



Heritage Management Plan (HMP)

Sydney Metro City & Southwest
Package B – Martin Place

Project/Plan No: MD1968/10
For Transport for NSW

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HMP - Revision Control

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HMP – Review

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001				
002				
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1 Project Information

1.1 Introduction

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

Sydney Metro is a new standalone rail network identified in *Sydney's Rail Future*. The Sydney Metro network consists of Sydney Metro Northwest (previously known as the North West Rail Link) and Sydney Metro City & Southwest.

The proposed Sydney Metro City & Southwest (SMC&SW) comprises of two core components:

- The Chatswood to Sydenham project involves the construction and operation of an underground rail line approximately 15.5 kilometres long inclusive of new stations between Chatswood and Sydenham.
- The second core component will involve upgrading the 13.5 kilometre rail line and existing stations from Sydenham to Bankstown.

Metropolitan Demolitions Pty Ltd (MD) has been awarded the contract to undertake the Sydney City Metro & Southwest, Package B - Martin Place (the Project).

Metropolitan Demolitions Pty Ltd (MD) together with Metropolitan Demolitions & Recycling (MDR) are collectively referred in our Management Plans as Metropolitan Demolitions Group (MDG).

1.2 Scope

The scope of works consists of the demolition and removal of four buildings located at:

- 55 Hunter Street
- 5 Elizabeth Street
- 7 Elizabeth Street;
- 8 to 12 Castlereagh Street.

The Projects scope of works includes:

- Demolition and removal of buildings elements and infrastructure including basement levels, but excluding:
 - Concrete slab on ground
 - Section of walls acting as retaining structures
- Disconnect and cap all utilities/services at relevant property boundaries or as per provided location
- Traffic management
- Waste sorting and removal
- Site remediation
- Asbestos removal
- Decommissioning of plant
- Designing and installation of Temporary Works
- Remove all water meters and return to Sydney Water
- Protection of structures
- Transport of waste
- Prepare Management Plans
- Prepare and submit Survey Plan
- Coordination of the interface Work

The four key stages of work will be carried out as described in **MD1968/03.A Demolition Work Plan** (DWP) prepared for the project. Work will generally follow the sequence as indicated below.

1. Receive handover of site
2. Locate disconnect/isolate redundant services
3. Site induction

4. Demarcate site and define exclusion zones
5. Install environmental controls
6. Practical removal of hazardous materials
7. Soft strip structure
8. Erect scaffold and protection
9. Mechanical demolition
10. Remove rubble and rubbish from site
11. Handover
12. Demobilisation.

All works will be completed in accordance with Code of Practice: Demolition work, AS2601: The demolition of structures and shall meet the requirements of the Work Health and Safety Act 2011 (NSW) and Work Health and Safety Regulation 2011 (NSW).

2 Objectives and Commitment

The objective of this Heritage Management Plan (HMP) as sub plan to the CEMP is to provide direction as to how we will manage heritage related works in accordance with the requirements of the key stakeholders being;

- The Department of Planning & Environment (DPE)
- City of Sydney Council and the
- NSW Heritage Council and the
- The Construction Environmental Management Framework being;
 - o Embedded significant heritage values through any architectural design, education or physical interpretation
 - o Minimise impacts on items or places of heritage values
 - o Avoid accidental impacts on heritage items
 - o Minimise worker awareness of indigenous and non-indigenous heritage

MDG propose to undertake the salvage of items of heritage significance as an early works activity.

MDG is committed to salvaging heritage items and will not destroy, modify or otherwise physically affect any Heritage item either identified or not identified in documents referred to in Condition A1.

This Heritage Management Plan has been developed in accordance with the requirements of;

- The Conditions of Approval issued by DPE
- Construction Environmental Management Framework

2.1 Scope of HMP

This plan specifically relates to the demolition works to be undertaken and under the control of MDG.

All MDG staff and sub-contractors are required to operate under this plan until all heritage items have been removed from site.

The building at 7 Elizabeth St is to be demolished and has been identified in the Sydney Metro EIS Non-Aboriginal Heritage Report as being locally significant in the Local Environment Plan. MDG's scope in this HMP includes for the removal of items nominated by TfNSW Heritage Architect prior to the demolition of the building. [ref Appendix A.](#)

The Macquarie Bank building (48-50 Martin Place) adjoins the demolition site on Castlereagh St and is a heritage listed building. A stand-alone 3rd Party Agreement between TfNSW and Macquarie Bank is being negotiated and includes provisions and access protocols to allow the demolition works to proceed.

The building at 66 Hunter St is across the road from the site is a heritage listed building however MDG's scope of work does not require access to this building.

Further discussion, including a table of possible impacts and the mitigation measures, related to these three buildings is at Section 4 of this HMP.

2.1.1 Conditions of Approval (CoA)

The Conditions of Approval for CSSI E13-E16 include:

Table 1 – Conditions of Approval

CoA number	Condition	Response	Section in HMP
E10	The Proponent must not destroy, modify or otherwise physically affect any Heritage item not identified in documents referred to in Condition A1.	MDG is committed to salvaging Heritage items and will not destroy, modify or otherwise physically affect and Heritage item either identified or not identified in documents referred to in Condition A1.	Section 2 HMP
E13	<p>The Proponent must prepare a Heritage Archival Recording Report, including photographic recording of the heritage items identified in documents referred to in Condition A1.</p> <p>Archival recording must include but not be limited to the following heritage items (applicable to this site):</p> <p>(c) Martin Place, between Elizabeth and Castlereagh Streets, Sydney;</p> <p>The archival recording must be undertaken by a suitably qualified heritage specialist and prepared in accordance with NSW Heritage Office’s How to Prepare Archival Records of Heritage Items (1998) and Photographic Recording of Heritage Items Using Film or Digital Capture (2006).</p> <p>Within two (2) years of completing the archival recording, or any other later time agreed by the Secretary, the Proponent must submit the Heritage Archival Recording Report to the Department, the OEH, Heritage Council of NSW, Relevant Council(s), relevant local libraries and local historical societies in the respective local government area(s).</p>	<p>TfNSW has prepared a report titled Sydney Metro – Chatswood to Sydenham – Salvage Register.</p> <p>This Register will then be used by TfNSW to prepare the final Heritage Archival Recording Report once all identified items have been removed.</p>	TFNSW
E14	In addition to the archival recording as required by Condition E13, the Proponent must, prior to demolition, undertake external photography of all buildings and structures to be demolished, in consultation with and to the standards of the relevant Council. The	This activity will be undertaken by MGD before demolition commences.	This activity will be undertaken by MGD before demolition commences.

