



Health
Infrastructure

Wagga Wagga Health Service Redevelopment Stage 3

Preliminary CMP

DOCUMENT MANAGEMENT

REVISION HISTORY

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ABBREVIATIONS

Abbreviation	Definition
BCA	Building Code of Australia
DDA	Disability Discrimination Act
DNs	Disruption Notices
EIS	Environmental Impact Statement
EPA	Environmental Protection Authority
ICNG	Interim Construction Noise Guidelines
MLHD	Murrumbidgee Local Health District
MoH	Ministry of Health
OBH	Old Hospital Building
OEH	Office of Environment and Heritage
RMS	Road and Maritime Services
SSB	Support Services Building
SSD	State Significant Development
WHS	Work Health and Safety

WWHS3 Preliminary Construction Management Plan

CONTENTS

Document Management	2
Revision History	2
Abbreviations	2
Contents	
Background	4
Scope of Works	4
Site Description	6
Prior to the Commencement of Works	6
Site Operations	8
Legislative Requirements	8
Hours of Operation	9
Public Safety, Amenity and Site Security	9
Disruption Notices and Neighbour Management	10
Disruption Notices	10
Complaints Mechanism and Neighbour Management	10
Staging of Works	10
Environment and Amenity	11
Noise and Vibration	11
Dust	
Odour Control	12
Vegetation Protection	12
Stormwater, Erosion and Sediment Control	12
Traffic Management	14
General Requirements	14
Construction Worker Parking	14
Construction Entry and Exit	15
Construction Traffic Impacts	15
Construction Traffic Volumes	15
Pedestrian Protection	16
Waste and Materials Reuse Management	17
Storage of Dangerous Goods	17
Waste Management/Recycling Principles	17
Hazardous Materials Management	17
Hazardous Materials Audit	18
Hazardous Materials Management Plan	18
Services Disconnection	19

INTRODUCTION

The purpose of this preliminary Construction Management Plan 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, will comply with the requirements detailed in this Preliminary Construction Management Plan, as well as the requirements of the Wagga Wagga Council and other governing authorities.

BACKGROUND

Wagga Wagga is located in NSW and has a population of 55,820. It is the largest city within the Murrumbidgee Local Health District (MLHD) and one of the largest inland rural cities in NSW.

In July 2017 the New South Wales (NSW) Government announced an allocation of \$170 million for Stage 3 of Wagga Wagga Health Service (WWHS) Redevelopment (project) in Wagga Wagga City. This follows the funding and completion of Stages 1 and 2.

The redevelopment will comprise a new purpose built facility that provides subacute, ambulatory, community and primary health care services, and is a key priority of the MLHD Asset Strategic Plan (ASP) 2017/18 to 2027/28 and the Strategic Capital Plan for NSW Health.

The design principles governing this project are primarily aligned with the objective to meet the clinical service priorities required of the Wagga Wagga Base Hospital (WWBH) with consideration given to the budgetary allocation provided by the Government.

SCOPE OF WORKS

The Wagga Wagga Health Service (WWHS) Redevelopment Stage 3 project scope is described as follows:

For noting, Enabling Works have commenced under a separate Contract and include:

- Site hoarding and establishment
- Signage and wayfinding
- Survey, disconnection, adjustment and diversion of services
- HAZMAT investigation
- Salvaging of heritage items
- Demolition of a number of buildings, including HAZMAT removal
- Fire Stair Upgrade to SSB
- Works to linkway between OHB and SSB

WWHS3 Preliminary Construction Management Plan

- Removal of all inground structural elements and decontamination of Stage 3 site footprint
- Construction and fit-out of a Shared Project Compound
- Exercisable Option: Perimeter Retention System / Deep Remediation

The main Stage 3 works include the following:

- An undercroft parking facility.
- 28 flexible Aged Care Beds, including 4 dedicated beds for Acute Delirium.
- 24 Rehabilitation beds, including inpatient therapy and ADL facilities shared with the Aged Care and Older Persons Health inpatient units.
- A 24 bed Older Person's Mental Health Inpatient Unit, including 8 T-BASIS beds.
- A 20 chair Renal Dialysis Unit plus 4 training chairs (2 x HD and 2 x peritoneal) collocated with other Extended Hours Services.
- Ambulatory Clinics, Rehabilitation and Allied Health, comprising 60 bookable (electronic patient flow management system) Interview / Consult rooms and Gym / Allied Health treatment spaces. Services accessing this area will include Primary and Community Health, Outpatients, Prosthetics and Orthotics, Mental Health, Drug and Alcohol, and Oral Health services (8 Dental Chairs).
- An education area including library, conference rooms (60 seats total) and a lecture theatre (100 seats).
- Extended Hours Services including Hospital in the Home, Integrated Care, Rapid Assessment Clinic, After Hours GP, and Infusions using 10 treatment spaces and 6 consultation rooms and shared support areas with renal dialysis.
- Workforce and office accommodation will be provided for staff associated with stage 3, refined through New Ways of Working (NWW).
- The NWW assessment will be also extended to Support Services staff, including Patient Flow, IT, HealthShare, Health Information Services, Pastoral Care and Volunteer Services.



