



Construction Management Plan

P300 – Sandgate SHS – Performing Arts Centre

QED 623 Department of Education

41 Braun Street, Deagon, Queensland 4017

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1 PROJECT DETAILS & SITE IDENTIFICATION

The project scope of works includes the construction of a new Performing Arts Centre to replace the existing performing arts buildings. The specific scope of works includes:

Separable Portion 1 Construction of a new Performing Arts Centre

Separable Portion 2 Carpark Extension adjacent the new Performing Arts centre

Separable Portion 3 Demolition of Existing X, L and H Buildings post handover of the new Performing Arts Centre:

Separable Portion 4 New Sports Courts to replace the old sports courts that are being removed to facilitate construction of the new Performing Arts Centre



2 PROJECT MANAGEMENT & COMMUNICATIONS

Alder Constructions maintains an open and collaborative attitude to project management and communications as a standard part of our approach to delivery. Successful project management begins with a well-resourced team alongside a well-documented suite of management systems and consistent communication.

Company-wide, Alder Constructions, utilises a cloud-based construction and project management platform – Procore used by site and office-based management, as well as our subcontractors.

The software system is comprehensive and assists with the day to day running of a project including:

- Maintaining up to date drawing register and library for all users to have access.
- Health and safety management including Site Specific Inductions, Safety Audits, Record Keeping.
- Quality Assurance management including Inspection Test Plans (ITPs), checklists and defect management.
- Distribution and management of all Requests for Information between both the Client and our Subcontractors.
- Weekly lookahead programmes.
- Overall Critical Path Programmes.
- Daily resourcing.
- Daily site management.

Procure will enable all parties to operate on real time with access to the most up to date and accurate information. It effectively integrates our sites, office, subcontractors, and clients on critically important matters.

Following contract award, a comprehensive handover and project start-up is conducted with our project delivery team. Detailed project planning follows with site specific construction management plans encompassing health and safety, environmental, quality, traffic management, construction programme refinement, infection control management, risk assessment and mitigation and communication strategy.

This suite is developed by our dedicated Project Manager in line with contract documentation, with input from the wider delivery team and corporate support in WHS and Quality management. These management plans are then shared with our client, relevant stakeholders if required and project team, providing a comprehensive and transparent insight into our proposed construction method.

Communication of the projects progress will be via monthly report meetings (PCG Meetings) as well as daily and fortnightly between our site team, designated school staff and the Principal. The success of this project will be achieved through effective and concise communication between all parties. Pre-planning and construction methodology will ensure the project is delivered in line with expectations and user requirements.

2.1 CONSULTATION & COMMUNICATION

A Project Communications Strategy and Management Plan will be implemented with the goal to promote clear and accurate communication between Alder Constructions and all relevant Stakeholders. Alder Constructions is a cooperative contractor who promotes flexibility and collaboration with our clients. A collaborative approach ensures the projects outcomes are being achieved through common goals.

Our full-time, project-based Site Manager will be supported by the project delivery team including the Project Manager and Contracts Administrator. The Project Manager will spend time both onsite and, in the office, planning and co-ordinating with our supply chain, subcontractors and design team. The Project Manager will also provide day-day-day assistance and provide a communication link of any site issues/queries with the appropriate stakeholder (client/ consultant/ other). Amongst daily communication with nominated Staff, the Site Manager will focus on managing subcontractors, safety, quality and environmental items, construction, and forward planning. Our Site Manager will be in contact with the Sandgate State High School representative/ Project Superintendent on a day-to-day basis to keep them informed of upcoming planned works, and status updates.

Alder Constructions' site team will hold a Daily Prestart meeting on site prior to the commencement of works. The Daily Prestart is an effective communication forum, to ensure that the subcontractors and other workers on site are aware of the day's activities, and that various risks are considered and coordinated between the teams. A record of the Prestart is kept on site and is required to be viewed and signed by all visitors to the site that day, which would include the Principal and its representatives.

3 PROCUREMENT

As a standard part of our company-wide procurement process, Alder Constructions seeks value add on a whole-of-life basis. Our rigorous and comprehensive engagement and evaluation process ensures we consider the following with every proposal:

- Competitive price and value engineered solutions
- Past performance and suitability for the project
- Safety, environmental and quality track records and certifications
- Skill of workforce
- Life cycle costs.

This provides assurance and confidence that we have engaged the right consultants and subcontractors to complete the prescribed works. Throughout the tender period Alder Constructions has engaged with



subcontractors and suppliers with extensive experience in Department of Education projects who have completed works at other QLD DoE facilities in South-east Queensland.

During the procurement process once subcontractors and suppliers have been engaged, Alder Constructions will communicate with the various Stakeholders to ensure the Design Brief and Principal's Project Requirements (PPR) are achieved.

The design development and meeting user group expectations will require strict management to ensure timeframes and deliverables are achieved, in line with time and cost constraints. A Procurement Schedule with a matrix of trades, budgets and timeframes will be closely monitored to ensure progress and reporting of procurement.

