



Health
Infrastructure

Randwick Campus Redevelopment Project Addition to approved Acute Services Building

State Significant Development SSD 10339

Staging Report

PWC

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13 August 2021

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1. Introduction

1.1. The Project

The Prince of Wales Hospital - Addition to approved Acute Services Building was approved on 18 December 2019 through Development Consent SSD10339. The approved development interfaces intimately with the Prince of Wales Hospital Expansion Stage 1 approved under SSD9113, sharing the Eastern boundary with the Acute Services Building and facilitating connection to the main Randwick Health Campus (RHC). The Project is a critical component in the vision of the NSW Government and Randwick Health Collaboration's vision for the creation of the Randwick Health and Education Precinct (the Precinct).

Development Consent SSD 10339 is for the addition to the Acute Services Building (for which site works have commenced under a separate approval) and comprises the following scope of works:

- construction of a 10 storey addition to the eastern elevation of the approved ASB extending above Hospital Road;
- lowering of Hospital Road and closure at High Street;
- opening of Magill Street for through traffic access;
- installation of a boom gate at the eastern end of Magill Street;
- landscaping and public domain works;
- utility services and stormwater infrastructure works; and,
- excavation.



Figure 1 - Acute Services Building Addition; View from the South (top left), South-North Section (top right), Site Plan (bottom)

1.2. Statutory Context

The Project is classified as State Significant Development (SSD) under section 4.36 (development declared SSD) of the *Environmental Planning and Assessment Act 1979* (EP&A Act) as the development has a CIV in excess of \$30 million and is for the purpose of a hospital under clause 14 of Schedule 1 of State Environmental Planning Policy (State and Regional Development) 2011.

An application for Development Consent was lodged with the NSW Department of Planning Industry and Environment (the Department) in 2019 along with an accompanying Environmental Impact Statement. Development Consent was granted on 18 December 2019 under Section 4.38 of the Environmental Planning and Assessment Act 1979 (EP&A Act), SSD10339, subject to a set of Conditions of Consent (CoCs).

The approved development comprises the addition to the Acute Services Building (ASB) approved under related Development Consent SSD9113 on 27 February 2019 and last modified on 10 February 2020.

The approved addition under SSD 10339 comprises the following:

- construction of a 10 storey addition to the eastern elevation and extending above Hospital Road.
- lowering of Hospital Road and closure of access at the High Street intersection.
- opening of Magill Street for through traffic access.
- landscaping and public domain works.
- utility services and stormwater infrastructure works.
- excavation and site preparation works.

One modification has been approved since the original consent was granted. A summary of the approved modifications are set out below.

Modification 1

On 6 March 2020, SSD 10339 Modification 1 (MOD 1) was approved, which comprised the following amendment to the approved Development Consent:

- Amending condition B40 to reference the updated methodology and management strategy in relation to Aboriginal Heritage.
- Adjustment to the requirements to Modify Condition A15 of related Development Consent SSD9113 relating to the Acute Services Building main works.

The consolidated CoCs, incorporating MOD 1 are provided at Attachment B.

Documents relating to the assessment and determination of the Project and its modifications are located at the Department's major projects website, refer <https://www.planningportal.nsw.gov.au/major-projects/project/13511>

1.3. Requirement and Purpose of this Report

Given the concurrence of project activities with the Acute Services Building under SSD 9113 and ongoing design finalisation, staging is warranted to ensure compliance to CoCs for both projects and alignment to construction programme which will allow timely delivery of critical health infrastructure.

Within SSD 10339, Condition A9 allows for the staging of the project in order to allow for the staged satisfaction of CoCs in line with the project programme, as per the timing set out in this staging report required under Condition A10 rather than as specified by the particular condition.

Condition A9 & A10 within the Administrative Conditions of Consent reads as follows:

The project may be constructed and operated in stages. Where staged construction or operation is proposed, a Staging Report (for either or both construction and operation as the case may be) must be prepared and submitted for the approval of the Planning Secretary. The Staging Report must be submitted to the Planning Secretary no later than one month before the commencement of construction of the first of the proposed stages of construction (or if only staged operation is proposed, one month before the commencement of operation of the first of the proposed stages of operation).