	recordings must be made available to the relevant Council.		
E15	The Proponent must salvage items of heritage value from heritage listed buildings and structures to be demolished before demolition, and assess options for its sympathetic reuse (including integrated heritage displays) on the project or other options for repository, reuse and display. Suitable repository locations must be established in consultation with Relevant Council(s). Any State listed items or elements suitable for salvage must be determined in consultation with the Heritage Division of the OEH.	A Salvage Register for the 'Flat Building' at 7 Elizabeth St has been prepared by TfNSW as is attached at Appendix A. TfNSW will assess options for the items salvaged.	Appendix A Salvage Register
E16	The Proponent must prepare a Salvage Report, including photographic recording of the heritage items identified for salvage in documents referred to in Condition A1. The Salvage Report must include: (d) the interior, exterior and setting of the 'Flat Building' at 7 Elizabeth Street, Sydney;	A Salvage Register for the 'Flat Building' at 7 Elizabeth St has been prepared by TfNSW as is attached at Appendix A. Refer also to Section 4 of this HMP	Appendix A Salvage Register
E17	The Archaeological Assessment Research Design Report in the PIR must be implemented before commencement	No excavation is required as part of the demolition scope of works	NA
E18	Before excavation of archaeological management sites, the Proponent must nominate a suitably qualified Excavation Director	No excavation is required as part of the demolition scope of works	NA
E 19	An Unexpected Heritage Finds Procedure must be prepared	No excavation is required as part of the demolition scope of works	Section 5 Unexpected Finds Procedure
E20	In the event that a Relic is discovered, relevant construction must cease in the affected area	No excavation is required as part of the demolition scope of works	Section 5 Unexpected Finds Procedure
E21	The Proponent must prepare a Heritage Interpretation Plan (HIP)	The Principle is responsible for preparing the HIP	TFNSW
E23	The Proponent must take all reasonable steps so as not to harm, modify or otherwise impact any Aboriginal object associated with the CSSI	Principle is responsible for preparing the HIP. MDG will take all reasonable steps so as not to harm, modify or otherwise impact any Aboriginal object associated with the CSSI except as authorised by	Section 2 Objectives and Commitments

		the approval.	
E24	Before Excavation the Proponent must implement the Aboriginal Cultural Heritage Assessment	No excavation is required as part of the demolition scope of works. The department acknowledges that the Demolition package for the project is unlikely to encounter Aboriginal Heritage Items.	Section 5.2 Unexpected Finds
E 25	Where previously Unidentified Aboriginal objects are discovered during construction of the CSSI construction must stop.	No excavation is required as part of the demolition scope of works	Section 5.2 Unexpected Finds
E26	Exhumation Management Plan	No excavation is required as part of the demolition scope of works	NA
E27	Exhumation Management Plan	No excavation is required as part of the demolition scope of works	NA
Construction Environmental Management Framework			
10.1	Heritage Management Objectives		
	Embed significant heritage values through any architectural design, education or physical interpretation	A Salvage Register for the 'Flat Building' at 7 Elizabeth St has been prepared by TfNSW as is attached at Appendix A.	Appendix A Salvage Register
	Minimise impacts on items or places of heritage value	Works will be conducted in accordance with supplied surveys and requirements where heritage and artefacts are known to be on site (as agreed)	Section 5.1 Unexpected Finds
	Avoid accidental impacts on heritage items	Training will be provided to workers during the site induction to highlight the identified heritage structures and that artefacts are not to be moved, disturbed or destroyed.	Section 5.1 Unexpected Finds
	Maximise worker's awareness of indigenous and non-indigenous heritage	Training will be provided to workers during the site induction to highlight the identified heritage structures and that artefacts are not to be moved, disturbed or destroyed.	Section 5.2 Unexpected Finds
10.2	Principle Contractors will develop and implement a Heritage Management Plan	Plan has been developed	This Plan

	which will include		
	Will be developed in consultation with Registered Aboriginal Parties(indigenous Heritage only) and the NSW Heritage Council	The department acknowledges that the Demolition package for the project is unlikely to encounter Aboriginal Heritage Items	Section 5.2 Unexpected finds
	The heritage mitigation measures as detailed in the environmental approval document	Table 4 Outlines the Building ,Items of Heritage Significance Possible Impacts and mitigations measures	Table 4 Mitigation Measures
	The responsibilities of key project personnel with respect to the implementation of the plan	The responsibilities of key personnel for Heritage Management and documented In this plan	Section 3 Roles and Responsibilities
	Procedures for interpretation of heritage values uncovered through salvage or excavation during detailed design	TfNSW has issued a 'Salvage Register' that includes guidance notes and a scope of work for the demolition contractor.	Appendix A Salvage Register
	Procedures for undertaking salvage or of heritage relics or sites(where relevant)	TfNSW has issued a 'Salvage Register' that includes guidance notes and a scope of work for the demolition contractor.	Appendix A Salvage Register
	Details of management measures to be implemented to prevent and minimise impacts on heritage items (including further heritage investigations ,archival recordings and/or measures to protect unaffected sites during construction works in the vicinity)	TfNSW has issued a 'Salvage Register' that includes guidance notes and a scope of work for the demolition contractor.	Appendix A Salvage Register
	Procedures finds, including procedures for dealing with human remains for unexpected heritage	No excavation is required as part of the demolition scope of works	Section 5.2 Unexpected Finds
	Heritage monitoring requirements	The monitoring and auditing will be undertaken in accordance with the CoA E13-16 (Table 1) and all inspection and monitoring activities will be conducted in accordance with the MDG's MD1968 Heritage Inspection Form	Section 6 Monitoring and Auditing
	Compliance record generation and management	Monitoring activities will be conducted in accordance with the MDG's MD1968 Heritage Inspection Form	Section 6 Monitoring and Auditing