4 PROGRAMME & SEQUENCING

Alder Constructions' Programme for the preconstruction stage of the works has made allowance for all deliverables and durations that have been provided in the Principal's Project Requirements. It should be noted however, that due to the extent of design, approvals and permits still to be completed and issued as part of the Design & Construct responsibility, that the milestone deliverable dates indicated in the tender documents require further discussion. Staging and programme deliverables may change following this discussion.

During this time, the procurement and site planning process will also be carried out. The project team will also hold frequent meetings with the Superintendent and stakeholders to provide updates and discussion as the work progresses. Daily and weekly communications with the Superintendent or authorised school Staff will ensure appropriate engagement and planning of scheduled and completed works.

The sequencing and durations have been nominated on our Construction Programme that has been previously issued, and summarised below:

- Project specific milestones
- Design management and approvals – critical to commencement on site
- Project mobilisation, Submission of Management Plans and Procurement
- Construction Works by stage
 - Separable Portion 1 Works – New Performing Arts Centre
 - Separable Portion 2 Works – extension to existing car park
 - Separable Portion 3 Works – Demolition of existing Buildings (X,L and H)
 - Separable Portion 4 Works – Construction of a new Multi-purpose Sports Courts
- Project Handover – including Inspections, Test & Commissioning, O&M's, As-Builts, Defects Inspections & Rectifications
- Practical Completion including Builder's Demobilisation

Please see summary of milestones and dates below:
 Draft Contract Programme Rev A

Milestones	Start Date	End Date
Tender Submission	10/02/2023	10/02/2023
Contract Award	10/02/2023	21/04/2023
Project Start Up Meeting with Principal	05/05/2023	05/05/2023
Approvals & Permits	26/04/2023	26/04/2023
Construction Design & Documentation	26/04/2023	26/04/2023
Contract Programme Submission	04/05/2023	04/05/2023

Submission of Management Plans	28/04/2023	12/05/2023
Separable Portion 1 Works – New performing Arts Centre	19/05/2023	06/02/2024
Separable Portion 2 Works – Extension to existing Car Park	25/05/2023	30/11/2023
Separable Portion 3 Works – Demolition of existing Blocks X,L & H	22/09/2023	21/02/2024
Separable Portion 4 Works – New Multi-purpose Sports Courts	18/05/2023	29/08/2023
FER/ Private Certifier Inspections, User Groups	28/01/2024	05/02/2024
Project Complete	21/02/2024	21/02/2024

A construction programme of works has been developed and we have issued this programme previously. The programme will be continuously monitored to ensure progress and amended to reflect progress of the Works. The programme also forms part of the reporting tool for the project. The below sections provide a brief outline of the works involved, and details how these works will be managed.

5 QUALITY MANAGEMENT

Alder Constructions' accredited Quality Management System (QMS) is implemented on each project we undertake and is setup to ensure compliance to the standards, legislation, client requirements and quality outcomes. Each project has a site-specific Quality Management Plan, developed taking into account the scope, programme, delivery, procurement, inspections, handover and close out.

Inspection and Test Plans (ITP) will be developed by Alder Constructions project team in accordance with the project and client specifications. The ITPs will include quality inspection for each work components, testing regime, frequency and sign off milestones. The ITP, if required, is then submitted to the Superintendent together with other Management Plans for review and approval prior to construction commencement.

When the project reaches completion phase, the ITPs will be compiled with all the relevant test result certificates, supporting documentation such as reports, inspection certificates, operational manuals, and As-Constructed survey conformance for final submission to the Superintendent.

6 HEALTH & SAFETY MANAGEMENT

Alder Constructions' goal is Zero Harm and providing a safe work environment for all personnel, subcontractors and our local communities. Alder Constructions maintains and implements an accredited Workplace, Health and Safety (WHS) Management System which addresses safe work procedures and relevant safety instructions for all works performed.

6.1 INITIAL SAFETY CONTROLS TO BE IMPLEMENTED

Alder Constructions will ensure the following controls are implemented upon site establishment:

- Complete Site-Specific Inductions.
- Ensure all relevant controls are implemented as nominated by our Management Plan and risk assessments.
- SWMS Induction.
- Ensure the correct PPE is used as per relevant SWMS prior to task.

- Ensure the relevant safety actions are in place prior to the commencement of tasks.

6.2 NOISE & VIBRATION MANAGEMENT WITHIN LIVE ENVIRONMENT

Alder Constructions understands the requirements to manage noise and vibration with greater sensitivity during construction to minimise any impacts to the live school environment. Clear isolation will be established from the school operations during our site establishment using temporary secure fencing and hoardings. Whenever possible any high impact and noisy works will be undertaken outside of normal business hours and at times agreed with the school, however this cannot always be the case.

Alder Constructions will consistently and transparently communicate with school stakeholders keeping all parties abreast of significant construction activities to minimise the impact to hospital operations. We will offer whatever flexibility is possible, during any potential special procedures, operations or other key school events.

