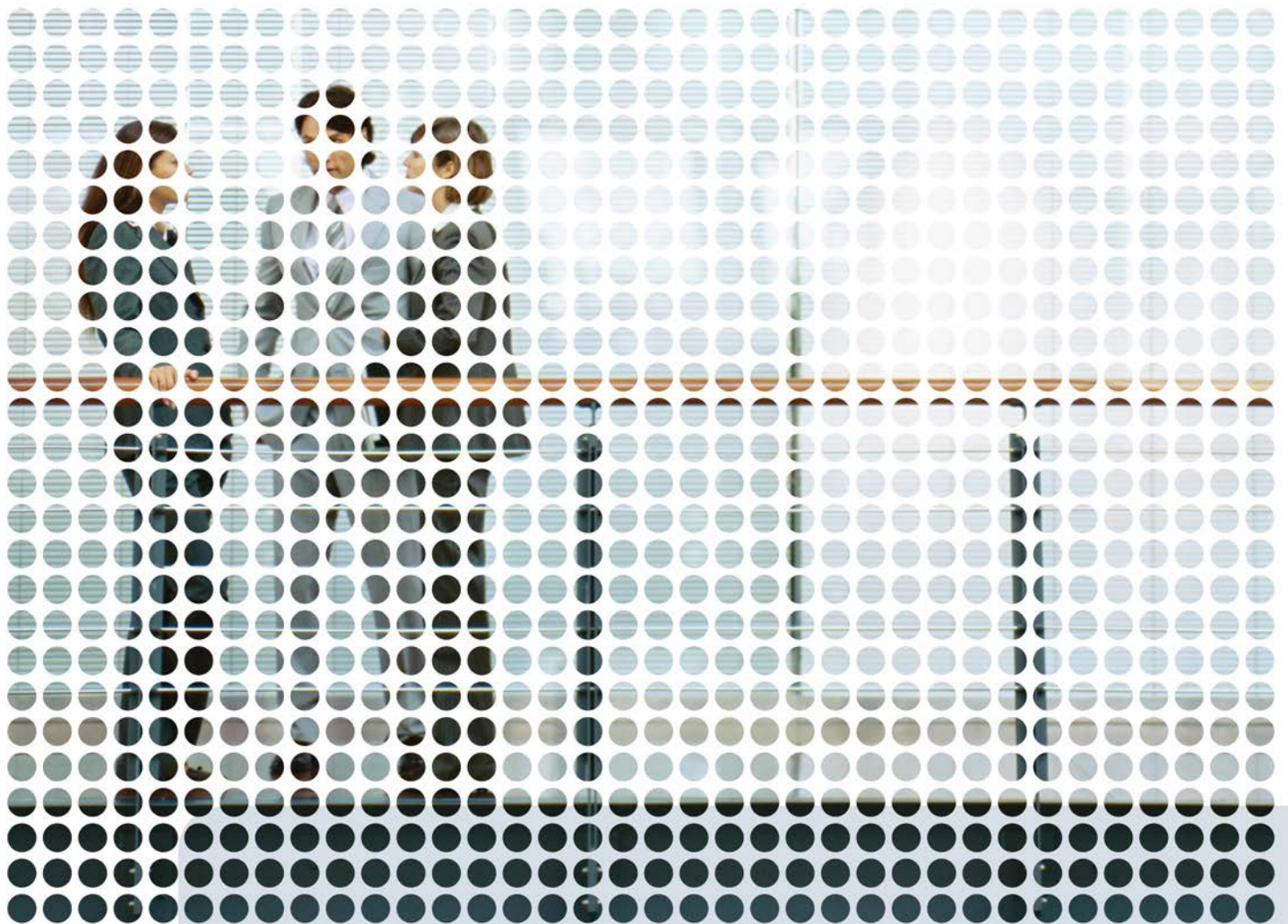




Health
Infrastructure



**Lismore Base Hospital
Stage 3B Redevelopment
Preliminary Construction Management Plan**

Version Control

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1. Preliminary Construction Management Plan

1.1 Distribution

The preliminary Construction Management Plan (CMP) is distributed within the project team as required by the project governance structure. The distribution list will be updated by the principles representative who will ensure that revisions are issued to appropriate persons.

