



CONSTRUCTION MANAGEMENT PLAN

1-5 Homestead

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1. Introduction

1.1 Report Definition

The CMP (Construction Management Plan) has been developed to enable project team members to understand the general and prescriptive requirements for delivering the staged activities to meet the project requirements. In principle, this document is supplementary to the PMP, concentrating on the required activities and how, when and by whom this project stage will be successfully delivered. All document components will be reviewed and approved by key personnel within the Centro project team, who will subsequently brief the site management team to manage the site's day-to-day activities.

The primary reference documents to be used in conjunction with the CMP are as follows:

- Program and schedule
- Site management and traffic / logistics plan
- Health and safety plan
- Sustainability and environmental plan
- Resource management plan
- Design management plan
- Procurement management plan
- Communication management plan
- Workplace management plan
- Quality management plan

1.2 Project Objectives

We aim to deliver a program of work that successfully meets our client's requirements across scope, resources, time, cost, and specification. This includes applying and implementing best practice construction management and ongoing lessons learned and improvements to support future project delivery.

Centro leadership and project team members involved in the project are committed to best practice construction management procedures and minimisation of environmental impacts and disruption to surrounding residents and the general public. Moreover, maximising on-site safety for all workers and the general public through diligent compliance with all relevant legislation, regulatory guidelines and City of Gold Coast (CoGC) requirements.

1.3 Project Scope

The proposed works comprise 10x industrial tenancies, including an internal mezzanine, kitchenette, bathroom, external car parking, and landscape areas. The type of construction is a tilt panel, where significant structural panels and components are manufactured off-site and assembled on-site via site craneage and associated plant/equipment.

Works by Centro are as follows:

- All construction works as per "construction" drawings from all consultants
- Coordination and letting of all subcontract agreements including all invoices / payments, warranties, and the like

Works by the Client are as follows:

- Client is responsible for coordination of all consultants, not novated to the builder
- Client is responsible for invoices and payments for all consultants and local / government authorities

Assumptions:

- Not applicable

Exclusions:

- Any works not detailed within the “construction” set of drawings of any discipline
- Any works not detailed within the signed and executed head contract

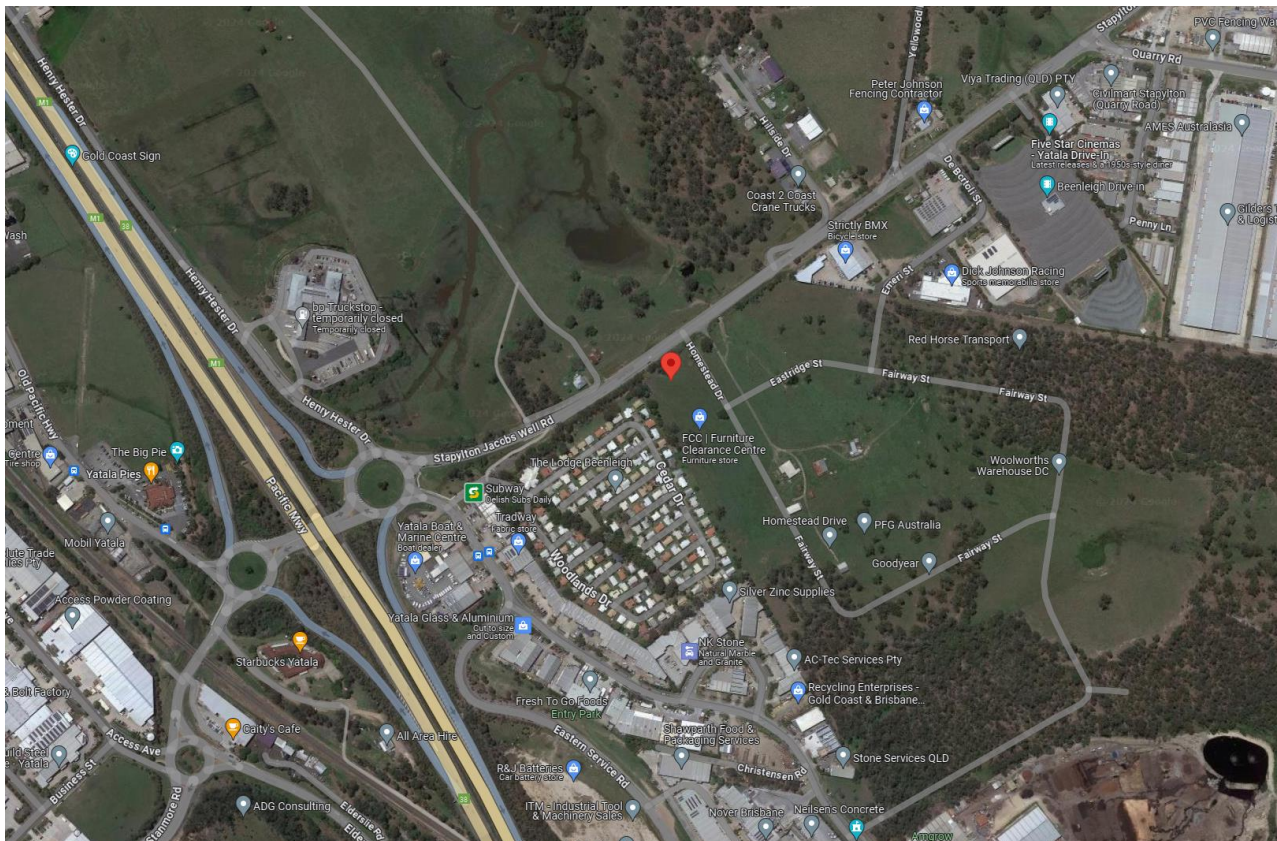
1.4 Delivery Model

The delivery model is a hybrid of principal contractor and design-and-build management. The client has contracted Centro Concepts to fulfil obligations as stated in the contract in accordance with the project requirements.