Alder Constructions acknowledges the high sensitivity of the proposed works in a live school environment, with live operational classes adjacent the works zones. Noise, dust and vibration monitoring will be implemented to minimise disruptions and inconveniences to the schools operations and functionality.

6.3 SUBCONTRACTOR MANAGEMENT

Subcontractors are required to adhere to our site entry conditions by participating in site induction, procure required PPE, have competencies and licences for required construction activities and understand our site health and safety expectations and requirements. When carrying out prescribed works, the subcontractors are required to adhere to their approved Safe Works Method Statements which every employee must read, understand and sign prior to entering site and commencing works.

6.4 TRAFFIC & PEDESTRIAN MANAGEMENT

A site-specific traffic management plan will be developed together with a construction management plan by Alder Construction project delivery team at the Pre-commencement Phase. The traffic management plan will include daytime and after hour traffic guidance schemes composed by an accredited Traffic Management Designer. The traffic guidance schemes will be developed in conjunction with Council and School advice for the best outcome prior to final submissions to Council and Police for permits if and where applicable. Included within the proposed Site Layout Plan is a guide of proposed traffic flows associated with the Works, attached at the end of this Methodology. The traffic Management Plan will be developed following the Project Start Up Meeting on site.

Accredited traffic controllers will be directing traffic around the worksite during the establishment/de-establishment of traffic control devices, during site establishment and demobilisation, during concrete pour days and where materials handling equipment is being used or when frequent short time road occupying is required.

School operations and traffic flows will be maintained at all times in accordance with agreed methods and procedures as detailed in an approved Traffic Management Plan and through pre-planning and the submission of Notification of Impacting Activity (NIA).

6.5 PLANT & PERSONNEL INTERACTION

Careful planning and communication with Stakeholders will ensure works in a live school environment can be carried out with minimal disruptions and interaction between the construction activities and the live school environment. Interaction between plant, personnel and traffic management will be crucial to successfully and safely deliver the project.



Adequate spotters and positive communication including daily and weekly planning meeting with the School as well as prestart meetings held daily will smoothen the mechanism of the site interaction. Where required NIA's will be communicated with the School to plan and advise of upcoming disruptions and interactions with the live environment.

During Separable Portion 1 Works – New Performing Arts Centre – separation will be provided from the live environment via temporary site perimeter fencing. All Cranage, Concrete Pump set ups and EWP movements will be strictly in accordance with the D o E guidelines for such activities

During Separable Portion 2 Works – Extension of existing Car Park - a temporary perimeter fence will be provided to separate the construction works from other aspects of the school and live environment. The fence location will be 1500mm off the existing boundary fence line, which will allow and enable cyclists and pedestrians to gather in the existing shelter off Depot Road and access the bicycle enclosure and the school. Materials handling activities will be carefully planned, communicated can controlled in accordance with approved NIA's and communication with the School.

During Separable Portion 3 Works – Demolition of existing Buildings, X, L and H – a temporary fence will be provided to separate the demolition and construction works from the school environment. Works, and in particular asbestos removal works, will be planned to be carried out during school holiday periods, with the Christmas holiday shutdown being the most favourable.

During Separable Portion 4 Works – Construction of new Multi-purpose Sports Courts - a temporary perimeter fence will be provided to separate the construction works from other aspects of the school and surrounding areas live environments. Care will be taken to minimise dust and mitigate any overland flow issues to surrounding neighbours

Separation between construction activities, public and school environments will be controlled and always maintained.

7 PROJECT RISKS & MITIGATION

Alder Constructions have identified project specific risks which may arise in the performance of our works and measures to mitigate potential impact.

Key Risks	Mitigation Strategy
<p>Completing Works in close proximity to live environment, staff & the public.</p>	<ul style="list-style-type: none"> • To maintain clear access and fire egress to existing Buildings for staff and public. Alder Constructions will install temporary hoarding fence panels external to delineate the site boundary and to ensure the safety of all school users. Internally temporary hoardings will be provided to delineate the construction activities from the live environments. • Arrange regular coordination meetings with Superintendent and other relevant stakeholders to coordinate works, e.g. Daily, weekly and as required. • Ensure clear communication and notification processes are always implemented. • Maintain clear safe access throughout the school. • Always comply with Management Plans. • Plan, communicate, submit and comply with approved NIA's. • Works shall be carried out as per the approved Working Hours of Monday to Friday 6am to 6pm. Out of hours works will be on an approval basis only. • Seek alternate means and methods for installation works on site to minimise disruptions to the live environment.
<p>Interfacing / Impact with existing services</p>	<ul style="list-style-type: none"> • Prior to interfacing or connecting new services to old services, or disconnection and removal of existing and redundant services, thorough investigations will be required and consultation with relevant consultants and School Maintenance personnel will take place prior to making isolations, disconnections, connections, and additions to services so as to identify the extent of disruption to school operations. Typically, they will be planned to be expedited during non-school hours

