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Preliminary Construction Management Plan (CMP)

Client: **Macquarie Health Corporation**

Project: Redevelopment of President Private Hospital

(Ref. No. SSD 10320)

369-381 President Ave
61-65 Hotham Rd,
2-4 Bidurgal St
Kirrawee NSW 2232

Project No: MACHEALTH-06

October 2020

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Version	Author	Reviewer	Signature	Date
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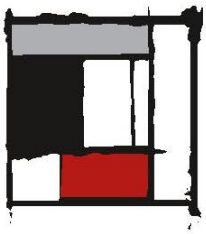
V1	Christine Kelly			
Final				



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1.0 Introduction

1.1 Purpose

This report has been prepared by Imagescape Design Studios to be read in conjunction with the Environmental Impact Statement (EIS) for the Alterations and Additions to President Private Hospital.

A request for the Secretary's Environmental Assessment Requirements (SEARs) for the site was lodged with the Department of Planning and the SEARs requirement was issued May 28th 2019 (Ref: SSD 10320). The SEARs requirements asks for a Preliminary Construction Management Plan. This is the purpose of this report.

1.2 Site Description

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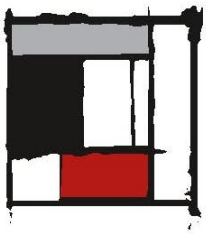
Property:	**Plan 006A**	**Plan 006A**	**Plan 006A**	**Plan 006A**	**Plan 006A**
Street Address:	369-381 President Ave, Kirrawee NSW 2232	63-65 Hotham Road, Gymea NSW 2227	61 Hotham Road, Gymea NSW 2227	2 Bidurgal Ave, Kirrawee NSW 2232	4 Bidurgal Ave, Kirrawee NSW 2232
Lot No.:	1	24A	23	53	54
DP No.:	841502	26995	26995	29493	29493
Zoning:	SP1 Special Activity (Health Services Facility)	SP1 Special Activity (Health Services Facility)	R2 Low Density Residential	R2 Low Density Residential	R2 Low Density Residential
Existing Use:	Hospital	Single dwelling used for Inpatient Rehabilitation	Single dwelling used for hospital administration	Single dwelling	Single dwelling
Proposed use	Hospital	Demolished. Used for car park and Hospital entry	Demolished and used for hospital	Demolished and used for hospital	Demolished and used for hospital

The subject site is located in Kirrawee which is 25 kilometres south of the Sydney central business district. Kirrawee lies between Sutherland, to the west, and Gymea and Grays Point, to the east. Kirrawee's southern border is formed by The Royal National Park, while Kareela and Jannali for the northern border.



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2.0 Proposal Description

The proposed development comprises the removal of the existing cottage and portable building structure located on the south west corner of the site, as well as the demolition of the existing cottages on 63-65 Hotham road, 61 Hotham Road and 4 Bidurgal Street. Under the guidance of an arborist a number of trees are also proposed for removal. The construction works will comprise alterations to the existing facility as well as extensions containing the following:

- 110 in patient accommodation suites
- 72 mental health patient suites
- Out-patients clinic. Including X-ray
- Ancillary main entry/front of house support facilities including reception area, kitchen and loading dock
- 161 car-parking spaces
- An ambulance bay
- Clinical and non-clinical support services
- Outpatients and allied health services

2.1 Construction Phase Description

The Phasing plan enables the continuity of service of President Private Hospital during the proposed redevelopment. Temporary facilities may be established as a suitable alternative for staff to utilise during construction works.

The key issues in planning and managing the project phasing and decanting include:

- Minimising disruption to the operation of the hospitals and patient amenity
- Maintaining safety; and
- Minimising the overall construction duration

Summary of the project phasing is as follows:

LEGEND Construction Site Ward Treatment Therapy Admin Services Services and Construction Vehicle Access Public Vehicle Access Public Pedestrian Flow Surgical Patients Access Builders Site Compound	This legend can be applied to the following three diagrams

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The following diagrams are noted as A 016 Construction Phasing provided by Imagescape Design Studios.

