

DUBBO HEALTH SERVICE REDEVELOPMENT STAGES 3 & 4 PRELIMINARY CONSTRUCTION MANAGEMENT PLAN

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Health
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Local Health District



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MANAGEMENT

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1.0 Introduction

The purpose of this preliminary Construction Management Plan (pCMP) is to demonstrate that the proposed Works can be executed in accordance with legislated safety and environmental requirements with minimal inconvenience to users, visitors and staff of the hospital along with neighbours and the general public.

The Works have undergone a 'Safety in Design' review and on appointment the Head Contractor will prepare a comprehensive Construction Management Plan with specific details and strategies for the management of on-site activities.

The Head Contractor, appointed as Principal Contractor in accordance with NSW WHS legislation, complies with the requirements detailed in this Preliminary Construction Management Plan, as well as the requirements of the Dubbo Regional Council and other governing authorities.

1.1 Proposed Works

The DHS Redevelopment Stage 4 project scope is described as follows:

- Site preparation works
 - Demolition of the George Hatch and existing nursing administration
 - Demolition of 'S' Block
 - Construction of a new temporary corridor bypass link
 - Construction of a new permanent corridor bypass link south
- Construction of a new 3-storey clinical building comprising:
 - o Ground Level
 - Medical Imaging
 - Emergency Department, including Short Stay Unit; and
 - Refurbished and expanded front of house, entry and drop-off zone.
 - o Level 1
 - Renal Dialysis Unit; and
 - Ambulatory Care Services
 - o Level 2
 - Coronary Care Unit (CCU)/ Cardiovascular/ Stroke Unit
 - Intensive Care Unit (ICU) and
 - Cardiovascular Suite
 - o Level 3
 - Plant Area
- Other associated works, including but not limited to:
 - Expansion of on grade car parking facilities with additional parking spaces, improved access and wayfinding.
 - Provision of a dedicated ambulance access off Myall Street
 - Amendments to the Cobbora Road roundabout to facilitate entry to the Hospital
 - Demolition of the existing Playmates childcare centre and Doctors Accommodation
 - Demolition of an external component of the existing Ambulatory Care Unit
 - Landscaping including tree removal and other public domain Works
 - Upgrades of related engineering services infrastructure supporting Stage 4.
 - Refurbishment of two ICU ensuites within the medical inpatient ward (G-ward).



Figure 1 Illustration of Dubbo Health Service Redevelopment Stages 3 and 4

1.2 Site Description

The Dubbo Health Service site covers an area of approximately 13.41 hectares. The site is defined by Myall Street to the south, Coonamable Railway line and Muller Street to the west, a privately owned lot to the north and the rear of residential lots facing Leonard Street to the east.



Figure 2 Dubbo Health Service Redevelopment Site Area

1.3 Prior to the Commencement of the Works

Prior to the commencement of Works on site, the following procedures will be undertaken:

- Notify Dubbo Regional Council and neighbouring properties of intention to commence works;
- Obtain a S109R certificate in accordance with BCA;
- Comply with any mitigations measures of the SSD;
- Ascertain all relevant project information, applicable standards, statutory requirements and conditions, including authorities having jurisdiction over the Works;
- Obtain all relevant insurances, permits and approvals and pay all associated fees and deposits;

- Undertake a dilapidation report that provides a photographic record of the site and surrounding areas and properties as well as a record of existing noise and dust levels for use as a base for ongoing monitoring; and
- Retain a copy of the SSD Authorisation on site at all times during the duration of the Works. The Principal will notify the Consent Authority of proposed variations to project requirements and conditions where they are practicably foreseeable.

2.0 Site Operations

Following appointment, the Head Contractor will be obliged to develop and provide for use detailed Construction Management Plan/s that will incorporate WHS, Environmental and Quality management. This plan will be developed specifically for the subject site and contract works. The plans will take into consideration the live hospital site working environment as well as any other site specific risks that have been identified and document the implementation of control measures to effectively mitigate those risks.