Key Risks	Mitigation Strategy
	<ul style="list-style-type: none"> • Review of existing available drawings and as built plans; Services location-ground penetrating radar, potholing and Dial Before You Dig (DBYD). • Site investigations will be carried out to ensure that all services feeding the construction work areas are adequately isolated and capped off prior to commencement of works. Temporary protection will be provided as required. • Hydraulic drainage lines will have a dilapidation carried out to ensure no impact to existing conditions. • Where required for inground services, if a service cannot be positively identified or if the risk level requires it, only vacuum excavation will occur. • Detailed programme will be submitted and coordination with project stakeholders to identify any disruption in advance to ensure adequate notice is provided to the Superintendent and the Client, via the NIA process. • Relevant permits will be submitted, and correct time frames allowed within programme. • Engagement with School Staff, where required for specific service connections and testing prior to placing in operation, • Provide temporary services where required to maintain business continuity and existing live environment conditions. • Where possible engage existing installers or providers of services who know the existing installations and conditions. • Seek alternate means and methods for installation works on site to minimise disruptions to the live environment.
<p>Managing traffic to the surrounding area of the site</p>	<ul style="list-style-type: none"> • Alder Constructions will liaise and coordinate with the relevant school stakeholders regarding deliveries and materials handling to ensure that the school operations and business continuity ie being maintained as afar as reasonably practicable and not negatively impacted with the construction works. • Traffic controllers will be utilised where required in accordance with the Traffic Management Plan. • Site access\egress points to the site stages will be installed and this point will have a barrier to ensure that vehicles, pedestrians and public are separated from each other. • Appropriate signage will be installed to aid traffic \ pedestrian flows. • Alder Constructions will have in place an approved Project specific Traffic Management Plan for the duration of the Project. • Traffic and deliveries associated with the Works will be co-ordinated with the School at all times.
<p>Times for deliveries and concrete pours</p>	<ul style="list-style-type: none"> • Deliveries and concrete pumping will be coordinated with the relevant School stakeholders and scheduled to take place outside the peak times where possible. Timing of such will minimise disruptions to the school and its business continuity. • Further detailed planning will take place in consultation with the School • Stakeholders to ensure the most appropriate location of the concrete pump for Separable Portion 1 New performing Arts Centre, currently proposed to the existing car park. Refer to the proposed site layout plan for locations. • Minor deliveries and materials handling activities are indicated on the proposed site layout plans. • The Construction Management Plan will also address the time and locations for materials handling activities and deliveries.
<p>Contractor parking for site staff</p>	<ul style="list-style-type: none"> • Alder Constructions is aware of the restrictions around site parking and will enforce a no parking on site rule. Subcontractor car-pooling will be encouraged as well as utilising the adjacent church grounds.
<p>Demolition works</p>	<ul style="list-style-type: none"> • Detailed site investigations and review of as built documents will be carried out. Review of existing available drawings or plans; Services location- ground penetrating radar and potholing. • A Dilapidation Survey and Report will be carried out and documents prior to commencement of works on site.

Key Risks	Mitigation Strategy
	<ul style="list-style-type: none"> • Identification and isolation of services feeding the relevant work areas prior to the commencement of demolition works. Temporary protection will be provided to these areas while these works are occurring. • Identification of suspected Asbestos material encountered in those buildings to be demolished will be undertaken prior to any alterations or removal of works within those buildings. This will be a Hold Point established between all parties. • If and when asbestos is detected, Alder Constructions will implement their guidelines as well as DoE guidelines for the removal of ACM. • Known and unknown Services locations will be marked and investigated further. Dilapidations will be carried out as required. • If services are correctly identified, disconnection will be required prior to demolition. • If services need to be maintained as well as disconnection re-routing of services will be required to maintain the service prior to demolition commencing. • Provision of temporary services if required. • Works will be carried out by authorised demolition contractors in accordance with approved management plans and methodologies. A SWMS specific to the task being performed and correct P.P.E. will also be implemented. • Noise, dust and vibration management will be as per noise management section.
<p>Communication between parties</p>	<ul style="list-style-type: none"> • Clear and concise communication with both the Superintendent and School Stakeholders is very critical for the successful completion of this Project. • Agreement of communication process and documented in the Site-Specific Communication Plan as part of the Project Start Up process. • Communication between designated persons only to avoid miscommunication and interpretation of events. • A site induction will be administered to workers prior to commencing works on site where site access egress, site rules, and working in a live environment will be communicated as a minimum. • Daily prestart meetings will be held with all site personal present to discuss work activities and potential safety risks for the day. • Daily, weekly, fortnightly, and monthly communication meetings will be held amongst the various Stakeholders to communicate daily, weekly and monthly tasks and progress. • Other forms of communication that will be implemented on the project are: <ul style="list-style-type: none"> ○ Weekly site meetings ○ Weekly Documented Site Inspections ○ Formal email correspondence ○ Site instructions ○ Toolbox talks ○ Use of Procore for records and communications • SWMS Review and Task Observations • Monitoring of the Construction Programme to ensure progress and monitors actions and timeframes with multiple project stakeholders. • A Project Sign Board will also be provided with key personnel contact. A Site Communication Board will also be provided and updated for all site personnel to communicate high risk activities and interactions with the live school environment.
<p>Noise</p>	<ul style="list-style-type: none"> • Noise controls will be implemented in accordance with statutory requirements to ensure exposure limits are not exceeded through the Works. • An accredited Consultant will be engaged to develop a site-specific Noise Management Plan. • Workers will be required to be in possession of hearing protection. The use of hearing protection will be coordinated through SWMS, site induction, daily prestart. • Temporary perimeter solid hoarding fence panels will be installed to delineate site boundaries.