This document informs project stakeholders of the proposed construction management strategy and associated interfaces until such time the appointed Principal Contactor provides a detailed Construction Management Plan aligned with the adopted method(s) of construction delivery.

2. Definitions & Abbreviations

The following definitions and abbreviations have been used in this preliminary Construction Management Plan.

Further definitions and abbreviations are provided in referenced and supporting procedures and plans.

HI	Health Infrastructure
LBH	Lismore Base Hospital
NNSWLHD	Northern New South Wales Local Health District
CMP	Construction Management Plan
RMS	Roads & Maritime Services
WH&S	Work Health & Safety
EMP	Environmental Management Plan
SSD	State Significant Development
EPA	Environment Protection Authority
EIS	Environmental Impact Statement

3. Site Management

3.1 Purpose

This preliminary CMP has been prepared to inform the Stage 3B Redevelopment State Significant Development (SSD) planning application and the associated Environmental Impact Statement (EIS) for the proposed project being undertaken by Health Infrastructure (HI) on behalf of Northern NSW Local Health District (NNSWLHD).

The purpose of this document is to outline the key intentions and constraints for construction activities on the Lismore Base Hospital (LBH) campus and proposed car park site..

The preliminary CMP is used to set the ground rules for integrating and managing the Construction process within an active metro hospital campus, and ensuring minimal disruption is made to the day to day hospital operations that could affect public, staff and patients.

3.2 Project Description

3.2.1 The Project

The LBH is a 248-bed B2 Major Non-Metropolitan Major Referral Hospital providing predominately Level 5 care. Services provided from the hospital include specialist mental health, surgical and medical services, intensive care, emergency care, coronary care, and integrated cancer care, a range of diagnostic services, women's health, paediatrics, and primary and community health. It also has a teaching and research role in conjunction with the University Centre for Rural Health and NSW Rural Medical School. LBH plays an important role in providing high level specialist services on a regional level. The redevelopment of the hospital, once complete will align the Hospital's facility requirements to an extended health planning horizon to 2026/27.

The Business Case prepared in late 2014 identified estimated capital investment funding of approximately \$114.0m for Stage 3B which together with the current Stage 3A works will complete the overall development program to provide health services needs out to 2026/27.

LBH Stage 3A, currently under construction by John Holland is planned for completion in late 2015. The project will deliver new facilities to accommodate expanded emergency services, renal department, and a component of community health services.

LBH Stage 3B Main Works comprises construction and commissioning on the South and North Towers and associated infrastructure, loading dock and car parks.

3.2.2 Project Phasing

The phasing of the LBH Stage 3B redevelopment project is broadly defined below.

Phase 1: Stage 3A Main works construction

Currently under construction by John Holland and planned for completion late 2015 and was subject to a separate approvals pathway.

New infrastructure provided under the Stage 3A Project includes:

- Development of a new emergency department.
- Introduction of new service models linked to emergency care, specifically a 12 bed Emergency Medical Unit and a 12 bed Express Care Community Clinic / Fast Track Service with close adjacencies to the ED.
- Expanded medical imaging service, with a satellite facility located within the ED.
- Expanded Renal Dialysis service, offering 12 chairs by 2016 and up to 18 by 2021(+ 9 total).
- Enhanced Primary, Community and Outpatient services incorporating new HITH services that will be offered directly from the LBH site.
- New Pathology Service.
- New endoscopy suite with two procedure rooms, four consult rooms and eight recovery beds.
- Temporary facilities to accommodate the hospital mortuary and maternity services until further planned developments are brought to fruition.

Phase 2: Multilevel Car Park – Dalziell St Lismore

Construction of a new multidisc carpark developed over 2 stages. The initial stage has been planned

to accommodate the additional parking for LBH Stages 3A and 3B and is estimated at 270 spaces.

The overall carpark project across 2 stages provides an additional 562 spaces noting that the final number may vary by +/- 10%. The second stage will be developed as determined by future demand.