Project Phase 1:

- Demolition of 65 and 61Hotham Road, 53 and 54 Bidurgal Ave
- Demolition of existing staff carpark
- Excavation for northern carpark
- Construction of the northern wing
- Construction of main entry
- Construction of vertical circulation
- Construction of northern carpark, surface carpark and vehicular access to main entry
- Fit out of CSSD
- Possible temporary staff parking to west car park

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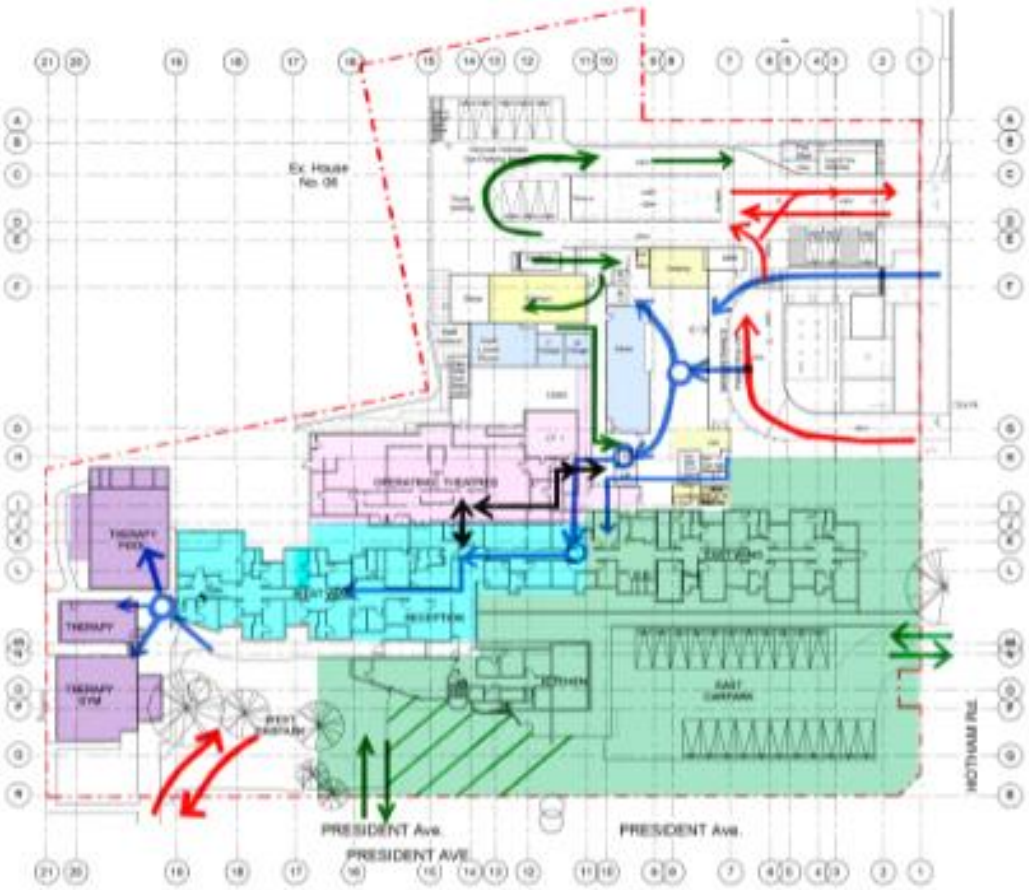
Project Phase 2:



- Demolition of existing eastern ward
- Demolition of existing southern easter carpark
- Excavation for south eastern carpark
- Construction of eastern wing
- Refurbishment of existing areas amongst CSSD and Patient recovery
- Construction of south eastern carpark
- Temporary ground floor linkage from new north wing and existing east wing
- Decanting of east and west wing patients to north wing. Use of one floor of mental health inpatient rooms as surgical and rehabilitation inpatient rooms
- Day surgery patients to continue in west wing