2.1 Legislative Requirements

The Works will be undertaken in accordance with, but not limited to, the following legislative requirements:

- Protection of the Environment Operations Act and Regulations;
- Approved Methods for the Modelling and Assessment of Air Pollutants in NSW (EPA)
- Environmentally Hazardous Chemicals Act 1985;
- Protection of the Environment Administration Act and Regulations;
- Work Health & Safety Act 2012 and relevant codes of practice and Standards
- WHS Regulation 2012 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;
- Australian Standard AS 4373-2007: Pruning of Amenity Trees;
- Code of Practice for the Safe Removal of Asbestos (NOHSC:2002 (1998));
- Guide to the Control of Asbestos Hazards in Buildings and Structures (NOHSC:3002 (1988));
- Resource and Recovery Act 2001;
- Environmental Planning and Assessment Act 1979, including clause 109R for the compliance of the current Building Code of Australia;
- Heritage Act 1997;
- Local Government Act 1993;
- Disability Discrimination Act 1992 (DDA);
- Disability (Access to Premises – Buildings) Standards 2010 (Premises Standard);
- Applicable aviation standards e.g. CASA requirements; and
- Soil Conservation Act 1938.

2.2 Hours of Operation

The hours of demolition or construction including delivery of materials to and from the site shall be restricted to between, as follows or as per Dubbo Regional Council requirements:

- Monday to Friday inclusive 7.00am to 6.00pm.
- Saturday 8am – 5pm
- No work on Sundays and Public Holidays

Out of hours Works may be required from time to time and will be coordinated with Dubbo Hospital requirements and BCA for Crown Certification. Deliveries of heavy machinery may be required out of the proposed hours of operation to conform to the overriding requirements of the Roads & Maritime Services (RMS).

2.3 Public Safety, Amenity and Site Security

Appropriate hoarding/fencing (as specified in Australian Standards and WorkCover requirements) will be installed to prevent public access and to maintain security for the various areas of the Works. The Works will be planned so that access to the public car park areas will be maintained to the maximum capacity, as much as is feasible during the works.

Vehicular access/egress gates will be erected internally as required. These gates will be manned by qualified traffic supervisors at the times of vehicular access and egress to the Site.

The Preliminary Site Access Plan has been drafted to depict how the development site will be contained, serviced and accessed, including designated parking for construction staff so that Dubbo Hospital staff and visitors are not unduly inconvenienced. The site plan will be further developed in consideration of the appointed Head Contractor's methodologies prior to commencement on site. *(Refer to Appendix 1)*

Public Safety, Amenity and Site Security measures may be staged during the Works. At various times, different portions of the site may be fenced. These property protection measures will be reviewed at the time of contract award for the Works to ensure alignment with proposed preferred methodologies and sequencing developments and to ensure that the safety of the general public is maintained at all times during the Works.

The Head Contractor will need to comply with their duty under WHS management in accordance with the legislative requirements listed in Section 2.1 of this document.

2.4 Disruption Notices & Neighbour Management

Disruption Notices

Disruptions to Dubbo Hospital operations will be managed through the process of Disruption Notices (DNs). For such proposed stoppages, the DN will describe the applicable works, timetable, issues and contingency plans.

DNs are submitted by the Head Contractor to the Project Manager who will co-ordinate with and obtain written approval from the Dubbo Hospital stakeholders. These may be required between 48 hours and 3 weeks prior to commencing Works dependent upon the nature of the Works.

Complaints Mechanism and Neighbour Management

From the commencement of construction until completion, the Head Contractor will be required to maintain a community liaison officer on the project. This officer will be contactable by both a mobile phone and email and the contact details will be clearly advertised on site hoardings, community updates and the like. The Head Contractor will be required to maintain a register of complaints and to report to the Project Manager the status of complaints on a monthly basis. Complaints that cannot be addressed by the Head Contractor will be presented to the appointed representative from the Dubbo Hospital for resolution of the issues and for decisions to be made.

The Head Contractor will provide site signage that clearly indicates the relevant contact within the Hospital with responsibility for addressing complaints during the construction phase.

2.5 Staging of Works

Throughout the Works a staging strategy will be implemented to ensure that Patient and Staff car parking facilities on site are minimally diminished as a result of the Works. Section 4.0 of this report provides further information in relation to the Traffic Management during the construction phase.

3.0 Environment and Amenity

The Head Contractor undertaking the Works will be required to submit for review a comprehensive Environmental Management Plan (EMP) to ensure that all elements of the EMP meet all statutory requirements, NSW Ministry of Health (MoH) requirements.

The environmental performance of the Head Contractor will be monitored by the Project Manager throughout the Works. The following specific environmental management principles will be implemented on site.

