Delivery Strategy
November 2017

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Health Infrastructure
Sydney LHD

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Construction Management Plan
Concord Hospital Redevelopment
Stage 1 & Concept Proposal

JOHNSTAFF

Construction Management Plan
Concord Hospital Redevelopment
Stage 1

Document Control

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Contents

1.1. Project Background

This SSDA report seeks consent for the proposed redevelopment of Concord Repatriation General Hospital to improve and replace outmoded facilities to meet the substantial growth in clinical service demand across the hospital's catchment:

- Concept approval is sought for the redevelopment indicatively comprising 82,000sqm GFA, to be undertaken in two (2) stages including:
    - Clinical Services Building (CSB) and multi storey carpark (Stage 1); and
    - Acute Services Building (ASB) and multistorey carpark (Stage 2).
- Detailed approval is sought for the Stage 1 construction of the proposed CSB (44,000sqm GFA) and the construction of a multi-storey car park located to the north of Hospital Road.

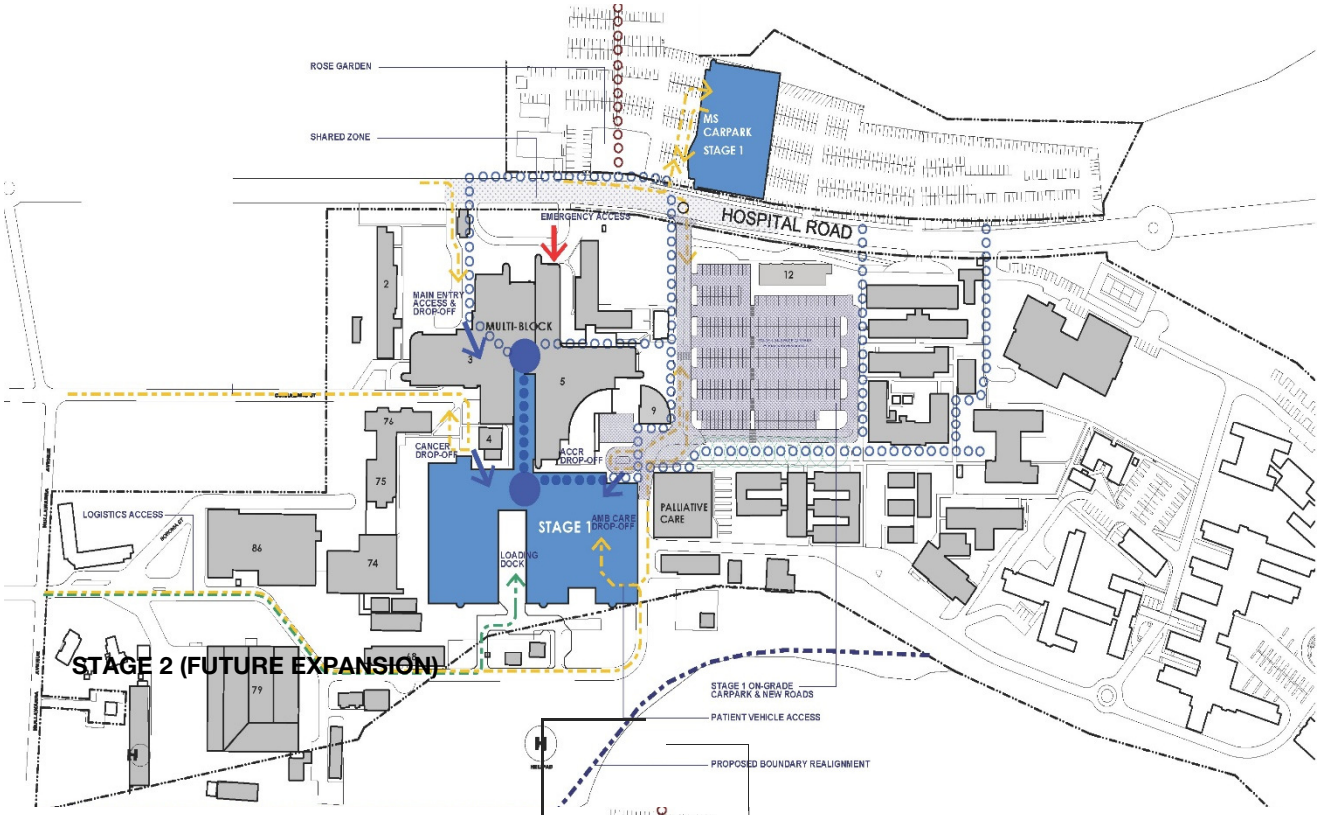
Detailed development approval for the proposed Stage 2 works will be completed at a later date and does form not part of this SSDA. The Stage 1 Detailed works are estimated to be completed by end 2021.