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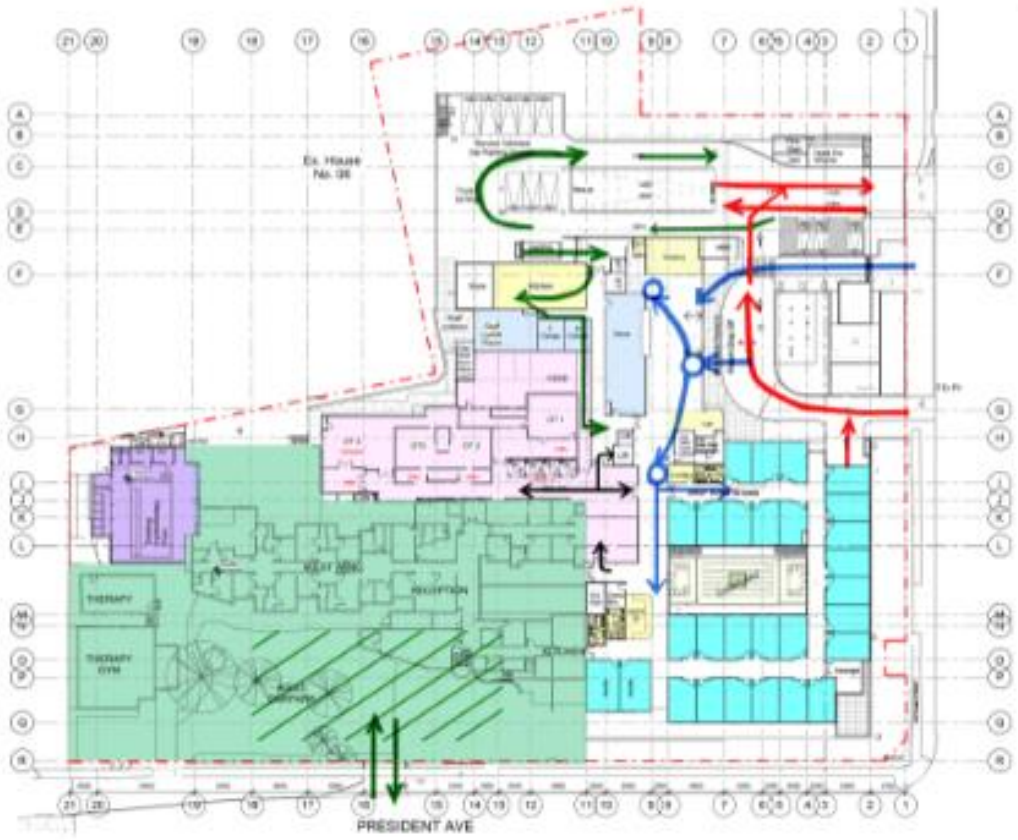
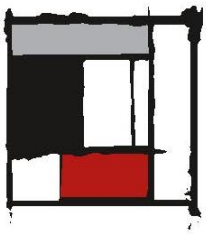
Project Phase 3:



- Demolition of therapy and therapy gym buildings
- Demolition of west wing
- Refurbishment of hydrotherapy area
- Construction of new west wing and recovery
- Construction of vertical circulation to provide access to Hydrotherapy areas
- Construction of swale drainage
- Decanting of north wing surgical and rehabilitation patients to new east wing
- Day surgery patients enter via east wing
- Construction of new operating theatre 4 and new recovery
- Patients to be transported to hydrotherapy via bus during construction of west wing

Site Establishment:



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Establishing a construction presence on site appropriate to manage the logistics of the project. The installation of protective hoardings, the crane, the establishment of a construction zone and installation of appropriate shedding, storage for the onsite team and all elements included within this group.

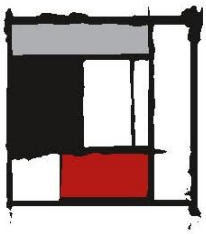
During the excavation, one long reach and one standard excavator will work together to pass material from the dig to th loading zone. Vibration minimisation techniques will be utilised throughour the excavation process.

Critical factors within the package of the works is the management of the fire egresses that remain in the existing building, the management of continual operation of the remainder of the hospital and the management of the escorted patient and clinical circulation through the proposed construction site.