A Staging Report prepared in accordance with condition A9 must:

- (a) if staged construction is proposed, set out how the construction of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when construction of each stage will commence and finish;*
- (b) if staged operation is proposed, set out how the operation of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when operation of each stage will commence and finish (if relevant);*
- (c) specify how compliance with conditions will be achieved across and between each of the stages of the project; and*
- (d) set out mechanisms for managing any cumulative impacts arising from the proposed staging.*

The Department advises that where a Staging Report is required, the project must be staged in accordance with the Staging Report, as approved by the Planning Secretary.

The Department states that Where staging is proposed, the terms of this approval that apply or are relevant to the works or activities to be carried out in a specific stage must be complied with at the relevant time for that stage.

This Staging Report has been prepared to facilitate the staging of requirements in accordance with the above-mentioned CoCs.

1.4. Merits

The Staging Report reduces administrative burden on the Department, the Certifying Authority and the proponent by allowing requirements to be adhered to/ delivered in a systematic manner, aligned with the works themselves. Staging close out of conditions in line with the project programme will allow for the completion of design finalisation and construction activities to occur concurrently, significantly reducing programme delay and ensures that the new hospital facilities and services that respond to the needs of patients, carers, families, local residents and the community are delivered on time. Furthermore, this provides additional time for the required due diligence in addressing the requirements of conditions relative to each works stage within the Development Consent.

2. Project Staging

The project is currently being completed under several separate statutory approvals/determinations.

The demolition of 93 existing residential dwellings and the site clearance were completed under Development Application, DA/208/2018.

The demolition, service disconnection and tree removal on Eurimbla Avenue were completed under a Part 5 of the Environmental Planning and Assessment Act 1979, including a Review of Environmental Factors (REF).

Similarly, the sewer and stormwater trunk infrastructure diversion works are being completed under a REF.

The construction of the main ASB commenced 17 June 2019. These activities include retention and building piling, bulk excavation and construction of the Acute Services Building onsite detention tank. These works were completed under the SSD9113 Development Consent, and Crown Certificates have been issued for Stages 1 to 4 of the works pursuant to the provisions of Section 6.28 of the Environmental Planning and Assessment Act 1979 No 203.

The construction of the ASB Addition under SSD10339 commenced on 22 April 2020 following the issue of Crown Certificate 1 on 18 March 2020. Two Crown Certificates have been issued for Stages 1 to 2 to-date.

2.1. Construction Staging

The proposed staging enables design finalisation to be completed level by level, commencing at the in-ground / Basement (Lvl-02), following the construction programme upwards.

Completing early construction activities including piling, bulk excavation, in ground services and basement slabs maximises delivery opportunities and provides the greatest potential to minimise construction duration, where possible, to the benefit of the surround community and adjacent Hospital Campus.

This staging also provides time to complete due diligence and best practice design, with respect to the design finalisation.

The Addition to the Acute Services Building and associated works, subject to SSD10339 will be constructed in the following stages:

Stage	Commencement Date / Forecast Date	Forecast Completion Date	Construction Activities
1	22 April 2020	July 2021	Diversion of in-ground Hospital Road services and construction of new fire hydrant booster pumps of Ainsworth Building and Royal Hospital for Women.
2	October 2020	July 2021	Bulk excavation, piling, retention structures, ancillary items and road/pedestrian footpath/steps
3	Dec 2020	July 2021	Services & piling updates, Hospital Road (future SCH hospital-facilitation)
4	August 2021	Feb 2022	IASB Structure & Services
5	Nov 2021	Dec 2021	Ainsworth Plaza Slab
6	September 2021	Jun 2022	Landscape Works
7	Nov 2021	Jun 2022	IASB Façade & Fit Out / Services Balance

Note that the above table serves as notice of commencement to the Department ahead of the works stages. If dates are in the past, the stage has commenced.

2.2. Compliance Staging

All Part B 'Prior to Commencement of Construction' and Part C 'During Construction' CoCs will be adhered to specific to the relevant stage of works, in accordance with the staged programme. A summary of which stage each CoC will be satisfied under is attached, refer to Attachment A – Compliance Matrix.

Completion of the project delivery is expected in 2022. The Staging of Operation (Occupation) of the project is presently being worked out. The Part D - Prior to Occupation or Commencement of Use or Part E - Post Occupation CoCs has been completed in Attachment A.

This Staging Report may be updated in future to confirm the timing for altered staging for Operation (Occupation) of the project. If this requirement arises, it would be resubmitted to the Planning Secretary for approval.