10.2 b	The Contractors regular inspection will include checking of heritage measures	Monitoring activities will be conducted in accordance with the MDG's MD1968 Heritage Inspection Form	Section 6 Monitoring and Auditing
10.2 c	Compliance records will be retained by the contractor these will include	As per CoA C2(f) an inspection program has been developed by MDG and will be undertaken by the EM weekly	Site Heritage Inspection
	Inspections undertaken in relation to Archival records undertaken of any heritage item heritage management measures	Heritage specialist will be engaged to undertake Archival records undertaken of any heritage item heritage management measures	TfNSW
	Unexpected finds and stop work order	Works will be conducted in accordance with supplied surveys and requirements where heritage and artefacts are known to be on site (as agreed)	Section 5.1 Unexpected Finds
	Records of any impacts avoided or minimised through design or construction methods	TfNSW has issued a 'Salvage Register' that includes guidance notes and a scope of work for the demolition contractor.	Appendix A Salvage Register
10.3	Heritage Mitigation		
10.3 a	Examples of heritage mitigation measures include Undertake archival recordings of all non-indigenous heritage items affected by the works prior to commencement of works	Table 4 Outlines the Building ,Items of Heritage Significance Possible Impacts and mitigations measures	Table 4 Mitigation Measures
	Any heritage item not affected by the works will be retained and protected	Table 4 Outlines the Building ,Items of Heritage Significance Possible Impacts and mitigations measures	Table 4 Mitigation Measures
	Prior to the commencement of construction undertake professional archaeological excavation, investigation and reporting of any historical indigenous heritage sites of state significance will be affected	TfNSW has issued a 'Salvage Register' that includes guidance notes and a scope of work for the demolition contractor.	Appendix A Salvage Register
	Implement unexpected heritage find	No excavation is required	Section 5

	procedures for Indigenous and non-indigenous heritage items	as part of the demolition scope of works	Unexpected Finds Procedure
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Note:

Pursuant to Cl. 9.8 of the General Conditions of Contract MDG will submit for approval by the Principals Representative the proposed method for the removal, tagging and packing of the items identified by the Heritage Architect to be retained. All heritage items removed will be catalogued, packed, crated and removed from site to a secure storage facility (Storage Plus) at 87 – 103 Epsom Road Roseberry NSW as nominated by Sydney Metro.

The salvage of the heritage items is proposed to be undertaken as an early works activity. The safe removal of the heritage items from the site must be undertaken prior to the commencement of demolition works in 7 Elizabeth St.

2.2 Mitigation Measures

Table 2 – Mitigation measures for heritage sites.

Number	Measure	Response	Section in HMP
NAH 1	<p>Archival recording and reporting of the following heritage items would be carried out in accordance with the NSW Heritage Office's How to Prepare Archival Records of Heritage Items (1998a), and Photographic Recording of Heritage Items Using Film or Digital Capture (2006):</p> <p>The interior, exterior and setting of the 'Flat Building' at 7 Elizabeth Street, Sydney between Hunter and Castlereagh Streets.</p>	<p>Specifically, with reference to the 'Flat Building' at 7 Elizabeth St.</p> <p>Refer to Appendix A for identification of items to be removed and stored.</p> <p>Requirements under MDG contract Demolition Works - Package B Schedule C1 Scope of Works and Technical Criteria requires 3.2 (jj) "The Contractor must transport and deliver the items to a location advised by the Principal's Representative (within the Sydney metropolitan area). The methods used for removal must be submitted in accordance with the General Conditions of Contract"</p>	Appendix A Salvage Register
NAH 2	<p>The archaeological research design would be implemented.</p> <p>Significant archaeological findings would be considered for inclusion in heritage interpretation (as per NAH8) for the project and be developed in consultation with the relevant local council.</p>	<p>Given that the Package B – Martin Place – North buildings will be demolished only to slab on ground level, this mitigation condition is not relevant to this scope of works.</p>	Section 5 Unexpected Finds Procedure
NAH 3	<p>An Exhumation Policy and Guideline would be prepared and implemented. It would be developed in accordance with the Guidelines for Management of Human Skeletal Remains (NSW Heritage Office, 1998b) and NSW Health.</p> <p>Policy Directive - Exhumation of human</p>	<p>Given that the Package B – Martin Place – North buildings will be demolished only to slab on ground level, this mitigation condition is not relevant to this scope of works.</p>	Section 5 Unexpected Finds Procedure