3.1 Noise and Vibration

All practicable measures will be taken to reduce the noise arising from the Works. Noise from the site shall not exceed the limits set out in the Interim Construction Noise Guidelines (ICNG) and Environmental Protection Authority (EPA). No machine work will occur outside approved working hours (refer item 2.2) unless approval has been given by the consent authority.

The following measures are proposed with reference to the ICNG:

- Use Noise Management Levels (NML's) to identify demolition, excavation and construction noise sources or scenarios that require engineering controls or administrative management;
- Promote clear understanding of ways to identify and minimize noise from construction works;
- Focus on applying all feasible and reasonable work practices to minimize construction noise impacts;
- Provide flexibility in the selection of site-specific and reasonable work practices to minimize noise impacts;
- Encourage construction/ demolition work to be undertaken within approved standard hours where reasonably practicable with noise that is audible to other premises. Approval is required for Works undertaken outside standard hours; and
- The use of noise reduction techniques including, but not limited to, barriers, enclosures and silencers shall be employed to ensure compliance with construction and demolition noise criteria.

As part of the noise mitigation treatment for the project, the Head Contractor will be responsible for the checking of compliant maintenance regimes and statutory supervision of all equipment, such as making sure all trucks and machinery involved in the Works are checked for defective exhaust systems and general servicing.

The benchmarks used to assess vibration impacts due to the construction Works are documented in the Acoustic Assessment Report prepared by Wood & Grieve Engineers (WGE). These acoustic documents provide recommendations and requirements for mitigation of noise and vibration during construction. This report forms part of the State Significant Development submission.

The noise mitigation treatment proposed by the Head Contractor will be included in the detailed Construction Management Plan.

3.2 Dust

Management of dust prevention strategy is to be developed by the Head Contractor, detailed in the Construction Management Plan, liaise with the project stakeholders and acceptable to the Project Manager.

Examples of precautions that will be implemented during the Works include water spraying, the covering of all haulage trucks with tarpaulins, monitoring of weather conditions (including wind) and helicopter down draft. Management and contingency plans will be developed to prevent any foreseeable impacts from dust.

3.3 Odour Control

Odour problems will be minimal for demolition activity on site. All plant and machinery involved in the Works will be regularly serviced and checked for exhaust emissions and catalytic converters.

3.4 Vegetation Protection

The Head Contractor will be required to prepare a detailed site-specific Construction Management Plan. This Plan will need to demonstrate the measures that will protect trees and vegetation being retained under the development works. Vegetation protection should be in accordance with Australian Standard 4970-2009, Protection of Trees on Development Sites. Where branch pruning Works are required, Works should be carried out in accordance with Australia Standard AS 4373-2007- Pruning of Amenity Trees and the Works are to be undertaken by an experienced and qualified arborist.

Recommendations and requirements for vegetation protection are documented in the Arborist Report produced by Outback Tree Services and it forms part of the State Significant Development submission.

3.5 Stormwater, Erosion and Sediment Control

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 Stormwater: Soils and Construction “The Blue Book” 2004 (4th edition) and/or details provided by project engineering consultants. Reference should be made to Stormwater Report which includes a Sediment and Erosion Control Plan (4A-C-0410- vB) produced by Enstruct as part of the SSD submission.

Appropriate elements of the drainage system on the Site will be cleaned out to remove sediments, prior to commencing the Works on site. Drainage of surface run-off will be allowed to flow along existing contours (down slope) with the existing drainage system on-site of kerbs, gutters, gully pits, pipes and stormwater runoff passing through installed filtration systems prior to being discharged off-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 or sedimentation socks.

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 flow into Works areas, it may need to be diverted (using hay bales) to reduce sediment transportation. All drainage control devices will be regularly checked particularly during heavy rainfall periods.

The Head Contractor will be required to prepare a detailed Stormwater Management Plan which will cover all aspects of stormwater and sediment management and control during construction.

4.0 Traffic Management

As part of the preliminary Construction Management Plan (pCMP), the Head Contractor is required to submit a Construction Traffic Management Plan for approval prior to commencement of the works. The pCMP will detail site access, pedestrian protection measures and all associated vehicle movements which will be restricted to the permitted working hours of the site.