2.2 Programme

The table below details the milestones for the Proposed Project.

Milestone	Target Completion date
Construction documentation	December 2020
Tender Evaluate and Award	February 2021
Construction	Phase 1: February 2021 –February 2022 Phase 2: March 2022- September 2023 Phase 3: October 2023 – June 2024
Commissioning and Handover	Phase 1: February 2021 – March 2021 Phase 2: October 2023 – Dec 2023 Phase 3: June 2024 – July 2024
Occupation Date:	Stage 1: April 2021 Stage 2: January 2024 Stage 3: August 2024



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3.0 Construction Management Plan Components

The Plan covers the following areas of management

a) The operations of site management when undertaking the works:
   - Legislative requirements
   - Hours of Construction works
   - Public fencing
   - Disruption

b) Mitigation to minimise amenity and environmental impacts:
   - Noise
   - Vibration management
   - Dust Management
   - Odour Control
   - Protection of Trees
   - Storm water management and soil erosion

c) Traffic / pedestrian management in the duration of the works:

d) Waste management:
   - Construction
   - Storage of dangerous goods
   - Hazardous materials management

e) Service disconnections.

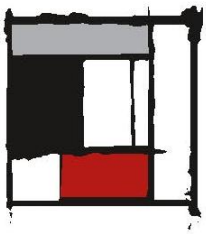
3.1 Operations of Site Management

The Works will be awarded to a Principal Contractor. All statements and proposals documented in this Construction Management Plan will be reviewed at the time of the contract award of the Works to ensure alignment with the proposed methodologies and construction staging of the successful Contractor.

3.2 Legislative Requirements

The works will be undertaken in accordance with the following legislative requirements and any others that must be complied with in carrying out of the works as required:

- Protection of the Environment Operations Act and Regulations;
- Approved Methods for the Modelling and Assessment or Air Pollutants in NSW (EPA);
- Environmental Hazardous Chemicals Act 1985;
- Protections of the Environmental Administration Act and regulations;
- Occupational Health and Safety Act 2000 and relevant codes of practice and Standards;



- Occupational Health and safety Regulation 2001 and relevant codes of practice and Standards;
- Australian Standard AS 2601-2001: Demolition of Structures;
- Australian Standard AS 4970-2009: Protection of Trees on Development Sites;
- Code of Practice for the Safe Removal of Asbestos (NOHSC:2002 (1998));
- Guide to Control of Asbestos Hazards in Buildings and Structures (NOHSC:3002 (1998));
- Resource and Recovery Act 2001;
- Environmental Planning and Assessment Act 1979;
- Local Government Act 1993;
- Occupational Health and safety Act 1983;
- Soil Conservation Act 1983.

3.3 Hours of Operation

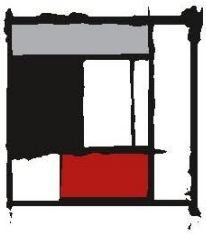
The following hours of operation are proposed to apply to the Proposed Project construction works, these hours are consistent with the Sutherland Shire Council Construction Hours:

- Monday to Saturday: 7.00am to 5.00pm
- Sunday and Public Holidays: No work

These hours are generally consistent with the NSW EPA, Sutherland Shire Council guidelines and Industry standard practice.

Situations where construction work may need to be undertaken outside these hours are:

- The delivery of oversized plant or structures that police or other authorities determine require special arrangements to transport along public roads;
- Emergency work to avoid the loss of life or damage to property, or prevent environmental harm;
- Maintenance and repair pf public infrastructure where disruption to essential services and /or considerations or worker safety do not allow work within standard hours;
- Public infrastructure works that shorten the length of the project and are supported by the affected community; and
- Works where a proponent demonstrates and justifies a need to operate outside the recommended standard hours. Where works needs to be undertaken outside normal operating hours, the residents will be notified prior.



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3.4 Public and Property Protection

Appropriate hoarding/fencing (as specified in Australia Standards and WorkCover requirements) will be installed to prevent public access and to maintain security for the various areas of the works.