Phase 3: Stage 3B Main Works construction

In addition to the Stage 3A works:

- New Medical Imaging Department, consolidating main imaging and PET / CT services in a single zone on Level 5.
- Dedicated Perioperative floor on level 6, providing for increased service capacity under a new model of care and collocation of endoscopy suites.
- Consolidated Maternity zone, including an expanded birthing suite, maternity IPU and special care nursery on Level 8.
- Dedicated Surgical Inpatient Zone, providing for the introduction of new services on Levels 9 and 10 of the south tower.
- 20 bed Paediatric Unit, including outdoor gym on Level 11 of the South Tower.
- Secondary loading dock on Level 3 of the north tower to efficiently service the Stage 3 development at the eastern end of the site.
- Front of House and Pharmacy area on Level 4 of the north tower, adjacent to the new ED.
- Helipad on Level 12 of the south tower.

Phase 4: Demolition of existing Block A

Demolition of the majority of the existing Block A following relocation of existing operations into the new South Tower. (Above the new Emergency Department)

A detailed survey of exiting building and a detailed demolition plan will be developed by the Principal Contractor.

4. Legislative Requirements

The works will be undertaken in accordance with the following Legislative Requirements:

- National Construction Code 2011 comprising the Building Code of Australia
- Protection of the Environment Operations Act and Regulations
- Environmentally Hazardous Materials Act 1985
- Protection of the Environment Administration Act and Regulations
- Work, Health & Safety Act 2011 and relevant codes of practice and standards
- Australian Standard 2601-2001: Demolition of Structures
- Code of Practice for Safe Removal of Asbestos (NOHSC: 2002 (2005))
- Guide to the Control of Asbestos Hazards in Buildings & Structures (NOHSC: 3002 (1988))
- Resource & Recovery Act 2001
- Environmental Planning and Assessment Act 1979
- Heritage Act 1997 and current amendments
- Local Government Act 1993
- Work, Health & Safety Regulations 2011
- Soil Conservation Act 1938

5. Hours of Operation

The following hours of Operation are proposed for the works:

- Monday – Friday 7.00 a.m. to 5.30 p.m.
- Saturdays 7.30 a.m. to 3.30 p.m.
- Sundays & Public Holidays: No Work

No works will occur outside the hours nominate above unless prior approval is granted by the local consent authority.

Delivery of heavy machinery or excavating equipment may be required outside the proposed hours of operation to conform to the requirements of the Roads & Maritime Services (RMS).

6. Contractors Site Amenities & Compound

The Principal Contractor will establish a site compound(s) that will accommodate the following for use, for the duration of the project; lunch, change facilities and site offices. The site compound location is to be on the LBH campus agreed and approved by key stakeholders and local authorities as required.

7. Site Fencing and Public Protection

All works are to be undertaken in accordance with the public protection measures as required in the Australian Standards.

As a minimum for Stage 3B, it is proposed to erect a 2.4m high solid "A" Class fence around the construction zone on Little Uralba Street (or such hoarding / protective site fencing as required) and within the hospital property boundary as necessary, to prevent both public and hospital staff access to the area of works, and to maintain site security.

The proposed Lismore Base Hospital Car Park site is located to the south of the main Hospital campus and between Uralba and Dalziell Street. The proposed site falls approximately 14.0 metres from north to south with a total site area is approximately 4,840m². The development site is bound to the:

- North by Uralba Street
- East by a specialist medical practice fronting Uralba Street and a residential lot fronting Dalziell Street
- South by Dalziell Street
- West by a specialist medical practice fronting Dalziell Street and a specialist medical practice fronting Uralba Street

As a minimum, it is proposed to erect a 2.4m high solid "A" Class fence around the construction zone for Stage 1 of the car park on Dalziell Street and along the hospital property boundary as necessary, to prevent both public and hospital staff access to the area of works, and to maintain site security.

Temporary fencing with shade cloth will be erected where works will occur directly adjacent to any occupied or operating service areas.

Temporary bollards, road and pedestrian barriers with signage will be erected where works impede on the roadway/parking zones.

Vehicular access & egress will be maintained during the works and any site activities associated with these works, deliveries etc. A detailed methodology will be developed by the Principal Contractor, in consultation with the local traffic authority as required and followed to minimise disruption to the

existing main entry access roadway and enable free access to the hospital buildings by patients and all hospital staff.