During construction, the following equipment may be used:

- bulldozers, backhoes and excavators;
- articulated and fixed trucks;
- mobile cranes;
- concrete delivery trucks;
- concrete pumps;
- man and material hoists;
- scissor and boom lifts, and
- fork lifts

4.1 General Requirements

In accordance with RMS requirements, all vehicles transporting loose materials will be required to have the entire load covered and/ or secured to prevent any large items, excess dust or debris being deposited onto the roadway during travel to and from the site. by the The Principal Contractor will induct all subcontractors and suppliers to ensure that the procedures are met for all vehicles entering and exiting the construction sites. The Principal Contractor will monitor the internal and immediate external roads leading to and from the site and take all necessary steps to clean any debris deposited by construction vehicles.

Vehicles operating to, from and within the site shall do so in a manner which does not create unreasonable or unnecessary noise or vibration.

Public roads and access points will not be obstructed by any materials, vehicles, refuse skips or the like, under any circumstances.

4.2 Construction Worker Parking

Construction workers will be instructed not to park either within Hospital grounds or on street within the typical daily Hospital parking catchment. This includes Myall Street along the southern boundary.

It is proposed that Head Contractor car-parking will be designated immediately north of the Dubbo Hospital and to the rear of the School of Rural Health. Access to the parking will be via Moran Drive and River Street only. A direct construction worker pedestrian link will be provided to link the worker parking area with the construction compounds. Refer to figure 3 and 4 below. Further detail relating to site access can be noted in the preliminary site access plan. (*Refer Appendix 1*).



Figure 3 – Indicative Contractor carparking



Figure 4 – Indicative Contractor pedestrian access (from north)

4.3 Construction Entry & Exit

Where construction vehicles have origins and destinations outside of Dubbo they are to remain on State and Regional Road network where possible. As such, likely construction vehicle routes have been developed with the aim to provide the shortest distances to / from the State and Regional Road network whilst minimizing the impact of construction traffic on the local streets in the immediate vicinity. Alternative routes will not be used without specific prior approval from the relevant authorities. No trucks will be permitted to layover an approach to the construction sites without formal prior approval.

Access to this site is anticipate to be primarily via Cobbora Road (Golden Highway) to / from the southern construction sites and Bourke Street (Newell Highway) to make use of River Street and Moran Drive north of the Hospital. This is primarily to ensure that the impacts on the existing Dubbo Hospital uses is kept to a minimum, including avoiding use of the roundabout whenever possible via Myall Street. Refer to figure 5a and 5b below.

Appropriate traffic management procedures will be adopted within the Dubbo Hospital grounds in accordance with the requirements of Dubbo Hospital, RMS and the Local Health District.



Figure 5 a) Truck Approach Routes



Figure 5 b) Truck Departure Routes

Source: GTA traffic assessment report

4.4 Construction Traffic Impacts

A construction traffic management plan will be prepared by the Head Contractor prior to Works commencing on site.

This overview of construction traffic impacts associated with construction activity aims to ensure the safety of all workers and road users in the vicinity of the construction sites. The key principles are outlined below:

- To identify the need for adequate and compliant traffic management requirements both within the hospital and along the surrounding road network
- To maintain permanent access to/ from the hospital for emergency services and minimise disruption associated with construction vehicles
- To ensure continuous, safe and efficient movement of traffic for Dubbo Hospital staff, general public and construction workers
- To restrict construction vehicle movements to designated routes to/ from the site and to prioritise these as required
- To establish a safe pedestrian environment at all times
- To maintain current levels of parking amenity within the Dubbo Hospital precinct
- To inform the Head Contractor and set the ground rules for managing construction traffic.

4.5 Construction Traffic Volumes

Traffic generated by the construction Works will include construction worker light vehicles, as well as heavy vehicles for periodic delivery and removal of materials, including plant and equipment. Vehicle types and sizes would vary depending on the required use, but include medium and large rigid vehicles and articulated vehicles for import of bulk materials or minor spoil removal, as well as concrete trucks.

Formal prior approval will be required from the relevant authorities (RMS/ Council) for deliveries, with the timing of truck arrivals to ensure minimal disruption to general traffic along the route. The defined approach and departure routes will also need to be approved and observed.

Overall the construction works is not envisaged to significantly impact intersection operation external to the site. This includes the roundabout controlled intersection of Cobbora Road/ Myall Street (which should be used only if essential) and the local intersections to the north and west. Any Works on weekends would not present significant traffic related impacts, with no known specific restrictions limiting access and/ or the work hours as specified.

All Works within the site and associated vehicle movements will be restricted to the permitted working hours of the site. Detailed site access will be set out in detailed construction traffic management plan.