Access to the existing staff car park on site will be closed for the duration of the construction works. Alternate arrangements have been made for staff parking to be made available at the residential sites along Bidurgal Ave. for the duration of the Construction works. Existing parking to the east and west of the sites and access to the Hospital will not be affected.

At times it may be necessary to direct pedestrians and cyclists onto the road carriageway and adequate warning signs and barricades would be provided. Traffic controllers or other traffic devices to direct traffic would be provided in accordance with AS 1742.3: 1996.

The construction schedule for the development will also aim to minimise:

- Disruption to traffic movements particularly at peak periods
- Interference with public transport services

These public and property protection measures will be reviewed at the time of contract award for the works to ensure alignment with the proposed preferred methodologies and construction staging and to ensure that the safety of the public and staff is maintained at all times during the works.

3.5 Disruption Notices

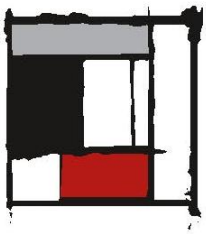
Any planned Disruptions to Hospital or Ambulance operations and services will be managed through the process of Disruptive Works Notices (DWNs). For such stoppages, the DWN will describe the applicable works, timetable, issues and contingency plans.

DWNs are submitted by the Contractor to the Project Manager and Hospital Stakeholders for approval. Depending on the nature of the works these may be required between 2 – 6 weeks prior to commencement of works.

3.6 Dilapidation Report

Prior to commencing works onsite the Principal Contractor will complete and submit a Dilapidation report. The report should cover at a minimum the following areas:

- Existing Roads
- Existing Footpaths



- Trees to be retained
- Existing storm water systems
- Adjoining properties
- Adjacent properties
- Public assets at risk of being affected by construction activity

3.7 Environment and Amenity

The contractor undertaking the Works will be required to submit for approval to the Principal a comprehensive Environmental Management Plan to ensure all elements of the plan meet all statutory requirements as well as NSW Health's requirements.

As a minimum, the erosion and sediment controls for the Works shall be designed, installed and maintained in accordance with the requirements of Managing Urban Storm water: Soils and Construction "the Blue Book" 2004 (4th edition) and / or details provided by the project engineering consultants.

The environmental performance of the contractor will be monitored throughout the Works.

The following specific environmental management principles will be implemented on site:

3.8 Noise and Vibration

Note: This section is to be read in conjunction with the Noise and Vibration Impact Assessment Report prepared Acoustic Directions.

Noise from the Site shall not exceed the limits set out in the EPA's Interim Construction Noise Guidelines and Australian Standards such as AS:2436 and a Construction Noise Impact Statement specify requirements for the contractor. No machine work will occur outside normal working hours set unless approval has been given through the DWN process.

The noise and vibration from the use of any plant equipment and/or building services associated with the premises shall not give rise to an offensive noise as defined under the provisions of the Interim Construction Noise Guidelines, EPA and Australian Standards.

As part of the noise mitigation treatment for the project, the contractor will be responsible for the management, checking of compliant maintenance regimes and statutory supervision of all equipment, such as making sure all trucks and

machinery involved in the Works will be checked for defective exhaust systems and general servicing.

3.9 Dust

To control dust generation water will be sprayed where necessary at the source of origin and surrounding areas to prevent airborne dust particles migrating into the surrounding environment. Management of dust prevention is to be developed by the contractor and agreed by the project stakeholders including their infection control department.

Additional precautions that will be implemented during the works include the covering of all haulage trucks with tarpaulins and monitoring of weather conditions (including wind). Management and contingency plans will be developed to prevent and foreseeable impacts from dust.

3.10 Odour Control

All plant and machinery involved in the Works will be regularly services and checked for exhaust emissions and catalytic converters.

3.11 Protection of Trees

Note: This section is to be read in conjunction with the Arborist Report prepared by Rennie Bros Tree Surgeons (dated 22/05/20 (V2)).