Key Risks	Mitigation Strategy
	<ul style="list-style-type: none"> • Alder Constructions will where possible coordinate activities that have excessive levels of Noise with the school and seek to perform these works in time frames that limit disruption to the school operations. • Seek to minimise noise impact to noise sensitive areas such as classrooms and performance halls located adjacent the staged works. • Alder Constructions WHSMP Details Noise Hazards, Risks, Controls, Responsibilities and Processes.
Dust	<ul style="list-style-type: none"> • Temporary perimeter fence panels with shade cloth will be installed to delineate site boundaries. • Water suppression will be used where possible. • Monitor environmental conditions and schedule activities around such conditions to limit dust producing activities with windy environmental conditions. • Provide dust monitoring where required and maintain records and reporting of the same. • The use of HEPA filter vacuums where required. • The use of wet vacuums where required to minimise dust activities. • Consideration will be made in work methodology for methods for performing tasks in ways that reduce dust or eliminate dust.
Vibration	<ul style="list-style-type: none"> • Provide vibration monitoring equipment if necessary to ensure appropriate levels are not exceeded during the works. • Mitigate the levels of vibration by appropriate methodology suitable for each task. • Co-ordinate vibration activities with the school, and perform such activities at times approved with the School. • Provide isolations where possible.
Excavation	<ul style="list-style-type: none"> • Investigation of as built will be carried out as well as services locations including pot holing to correctly identify existing services. All excavations near existing services will be completed via vacuum excavation. • A suitably qualified spotter will be present during all excavation works. • Excavation work will be carried out in accordance with legislation requirement and relevant codes of practice. • The procedure is intended to be followed for planning, which will consider excavation depth criteria, access and egress for trenches and excavations, barricades and signage, excavation around Live Services, prevention of collapse and disturbance to existing. • Ensure appropriate safety measures are implemented at all times including working to an approved SWMS, ventilation of work areas (if required), removal of spoil material, PPE and Safety clothing and equipment, acoustic protection, lighting, material storage and temporary services. • Contaminated soils, if found, will be managed as referenced in Contaminated Soil and Environmental Management Plan. • Materials handling activities including plant and equipment will be carried out in accordance with the approved NIA and communication with the School
Permits and approvals	<ul style="list-style-type: none"> • Ensure all permits and approvals are in place prior to commencing any works. • Ensure the NIA process is implemented at all times. • Clear communication of works and activities at all times.
Crane Lifts and Rigging	<ul style="list-style-type: none"> • Crane lifts will be limited to mobile cranes to Separable Portion 1 New Performing Arts Centre and establishment will be co-ordinated with the relevant Stakeholders at all times. • Alder Constructions will comply with the relevant Australian Standards, WHS Legislation and DoE requirements. • Mobile Crane Use and Management of Lifting Operations details, processes, controls, risks and responsibilities are detailed in our Project specific Work, Health and Safety Management Plan (WHSMP). • Ensure all other means are exhausted prior to lifting over a live environment. All lifts will be monitored within exclusion zones.