	remains (December, 2013). It would be prepared in consultation with NSW Heritage Office and NSW Health.		
NAH 4	The method for the demolition of existing buildings and or structures at Chatswood dive site, Victoria Cross Station, Martin Place Station, Pitt Street Station, Central Station and Waterloo Station would be developed to minimise direct and indirect impacts to adjacent and or adjoining heritage items.	The method of demolition is detailed in the Demolition Work Plan ref MD1968/03 approved by TfNSW.	Demolition Work Plan ref MD1968/03
NAH 5	Prior to total or partial demolition of heritage items at Victoria Cross and Martin Place stations, heritage fabric for salvage would be identified and reuse opportunities for salvaged fabric considered. This would include salvage and reuse of heritage tiles to be impacted at Martin Place Station.	This is not applicable as 7 Elizabeth is the only heritage listed property covered in this scope of works.	NA
NAH 6	An appropriately qualified and experienced heritage architect would form part of the Sydney Metro Design Review Panel and would provide independent review periodically throughout detailed design.	Noted. This requirement will be completed by the TfNSW.	TFNSW
NAH 7	The project design would be sympathetic to heritage items and, where reasonable and feasible, minimise impacts to the setting of heritage items. The detailed design for Martin Place Station and Central Station would be developed with input from a heritage architect.	This scope of works only covers the demolition of 7 Elizabeth St. There is no design required.	NA
NAH 8	Appropriate heritage interpretation would be incorporated into the design for the project in accordance with the NSW Heritage Manual, the NSW Heritage Office's Interpreting Heritage Places and Items: Guidelines (August 2005), and the NSW Heritage Council's Heritage Interpretation Policy.	This scope of works only covers the demolition of 7 Elizabeth St. There is no design required.	NA
NAH 9	Central Station heritage interpretation plan would be developed and implemented. It would be consistent with the Central Station Conservation Management Plan (Rappoport and Government Architects Office, 2013) and in accordance with the guidelines	Not applicable as this scope of work is only for the demolition of 7 Elizabeth St.	NA

	identified in NAH8.		
NAH 10	The detailed design of the Sydney Yard Access Bridge would be carried out in accordance with the relevant specific element principles in the Design Guidelines	Not applicable as this scope of work is only for the demolition of 7 Elizabeth St.	NA
NAH 11	<p>Except for heritage significant elements affected by the project, direct impact on other heritage significant elements forming part of the following items would be avoided:</p> <p>The Blues Point Waterfront Group (including the former tram turning circle, stone retaining wall, bollards and steps)</p> <p>The Millers Point and Dawes Point Village Precinct</p> <p>The existing Martin Place Station</p> <p>Sydney Terminal and Central Railway Stations group</p> <p>Sydney Yard (including the Shunters Hut and Prince Alfred Sewer).</p>	Noted. This scope of works is only for 7 Elizabeth St.	NA
NAH 12	Power supply works would be designed and constructed to avoid impacts to the Tank Stream and Bennelong Stormwater Channel.	Not applicable as this scope of work is only for the demolition of 7 Elizabeth St.	NA
NAH 13	<p>The design and detailed construction planning of work at Central Station would consider the requirements of the Central Station Conservation Management Plan (Rappoport and Government Architects Office, 2013) and include consideration of opportunities for the retention, conservation and or reuse of original and significant heritage fabric and movable heritage items.</p> <p>Consultation would be carried out with Sydney Trains and the Heritage Council of NSW during design development.</p>	Not applicable as this scope of work is only for the demolition of 7 Elizabeth St.	NA
NAH 14	The final design and location of the new connection and opening at Martin Place Railway Station would minimise removal of the significant red ceramic tiling where feasible and reasonable.	Not applicable to this package of works at Martin Place North	NA
NAH 15	Opportunities for the reuse of any tiles at Martin Place Railway Station that are	Not applicable to this package of	NA

	removed would be investigated	works at Martin Place North	
NAH 16	Opportunities for the reuse of the circular seating within Martin Place Railway Station would be investigated.	Not applicable to this package of works at Martin Place North	NA
NAH 17	Opportunities for the salvage and reuse of the bus shelters temporarily removed at Victoria Cross and Blues Point would be investigated in consultation with North Sydney Council	Not applicable to this package of works at Martin Place North	NA
NAH 18	Works at Central Station would be carried out with the oversight of heritage specialists.	Not applicable to this package of works at Martin Place North	NA
NAH 19	<p>Subject to outcomes of consultation with the church, temporary and permanent works at the Congregational Church would:</p> <ul style="list-style-type: none"> - Minimise impacts to heritage fabric - Be sympathetic to the heritage values and architectural form of the building 	Not applicable to this package of works at Martin Place North	NA

2.3 Construction Environmental Management Framework

This plan is a sub plan to the CEMP and is to be read in conjunction with:

- Construction Noise and Vibration Management Plan (Sub plan to CEMP)
- Waste Management & Recycling Plan (Sub plan to CEMP)
- Pollution Incident Response Management Plan (Sub plan to CEMP)
- Construction Traffic Management Plan (and its sub plans)
- Environmental Sustainability Management Plan (Sub plan to CEMP).

3 Roles and Responsibility

The responsibilities of key personnel for Heritage Management are included in the table below.

