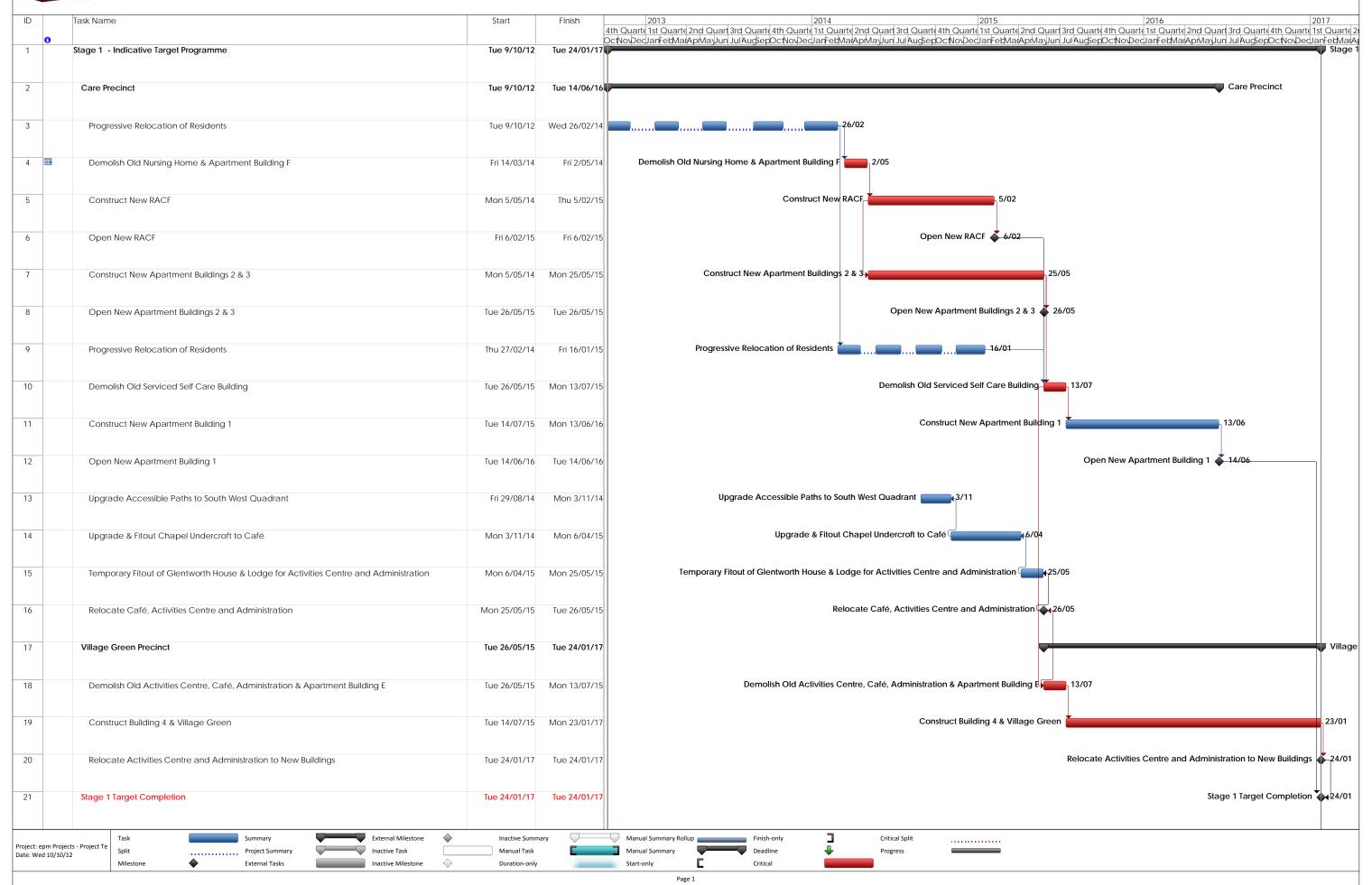
each complaint within two hours of receiving a complaint. A response will be provided to the complainant within one business day of receiving a complaint detailing how Stockland has dealt with the source of the complaint.

The Complaints Register will be tabled to each meeting of the Stockland Executive Committee.

13.0 ATTACHMENTS

Attachment 1	Indicative Project Programme
 Attachment 2 	General Construction Arrangement Diagrams
Attachment 3	Waste Management Plan
Attachment 4	Complaints Management Process
Attachment 5	Complaints Management Register

Attachment 1 - Indicative Project Programme			



Attachment 2 - General Construction Arrangement Diagrams		