Key Risks	Mitigation Strategy
Mobile Plant	<ul style="list-style-type: none"> • Alder Constructions will comply with the relevant Australian Standards, WHS Legislation and DoE requirements. • All plant and equipment will be inspected and approved with Alder Constructions prior to use on the site. Daily checks are required, and inspections will be carried out to ensure compliance. • Radio communications, lights and procedures will be approved prior to commencement on site, in accordance with legislation and Hospital requirements. • Major plant includes cranes, earthworks, and concrete pumps. (Inspections via HS-404 Major Plant Inspection and Risk Assessment). • Our WHSMP defines the processes, risks, hazards, controls and Responsibilities with Inspecting plant, vehicles, equipment and refuelling of mobile plant. • Our WHSMP also addresses the management of pedestrians and traffic.
Overall Site Safety Management	<ul style="list-style-type: none"> • All works will be performed in accordance with legislation requirements, approved Safety management system, Alder Constructions Project specific Work Health and Safety Management Plan and the Department of Health requirements. • Alder Constructions will have available on site and provide PPE for 6 daytime visitors, as per Preliminaries document, Section 2.2 Protection of People and Property, Protective clothing.
Material lead times	<ul style="list-style-type: none"> • Early Identification of long lead time items and understand how the durations affect programme and scheduled activities on site. • Due allowances to be considered within the delivery programme, works sequencing and procurement schedule. • Principal and Stakeholder approval of samples, prototypes and the like to avoid delays to deliveries and installations on site. • Programme details approval milestones required to meet scheduled tasks and durations. • Where required, source alternative manufacturers of equal or better quality with improved lead times and value for money. This will be subject to approval by the Principal and other relevant stakeholders.
Fixtures, Fittings, Equipment \ Material selection	<ul style="list-style-type: none"> • Alder Constructions request that samples and data sheets issued for approval by the Principal and project consultants and other Stakeholders be reviewed and approved within the nominated time in the Contract.
Quality Assurance of works on site.	<ul style="list-style-type: none"> • Ongoing site inspections by Alder Constructions during the construction phase to inspect all works installed and signing off on all Subcontractor and Alder Constructions QA\ITP sheets.
Working at heights/ Confined Spaces	<ul style="list-style-type: none"> • Our WHSMP addresses all Work at Height and Confined Spaces. • This procedure details the requirements and methodology for ensuring effective management of risks when working at heights or in confined spaces. • This procedure describes the processes for identifying hazards and assessing working at heights/ confined space risks and controlling those risks associated with Alder Constructions site activities, which the organisation has control or influence. • This procedure is applicable to all Alder Constructions workplace sites. It applies to all Alder Constructions workers (including employees and contractors), visitors and members of the public.
Documentation Control	<ul style="list-style-type: none"> • Alder Constructions will be utilising Procure for this Project in regard to Project correspondence and Contract documentation. • Alder Constructions' Quality Management system has strict provisions for Document Management, these are outlined in QA-500 Development and Control of Management System Documents and in QA-501 System Documents and Data Control. • Alder Constructions will ensure the latest documentation is always available on site and weekly reviews will be carried out to check documentation on site.



Key Risks	Mitigation Strategy
	<ul style="list-style-type: none">• Current documentation will be made available through an online system to project stakeholders and notification will be issued when documentation is updated.• Site staff will communicate any document changes in the daily prestart.

8 CONSTRUCTION

The below sections provide a brief outline of the works involved, and details how these works will be managed.