The proposed Concept redevelopment is in accordance with the concept architectural package prepared by Jacobs.

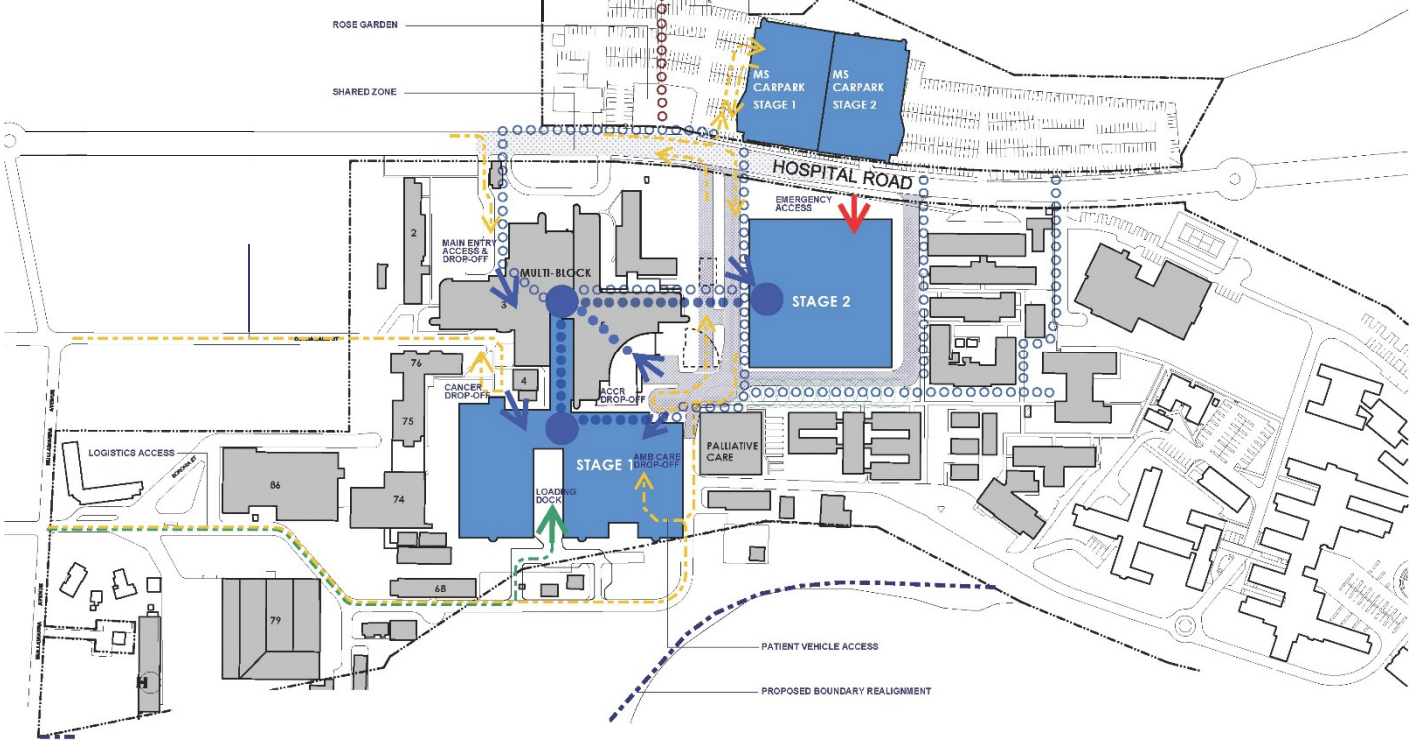
The proposed Stage 1 detailed development (CSB and multistorey carpark) is in accordance with the architectural drawings prepared by Jacobs.

The areas in the below staging plans have been assessed and are included within this report.

STAGE 1 PROPOSAL



STAGE 2 (FUTURE EXPANSION)



1.2. Secretary's Environmental Assessment Requirements (SEARs)

This management plan is to outline the key management principles to address the below SEARs requirements for the Concord Hospital Redevelopment Stage 1 & Concept:

- Stage 1 – Item 3 (Transport)
- Item 5 (Waste Management)
- Item 7 (ESC)
- Item 7 (Construction Hours)

1.3. Project Scope

The Stage 1 redevelopment project scope includes for the following:

- Centre for Rehabilitation and Aged Care, which will be named Rusty Priest after a returned serviceman and head of the RSL for over a decade. The centre will include the following units
    - Defence Force Centre of Excellence;
    - Veterans Day Centre (shelled);
    - Solider On;
    - Aged Complex Care & Rehabilitation Day Hospital;
    - Aged Complex Care & Rehabilitation Ambulatory Care general clinics, Allied Health and Assessment/ Therapy areas;
    - Acute Aged Care inpatient units (3 IPU's (72 beds));
    - Aged Care Rehabilitation inpatient units (2 IPU's (48 beds));
    - General Rehabilitation units (2 IPU's (48 beds));
    - Psychogeriatric inpatient unit (18 beds); and
    - Aged Complex Care & Rehabilitation department.
- A Comprehensive Cancer Care Centre including
    - Day Oncology services with 48 chairs / beds;
    - Oncology inpatient unit (28 beds);
    - Ambulatory Care arranged in 3 pods (1 pod shelled);

- Apheresis unit;
- Satellite Pharmacy;
- Cancer Centre Clinical department, including clinical research; and
- Radiation Oncology (shelled).