Refer to signed and executed head contract AS 4300-1995 for any further information regarding scope of client and builder.

1.5 Site Location & Details

Project Name	1-5 Homestead
Project Number	9868
RP	Lot 101 & 102 SP 316137
Council File (application reference no.)	MCU/2023/471



2. Project Stakeholders

2.1 Organisational Chart

Refer to Appendix C.

2.2 Construction Team & Contacts

Project Manager	Dino Muharemovic	0421 811 107	dinom@centro.net.au
Senior Contract Administrator	Sam Dogan	0423 491 234	samd@centro.net.au
Site Manager	Ryan Millard	0431 713 152	ryanm@centro.net.au

2.3 Key Contractors & Suppliers

Refer to Appendix D (Letting Register) which will be updated with all subcontractors information once engaged.

2.4 Summary Roles & Responsibilities

Centro project leadership will;

- Interact directly with all the principal's key project personnel and client sponsors to ensure successful project delivery
- Interact directly with all key stakeholders as required (if applicable)

Project Manager

- Reports to the project director / managing director
- Interacts directly with the project delivery team (site manager, senior contract administrator, and the like)
- Responsible for the overall and day-to-day management and processes of the project
- Establishes all requirements for the project, chairing all project meetings, and submission of all written reports
- May delegate tasks to appropriate technical representatives but is responsible for the timely completion of such tasks and all dissemination
- Interacts with all of the principal key personnel as and when required to ensure successful project delivery
- Interacts daily with all key stakeholders as / when required

Site Manager

- Reports to the project manager and is responsible for ensuring all construction activities comply with the contract specification and safety and technical quality management procedures and minimise disruptions to the project program and schedule, including any adjacent existing business operations
- Assists the project manager in ensuring the project scope, resources, time and cost controls are maintained to make sure that the project budget and program are maintained
- Assists the project manager in managing the construction program and schedule to ensure all contract milestones are achieved

- Responsible for the identification and completion of all trade defects
- Interacts directly with all of the principal key personnel when / as required
- Interacts directly with key stakeholders when / as required

Senior Contract Administrator

- Reports to the project manager and is responsible for the project's commercial management and financial reporting functions
- Assists the project manager in ensuring that the project cost control measures are maintained to make sure financial targets are met
- Provides support to the project manager for contract payment procedures, in particular, the production of progress payments and variation / change orders
- Provides oversight with the document control function
- Interacts with the superintendent, consultants and, in particular, the quantity surveyor
- Interacts directly with key stakeholders when required concerning the administrative functions of the project
- Coordinates all activities related to the document control procedure, including technical documents, drawings and commercial correspondence
- Document data is input into the standard project registers to ensure that the information available to the project team is retrievable, reconcilable, accurate, and of the latest version
- Responsible for the uploading and retrieval of documents on the Procore, SharePoint, or BuildPass software systems
- Is responsible for the collection of and assembly of all required documentation (i.e., operating manuals and warranties)
- Is responsible for the recording of all defect documentation, working closely with the site manager
- Interacts with the project manager, site manager, design consultants and government agencies (if applicable) when / as required
- Reports to the project manager in conjunction with the site managers and is responsible for preparing the detailed program and schedule to deliver the project
- Regularly assesses progress against the original baseline program and schedule and provides status reports identifying if the program is on track, behind or ahead of schedule
- Where necessary, in conjunction with the site team, adjust the program and schedule as required due to changes in scope, resources, time, weather events, or other delays outside of the project's control
- Interacts with the design consultants to determine the overall design schedule in accordance with program and schedule constraints
- Interacts directly with key stakeholders when required to ascertain and incorporate particular program requirements

Workplace Health & Safety Representative

- Responsible for the safety of all personnel on-site by Queensland Health And Safety Authority regulations and guidelines
- Reports directly to the project manager and / or the senior contract administrator with required statistical data on a daily, weekly and monthly basis
- Responsible for the chair position on the site safety for the project and will have maximum involvement in pre-start meetings and toolbox meetings
- Interacts with the traffic engineer and site management team
- Interacts directly with key stakeholders when / as required to ensure the continued safety of all personnel on-site

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Design / Services Coordination and Commissioning Manager

- Reports to project manager and provides technical expertise and direction necessary to complete the design of the services
- Coordinates the various service design disciplines so that site clashes of services are avoided
- Carries out periodic inspections as required to ensure scope compliance and resolve technical installation matters
- Manages the services, commissioning and handover process in conjunction with the site manager and associated consultants/contractors
 - This includes the following:
 - Testing of plant and equipment
 - Maintenance of plant and equipment
 - Training of the principal's project team
 - Assisting in the procurement and preparation of services related to built drawings, operations and maintenance manuals and warranties
 - Interacts with the project manager, MEP services design manager and all design consultants as and when required
 - Interacts directly with key stakeholders, local authorities and utility providers as and when required