All agreed public and property protection measures will be reviewed at the time of contract award and prior to various works commencing to ensure alignment with the proposed preferred methodologies and sequencing developments to ensure that safety of the general public, hospital patrons and staff is maintained at all times.

8. 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 stormwater systems
- Adjoining hospital buildings
- Adjoining properties e.g. Fire Station
- Adjacent properties on Little Uralba Street, Uralba Street, Dibbs Street and Dalziell Street
- New Emergency Department
- Public assets at risk of being affected by construction activity

9. Traffic Management

The following section provides an assessment of the construction traffic impacts associated with the proposed development. Construction activities are estimated to occur over a four year period and the project is in its preliminary stages, hence this timeframe will be updated once a Principal Contractor is appointed.

9.1 Construction Traffic Routes

Construction vehicles would be restricted to the State road network and vehicles will likely originate from this network, with movements along local streets prohibited. It is envisaged the key traffic routes for construction vehicles would be via the Bruxner Highway and Hunter Street. Uralba Street and Dalziell Street will form the local access roads to the construction site.

A detailed Construction Traffic Management Plan (CTMP) will be prepared prior to commencement of works. Provision for pedestrian and cyclist access will be made as part of the CTMP. It is anticipated that some 30 vehicular trips associated with construction staff would occur during each AM and PM peak periods.

Access to the worksites for construction vehicles will be via the following routes (refer Figure below). The Primary access/exit will be from Uralba Street.

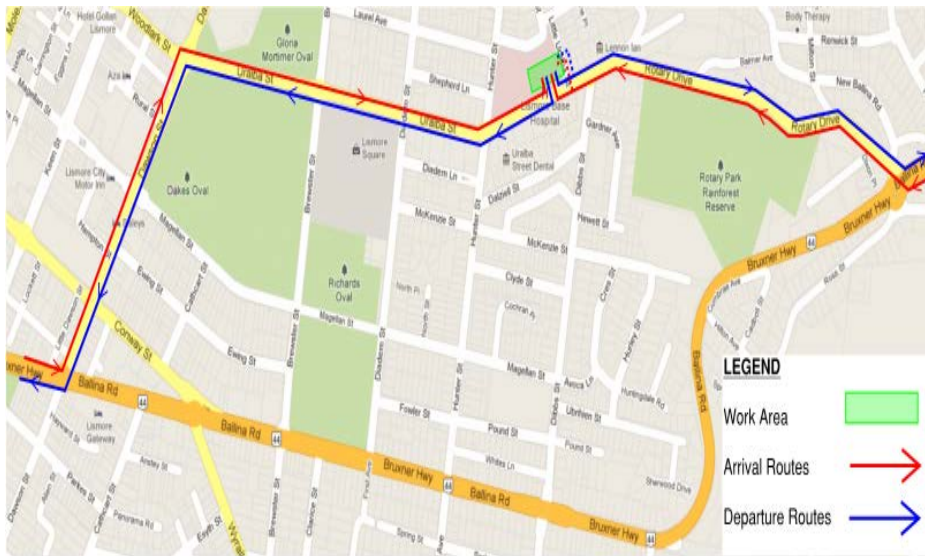
To/From the South/West - Access for construction vehicles from the south/west will be via:

- Bruxner Highway
- Left onto Dawson Street
- Right onto Uralba Street
- Site (or left into Little Uralba Street into site)
- Right onto Uralba Street

- Left onto Dawson
- Right onto Bruxner highway

To/From the East - Access for construction vehicles from the north/east will be via:

- Bruxner Highway
- Right onto Rotary Drive
- Straight onto Uralba Street
- Site (or right into Little Uralba Street into site)
- Left onto Uralba Street
- Straight onto Rotary Drive
- Left onto Bruxner Highway



Construction of a new L3 Loading zone with entrance to Little Uralba Street servicing the new development for trucks up to 12.5m Heavy Rigid Vehicles as per the Figure below.