Table 3 - The Key Project Roles and Responsibilities

Role / Position	Responsibilities
DPE	<ul style="list-style-type: none"> Responsible for the approval of the CHMP
Project Director	<ul style="list-style-type: none"> Approve the CEMP and sub plans including the HMP. Discuss the CoA regarding 7 Elizabeth with TfNSW and the Heritage Specialist when possible. Consult with TfNSW, Sydney City Council and NSW Heritage Council as required. Ensure implementation of HMP by Project Manager and Site Supervisor. Ensure heritage issues are appropriately addressed. Liaison with TfNSW and OEH and other stakeholders, as required. Overall accountability for the preservation of the artefacts.
Project Manager	<ul style="list-style-type: none"> Maintain and implement the HMP and addendum that may come as a result of the Heritage specialist. Ensure that works are undertaken in accordance with Heritage Plan and addendums. Ensure workers are aware of MDGs heritage requirements and undertake appropriate training as required. Review the aspects/impacts for the project and ensure the HMP addresses all requirements. Liaison with TfNSW and other stakeholders as required. Arrange and provide resources as required for the project. Monitoring corrective actions to ensure implementation and continuous improvement and performance of individuals. Promoting awareness and taking action to correct situations of inadequate environmental control or instances of poor behaviour.
Environmental Representative	<p>The ER who is engaged by TfNSW, as required by MCoA A24(1) of SSI 15-7400 for the Project will:</p> <ul style="list-style-type: none"> Be the principal point of advice in relation to the environmental performance and interpretations of the MCoA; Oversee the implementation of the Heritage Management Plan and monitoring programs required under this approval, and advise the MDG upon the achievement of these plans / programs; Consider and advise on compliance obligations against all matters specified in the Conditions of Approval and the Statement of Commitments as referred to under condition A1 of the approval and all other licences and approvals related to the environmental performance and impacts of the Project; Ensure that environmental auditing is undertaken in accordance with all relevant Environmental Management Systems; Be given the authority and independence to recommend to MDG reasonable and feasible steps to be taken to avoid or minimise unintended or adverse environmental impacts. and Complete weekly site inspections including heritage items and confirm close out of any issues raised.

Role / Position	Responsibilities
Site Supervisor	<ul style="list-style-type: none"> • Implement the HMP on site. • Ensure that all workers are properly inducted as per the requirements of this HMP. • Provide sufficient resources for the successful management of sustainability. • Communicate site issues, incidents and sustainability performance to management. • Ensure heritage protocols are used on site for preservation of artefacts.
Environmental Manager	<ul style="list-style-type: none"> • Work with the Site Supervisor to ensure appropriate practices are employed to safely remove the artefacts / material from 7 Elizabeth St. • Ensure there is photographic evidence of the removal of the items as required in the CoA. • Document any non-conformance with this HMP. Undertake a further detailed investigation where appropriate. • Recommend and initiate solutions to issues and verify implementation where required • Ensure relevant heritage records are maintained in collaboration with the Site Supervisor • Take prompt and effective action to address any non-conformances with this HMP and provide appropriate corrective actions. • Review the HMP monthly to identify opportunities to improve its suitability, adequacy and effectiveness. This review will include: <ul style="list-style-type: none"> – Corrective actions implemented are effective; – Corrective actions can be extended to other operational activities (where relative); – Lessons learnt from root causes are extended to other operational activities (where relative); – Implement additional corrective and preventative actions as required for improvement; – Identification of opportunities for new sustainability initiatives.
Worker	<ul style="list-style-type: none"> • Carry out their work in accordance with the HMP and other requirements of this HMP. • Work in a manner without risk to themselves, others or the environment. • Participate in pre-start and toolbox meetings, training programs, risks reviews, inspections and audits as required by MDG • Report all incidents to the Site Supervisor. • Follow instructions as required by the Site Supervisor / Environmental Representative.
Sub-Contractor / Consultants / Specialists	<ul style="list-style-type: none"> • Provide technical input into preservation of materials and oversee removal and storage of items. • Ensure all plant and equipment is fit for use and appropriately tested and maintained. • Adequately instruct their workers in correct methods and environmental safe working practices. • Report all incidents to the Site Supervisor. • Follow instructions as required by the Site Supervisor / Environmental Representative.
QSE Manager	<ul style="list-style-type: none"> • Establish and maintain MDGs Integrated QSE Management System. • Represent MDG on sustainability matters including liaison with the regulator. • Support the project team in development and implementation of this HMP. • Monitor the effectiveness of MDGs QSE Management System • Undertake and coordinate QSE audits • Monitor and communicate QSE Alerts and changes to legislation

4 Mitigation Measures

The EIS has identified that there are three buildings of heritage significance that are associated with this project;

1. 7 Elizabeth St Sydney
2. 50 Martin Place Sydney
3. 66 Hunter Street

For the avoidance of doubt these are the only elements of heritage significance associated with the project.

The processes for meeting the requirements set out in the CoA for items that are to be salvaged at 7 Elizabeth St include;

- identifying the items that are to be retained
- developing methodologies and safe work method statements to facilitate removal
- review and approval by TfNSW of the methodologies as required the under General Conditions of Contract
- tagging, packing, transport and storage in accordance with the approved methodology (yet to be finalised)
- completion of the appropriate photographic records, package and store the items
- Completion of reporting required as referenced in Table 1 of this HMP.

The processes for meeting the requirements set out in the CoA for 50 Martin Place include;

- scheduling weekly/fortnightly meetings with representatives of Macquarie Bank to discuss MDG’s proposed demolition methodology and program
- developing joint solutions to specific areas of concern to either party
- providing information regarding predicted noise and vibration levels
- undertaking a detailed condition survey of the building
- implementing the noise and vibration monitoring program as set out in the Construction Noise and Vibration Management Plan [ref MD1968/09](#)

The processes for meeting the requirements set out in the CoA for 66 Hunter St include;

- consultation with the owners regarding MDG’s proposed demolition methodology and program
- providing updates as required
- undertaking a detailed condition survey of the façade of the building
- implementing the noise and vibration monitoring program as set out in the Construction Noise and Vibration Management Plan (CNVMP) [ref MD1968/09](#)

In addition Table 4 defines the possible effect on these buildings and the mitigation measures that will be adopted before and during the works.