Figure 1: Illustration of Wagga Wagga Health Service Redevelopment Stage 3

SITE DESCRIPTION

The site for the Wagga Wagga Hospital Stage 3 Redevelopment project is the location of the current Wagga Wagga Base Hospital campus, which is located approximately one kilometre from the town centre. The existing campus is bordered by Edward Street to the north, and Docker St to the west.

The new Ambulatory Care Building will be located on the existing Wagga Wagga Base Hospital campus, adjacent to the Support Services and Acute Services Buildings, with public access via Lewis Drive.

Construction access to the site will be via Docker Street only.

The site is a live operating hospital that will need to remain operational and accessible throughout the entire project.



Figure 2: Wagga Wagga Health Service Redevelopment Stage 3 at Completion

PRIOR TO THE COMMENCEMENT OF WORKS

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

- Notify Wagga City 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;

WWHS3 Preliminary Construction Management Plan

- 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.

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.

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 Tress 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.

HOURS OF OPERATION

The hours of construction, including delivery of materials to and from the site, shall be as per the project EIS:

- Monday to Friday inclusive 7.00am to 6.00pm
- Saturday 7.30am – 5pm
- No work on Sundays and Public Holidays

It is proposed that works may be undertaken outside these hours where:

- The delivery of materials is required outside these hours by the Police or other authorities; or
- It is required in an emergency to avoid the loss of life, damage to property and/or to prevent environmental harm; or
- A change in operational hours is approved in advance in writing by the Principal.

Notwithstanding the proposed hours of work above, it is further proposed that additional work is permitted to be carried out between 6.00pm and 10.30pm, Mondays to Fridays. It is proposed that works within these hours is to comply with the following:

- Restricted to the internal fit-out works within the constructed and completed façade of the building;
- No use of and operation of high noise intrusive equipment;
- No works on the façade of the building
- Deliveries are not permitted; and
- No use of floodlighting or additional lighting beyond internal lighting and lighting required for safety and access.

Out of hours Works may be required from time to time and will be coordinated with Wagga Base 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 Wagga City Council and the Roads & Maritime Services (RMS).

PUBLIC SAFETY, AMENITY AND SITE SECURITY

Appropriate hoarding/fencing (as specified in Australian Standards and WorkCover requirements) has been installed under the Enabling Works package to prevent public access and to maintain security for the various areas of the Works. The Works have been 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 have been erected internally as required. These gates will be manned by qualified traffic supervisors at the times of vehicular access and egress to the Site.

A 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 Wagga Base 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.

WWHS3 Preliminary Construction Management Plan

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 within this document.

DISRUPTION NOTICES AND NEIGHBOUR MANAGEMENT

DISRUPTION NOTICES

Disruptions to Wagga Base 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 Wagga Base 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 Wagga Base 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.

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. The traffic management section of this report provides further information in relation to the Traffic Management during the construction phase.

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.

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 and Vibration Report prepared by Acoustic Logic. 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.

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.

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.

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.

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 the Stormwater Report which includes a Sediment and Erosion Control Plan produced by Bonacci 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.

WWHS3 Preliminary Construction Management Plan

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.

TRAFFIC MANAGEMENT

As part of the Construction Management Plan (CMP), the Head Contractor is required to submit a Construction Traffic Management Plan for approval prior to commencement of the works.

The CTMP 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

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.

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.

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. Construction workers will also be encouraged to carpool.

CONSTRUCTION ENTRY AND EXIT

Where construction vehicles have origins and destinations outside of Wagga Base Hospital they are to remain on State and Regional Road network where possible. As such, likely construction vehicle routes will be 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.

Final routes will be as per the specialist Traffic Consultant (GTA) submission.

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 Wagga Base 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 Wagga Base Hospital precinct
- To inform the Head Contractor and set the ground rules for managing construction traffic

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.

WWHS3 Preliminary Construction Management Plan

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.

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.

WASTE AND MATERIALS REUSE MANAGEMENT

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 Murrumbidgee Local Health Service (MLHD).

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.

WASTE MANAGEMENT/RECYCLING PRINCIPLES

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 minimise 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 Wagga City Council waste management guidelines.

HAZARDOUS MATERIALS MANAGEMENT

A hazardous building materials assessment report has been produced by JBS&G and 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 their 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

Hazardous Material removal has been addressed under the Enabling Works package. Notwithstanding the following will be provided:

- 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).

SERVICES DISCONNECTION

Services Disconnections have been addressed under the Enabling Works package. Notwithstanding the following will be adopted should services be encountered:

- Hospital first approach;
- The Head Contractor must comply with the Wagga Base Isolation Procedures during the disconnection of services;
- Services impacts on the existing facility (Wagga Wagga 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 Wagga Base 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.

Health Infrastructure

ABN 89 600 377 397

Level 14, 77 Pacific Highway, North Sydney, NSW 2060

PO Box 1060, North Sydney NSW 2059

Tel 02 9978 5402 Fax 02 8904 1377

www.hinfra.health.nsw.gov.au