Modifications to the existing road system include access from Little Uralba Street to the proposed loading zone at L3 for delivery vehicles up to Heavy Rigid Vehicles (12.5m) and to the mortuary at L4 for hearses (7.8m) and ambulances (5.8m).

Car Park Site - Approach and Departure Routes are shown diagrammatically below:



9.2 Construction Traffic

Heavy vehicles including Articulated Vehicles (AV) such as precast delivery trucks and Heavy Rigid (HR) such as concrete trucks are expected to access the site. These different types of vehicles may access the site at the same time. Other heavy machinery plants such as cranes will be delivered to site in the early stages of site establishment. All heavy goods such as girders or machinery plants are likely to be delivered outside of peak traffic hours.

Workers will generate additional traffic to the site. Road network impacts will be mitigated by the fact that construction workers generally start earlier and finish earlier than the commuter peak periods, and would likely not coincide with the hospital peak periods. Parking for construction workers has been progressed with LBH and Lismore City Council by way of temporary parking on a vacant site at 42 McKenzie Street.

The impact of construction traffic will be further developed once a Principal Contractor has been appointed, however volumes are expected to be low and in the order of 100 vehicles per day. The traffic generation of this magnitude is less than the amount of trips generated and assessed for the operational phase of the development and therefore the potential temporary impacts are anticipated to be minimal.

9.3 Parking

Parking opportunities have been identified as the following:

- Minimal (if any) on-site parking will be provided for construction traffic due to physical site constraints for amenities, scaffolding and materials handling.
- Non-dedicated Off-street parking opportunities in the area have also been identified; however these are not for exclusive use by construction traffic.

9.4 Driver Code of Conduct

Traffic Controllers will be used to stop traffic on the public street(s) to allow trucks to enter or leave the site. Where possible, vehicles must enter and exit the site in a forward direction. They must wait until a suitable gap in traffic allows them to assist trucks to enter or exit the site. The Roads Act does not give any special treatment to trucks leaving a construction site - the vehicles already on the road have right-of-way. Vehicles entering, exiting and driving around the site will be required to give way to pedestrians at all times.

9.5 Measures to ameliorate impacts

Mitigation measures would be adopted during the construction phase to ensure traffic movements have minimal impact on surrounding land uses and the community in general, and would include the following:

- Truck loads would be covered during transportation off-site
- Establishment and enforcement of appropriate on-site vehicle speed limits
- (20km/h), which would be reviewed depending on weather conditions or safety requirements
- Neighbouring properties would be notified of construction works and timing.
- Any comments would be recorded and taken into consideration when planning construction activities.
- All activities, including the delivery of materials would not impede traffic flow along local roads
- Materials would be delivered and spoil removed during standard construction hours
- Avoid idling trucks alongside sensitive receivers
- Deliveries would be planned to ensure a consistent and minimal number of trucks arriving at site at any one time

9.6 Construction Traffic Management Plan

Prior to the commencement of construction, a Construction Traffic Management Plan (CTMP) is to be prepared by the Principal Contractor to ensure the safest possible management of construction access. The CMTP would address:

- The likely construction vehicle numbers and frequency;
- Approach and departure routes;
- Anticipated special out of hours or escorted deliveries;
- Parking access arrangements during construction; and
- Provision of acceptable pedestrian management measures.

10. Crane Management

It is proposed that a single tower crane will be established on site, positioned within the location of the proposed lift core.

Other mobile cranes will be required from time to time to facilitate both construction activity of Stage 3B and the car park construction. It is envisaged that mobile cranes will be positioned from time to time in agreed loading zones fronting Little Uralba Street, Uralba Street and Dalziell Street at various stages of construction.

The Principal Contractor will confirm the site crane strategy when appointed.

11. Programme

Key milestone dates are estimated as follows:

Milestone / Activity	Completion Date
Preliminary Business Case and Strategic Gateway Review	August 2014
Final Business Case and Gateway Review	December 2014
Submission of Town Planning Documentation	January 2015
Completion of Schematic Design (Scheme Design Report)	June 2015
Commencement of Construction (3B South Tower)	May 2015
Completion of Project Definition Plan	June 2015
Completion and Commissioning of Car Parking Works	December 2015
Issue Tender Documents (Main Works)	February 2016
Completion and Commissioning of 3B South Tower	June 2016
Completion and Commissioning of Main Works	Mid 2019

The above milestones will be updated upon appointment of a Principal Contractor and adjusted as required during the works.