Table 4 – Mitigation Measures

Building	Items of Heritage Significance	Possible Impacts	Mitigation Measure
The ‘Flat Building’ at 7 Elizabeth St With reference to EIS Chatswood to Sydney 2016 Technical Paper 4	TfNSW has issued a ‘Salvage Register’ that includes guidance notes and a scope of work for the demolition contractor. Ref Appendix A The register includes the scope of works and photos of the items to be salvaged	(i) Damage to items during removal and packing (ii) Incorrect items are removed and packed	(i) MDG has engaged and TfNSW has approved the specialist contractor to undertake the works (ii) Requirements under MDG contract Demolition Works - Package B Schedule C1 Scope of Works and Technical Criteria requires 3.2 (jj) “The Contractor must transport and deliver the items to a location advised by

			<p>the Principal's Representative (within the Sydney metropolitan area). The methods used for removal must be submitted in accordance with clause 9.8 of the General Conditions"</p> <p>(iii) Once approval has been granted the works will be completed in accordance with the detailed methodology</p>
<p>50 Martin Place</p> <p>With reference to EIS Chatswood to Sydney 2016 Technical Paper 4</p>	<p>Apart from the building fabric the building itself contains significant artworks and a variety of decorative finishes to walls, ceilings and floors.</p>	<ul style="list-style-type: none"> (i) Noise (ii) Damage caused by vibration (iii) Dust entering air intakes (iv) Weatherproofing exposed walls after demolition of adjoining buildings (v) Hoardings and scaffold (vi) Traffic 	<ul style="list-style-type: none"> (i) Noise TfNSW will submit a copy of the CNVMP to MacBank MDG will implement the CNVMP (ii) Vibration The air gap between buildings has been exposed and vibration via connectivity is deemed to be of low risk Vibration caused by the works will not exceed the specified limits in the CNVMP (iii) Dust Dust will be controlled at the point of generation by hand held hosing and the fitting of air filters to ventilation intakes where required (iv) Weatherproofing The SWTC requires that all exposed walls will be covered with Colourbond metal sheeting (v) Hoardings and Scaffold Hoardings and scaffold will be installed in accordance with the 3rd Party Agreement between TfNSW and Macquarie Bank (vi) Traffic Traffic will be managed in accordance with the approved CTMP for the project
<p>66 Hunter St</p> <p>With reference to EIS Chatswood to Sydney 2016 Technical Paper 4</p>	<p>Fabric of the building</p>	<ul style="list-style-type: none"> (i) Damage to the façade (ii) Noise (iii) Dust (iv) Vibration 	<p>The CNVMP predicts that this building will not be adversely affected by the works.</p> <p>Mitigation measures;</p> <ul style="list-style-type: none"> - include the use of machines fitted with pulverisers in lieu of hydraulic where practical - installation of perimeter scaffold covered with MetroMesh (wire covered on both sides with shade

			cloth) - at least two working decks of scaffold are covered with carpet to reduce noise and dust - hand held hosing at the point of dust generation - truck loading areas are all contained within the building until the demolition reaches the ground floor level - predictive modelling shows that the size of the machines to be used and the proposed methodology will not generate vibration levels that could damage the facade
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This sub plan will be endorsed by the ER and then submitted to the Secretary for approval no later than one (1) month before the commencement of construction or within another timeframe agreed with the Secretary. Works that affect, or have the potential to affect heritage items, will not be conducted prior to construction approval, unless with the approval of DPE.

Construction must not commence until the CEMP and all CEMP sub-plans have been approved by the Secretary. The CEMP and CEMP sub-plans, as approved by the Secretary, including any minor amendments approved by the ER, must be implemented for the duration of construction. Where the CSSI is being staged, construction of that stage is not to commence until the relevant CEMP and sub-plans have been approved by the Secretary.

5 Unexpected Finds Procedure

5.1 Heritage & Artefact

a) Preservation Items & Heritage

- Dilapidation Survey to be conducted where surrounding historic heritage structures (where identified or required)
- Works will be conducted to minimise impact on nearby identified structures in accordance with relevant Heritage and Artefact Management Plans
- Works will be conducted in accordance with supplied surveys and requirements where heritage and artefacts are known to be on site (as agreed)
- Spoil will be monitored during excavations and lifting of concrete slabs for artefacts
- Training will be provided to workers during the site induction to highlight the identified heritage structures and that artefacts are not to be moved, disturbed or destroyed.

5.2 Unexpected Finds

An 'unexpected heritage find' can be defined as any unanticipated archaeological discovery that has not been identified during a previous assessment or is not covered by an existing permit under relevant legislation such as the NPW Act or Heritage Act. The find may have potential cultural heritage value, which may require some type of statutory cultural heritage permit or notification if any interference of the heritage item is proposed or anticipated. The department acknowledges that the Demolition package for the project is unlikely to encounter Aboriginal Heritage Items .

An Exhumation Management Plan is not required as Package B – Martin Place – North buildings will be demolished only to slab on ground level, this mitigation condition is not relevant to this scope of works

The range of potential archaeological discoveries can include but are not limited to:

- Aboriginal stone artefacts, shell middens, burial sites, engraved rock art, scarred trees
- remains of rail infrastructure including buildings, footings, stations, signal boxes, rail lines, bridges and culverts
- remains of other infrastructure including sandstone or brick buildings, wells, cisterns, drainage services, conduits, old kerbing and pavement, former road surfaces, timber and stone culverts, bridge footings and retaining walls
- artefact scatters including clustering of broken and complete bottles, glass, ceramics, animal bones and clay pipes
- Archaeological human skeletal remains.

In the event of locating an unexpected find

- Stop work immediately around the '*find*', protect area and report '*find*' to Site manager / Contractor/ Supervisor
- Is the '*find*' determined to be a *relic* or *object*?
- Has the '*find*' been damaged or harmed?
- Report '*find*' to the Site manager who will contact heritage advisor for identification & assessment of significance

- Develop mitigation strategy with heritage advisor
- Does the 'find' warrant notification to relevant authority?
- Notify relevant authority and undertake relevant regulatory requirements
- Implement mitigation strategy (addressing any regulatory requirements)
- Recommence Work as planned or altered to minimise impact

6 Monitoring and Auditing

The monitoring and auditing will be undertaken in accordance with the CoA E13-16 (Table 1) and all inspection and monitoring activities will be conducted in accordance with the MDG's *MD1968 Heritage Inspection Form*

6.1 Inspections and reports

As per CoA C2(f) an inspection program has been developed by MDG and will be undertaken by the EM weekly. Inspection reports will be documented using internal processes and closed out in a timely manner. All reports including monitoring of heritage items, non-compliance, corrective action, and any report to government agencies will be provided to the MDG Quality Manager by the Environmental Manager. All MDG workers and Sub-contractors working on behalf of MDG are required to monitor work activities in accordance with their site-specific documentation including heritage Items and unexpected finds.