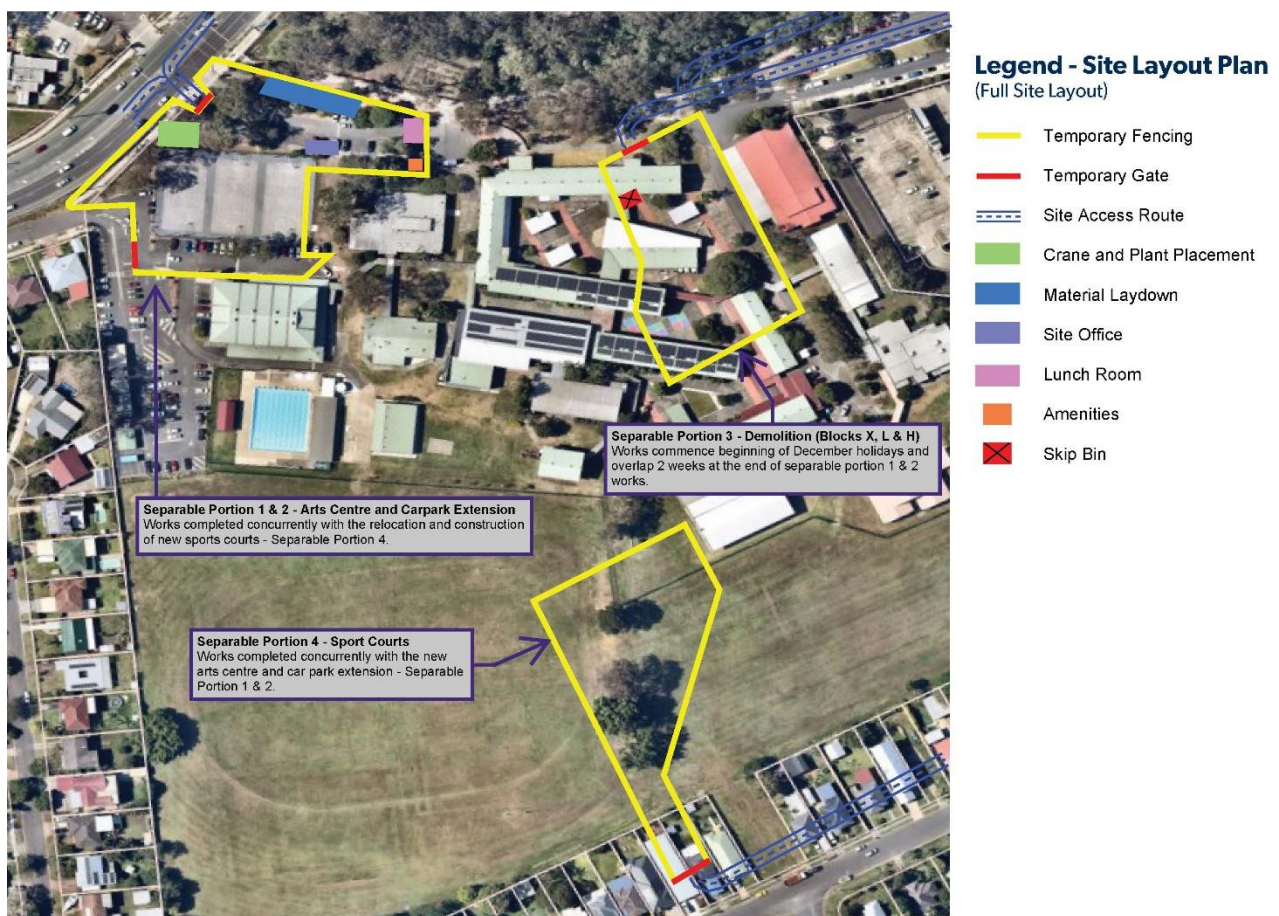
8.1 DILAPIDATION REPORT

A detailed dilapidation investigation and report of the existing site conditions and surround features will be carried out prior to commencement and, if requested, provided to the Principal for reference. A post-construction dilapidation survey will be carried out and, if requested, provided to the Principal upon project completion.

Given the nature of the works a hydraulic dilapidation will also be carried out to the existing drainage and sewer lines to ensure the construction works do not negatively impact the existing conditions. This also provides a record of the existing condition prior to the commencement of works.

8.2 SITE ESTABLISHMENT & LAYOUT

The site compound will be located in the existing car park and cul de sac off the Depot Road access gate. There will be no parking within the confines of the site compound for Construction workers, School Staff or Pupils. No further footprint will be required as outlined in the proposed site layout plan below. The site compound will enable Alder Constructions to hold project meetings, manage and administer our contractors, while at the same time providing an area for amenities, storage of materials and deliveries. The location for the compound is proposed due to its proximity to the work site. We will ensure minimal impact to the school throughout the works.



Proposed Site Layout Plan with Site Compound

Alder Constructions ensure strict sign in and sign out processes, which will be managed through our site office and site compound. Daily prestart meetings are integral to our control of trades on site, being the primary source of contractors being signed into site as well as site visitors. Our processes can be adapted to suit any further requirements from the Principal. Alder Constructions will also work collaboratively with the School to minimise the impact of the works and site layouts.

8.2.1 INITIAL SERVICES LOCATION

Alder Constructions will ensure the following practices are implemented upon site establishment:

- Obtain DBYD and exiting As Built for services locations.
- Prior to site activities, services will be located, potholed and recorded by site survey, and clearly marked on Site Plans, and with physical markers on site where applicable.
- This information will be used to generate all 'Permit to Dig' and 'Permit to operate on existing services' approvals that will be provided to respective workers on site.
- The NIA process will be adopted where required in line with the Principal and Hospital requirements.

8.2.2 SITE ACCESS

Alder Constructions will establish the site and individual staged work areas in accordance with the proposed site layout plans. Temporary perimeter site fencing will be installed with shade cloth externally and internally solid hoardings will be provided to delineate the works as well as provide a barrier for noise, dust and infection control.

Access to each area of works will be in accordance with the proposed site layout plans and communicated with the Principal and School via the NIA process. If changes are required for unforeseen circumstances any adjustments to the proposed layout and to ensure continuity of works will be communicated with the Principal and School via the NIA process and onsite meetings.

Site gates and access doors will be provided and controlled in accordance with the proposed site layout plans, Construction Management Plan and other management plans identified in this methodology.

8.3 DELINEATION & SEPARATION OF THE WORKSITE

All external site perimeters will be provided with temporary site fencing and shade cloth. The fencing will provide approximately 1.8m high of a secure site perimeter. Access will be provided through this fencing via site entry gates. The fencing will separate the construction works from the School and general public to provide a safety barrier while the works are carried out.

Where required, solid hoarding will be provided to prevent falling objects and exclusion zones will be erected and maintained where required for particular construction activities, i.e mobile crane use, concrete pumping and working at heights.

8.4 CONSTRUCTION MANAGEMENT

Following an initial site inspection and review of the proposed works and floor plans the proposed site layout plans were developed. The Construction Programme will provide the sequence and process of the proposed staging of the works to enable the most efficient method for completing the works. In accordance with the tender documents the works have been broken down into stages being, Separable portion 1 New Performing Arts centre, Separable Portion 2 Extension to existing Car Park, Separable Portion 3 demolition of existing buildings X, L and H and Separable Portion 4 new Multi-purpose Courts

The proposed site layout plan indicates the process for defining the extent of works and staging as well as provides notes for all Stakeholders to consider and comply with, in particular Subcontractors.

Clear communication and working in collaboration with all stakeholders will ensure the project is appropriately managed, co-ordinated and completed in accordance with the Principal and School requirements.

Implementing Alder Constructions approved Construction Management Plan and associated plans, systems and procedures will ensure the works are carried out methodically and in a sequence that minimises the impact on the hospital operations and business continuity.