12. Disruption Notice Process

The Principal Contractor will be required during the construction period to plan and organise its work activities to minimise disruption to the existing building and services. To ensure this position the Principal Contractor will develop a disruption notice process in line with the NNSWLHD disruption policy that will ensure the key project stakeholders are aware of any works that may impact their services and enable any preparation and consultation to be effected.

13. Regular Site Meetings

Regular site meetings will be conducted at an agreed time and attended by key project stakeholders. Regular meetings will be held by the Principal Contractor to discuss and minute current progress on site, upcoming works / disruptions and any project related issues encountered. Minutes will be distributed to the project team following each meeting.

14. Environmental Management

The Principal Contractor undertaking / managing the works will be required to provide an Environmental Management Plan (EMP) to ensure that all elements of the plan meet all statutory requirements as well as NSW Health requirements. The EMP will also include any mitigation measures in the Environmental Impact Statement (EIS) and accompanying technical documentation.

As a minimum, the erosion and sediment controls for the works shall be designed, installed and maintained in accordance with the requirements of the Managing Urban Stormwater: Soils & Construction, as described in "The Blue Book" 2004 (4th edition).

The environmental performance of the contractor(s) will be monitored by the Principal Contractor through-out the works.

The following specific environmental management principals are to be implemented on the site:

- Noise & Vibration
- Dust Mitigation
- Odour Control
- Storage of Dangerous Goods
- Stormwater Run-off

14.1 Noise & Vibration

Noise from any of the site areas will not exceed the limits set-out in the Noise Control Act 1975. No machine will works outside the normal working hours previously described, unless prior approval has been granted by the local consent authority.

Demolition and excavation works shall comply with Australian Standard 2436-1981 "Guide to Noise Control on Construction, Maintenance and Demolition Sites".

The noise and vibration from the use of any plant or equipment, or other building services associated with the hospital premises of enabling /early works scope of works, will not give rise to an offensive noise as defined under the provisions of the Noise Control Act 1975.

Commissioned Environmental Impact Statement (EIS) by City Plan Services and acoustic report by Acoustic Logic will provide recommendations and mitigation measures that will referenced and applied where applicable. As part of the noise mitigation strategy for the project, all trucks, excavating equipment and machinery will be checked for defective or operationally noisy exhaust systems.

Prior to commencement of the works, liaison will take place with occupants from the neighbouring departments within the hospital site.

14.2 Dust Mitigation

Dust control, minimisation and where possible, mitigation, will occur at the source of dust and where dust occurs, during construction activities to prevent airborne dust particles transferring to the hospital campus and environs within proximity to the hospital.

14.3 Odour Control

It is not expected to have extraordinary issues with odour associated with the works. Plant and machinery involved in the works will be serviced regularly and checked for emissions.

14.4 Storage of Dangerous Goods

Works will require the use of flammable fuels such as petrol, diesel and oxy-acetylene etc. Storage of such items will be in a secure, lockable compound with sufficient ventilation in accordance with relevant codes of practice & standards.

Material Safety Data Sheets for all flammable or potentially harmful liquids or gases will be provided by the Principal Contractor prior to works commencing on site

14.5 Stormwater Run-off

Drainage of surface water run-off will be allowed to flow along the existing contours of the site surface water infrastructure which includes kerb-lines, gutters, gully-pits and stormwater run-off drains.

The site areas associated with the project will be continually cleaned of rubble to minimise possible sediment flow during rainfall periods. Stormwater kerbs and drainage lines will have sediment controls in place.

Stormwater grate inlets surrounding the demolition areas will be covered with a selected geotextile fabric to allow water to enter the drains and retain the sediment generated by the works.

All drainage controls will be frequently checked, particularly during heavy rainfall periods.

14.6 Complaint Procedure

A procedure for dealing with complaints regarding noise dust and other environmental nuisance will be established and a register will be maintained at the project office.