Other general interactions with the principal contractor, client, consultants, contractors and project team will occur in the following forums:

- Project briefings
- RFI / clarification meetings
- Design coordination meetings
- Contractor kick-off / pre-start meetings
- Daily pre-start meetings on-site
- Weekly site management program and scheduled meetings
- Inspection, testing and commissioning meetings
- Regular contract and commercial meetings
- Project control group meetings

3. Program & Schedule Plan

3.1 Program & Schedule Management

Centro Concepts will develop a comprehensive schedule in the correct sequence with appropriate dependencies and relationships and consider timescales based on historical data. The program will be designed with a clear critical path monitored regularly to measure performance across scope, resources, time, and cost. Earned value management will be the technique used to measure project performance against planned versus actual analysis. This process will primarily be led by the project manager working closely with project team members.

3.2 Pre-Construction WBS

Not applicable

3.3 Construction WBS

Not applicable

3.4 Summary Program & Schedule

Refer to Appendix A where the master program for this project will be included.

3.5 Site Hours

Generally, the hours of operation and site activities will be in accordance with the local authority legislation and / or DA conditions set out as part of the project approvals. Any changes to these times will be through the client, client representative (if applicable), and the appropriate applications and approvals.

The proposed approved working times as per DA conditions are:

Monday to Friday	7:00am to 8:00pm
Saturday	No Works
Sunday	No Works
Public Holiday	No Works

3.5.1 Out of Hours Works

Due to the scale of the proposed development, some work will need to be completed outside of normal working hours (noted above). Where out-of-hours works are likely to occur, Centro Concepts will make applications with relevant local authorities, the client and the client representative (if applicable) for out-of-hours work permits.

Please note that while every endeavour will be made to complete works within the regular hours, out-of-hours work is likely triggered by events outside Centro Concepts' control, such as road closure permits and works in public spaces. Where out-of-hours work is expected to occur, Centro Concepts will apply for permits and give appropriate notice (5 days minimum) to neighbouring properties by issuing permit requirements.

4. Briefing Plan & Information Control

4.1 Briefing of Project Team & External Consultants / Contractors

All project stakeholders will receive a briefing led by the project manager on project requirements to understand the program and schedule their specific project obligations, as well as how the project will be managed and coordinated. Ongoing communications and reporting will be conducted regularly to support program requirements.

4.2 Monitoring & Reporting Systems

Centro Concepts has developed proven systems for construction management, from delivering many projects from inception to completion. The primary mechanism for this will be through weekly meetings where the project manager conducts comprehensive program reviews and schedules with the relevant consultants, contractors and government agencies.

Our monitoring, evaluations, and reporting systems employ scheduled and adhoc situations across each project stage to address potential issues before they become an active risk. Meeting minutes with items listed and dated for completion will be closely monitored and distributed to ensure timely corrective action and resolution for the identified items.

4.3 Document Control

Centro Concepts uses its own SharePoint and Procore management system to manage the quality record keeping, receipt, and distribution of all project information. Centro has also used the client's document control system as required (e.g., Aconex, OmTrak, and the like).

Whichever document control system is used, it will be tailored to suit the project requirements led by the senior contracts administrator and closely managed by the project manager, site manager, and project delivery team.

5. Design Plan

5.1 Design Stages

- Regulatory requirements assessment
- Concept design
- Staged developed design
- Detailed design
- Production drawings (Issue for Construction – IFC)
- Final stamped approvals

5.2 Design Delivery Methodology

Centro Concepts will develop the client's reference design with an outsourced design team to develop it through the required stages to a detailed design. After this, the trade works contractors will prepare production drawings for site installations (IFC drawings). The project manager, senior contract administrator, and site manager will provide oversight by working closely with the design manager / design consultants to plan, manage, and coordinate this process to ensure compliance with design and specifications.

5.3 Building Control & Certification

Centro Concepts will outsource and contract an independent certifier to develop code requirements, working closely with the project delivery team (specified in item 2.2) and other design team members as required.

5.4 Fire Engineering

Centro Concepts will outsource and contract an independent fire engineer to develop code requirements, working closely with the services manager, project delivery team, and other design team members as needed. For this project, the client will coordinate all consultants, including services consultants, to provide certification, compliance reports, or any documentation required to successfully allow the builder to complete and handover the project.

5.5 Design Coordination

Centro Concepts project manager will provide oversight, working closely with the design manager to plan, manage and coordinate with all relevant stakeholders to ensure a comprehensive and compliant design, with regular design reviews to enable consistency and coordination between trade elements and health and safety requirements.

5.6 Subcontractor Design

Each subcontractor will develop a comprehensive suite of shop / production drawings, working closely with the required project team (if applicable to their scope of works). These drawings will then be provided to the project head consultants for review and approval. Issued for Approval (IFA) drawings will be reviewed, once approved will be converted to Issued for Construction (IFC) and shared with all relevant parties.

5.7 Inspections, Testing & Commissioning

The Centro Concepts project manager, working closely with the site manager, will assist in planning, managing, and coordinating the process by identifying activities within the program and schedule to ensure timely and compliant inspections, testing, and commissioning with the relevant consultants and contractors. Upon project completion, works packages which required testing and commissioning will also have a operation and maintenance schedule to handover to the client. In some cases, the client and / or purchaser / tenant will have to attend a demonstration on operation of the equipment / item (i.e., mechanical units, and the like).