Internal Audit Reports/actions will be communicated to the site management, QSE Manager, TfNSW, Project Manager, the ER, MDG senior management and other relevant parties as required.

Refer to *Internal Auditing Procedure P-QSE-015*.

Periodic assessments and reviews of this HMP will be conducted by the Project management personnel where identified or biannually (6 monthly). Reviews may include the Project Manager, Environmental Manager, Environmental Representative, QSE Manager, Operations Manager or Director and other nominated persons with consideration of the following:

- Changing TfNSW needs;
- Changes in internal/external issues (e.g. Legislation, risks, aspects etc.);
- Results of Internal/external/compliance audit results;
- Interested party feedback;
- Status of corrective and preventative actions;
- Results of site inspection, task observations etc.;
- Outcomes of incident and near miss investigations;
- Project performance data (Monthly Statistical Reports);
- Performance indicators; and
- Any concerns which have been expressed by relevant parties

7 Terms and Definitions

Term	Definitions
Metropolitan Demolitions Group (MDG)	Metropolitan Demolitions Pty Ltd and Metropolitan Demolitions & Recycling Pty known as Metropolitan Demolitions Group (MDG)
The Project	Means the demolition works and related activities for four buildings at 55 Hunter St, 5 and 7 Elizabeth St and 8 -12 Castlereagh St Sydney.
Quality Health, Safety & Environment (QSE)	Quality, Health, Safety and Environment
Responsible Person	Means the MDG Manager responsible for the work area, or work activities undertaken by persons for which the QSE issue has been identified. This may refer to the Directors, Operations Manager, Project Managers, Recycling & Transport Manager, Reusables Manager Site Supervisor depending on the nature of the issue
Worker	A person that carries out work in any capacity for MDG, including work as: an employee, contractor, subcontractor, employee of a contractor or subcontractor, an employee of a labour hire company who has been assigned to work in the person's business or undertaking, an apprentice or trainee, a student gaining work experience, volunteers etc.

Appendix A Sydney Metro – Chatswood to Sydenham – Salvage Register

Please refer to the stand-alone document titled;

Metropolitan Demolitions Pty Ltd - Package B - Martin Place North - Sydney Metro - Chatswood to Sydenham - Salvage Register - Appendix A to Heritage Management Plan MD1968/10

Appendix B Heritage Management Plan Compliance Matrix

Item No	Condition Number	Report Notification	Timing	Purpose	Reference
1	E10	Non Aboriginal Heritage	Early works	The Proponent must not destroy, modify or otherwise physically affect any Heritage item not identified in documents referred to in Condition E10	Heritage Management Plan MD1968/10
2	E13	Heritage Archival and Salvage	Martin Place, between Elizabeth and Castlereagh Streets, Sydney;	The Proponent must prepare a Heritage Archival Recording Report, including photographic recording of the heritage items identified in documents.	MD1968 Heritage Inspection Form
3	E 15	Heritage Archival and Salvage	Within two years of completing the archival recording	The Proponent must salvage items of heritage value from heritage listed buildings and structures to be demolished before demolition, and assess options for its sympathetic reuse (including integrated heritage displays) on the project or other options for repository, reuse and display.	MD1968 Heritage Inspection Form
4	E16	Salvage Report	The Salvage Report must include the interior, exterior and setting of the 'Flat Building' at 7 Elizabeth Street, Sydney;	The Proponent must prepare a Salvage Report, including photographic recording of the heritage items identified for salvage.	Appendix A Salvage Register MD1968 Heritage Inspection Form
5	E19	Unexpected finds procedure	Prior to demolition	TfNSW to employ a suitably qualified and experienced heritage specialist to manage unexpected heritage finds in accordance with any guidelines and standards prepared by the Heritage Council of NSW or OEH;	MDG 1968 Heritage Unexpected finds procedure
6	E21	Heritage Interpretation Plan	Prior to demolition	The Heritage Interpretation Plan must be prepared in consultation with the Heritage Council of NSW (or its delegate), Relevant Councils and Registered Aboriginal Parties, and must be submitted to the Secretary before commencement of construction	Heritage Management Plan MD1968/10 Client

Item No	Condition Number	Report Notification	Timing	Purpose	Heritage Sub Plan to CEMP
7	NAH 1	Archival Recording and Reporting	Pre commencement archival recording and reporting of the heritage items will be carried out in accordance with the NSW Heritage Office's How to Prepare Archival Records of Heritage Items (1998a), and Photographic Recording of Heritage Items Using Film or Digital Capture (2006):	Specifically, with reference to the 'Flat Building' at 7 Elizabeth St. Refer to Appendix A for identification of items to be removed and stored.	Appendix A Salvage Register MD1968 Heritage Inspection Form
8	NAH 2	The archaeological research design would be implemented.	Significant archaeological findings would be considered for inclusion in heritage interpretation (as per NAH8) for the project and be developed in consultation with the relevant local council before project commencement.	Given that the Package B – Martin Place – North buildings will be demolished only to slab on ground level, this mitigation condition is not relevant to this scope of works.	NA
9	NAH 3	An Exhumation Policy and Guideline would be prepared and implemented.	Policy Directive - Exhumation of human remains (December, 2013). It would be prepared in consultation with NSW Heritage Office and NSW Health before project commencement .	Given that the Package B – Martin Place – North buildings will be demolished only to slab on ground level, this mitigation condition is not relevant to this scope of works.	NA
10	NAH 4	The method for the demolition of existing buildings	Prior to commencement develop a method of demolition to minimise direct and indirect impacts to adjacent and or adjoining heritage items.	The method of demolition is detailed in the Demolition Work Plan	Demolition Work Plan ref MD1968/03
11	NAH 5	Heritage Salvage	Prior to total or partial demolition of heritage items at Victoria Cross and Martin Place stations, heritage fabric for salvage would be identified and reuse opportunities .	This is not applicable as 7 Elizabeth is the only heritage listed property covered in this scope of works.	NA
12	NAH 6	An appropriately qualified and experienced heritage architect	An appropriately qualified and experienced heritage architect would form part of the Sydney Metro Design Review Panel and would provide independent review periodically throughout detailed design.	This requirement will be completed by the TfNSW.	NA