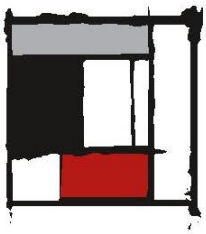
The contractor undertaking the Works will be required to comply with Australian Standard 4970-2009: Protection of Trees on Development Sites to include tree management guidelines for the proper care and protection of trees retained and integrated into construction projects.

Where trees are required to be retained and are close to the works, the contractor will be required to put in place procedures for their protection at every stage of the development process.

All tree removal will be subject to approval by the Principal.

3.12 Stormwater Management

Measures will be employed on each stage and on the site overall, to control soil erosion during construction. These measures will be in accordance with currently accepted and the preliminary erosion and sediment control plan being prepared by Martens & associates Pty Ltd and submitted with the SSDA.



Appropriate elements of the drainage system on the Site will be cleaned out to remove sediments prior to commencing the Works on site.

The site will be continually cleaned of rubble to minimise possible sediment flow during rainfall periods.

Stormwater kerbs and drainage lines will have sediment controls in the form of hay bales, sediment socks or similar (to be approved by project civil engineer). Stormwater grate inlets surrounding works areas will be covered with geotextile fabric to allow water to enter into drains whilst retaining sediments.

Should external surface run-off into work areas, it may need to be diverted to reduce sediment transportation by the use of using hay bales or similar (to be approved by the project civil engineer).

All drainage control devices will be regularly checked particularly during heavy rainfall periods.

For further details please refer to the Erosion and Sediment Control Plan prepared by martens & Associates Pty Ltd and submitted with the SSDA.

3.13 Traffic Management / Construction Entry & exit

Note: This section is to be read in conjunction with the Traffic Management Plan prepared by MLTraffic Engineers.

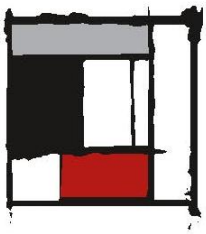
As part of the contractors Construction Management Plan, the contractor will be required to submit a Traffic and Pedestrian management Plan for approval to the Principal prior to commencement of the works.

Construction vehicular access/egress to the site will be from Hotham Road.

At times it may be necessary to direct pedestrians and cyclists onto the road carriageway and adequate warning signs and barricades would be provided Traffic controllers or other traffic devices to direct traffic would be provided in accordance with AS 1742.3:1996.

The construction schedule for the development will also aim to minimise:

- Disruption to traffic movements particularly at peak periods
- Interference with public transport services



All demolition and construction related vehicles would comply with relevant Sutherland Shire traffic and parking regulations. Vehicular access points to the construction site will be configured to avoid conflict with pedestrian desire lines.

Construction workers will park on the site facing Bidurgal Ave. adjacent to the site compound where possible and on the street.

Appropriate traffic controls will be put in place during construction to separate construction activities from the public.

Details of construction vehicle per day including likely arrival and departures have been assessed within the transport and traffic report prepared by ML Traffic engineers.

It is likely the following construction equipment will be used:

- Articulated vehicles for delivery of excavation machinery;
- Heavy and medium rigid trucks for construction material delivery;
- Heavy rigid tankers for fuel delivery for compacting and excavation machinery;
- Rigid trucks for removal of excavation material;
- Mobile cranes;
- Concrete delivery trucks and concrete pumps;

It is anticipated that construction associated personnel will also use car-pooling and public transport options to travel to and from the site.

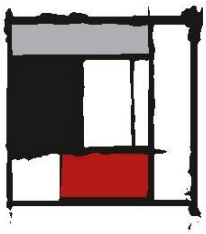
3.14 Pedestrian Protection

Pedestrian and vehicular passage to and around the site will be maintained, or alternate routes determined where necessary and be defined by clear signage.

Temporary fencing appropriate to the interaction between pedestrians and construction works (as per WorkCover requirements and Australian Standards) will be constructed to prevent unauthorised access to the Site.

3.15 Waste Management / Recycling Principles

The Contractor will be required to recycle and reuse where possible. The Contractor will be required to arrange for sorting and recycling of waste materials and packaging to ensure maximise recycling is achieved. The Contractor will be committed to achieving compliance with EPA guidelines.