5.8 Non-Conformance & Approvals

Centro Concepts project manager, working closely with the services manager, site manager, project team, and external contractors, will diligently plan, manage, and coordinate this process and document non-conformances accordingly for rectification in alignment with the project requirements. The mechanism for these activities will be regular desktop reviews, site meetings, and inspections with the relevant stakeholders.

6. Procurement & Contract Management

6.1 Procurement Strategy & Delivery Model

Centro Concepts' established procurement procedures ensure we consistently achieve comprehensiveness, consistency, quality, availability, and timely sourcing and delivery across the entire project for all consultants and trade package works.

The procurement program and schedule will be identified with our overall program and schedule and regularly monitored for performance by our representative project manager, who will work closely with our senior contract administrator and project delivery team (refer to Appendix D which is the project letting register).

6.2 Contracting Strategy

The Centro Concepts contracting strategy will be to outsource through individual direct contracts for all consultant, design, and trade package scopes of work, which will be closely managed through a principal contractor arrangement with assistance as required from the client. However, there will be indirect contracts to plan, manage, and coordinate, where the client will directly contract consultants and subcontractors to support the delivery of activities within the project. In some cases, consultants and / or subcontractors engaged by the client will be requested to be novated to the principal contractor, where then they will agree on the same or amended contractual terms.

Depending on the subcontract trade package and value, this will determine which subcontract agreement will be used:

- Contract value \$0 to \$30,000
 - Master Builders Work Order (WO-2b)
- Contract value \$30,001+
 - Master Builders Subcontract Agreement (SC-2)

NOTE: All contracts and contract agreements will be filed in Procure and a purchased order / works order will be issued to the contractor / consultant upon contract award.

6.3 Tender Development

All tender development will be planned, managed, and coordinated primarily by the Centro Concepts team led by the senior contract administrator and the project manager (in some cases, other staff will be assigned to help on a need to basis or if they are allocated to this project). However, the Centro Concepts project manager will oversee compliance with the agreed program and schedule and report on progress, issues, and risks accordingly.

6.4 Tender to Market

All tenders to market will be planned, managed, and coordinated primarily by the Centro Concepts team led by the senior contract administrator and the project manager (in some cases, other staff will be assigned to help on a need to basis or if they are allocated to this project). However, the Centro Concepts project manager will oversee compliance with the agreed program and schedule and report on progress, issues, and risks accordingly.

6.5 Contract Award

Contract awards will be planned, managed and coordinated primarily by the Centro Concepts team led by the senior contract administrator and the project manager (in some cases, other staff will be assigned to help on a need to basis or if they are allocated to this project). However, the Centro Concepts project manager will oversee compliance with the agreed program and schedule and report on progress, issues and risks accordingly.

6.6 Subcontractor Kick-off / Pre-start Meetings

All contractor kick-off / pre-start meetings will be planned, managed, and coordinated primarily by Centro Concepts' project manager, site manager, and senior contract administrator, working closely with the client representative (if applicable) as per the contract requirements. However, the Centro Concepts project manager will oversee compliance with the agreed program and schedule and report on progress, issues and risks accordingly.

6.7 Contract Management

All contract management will be planned, managed, and coordinated primarily by the Centro Concepts senior contract administrator, working closely with the project manager. However, the Centro Concepts project manager will oversee compliance with the agreed program and schedule and report on progress, issues, and risks accordingly.

7. Transport, Logistics, Materials, Plant & Equipment

7.1 Master Delivery Schedule

Deliveries will be scheduled in advance via a master delivery system and coordinated daily with the Centro Concepts site management team. Most deliveries to the site will be made during regular working site hours (refer to chapter 3.5 for site working hours). However, plant and equipment may be required to be delivered occasionally outside these times due to other road restrictions or circumstances outside the project's control.

7.2 Freight Forwarding

All overseas or interstate freight forwarding of material, plant, and equipment will be planned, managed, and coordinated by the respective contract administrator, with oversight from the Centro Concepts project manager working closely with the site management team in accordance with the program and schedule.

7.3 Transportation

The respective supplier will be responsible for the transportation of all materials, plant, and equipment, working closely with the Centro Concepts contract administrator and with oversight from the Centro Concepts project manager and project delivery / site management team in accordance with the program and schedule.

7.4 Material, Plant & Equipment Inspections & Compliance

The supplier's primary obligation before delivery is to perform a quality check of all materials, plant, and equipment to ensure compliance with contracted requirements. Secondly, the Centro Concepts site manager and the client representative (collectively as required) will perform a final inspection to ensure conformity with design and specification. Prior to operation of plant and equipment on site, the site manager must complete a plant and equipment induction and review all documents, certificates, licences of operators to ensure all are valid and appropriate for the works required.