15. Waste Management / Recycling Principles

The Principal Contractor is committed to achieving compliance with the Environment Protection Authority (EPA) guidelines.

Prior to any structural subterranean activities taking place, additional site geotechnical investigations may be carried out if the information is not adequately covered in available geotechnical investigations for the purposes of waste / recycling classifications. All medical and/or hazardous materials will be removed and disposed of at licenced waste facilities and certificates will be provided by the Principal Contractor, who is required to provide all trucking and disposal documentation in accordance with their contract.

The key to maximising recycling opportunities and minimising landfill bound waste is to effectively separate demolition materials during the demolition process.

All waste material generated from the works will be recycled and repurposed where possible, with the exception of soft demolition materials and hazardous materials such as asbestos and the like.

The following table sets out the materials likely to be encountered during the works and the general waste management principles that will be adopted through the construction process:

Material	Source	Recyclable	End Usage (%)
Asbestos	Subterranean Material Fire Doors etc.	No	Certified Landfill – 100%
Concrete	Suspended and ground floor slabs, walls, beams & columns	Yes	Road base, pipe bedding, sub-grade – 95%
Bitumen	Road Surface	Yes	Road base, sub-grade – 95%

16. Hazardous Materials Management

16.1 Identification

An existing Hazmat Report(s) for the Lismore Base Hospital Campus Buildings and existing dwellings on the car park site identifies possible locations of hazardous materials. However, not all areas are covered in the existing Hazmat Reports or in the details required prior demotion / construction works and as such, detailed Hazardous Materials investigations will be undertaken by the Principal contractor and its sub-contractors prior to any works commencing on site.

Established safe work method strategies must be in place prior to commencing any work.

The management and removal from site of any/all hazardous material will be undertaken in accordance with the Australian Standards.

16.2 Air Monitoring

In accordance with all codes and standards; air monitoring will be carried out by a registered occupational hygienist if asbestos removal or removal of other designated hazardous materials works is undertaken.

The daily monitoring results will be assessed by a hygienist consultant and distributed daily to the principal and the client.

16.3 Removal

Removal of any hazardous material will be carried out by a registered WorkCover licensed contractor supervised by both the Principal Contractor and monitored by a registered occupational hygienist.

All works will occur and comply within the requirements of relevant codes and standards.

16.4 Disposal

Asbestos and other hazardous materials will be sealed and loaded prior to transport in accordance with relevant codes and standards.

All asbestos materials will be bagged, wrapped and placed in plastic lined disposal containers.

All asbestos and hazardous materials will be disposed at a registered EPA landfill with full accountability and traceability of transport and disposal monitoring enforced and monitored throughout the works contract.

17. Work Health and Safety

17.1 Project WH&S Management

The Principal Contractor will develop, implement and manage a Project Management Plan that will provide a framework for managing WHS on the site. The Principal Contractor will appoint a specific Site WHS Supervisor and all construction personnel will be required to hold the Construction Industry Induction identification.

All individuals entering the site will be required to undertake a site induction to be conducted by the Principal Contractor WHS Supervisor.

Principal Contractor will ensure that all Work Method Statements are complete for those parts of the works identified as being hazardous.

18. Services Disconnections

The Principal Contractor will notify the management of Lismore Base Hospital in advance of works commencing on site through consultation with services consultants if there is to be any disruption to services. Should shutdowns be required; these will be prearranged and programmed in advance for coordination with hospital management via agreed Disruption Notices.

Services that may be subject to disruption are:

- Waste Water
- Water Supply
- Electricity
- Stormwater
- Telecommunications
- Gas

In general; the following principles are adopted when disconnecting services:

- Where applicable, all service authorities will be consulted and appropriate application for consent forms submitted prior to works commencing, confirming lead-times, authority requirements, approved termination locations and programme.
- All termination works will be undertaken in accordance with design engineer's specifications and instructions.
- All termination works will (if required) be undertaken out-of-hours and by suitably qualified & licensed contractors.
- All/any termination works that impact on adjoining owners/departments will be notified.

19. Site Emergency Contacts

An emergency contacts list will be established prior to works commencing. This will include contacts from the Principal Contractor, LBH, the Project Manager and the Client.

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.