4.6 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 hoarding 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. These hoardings and fences will be staged to allow access to in-use areas during the Works.

5.0 Waste and Materials Reuse Management

5.1 Storage of Dangerous Goods

Dangerous goods (such as petrol, diesel, oxy-acetylene, oils, glues 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 of these flammable and potentially harmful liquids will be provided by the Head Contractor undertaking the Works.

Operational hazards (used in hospital activities) are outlined in a separate report, Waste Management Policy and Plan produced by the Greater Western Area Health Service (GWAHS), the predecessor of the Western NSW Local Health District. As a result of the proposed Works, there will be no change in the type or quantities of dangerous goods on site, therefore all current practices for the management of dangerous goods will apply at the completion of the Works.

5.2 Waste Management / Recycling Principles

Demolition and removal of in-ground services will be required around the campus.

The Head Contractor will be required to achieve compliance with the EPA guidelines.

Following removal of all hazardous materials such as asbestos, lead-based paints, phenols and polychlorinated biphenyls (PCB), where possible, any waste material generated from the Works will be recycled apart from selected soft demolition materials.

The following measures are adopted to encourage the management and reduction of waste to minimize the loss of natural resources and landfill space:

- Emphasise the importance of recycling and waste reduction;
- Encourage the use of recycled materials where it is reasonably practical;
- Minimise the use of packaging materials and recycle packaging materials where possible;
- Waste concrete to be sent to a concrete recycling plant where possible;
- Separate removed native vegetation from general construction waste, mulched and stockpiled for re-use; and
- Non-recyclable general waste will be disposed at an approved waste disposal facility.

References should be made to the Dubbo Regional Council waste management guidelines.

5.3 Hazardous Materials Management

A hazardous building materials assessment report has been produced by Douglas Partners to include buildings proposed to be demolished under the SSD submission. The report records hazardous materials including lead-based paints, phenols and polychlorinated biphenyls (PCBs) and provides recommendations for handling the hazardous materials identified.

Hazardous Materials Audit

The Head Contractor and they're licensed demolition contractor are to inspect the site to determine the presence of any hazardous materials in accordance with the requirements of AS2601.

Hazardous Materials Management Plan

- A Hazardous Materials Management Plan will be prepared in accordance with the requirements of AS2601 prior to the commencement of any demolition works;
- The removal, handling and disposal of asbestos materials are to be undertaken only by an appropriately licensed contractor and in accordance with the requirements of the NSW WorkCover Authority and the NSW Office of Environment and Heritage (NSW OEH);
- All asbestos and other hazardous materials are to be appropriately contained and disposed of at a facility holding the appropriate licence issued by the NSW OEH; and
- A sign displaying the words 'DANGER ASBESTOS REMOVAL IN PROGRESS' is to be displayed on sites where buildings to be demolished contain asbestos materials.

Any hazardous materials discovered during execution of The Works should be dealt with by the Head Contractor in accordance with the requirements set out in the *HGC21 Preliminaries* document (Section 5.6 – Hazardous Substances).

5.4 Contamination Contingency Strategy

A Phase 1 contamination report has been produced by Douglas Partners and it forms part of the SSD submission. The report indicated minimal evidence of contamination on the site. The Phase 1 contamination report noted that the tested areas have soils that are suitable for continued use in the hospital environment. A Phase 2 contamination report will be carried out prior to any Works occurring on site.

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 the Works.

6.0 Services Disconnection

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

- Hospital first approach.
- The Head Contractor must comply with the Dubbo Health Service Isolation Procedures during the disconnection of services;
- Services impacts on the existing facility (Dubbo Health Service) will be done with full coordination, development and input with the client and its relevant stakeholders and will only proceed with approval via a Disruption Notice process;
- Impacts on the Dubbo Hospital will be kept to a minimum, which may, on occasion, result in 'out of hours' work. At all-time patient care will be paramount and staff/visitor safety, access and security maintained;
- If the Head Contractor proposes to carry out 'out of hours' work, the Head Contractor must provide details of the time and frequency of such work and contingency plan. It is anticipated that such work will be kept to a minimum;
- 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 design engineers' specifications and instructions;
- All termination Works will be undertaken by suitably licensed contractors; and
- Any termination Works that impact on adjoining owners will be notified and will be undertaken out of hours to minimise impact.

APPENDIX 1 - Preliminary Site Access Plan