7.5 Plant & Equipment

Plant and equipment summary will comprise of the following:

- Temporary site facilities
- Site preparation equipment
- Earthmoving equipment
- Lifting equipment
- MHE equipment
- Temporary power generation
- Safety equipment
- Access and scaffolding equipment
- Site-specific equipment for trade and specialist works

8. Construction Plan

8.1 Methodology

Centro Concepts construction plan will identify the following:

- Construction phasing and general construction sequence
- Pre-commencement requirements
- Site possession
- Site hours
- Site establishment
- Temporary services
- Materials handling
- Health and safety and workplace relations
- Site management and coordination
- Program, schedule, cost and quality control
- Interaction with key stakeholders
- Inspections, testing and commissioning
- Approvals
- Quality control
- Defects management and non-conformance
- Handover

8.2 Construction Phasing & General Construction Sequence

The construction period will be completed in approximately November 2024 (per the Contract Construction Program attached in Appendix A). The main construction stages and sequence will be as follows:

- Stage 1
 - Dilapidation, site setout and site establishment installations
 - Temporary MEP services installations
 - Inductions, implementation of site personnel
- Stage 2
 - Civil works
 - Clearing and grubbing
 - Bulk earthworks and falsework installations
 - Detailed excavations / falsework, retaining structures, and MEP / utility services trenching
 - In-ground service conduits and MEP service / utility installations
 - Inspections
 - Backfilling

- Stage 3
 - Formwork, steel reinforcement, and MEP service installations
 - Inspections
 - Concrete footing / slab installations
 - Slab formwork
 - Steel reinforcement and in slab MEP services
 - Inspections
 - Concrete slab installations
- Stage 4
 - Main structure tilt panel installations
 - External doors and windows and penetrations
 - Waterproofing and water tightness (Lock-up stage)
 - External sealing and painting
 - Set out and internal fit-out
 - Internal MEP servicing installations' primary rough-ins and testing
 - Inspections and testing
 - Internal linings, wet areas, kitchen cabinetry and finishings
 - Secondary MEP finish, inspection, testing and commissioning
 - Internal painting
- Stage 5
 - External parking and landscaping works
 - Final testing and commissioning
 - Final inspections with the client
 - Defect management
 - Handover to client

8.3 Pre-Commencement Requirements

- All contract requirements closed out, and all conditions were discharged
- Completion and approval of issue for construction set drawings and contractor production drawings, including regulatory drawing set
- The site survey and set-out controls have been completed and approved, and the boundaries / survey reference controls have been profiled / pegged out, including benchmarks / datums for finished levels
- Completion and approval of health and safety management plan, including all items required to satisfy WHS legislation (i.e. main contractor and subcontractor health and safety plans, risk assessments and method statements)
- Notice of project to WHS authority (if applicable)
- Completion and approval of sustainability and environmental management plan
- Completion and approval of quality assurance management plans for design and construction deliverables
- Completion and approval of construction program and schedule
- Completion, approval and final sourcing of all consultants and trade package requirements

- Completion of transport and logistics plan for material, plant and equipment
- Completion and approval of the protective works program
- Completion and approval of the dilapidation program
- Completion, approval and receipt of documentation of all licenses, permits, consents and the like required before commencement on site
- Confirmed notification to businesses / residents of programmed works within the site area
- Completion and approval of project directory for management staff and suppliers / contractors
- Completion and approval of all pre-site supplier and contractor online inductions
- Ensure all site establishment and safety / wayfinding signage has been identified, sourced and approved

8.4 Site Possession

As per the ehad contract and agreed dates outlined in the program, Centro Concepts will take possession of site on Monday 4th March 2024, and be documented accordingly with any outstanding conditions for resolution.

8.5 Site Establishment

Centro Concepts will provide compliant site welfare to meet the requirements of management staff and site workers in consideration of health and safety requirements; this will, in summary, consist of the following:

- Site offices / reception
- Induction area
- Meeting area
- Initial site amenities scaled up to meet occupancy and peak loads and scaled down accordingly as trade works packages close out to completion of the works.
- First aid room
- Common lunch area
- Temporary security fencing with CCTV and lighting (if required)
- Temporary site safety and wayfinding signage
- Demarced exclusion and works zones
- Laydown and staging areas
- Storage areas
- Temporary erosion and sediment control

NOTE: Site plan attached in Appendix B and will also be displayed on site entry / exit gates, site office, and lunch room.

8.6 Temporary Services

Centro Concepts will use a combination of MEP mains and temporary supply / plant and equipment to support the servicing site's establishment and delivery of the works. We will process utility providers and the necessary applications and approvals as required. Suppliers for all temporary plant and equipment will be coordinated accordingly.

8.7 Material Handling

Centro Concepts and all supplier contracts will provide the necessary plant and equipment to drop off, pick up, and install the works according to health and safety requirements and manufacturer guidelines. The respective providers will remove the works per program and schedule requirements.

8.8 Workplace Health & Safety Relations

Centro Concepts will develop a comprehensive health and safety management plan to support the safe delivery of the works in accordance with Queensland Workplace Health and Safety and Work Safe Australia requirements (refer to items in Appendix G).

8.9 Site Management & Coordination

The Centro Concepts site manager will plan, manage, and coordinate all site activities and stakeholders, working closely with the project team and reporting to the project manager.

Our approach to managing our consultants, contractors, and suppliers is through a robust systematic process communicated to capable organisations. Through ongoing engagement, trust is built, cultures align, mutually beneficial relationships and opportunities transpire, and subcontractor risk diminishes as they become more familiar with our processes and standards and consequently more capable of delivering to our stringent requirements and expectations to meet the respective project requirements.