The scope for demolition activity for the site is minor, it includes for the demolition of the existing brick residential buildings and removal of trees.

3.16 Storage of Dangerous Goods and Hazardous Materials

Dangerous goods (such as petrol, diesel. Oxy-acetylene, oils etc.) will be stored in a lockable compound with sufficient ventilation in accordance with relevant codes of practice and standards.

Material safety data sheets on all these flammable and potentially harmful liquids will be provided by the contractor undertaking the works.

A Geotech and Site Contamination Report/s have been undertaken by LG Consulting Pty Ltd.

These reports will be used as the basis for identifying and managing the removal of any contaminated materials identified during the Works. “Unexpected finds” protocols will be implemented to manage any materials identified during works.

3.17 Hazardous Materials Management

Note: This section is to be read in conjunction with the Detailed Site Investigation Reports prepared by LG Consulting Pty Ltd.

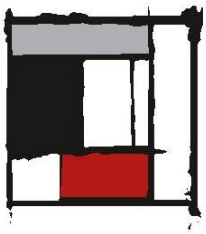
Asbestos materials have been associated with various human respiratory diseases. The risk of contracting these diseases from contact with asbestos depends entirely on the fibres becoming airborne. It is important during disturbance pf potential asbestos impacted soils that the potential for generating airborne fibres should be minimised. Moreover, Levels of airborne asbestos fibres immediately outside the works area should be maintained to within the acceptable background level (ie <0.01 fibre/mL).

Appropriate air monitoring is to be conducted by a hygienist during remediation.

3.18 Excavation

Records of all excavations and stockpile locations should be maintained. A site diary should also be maintained by the contractor to record daily progress, abnormal occurrences, incidents and truck movements.

Asbestos contaminated material should be stockpiled at suitable locations within the site. All temporary stockpiles of contaminated material shall be secured and demarcated to clearly delineate their boundaries.



All excavations shall be made with due regard to the stability of adjacent footings and structures. It will be the contractor's responsibility to provide adequate battering, shoring and/or underpinning to protect adjacent structures (if required).

No person shall be permitted to enter an unsupported excavation where it is more than 1.5m deep or where it is considered to be unstable, irrespective of depth. Records of all imported fill and placement should also be maintained by the contractor.

3.19 Archaeological Requirements

This section to be read in conjunction with the Aboriginal Heritage report provided by Archaeological Management Consulting Group. To meet the recommendations made in this report, the following will be carried out:

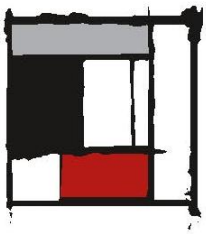
- Consultation with the La Peruse Local Aboriginal Land Council should continue throughout the construction works.
- A program of systematic sub surface archaeological test excavation should be undertaken to establish the nature and extent of the soil profile and potential Aboriginal objects and / or features.
- After this and before any ground disturbance takes place all development staff, contractors and workers should be briefed prior to works commencing on site, as to the status of the area and their responsibilities in ensuring preservation of the said area.
- If Aboriginal objects are located a site record form will need to be completed and submitted to the Aboriginal Heritage Information Management System (AHIMS) as well as an impact form once the extent of the development impact has been completed.

3.20 Unexpected Finds Protocol

All site personnel will be inducted into their responsibilities under this Unexpected Finds Protocol.

All site personnel are required to report the following to the Site Manager if observed during the course of their works:

- Signs of unexpected environmental concern, eg presence of unexpected fibre cement, petroleum or other chemical odours, unnatural staining, potential contamination sources (such as buried drums or tanks), chemical spills.



Should the above signs of concern be observed, the Contractor will, as soon as practical;

- Place barricades around the affected area9the area of environmental concern) and cease work in that area;
- Notify any authorities needed to obtain emergency response for any health or environmental concerns (eg fire brigade);
- Notify Principal of the occurrence;
- Notify any authorities that the Contractor is legally required to notify (eg EPA Council).