1.4. Programme

The table below details the milestones for the Concord Hospital Redevelopment Stage 1.

Milestone/ Activity	Forecast Completion	Comment
Project Initiation	September 2017	
Master Planning	December 2017	To address whole of campus requirements for CSP.
Feasibility Development	December 2017	
INSW Gate 2 Review Business Case	January 2018	
Car park Business Case (to be informed by this project)	April 2018	Separate Business Case
Schematic Development	March 2018	Including Clinical Design Development
Design Development	August 2018	
Contract Documentation	September 2018	
Tender Evaluate and Award	December 2018	
Contract Admin Enabling Works	September 2018	
Contract Admin – Early Works	March 2019	
Contract Admin – Main Works	June 2021	
Commissioning and Handover	September 2021	
Post Completion Warranty Period	June 2022	

1.5. Project Team

Discipline	Consultant	Relevant Health Experience
Project Manager	Johnstaff Projects	Johnstaff Projects Pty Ltd has been appointed to provide project management services to the project. The Project Manager is responsible to provide leadership on the project to ensure the client and principal is delivered a quality facility on time, within budget and in compliance with the requirements of the Consultant Brief.
Architect	Jacobs Architects	Jacobs Group have been appointed as the Principal Consultant to provide Architectural, Interior Design, and Landscape during the design and implementation phases. The Architect is responsible for providing leadership of its Sub-Consultants. The Architect reports to the Project Manager and has a clear communication path with the Cost Manager and all Services Engineers. The Architect is responsible for documentation flow and design coordination matters, both during design and construction.
Cost Manager/ Planner	AECOM	AECOM has been appointed to the role of Cost Manager for this project. As Cost Manager, AECOM will carry responsibility for cost management on the project and will prepare cost reports during each phase of the project to ensure the allocated budgets are being adhered to.
Electrical, ICT, Security	Wood & Grieve Engineers	Wood and Grieve have been appointed as the Electrical Engineer to provide Electrical Engineering, ICT, Security and Communications. The Electrical Engineer reports to the Project Manager and has a clear communication path with the Principal Consultant and Cost Manager.

Discipline	Consultant	Relevant Health Experience
Mechanical, Medical Gases	Wood & Grieve Engineers	Wood and Grieve have been appointed as the Mechanical Engineer to provide Mechanical Engineering inclusive of Medical Gases. The Mechanical Engineer reports to the Project Manager and has a clear communication path with the Architect and Cost Manager.
Vertical Transportation	Wood & Grieve Engineers	Wood and Grieve have been appointed as the Vertical Transport Engineer on the project. The Vertical Transport Engineer reports to the Project Manager and has a clear communication path with the Architect and Cost Manager.
Hydraulic and Fire	Warren Smith & Partners	Warren Smith and Partners have been appointed as the Hydraulics and Fire Services Engineer to provide Hydraulic and Fire Services Engineering. The Hydraulic and Fire Services Engineer reports to the Project Manager and has a clear communication path with the Architect and Cost Manager.
Civil and Structural	Taylor Thomson Whitting	Taylor Thompson Whitting have been appointed as the Structural and Civil Engineer to provide Structural and Civil Engineering services. The Structural and Civil Engineer reports to the Project Manager and has a clear communication path with the Architect and Cost Manager.
BCA	McKenzie Group	McKenzie Group have been appointed as the Building Certifier. The Building Certifier reports to the Project Manager and has a clear communication path with the Architect and Cost Manager.
Traffic and Transport	Arup	Arup have been appointed as the Traffic and Transport Engineer to provide advice on traffic, transport and car park requirements for the project.
Town Planning	Architectus	Architectus have been appointed as the Town Planning Consultant for the project, to provide town planning strategy and advice and prepare and manage the submission of planning approvals.

1.6. Works Packages

The proposed works sequence has been developed with consideration of operational requirements, value for money and anticipated risks.

The Stage 1 is proposed to be split into three works packages as summarised in the tables below.