Our approach also includes:

- Using a systematic process for selecting, managing, sequencing, and verifying consultants and subcontractors to achieve deliverables that meet specifications, program, and budget
- Ensure all our consultants and subcontractors comply with our management systems, processes and procedures and are fully aligned with our project objectives and obligations
- We consistently achieve the highest quality, safety, and value for money from our subcontractors
- We integrate our consultants and subcontractors into our project team to achieve seamless delivery and develop long-term relationships based on respect, trust and harmonious relations
- We are maximising the participation of local communities, consultants, subcontractors and suppliers

All project team members will fully understand the program, schedule and project constraints, including attendance at daily morning site meetings and regular weekly meetings to monitor project performance.

8.10 Program, Schedule, Monitoring Scope, Resources, Time & Cost Control

The Centro Concepts project manager will plan, manage, maintain, and coordinate the program and schedule, working closely with the site manager, project team and contracted subcontractors. The project manager will also regularly report to project leadership and the client.

Program monitoring will be conducted through earned value management assessment against baseline documentation and identified critical path activities (planned versus actual evaluation) across scope, resources, time, and cost, as well as visual site inspections of completed works.

The tool utilised to conduct progress performance will be Microsoft Project software in the first instance and / or Procore. Change management will be performed with a robust, transparent, and effective variation process (refer to items in Appendix K).

8.11 Interaction with Key Stakeholders

The specific interactions with key stakeholders have been detailed within the summary roles and responsibilities matrix, which is planned, managed, and controlled by the project manager, senior contract administrator, and site manager, working closely with the project team and external stakeholders.

8.12 Inspections, Testing, Commissioning & Approvals

Centro Concepts project team, suppliers and contractors, will plan, manage and coordinate the identified activities within the program and schedule.

This will include the following activities:

- Receiving of incoming materials, goods, plant and equipment
- In progress inspections of installations
- In progress testing and commissioning
- In progress defects identification, management and rectification
- Final inspections and commissioning
- Final collation of documentation and compliance certificates/approvals obtained

8.13 Quality Control

Centro Concepts management system covers all aspects of the project across all stages. The quality management system assures our project team and client that robust, well-tested, reliable, and consistent management processes will be applied to this project's planning, design, procurement, contract management, construction, and project management processes. Moreover, the project team will conduct regular quality audits (weekly or as otherwise stated) as the project demands to verify that processes remain compliant with the quality plan and to monitor their effectiveness in achieving the desired outcomes (refer to complete Quality Management Plan in Appendix I).

8.14 Defects Management & Non-Conformance

Centro Concepts project team, supplier and contractor teams will reduce time spent on defect management by endeavouring to deliver the works defect-free during the transport to site, installation, inspection, testing, commissioning and completion stages. Where defects are identified, we immediately assess the impact of remediation works on the program and schedule and determine the best way to minimise slippage. Where appropriate, we implement the proper corrective action to ensure defect remediation activities are undertaken as expediently as possible. Furthermore, each defect is discussed at a site management meeting to understand the cause and determine any actions that can be taken to prevent a reoccurrence of similar defects.

All non-conformances will be discussed, documented, recorded and issued to the relevant suppliers and contractors for rectification.

8.15 Handover

The project team diligently manages the completion and handover of the works through a detailed project completion phase. This phase is led by the project manager, site manager, contract administrator, and various team members to support the focus required to control this critical phase of the work satisfactorily. Identifying the completion requirements early in the project and integrating this with a proven handover manual avoids missing any activity or requirements.

9. Communication & Reporting

9.1 Methodology, Meetings & Distribution

Centro Concepts will communicate across all project stages, led by the project manager, primarily through regular face-to-face meetings and secondarily online via Teams meetings as required, working closely with the project team every week and reporting accordingly on project status, issues, risks, recommendations, and corrective actions for project resolution.

Documentation will be distributed electronically to all relevant project team members and recorded within our project document control system. Reporting will be supported by a project management tracker that the project manager and senior contract administrator will use to plan, manage, and coordinate to complete and close out required actions throughout the project.

Typical communications will be as follows:

- Development approvals, construction approvals and certificates
- Conversations, correspondence, submittals, agendas, meetings and minutes
- Project progress / performance updates across scope, resources, time and cost
- Documentation regarding planning, design, procurement, construction delivery and contract / commercial administration
- Pre-commencement documentation
- Certifications and approvals
- Change management and project variations
- Close-out information, training, operating manuals, warranties, as-built drawings and specifications
- Handover documentation for archive

10. Environmental Management Plan

10.1 Methodology

Centro Concepts will prepare a detailed Environmental Management Plan (EMP) before the commencement of works. These reports include developing and implementing Centro Concepts environmental systems consistent with the scope of works (refer to complete EMP attached in Appendix H).

The purpose of this Environmental Management Plan is to:

- Identify the environmental issues (aspects and impacts) for this project
- Establish, communicate, and implement environmental operational controls to reduce the adverse environmental impacts of the company's activities, products, and services
- Ensure Centro Concepts and its suppliers and subcontractors comply with all relevant environmental legislation, applicable licenses, approval and permits, regulatory requirements, and this EMP
- Ensure that work is managed to reduce adverse impacts on the environment
- Action any outcomes from incidents or accidents, project audits or other identified non-conformances and continually improve the Environmental Management Systems

10.2 Erosion & Sediment Control

The erosion and sediment risk are considered low to medium. As part of our site establishment processes, all aspects of the project are reviewed to minimise/negate on-site erosion or sediment effect of stormwater.