Item No	Condition Number	Report Notification	Timing	Purpose	Heritage Sub Plan to CEMP
13	NAH 8	Appropriate heritage interpretation	Prior to commencement appropriate heritage interpretation would be incorporated into the design for the project in accordance with the NSW Heritage Manual, the NSW Heritage Office's Interpreting Heritage Places and Items: Guidelines (August 2005), and the NSW Heritage Council's Heritage Interpretation Policy.	This scope of works only covers the demolition of 7 Elizabeth St. There is no design required.	NA
14	NAH 9	Heritage Interpretation Plan	Prior to commencement Central Station heritage interpretation plan would be developed and implemented. It would be consistent with the Central Station Conservation Management Plan (Rappoport and Government Architects Office, 2013) and in accordance with the guidelines identified in NAH8.	Not applicable as this scope of work is only for the demolition of 7 Elizabeth St.	NA
15	CEMF 10.1	Heritage Management Objectives	Heritage Management Objectives will apply during demolition	Embedded significant heritage values through any architectural design, education or physical Minimise impacts on items or places of heritage values Avoid accidental impacts on heritage items Minimise worker awareness of indigenous and non indigenous heritage	Heritage Management Plan MD1968/10
16	CEMF 10.2 .A	Heritage Management Implementation	Before commencing works Heritage Management Plan to be developed in consultation with NSW Heritage Council	Consultation with NSW Heritage Council	Heritage Management Plan MD1968/10
17	CEMF 10.2.A	Heritage Management Implementation	Heritage Mitigation Measures developed for approval	Mitigation Measures	Heritage Management Plan MD1968/10 Table 2
18	CEMF 10.2 A	Heritage Management Implementation	Before commencement responsibilities of key personal will be allocated	Responsibilities allocated with respect to the implementation of the plan	Heritage Management Plan MD1968/10 Section 3

19	CEMF 10.2 A	Heritage Management Implementation	Recording of heritage relics prior to works commencing	Procedures for interpretation of heritage values uncovered through salvage	Appendix A Salvage Register
20	CEMF 10.2 A	Heritage Management Implementation	Prior to works commencing procedures for undertaking salvage or excavation of heritage relics	Procedures for undertaking salvage or excavation of heritage relics	Appendix A Salvage Register
21	CEMF 10.2 A	Heritage Management Implementation	Prior to commencement management measures to minimise impacts	Management Measures to minimise impacts on heritage relics or sites	Heritage Management Plan MD1968/10 Appendix A Salvage Register
22	CEMF 10.2 A	Heritage Management Implementation	Prior to commencement develop procedures for unexpected finds	Procedures for unexpected finds including procedures for dealing with human remains	MDG 1968 Heritage Unexpected finds procedure
23	CEMF 10.2 A	Heritage Management Implementation	Prior to commencement develop Heritage monitoring requirements	Compliance record generation and management Inspections undertaken in relation to heritage management measures Archival recordings undertaken of any heritage item Unexpected finds and stop work orders	Appendix A Salvage Register MD1968 Heritage Inspection Form
24	CEMF 10.3	Heritage Mitigation	Prior to commencement develop Heritage Mitigation Measures	Retain and protect any heritage items not affected by the works Undertake professional archaeological excavation, investigation and reporting of any historical indigenous heritage sites Implement an unexpected finds procedure for Indigenous and non-indigenous heritage items Undertake archival recordings of all non-indigenous heritage items affected by the works prior to commencement of works Implement an unexpected finds procedure for indigenous and non-indigenous heritage items.	Heritage Management Plan MD1968/10 MDG 1968 Heritage Unexpected finds procedure Appendix A Salvage Register

Mr Stuart Hodgson
Principal Manager,
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Sydney Metro
Transport for NSW
PO Box 588
NORTH RYDE BC NSW 1670

15 September 2017

Ref: 170108_CEMP-Metro

Dear Stuart

RE: Endorsement of Metropolitan Construction Environment Management Plan (CEMP) and Construction Heritage Plan for Demolition Package B - Sydney Metro City & Southwest

Thank you for providing the following documents for Environmental Representative (ER) review and endorsement as required by the Condition of Approval C7 of the Sydney Metro City & Southwest project (SSI – 15_7400 January 9 2017).

- Metropolitan Construction Environmental Management Plan (CEMP) Sydney Metro City & Southwest (Revision 8 dated 5 September 2017); and
- Metropolitan Heritage Management Plan (Revision 8 dated 14 August 2017).

The documents have been updated to address Attachment A – requirements of approval as included in the DPE Approval for the documents dated 12 July 2017.

As an approved ER for the Sydney Metro City & Southwest project, I have reviewed updates in these document as required by DPE Approval for these documents and consider the referenced versions address the requirements of DPE.

Yours sincerely



Michael Woolley
Environmental Representative – Sydney Metro – City and South West