All areas of the project will be appropriately resourced by Alder Constructions and our Subcontractors to ensure our obligations are being provided, achieved, and maintained at all times. Daily inspections of work areas will be carried out to ensure the works are being completed in accordance with the contract documents.

8.5 STAGING OF WORKS

The proposed site layout plan for each stage of works, as identified, provides a sequence and method for completing the works. The proposed staging aligns with the tender documents and provides continuity for the Schools daily operations.

Through the construct process Alder Constructions will provide updates of the progress through construction activities. Alder Constructions will also seek to find efficiencies in the construction methods on site to ensure the most efficient delivery is being provided.

Early engagement with consultants, user groups, key stakeholders and subcontractors will provide comfort in our management of the staging and completing the works in accordance with the Construction Programme. The design management process is essential to the successful commencement of works on site and continuity of construction activities. Early approvals from authorities and key stakeholders, including user groups, will provide an early commencement on site and enable the works to progress through the stages as planned. A key deliverables matrix will be maintained to ensure programme requirements are being achieved.

As the works commence and progress on site, clear delineation of the construction works from the live school environment will ensure the works are carried out in sequence and with minimal disruption to the schools business continuity.

Ensuring project specific management plans are implemented and maintained at all times will enable the works to be completed in sequence and in the time frames indicated in our Construction Programme.

Communication of all aspects of the works is essential to the successful delivery of this project. Alder Constructions site team will communicate daily and provide regular updates of the progress of works on site. This will ensure our relationship with key stakeholders is maintained at all times.

Alder Constructions has identified a number of potential key risks for the project, as mentioned in this document, which also provides detailed mitigation strategies to control each key risk item. This will ensure the appropriate level of planning, communication and management of the works is always provided.

Alder Constructions has also identified installation methodologies that will reduce the impact of the new works on the existing live environment. In particular an alternative reticulation of the electrical supply to the new building to avoid potential in ground clashes with existing services.

Consultation and communication meetings with key Stakeholders across all aspects of the project will also ensure that key deliverables are being achieved.

8.6 ASBESTOS CONTAINING MATERIALS (ACM) MANAGEMENT

Alder Constructions has a detailed internal ACM Management Procedures and strict policies regarding the management of ACM in line Australian Standards, Government and Workplace Health and Safety legislative requirements. We have extensive experience in dealing with Asbestos removal, having completed several

projects involving removal and remediation of ACM contaminated ground as well as working in and around buildings containing ACM for both local and state government projects.

If Asbestos is found on site Alder Constructions will promptly notify the Principal and seek direction to remediate, remove and/ or mitigate the exposure to asbestos on the project. An Asbestos Register is developed and included in the WHS Management Plan and is communicated with the Principal. Our established ACM Management Procedures and specialised subcontractors will be utilised and the DoE guidelines will be implemented during the removal process.

Alder Constructions ensures all personnel are competent in identifying ACM and undertake regular training to ensure safe practices are always adhered to.

8.7 DEMOBILISATION

Upon finalising the finishing works, completing defects inspections and rectification and practical completion, the Alder Constructions team and the Superintendent will inspect the work site to close out any outstanding items or additional works to be completed prior to demobilising off site.

Once the site is restored and the defects are closed out to the Superintendent's satisfaction, the Alder Constructions team will demobilise off site, removing all temporary fencing, barriers and hoardings, reinstating the area to original state.

8.8 AS CONSTRUCTED DOCUMENTS

As part of Alder Constructions Operation and Maintenance Manual, As Builts will be provided for each portion of the works. The As Builts will provide a record of the installed positions and locations of the new works for record keeping by the Principal.

9 COMPLETION

Alder Constructions strive for a defect free, commissioned, and validated project. This ensures the works are ready to perform as intended. During construction defects will be managed through our construction management platform – Procore, to enable effective tracking and close-out for all defects.

Upon completion the works will be inspected by the Principal and stakeholders in conjunction with Alder Constructions, for compliance with the documentation and intent. All testing and validation will be completed and signed off by the stakeholders and our Site Office compound will be decommissioned and removed from site. A programme of Training for the end users will also be scheduled in the days leading up to project handover. This will mark the completion of the project and the commencement of the Defect's Liability Period.

10 COVID-19

Alder Constructions has a Covid-19 Policy and Management Plan which forms part of our accredited Safety Management System and can be provided upon request in full.

We take stringent action to curb COVID-19 through our proactive practices that are reviewed and updated on a weekly basis based on the latest health advice from State and Federal Government and we will ensure that all staff working on site will comply with the latest federal and QLD Health protocols for managing all COVID-19 guidelines. This is our commitment to the effective management of the project and the live environment in which we work.

Alder Constructions will comply with all directions provided by the Hospital at all times in relation to Covid-19. Alder Constructions will actively communicate with the Hospital in relation to any Covid identified personnel or in the event of a Covid break out associated with the Hospital which may impact of construction activities