Centro Concepts acknowledge the requirements to produce a detailed Erosion and Sediment Control (ESC) program for the site, compliant with the relevant local authority conditions and noted erosion and sediment control standards.

Where applicable, the following controls will be implemented:

- Silt socks will be fitted to all drains to control run off
- Mesh will be fitted to all drains where there is a risk of debris present
- Curbs and gutters will have sediment control measure installed incrementally to control any water flow onsite during heavy downfall
- Entry and exit to site will have adequate management and control measures
- A chemical and hazardous materials spill kit will be kept onsite at all times
- Storage of chemical and hazardous materials (for example diesel fuel) will be in a designated and isolated area with adequate controls.

Centro Concepts will complete and comply with all relevant local authority documentation, fact sheets and guidelines.

In the event of a complaint, Centro Concepts will implement a clear communication system and will review and analyse the cause of the complaint, then introducing new controls in order to prevent a reoccurrence of the problem.

10.3 Environmental Management

Centro Concepts will prepare a detailed WH&S and Environmental Management Plan prior to the commencement of works. These reports include the development and implementation of Centro Concepts environmental systems.

The purpose of this Environmental Management Plan is to:

- Identify the environmental issues (aspects and impacts) for this project

- Establish, communicate, and implement environmental operational controls to reduce any adverse impacts on the environment from the company's activities, products, and services
- Ensure compliance by Centro Concepts and its suppliers and subcontractors with all relevant environmental legislation, any applicable license, approval and permit, regulatory requirements, and this EMP
- Ensure that works are managed to reduce adverse impacts on the environment
- Action any outcomes from incidents or accidents, project audits or other identified non-conformances and to continually improve the Environmental Management Systems.

NOTE: Entire EMP will be attached in Appendix L.

10.4 Environmental Objectives

The environmental objectives for the project are as follows:

Aspect	Objective
Waste	To minimise waste going to landfill.
Sediment & Erosion Control	To prevent sediment from entering waterways or stormwater.
Water	To prevent contamination of waterways and to minimise the use of construction water.
Noise & Vibration	To minimise noise or vibration during the construction works.
Dust	Take measures including watering or covering areas to minimise or prevent the generation of dust. Ensure access roads and footpaths are kept clean. Daily monitoring to ensure compliance.

10.5 Environmental Risks / Environmental Aspects

Potential environmental obligations and risks associated with the project shall be identified prior to the start of the project by the project management team on the project WH&S Risk Register.

The project WH&S Risk Register will be provided to subcontractors and suppliers as part of the subcontract and supply contracts.

10.6 Environmental Impacts & Controls

The project WH&S Risk Register describes operational controls used to manage environmental issues.

The site management team will ensure that environmental controls are inspected 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 via the Hazardous Substances Register.

10.7 Legislative Compliance

Centro Concepts will comply with all noted legislation in accordance with the project requirements.

The project management team and/or site management team shall regularly conduct toolbox meetings to address safety and environmental hazards in and around the site, safe work practices, coordination, and responsibilities.

10.8 Community Complaints

Community complaint shall be recorded on an Incident/Complaints Report.

Remedial action must be taken as soon as practical. Any action taken shall be recorded on the form. The client and/or client's representative (if applicable) will be informed of any incidents.

10.9 Incident Investigation & Reporting

The project management team and/or site management team shall ensure that all incidents occurring in or around the site, involving company personnel, subcontractors, visitors, or passers-by, are investigated, and reported regardless of how minor they appear at the time of the occurrence.

A Non-Conformance Report shall be completed for each incident that cannot be immediately rectified and has no ongoing environmental impact.

10.10 Duty to Notify Department of Environment & Conservation of Pollution Incident

Centro Concepts shall notify the EPA if any pollution incidents occur during the course of its activities.

10.11 Non-Conformance

In the event of breach in the requirements of the EMP, a Non-Conformance Report will be completed and issued to the offending party.

Non-conformances will be registered in the Non-Conformance Report Register.

A copy of the Non-Conformance Notice will be forwarded to the Project Manager and the subcontractor, who will implement appropriate corrective action.

11. Risk Management Plan

11.1 Methodology

The overall risk management approach follows the standard risk management model, which is managed primarily by the project manager and site manager working alongside experienced staff to ensure issues and risks are factored into the planning of each project stage. By establishing the context, the organisation communicates its objectives, defines the external and internal parameters to be considered when managing risk, and sets the scope and risk quantitative and qualitative criteria for the remaining process (refer to Safety Management Plan in Appendix G).

11.2 Identified Risks

Comprehensive identification of risks across each stage (working closely with key members of the project team) in logical order and how they interrelate with construction delivery is paramount to managing the site in accordance with the project and safety requirements.

Risks will be identified through collective discussions with project team members based on their respective expertise and lessons learned from previous projects. They will then be documented in order of priority across each project stage and ready for the analysis and evaluation stage.

11.3 Analyse & Evaluation of Risks

The analysis and evaluation of risks must be collectively weighed by the project team against the likelihood and severity of impact on the project across the stages, measured and documented accordingly, and ready for the mitigation and controls stage.