3. Managing compliance and impacts

The Project has completed a review of the impacts of a staged construction programme and notes that the staged construction programme mitigates potential delays due to prolonged design finalisation, reducing the overall impact to the local community, adjacent Hospitals (Sydney Children's Hospital and the Royal Hospital for Women) and the University of New South Wales (UNSW).

Management of environmental issues and compliance with the Project conditions of consent will be achieved through implementation of the Lendlease Building Environmental Management System (EMS), application of the Project Construction Environmental Management Plan (CEMP) and sub-plans, compliance monitoring and reporting and independent auditing.

No aspect of the staged approach to construction will affect the ability of the Project to comply with the conditions of consent. All triggered conditions of consent will be complied with at each stage.

3.1. Cumulative Impacts

Impacts considered during the delivery of the Project include traffic, parking and access, and amenity such as dust, noise and vibration. These impacts in isolation or cumulatively would be unchanged as a result of the proposed staging and remain the same as those assessed by the Department prior to consent.

The Project would continue to manage the potential impacts through implementation of the Project plans, strategies and protocols identified within the CoCs.

3.2. Management Plans

A number of management plans are required by the Project CoCs and are to be developed in accordance with the Lendlease Building management systems (including EMS), CoC requirements, relevant standards and guidelines and best practice.

The following key management strategies and plans applicable to Stages 1 to 7 have been developed for construction as a whole to manage potential impacts and compliance with CoCs.

Lendlease Building review the construction management plans and strategies routinely (generally quarterly) and undertake updates as necessary to ensure currency is maintained as the project progresses in order to manage the cumulative impacts of the development under relevant development consents. The suite of management plans comprises multiple plans and sub-plans. These include:

- Construction Environmental Management Plan (B11)
- Construction Noise and Vibration Management Sub-Plan (B12);
- Construction Waste and Management Sub-Plan (B13);
- Construction Soil and Water Management Sub-Plan (B14); and
- Aboriginal Cultural Heritage Management Sub-Plan (B40).
- Construction Traffic and Pedestrian Management Sub-Plan (B15).

3.3. Compliance Monitoring and Reporting

In accordance with condition of consent B27 the Project has developed a Compliance Monitoring and Reporting Program in accordance with Department's Compliance Reporting Post Approval Requirements 2018.

It sets out the methodology of periodic monitoring and reporting of compliance with each condition of consent applicable to the scope of the development being carried out. This will ensure the Project undertakes the appropriate internal checks on compliance throughout each stage and prior to the next.

In accordance with condition of consent B27, the Compliance Monitoring and Reporting Program and the Department's Compliance Reporting Post Approval Requirements 2018, the Project has, and will continue to, prepare Compliance Reports throughout the delivery of the Project. These include:

- Pre-Construction Compliance Report (single report)
- Construction Compliance Report (reported 6-monthly for duration of construction)
- Pre-Operational Compliance Report (single report)
- Operation Compliance Report (reported annually for duration of operations unless otherwise approved under condition of consent B32).

For the Compliance Reporting Period, in undertaking the reporting:

- all requirements in the conditions of consent that apply during the Compliance Report Period are identified and the approach for assessing compliance with them is considered
- the Project's performance in terms of compliance with the conditions of consent is evaluated and is communicated;
- the reporting obligations required by the conditions of consents are met; and
- opportunities for improvement are identified and adopted.

The compliance matrix Appendix A identifies the timing of which each condition of consent is triggered and must be complied with, relative the scope of works included in each construction works Stage.

3.4. Independent Environmental Auditing

Independent Audits provide a valuable tool in ensuring compliance is achieved and opportunities for improvement are realized.

An Independent Audit Program was developed for the Project in accordance with condition of consent C36 and captured the audit frequencies set out in condition of consent C37 and the Department's Independent Audit Post Approval Requirements. The Program sets out when Independent Audits need to be undertaken.

As required by condition of consent C39, Independent Audits have been, and will continue to be, implemented on the Project in accordance with the Independent Audit Program and the methodologies and reporting requirements in the Department's Independent Audit Post Approval Requirements.

The undertaking of Independent Audits for the Project will not be impacted by implementing a staged approach.

Attachment A – Proposed Compliance Matrix

Attachment B – Consolidated Conditions SSD10339 (Mod 1)