Works Package	Scope
New Build – Stage 1 Redevelopment (including interface linkages between the Multi-Block and Existing Building)	New Stage 1 Redevelopment Site wide linkages into new Stage 1 Redevelopment and the pedestrian hospital street (e.g. between the car park, Multi-block and pedestrian hospital street)
Demolition	Demolition of the Ramp Wards following the clinical decant to the new Stage 1 building.
MSCP	Construction of new on grade carpark and and new MSCP stage 1

Stage 2 Concept Proposal would be split into two works packages:

Works Package	**Scope**
New Build – Stage 2 Redevelopment	New Stage 2 Redevelopment Site wide linkages into new Stage 1 Redevelopment
MSCP	Expansion of the MSCP constructed in Stage 1

1.7. 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) Services disconnections.

1.8. Operations of Site Management

The Works will be undertaken under by a Principal Contractor, who will be engaged by Health Infrastructure under a Health Infrastructure modified GC21 Ed.2 contract.

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

1.8.1. 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 of Air Pollutants in NSW (EPA)
- Environmentally Hazardous Chemicals Act 1985;
- Protection of the Environment 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 the 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.

1.8.2. Hours of Operation

The following hours of operation are proposed to apply to the Concord Hospital Redevelopment construction works, these hours are consistent with the Canada Bay Council Construction Hours:

- Monday to Saturday: 7:00am to 5:00pm
- Sunday and Public Holidays: No work

These working hours are generally consistent with NSW EPA, City of Canada Bay 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 to prevent environmental harm;
- Maintenance and repair of public infrastructure where disruption to essential services and/or considerations of 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.

1.8.3. Public and Property Protection

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

Access to the Hospital 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 Ambulance on Hospital Road for the duration of construction works. Parking within the existing Concord Hospital and access to the existing Concord 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 & staff is maintained at all times during the works.

1.8.4. 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.

1.9. 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 e.g. Ambulance Station
- Adjacent properties on Hospital Road
- Public assets at risk of being affected by construction activity

1.10. 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 that 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:

1.10.1. Noise and Vibration

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

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 the 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.

1.10.2. 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 any foreseeable impacts from dust.

1.10.3. Odour Control

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

1.10.4. Protection of Trees

Note: This section is to be read in conjunction with the Arborist Report prepared by Allied Tree Services and the Flora and Fauna Assessment Report prepared by Ecological.

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 to for their protection at every stage of the development process.

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

1.10.5. 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 prepared by TTW 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.

Storm water kerbs and drainage lines will have sediment controls in the form of hay bales, sedimentation socks or similar (to be approved by project civil engineer). Storm water 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 to reduce sediment transportation by the use of using hay bales or similar (to be approved by 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 TTW and submitted with the SSDA.

1.11. Traffic Management / Construction Entry & Exit

Note: This section is to be read in conjunction with the Traffic Management Plan prepared by Arup Traffic 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 Hospital 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 Canada Bay City Council 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 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 Arup 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 excavated material;
- Mobile cranes;
- Concrete delivery trucks & 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.

Construction worker access (via foot) will be via Boronia Street

1.11.1. 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 unauthorized access to the Site.

1.12. Waste Management / Recycling Principles

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

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

1.12.1. Storage of Dangerous Goods & 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. For further details please refer to the Hazardous Chemicals Plan prepared by Premier Engineering and submitted with the SSDA.

Material safety data sheets on all of 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 Coffey Australia

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.

1.13. Hazardous Materials Management

Note: This section is to be read in conjunction with the Detailed Site Investigation Reports prepared by Coffey Australia 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 of potential asbestos impacted soils that the potential for generating airborne asbestos fibres should be minimised. Moreover, levels of airborne asbestos fibres immediately outside the works area should be maintained to within the acceptable background level (i.e. <0.01 fibre/mL).

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

1.13.1. 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 1.5 m deep or where it is considered to be unstable, irrespective of depth. Records of all imported filling and placement should also be maintained by the contractor.

The above will be reviewed with a specialized hygienists and asbestos removal contractor.

1.13.2. 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, e.g. 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 area (the area of environmental concern) and cease
- work in that area;
- Notify any authorities needed to obtain emergency response for any health or environmental concerns (e.g. fire brigade);
- Notify the Principal of the occurrence;
- Notify any authorities that the Contractor is legally required to notify (e.g. EPA, Council).

1.13.3. 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 the appropriate approach to assessing or (if appropriate) managing 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 management strategy for the area of 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.

1.13.4. Contingency Plan for Unexpected Asbestos

If a single fragment of asbestos cement 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 will 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 this 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 5 m by 5 m, 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 1 m 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

1.14. Service Disconnections

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

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

Impacts to Concord 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/Visitor 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 project design engineers' specifications and instructions. All termination works will be undertaken by suitably licensed contractors.

12. Site Emergency Contacts

An emergency contacts list will be established prior to works commencing. This will include contacts from the Principal Contractor, Sydney 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.


JOHNSTAFF