11.4 Mitigation of Risks

Mitigation strategies involve examining possible control options to determine the most appropriate corrective actions for managing identified risks and documenting accordingly across each project stage. It is important to undertake a hierarchy of controls / cost analysis to control the risk against the likelihood of the risk to understand the cost / benefit analysis.

Applicable control options for consideration and application are as follows:

- Avoid the risk
- Change the likelihood of the risk
- Change the consequence of the risk
- Share or transfer the risk to the appropriate stakeholder
- Retain / accept the risk

11.5 Likely Risk Impacts

Centro Concepts experienced team will determine the likelihood of risks through a collective comprehensive analysis, combining expert judgement and historical lessons learned from previous projects. Assessments will be documented accordingly and factored into overall risk management.

11.6 Risk Controls & Reporting

Centro Concepts experienced team will plan, manage and coordinate the risk management process, working with key stakeholders to effectively monitor, review, assess, control and report on risks throughout the project.

Ongoing review of risks is essential to ensure mitigation strategies remain maintained and that risk actions are performed appropriately and in a timely manner.

The results of risk monitoring and review will be documented in the risk register, including the following information:

- Status
 - Identified
 - Analysis complete
 - Evaluation complete
 - Accepted
 - Resolved
 - Retired
 - Final review, documented and reported against, updated accordingly for project team distribution

12. Financial Control

12.1 Methodology

Centro has well-established cost management procedures that are effective and fully transparent (if required as per agreed contract terms). We have an open relationship with our clients and provide regular, comprehensive management and cost reporting.

Our approach is an open-book environment for cost management with early reporting on potential variances in project costs. All are controlled by a robust process, including the following:

- An agreed overall cost control process
- An agreed variation process
- Variations to the original project scope will only be varied if directed and approved by the client or designated client representative
- If a variation is received from the client, the notification of cost and effect on scope, resources, and time will be provided to the client / client representative within 14 days of receipt
- All evidence of the cost variation will be provided to the client / client representative for them to decide within two days whether or not to proceed
- If the costs of the variation cannot be quantified within 14 days due to day works, then an estimate will be provided within 14 days, and final costs will be assessed upon completion of the works
- If a site direction is received from the client / client representative that constitutes a variation to the contract, they will be notified within seven days of the impact on scope, resources, time and cost, and, as a consequence, further direction on whether to proceed will be requested
- All variations will be assessed against the critical path and earned value management analysis to support the claim for scope, resources, time and cost

12.2 Cost Planning

Centro Concepts will provide strict controls regarding scope, resources, time and cost by first agreeing on the cost baseline schedule with the project team and client. Before starting the on-site briefing, the spend profile or cashflow schedule, encompassed with an invoicing plan aligned with the milestones agreed upon within the contract, will be comprehensively communicated and briefed to project team members to enable a complete understanding of the project cost constraints. Regular cost reviews with the team will be undertaken to measure performance through earned value management (EVM) analysis, considering any approved changes throughout the project and reporting accordingly for review, analysis and decision-making / corrective action.

12.3 Cost Control & Change Control

Strict project controls will be adhered to regularly throughout the project, led by the senior contract administrator, who will work closely with the project team members, the client, and the client representative (if applicable).

12.4 Cost & Contract Integration

The senior contract administrator will lead cost and contract integration, working closely with the project team. Integration will be achieved through multiple briefing sessions with project team members and will be reviewed and monitored regularly throughout the project.

13. Contract Close Out

13.1 Methodology, Contract Compliance and Final Accounting

Centro Concepts will utilise its contract close-out checklist, aligned with the project requirements for compliance to close out all contractual and administration matters with a contract completion certificate stating all final accounting across all work packages. This process will be undertaken with the project team members, client, and client representative (if applicable) to the final approval stage for closing out the project accounting, ready to issue all project documentation.

Prior to Centro Concepts achieving practical completion and handover, a defect walkthrough will be completed by the site manager, project manager, and senior contract administrator. Any noted defects will be tracked and added to the defect checklist via Procore where it will be assigned to the relevant contractor to complete by specified due date. Once all defect have been completed, a final site walkthrough with the client will be done to ensure client satisfaction.

Upon handover, Centro Concepts will compile a handover, operations manuals, and warranties pack which will include all relevant certificates, warranties, maintenance schedules / regimes, and any other relevant documents required (project specific).

14. Archiving

14.1 Methodology & Document Storage

All project documentation will be recorded and categorised within our document control system by project across the relevant stages. As required, the senior contract administrator will lead this process, working closely with the contracts administrator and other project team members. At the project's completion and successful handover stage, all documentation necessary for handover will be electronically distributed to the relevant stakeholders.



Appendix A

Detailed Program & Schedule



Appendix B

Site Plan & Traffic Management Plan (if applicable)



Appendix C

Company Organisational Chart (Not Applicable)



Appendix D

Contacts Register (Not Applicable)



Appendix E

Roles & Responsibilities (Not Applicable)



Appendix F

Risk Table (Not Applicable)



Appendix G

Safety Management Plan



Appendix H

Environmental Management Plan



Appendix I

Quality Management Plan (Not Applicable)



Appendix J

Document Control & Flow Chart (Not Applicable)



Appendix K

Change Control Flow Chart (Not Applicable)