3.21 General Contingency Plan

The general contingency plan for the site is as follows:

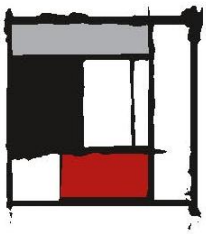
- The Environmental Consultant will inspect the area of environmental concern and determine the nature of the issue and appropriate approach or (if appropriate) manage the issue;
- The Site Auditor will be informed, if considered necessary, of the area of environmental concern and the proposed assessment and/or management approach;
- The Environmental Consultant will undertake an assessment considered necessary to determine the managed strategy for the area or environmental concern;
- If contamination is found and remediation action considered necessary, a remediation strategy for the area of environmental concern will be prepared and provided to the Principal and Site Auditor for comment.

3.22 Contingency Plan for Unexpected Asbestos

If a single fragment of asbestos is identified in filling, it will be removed by the Contractor for off-site disposal and a record made of the location and date of the observation. Additional inspection of the adjacent filling works be undertaken by the Contractor to look for additional fragments of asbestos cement. The contractor may call The Environmental Consultant or Occupational Hygienist to assist with the action.

If unbonded asbestos or multiple fragments of asbestos cement are identified in filling , the following works are to be undertaken by the Asbestos Contractor in the presence of the occupational Hygienist and / or Environmental Consultant, all of whom will inspect the disturbed filling for signs of asbestos containing materials (ACM) during the works;

- The initial remediation excavation will be approximately 5m by 5m, which will be extended as required to “chase out” any observed ACM;



- Excavation of the horizon in which the asbestos was identified and placement in a separate stockpile, which will be considered to be Asbestos Contaminated. Where the filling horizon extends to considerable depth below the ACM find, filling excavated to a depth of 1m below the ACM find will be placed in the asbestos-contaminated stockpile. Excavation will continue below this to the depth of the impacted horizon, with any material with no signs of ACM placed in a separate “potentially asbestos-contaminated” stockpile;
- Inspection of the resulting remediation pit by the Occupational Hygienist for any signs of ACM. If ACM/potential ACM is observed, further excavation of the impacted filling will be undertaken. Any filling which is considered to contain ACM will be placed in the asbestos-contaminated stockpile. Any filling which is considered to be potentially contain asbestos, but is considered to require laboratory analysis to confirm, will be placed in the separate potentially asbestos contaminated stockpile pending laboratory results;
- Once all visible ACM has been removed, the Occupational Hygienist/Environmental Consultant will collect validation samples from the excavation walls, base and potentially-asbestos contaminated stockpile
- The validation samples will be analysed for asbestos at a NATA accredited laboratory;
- If the analytical results record the presence of asbestos, additional excavation and validation sampling will be required as detailed above; and
- If no asbestos is detected by the laboratory results, the hotspot will be considered to have been adequately removed. If no asbestos is observed or detected in the “potentially-asbestos contaminated”: stockpile, it will be considered to have been cleared of asbestos

3.23 Service Disconnections

In general terms the following principles will be adopted when disconnecting of services:

- Services impacts on the existing President Private Hospital facilities will be done with full coordination;
- Development and input with relevant hospital and authority stakeholders and will only proceeds with approval from same, via a Disruptive Works Notice procedure.

Impacts to President Private Hospital will be kept to the absolute minimum, which may result in ‘Out of Hours’ work. At all times patient care will be paramount and Staff/Visitors safety, access and security maintained.

All Service authorities will be consulted prior to the Works commencing to ascertain lead times and correct termination locations.

All termination works will be undertaken in accordance with the project design engineers' specifications and instructions. All termination works will be undertaken by suitably licensed contractors.

3.24 Site Emergency Contacts

An emergency contacts list will be established prior to works commencing. This will include contacts from the Principal Contractor, Sutherland Shire Local Health District, Project Manager and Health infrastructure.

A site board will be erected by the Principal Contractor in a location agreed prior to works commencing on site. The site information board will display as a minimum the key site contacts, after hour's contacts relating to the site works.

Information regarding site safety will be displayed along the site boundary and through-out the site area.

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