



TWEED VALLEY

HOSPITAL DEVELOPMENT

Project Staging Report

SSD-10353

Project Staging Report

Revision Table

Job Title Tweed Valley Hospital SSD-10353 Staging Report				
Revision	Date	Prepared By	Reviewed By	Description
0	06/08/2020	MW (Lendlease)	DM (LLB); SC (TSA)	SSD-10353, Stage 1, DRAFT
1	21/08/2020	MW (Lendlease)	DM & LB (LLB); SC & RB (TSA); JS (Geolink); TL (HI)	SSD-10353, Stage 1, FINAL
1.1	31/08/2020	MW (Lendlease)	DM & LB (LLB); SC & RB (TSA); JS (Geolink); TL (HI)	Minor Update
1.2	10/09/2020	MW (Lendlease)	DM & LB (LLB); SC & RB (TSA); JS (Geolink); TL (HI)	Updated with DPIE Feedback (Received: 09/09/20)
1.3	24/01/2022	RL (Lendlease)	DM & LB (LLB); SC & RB (TSA); JS (Geolink); TL (HI)	Updated to align with Construction Program and SSD 2 Modifications 1 and 2.

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1. Introduction

1.1. Background

The Tweed Valley Hospital Project broadly consists of:

- Construction of a new Level 5 major regional referral hospital to provide the health services required to meet the needs of the growing population of the Tweed-Byron region (in conjunction with the other hospitals and community health facilities across the region);
- Delivery of the supporting infrastructure required for the Tweed Valley Hospital, including green space and other amenities, roads and car parking, external road upgrades and connections, utilities connections, and other supporting infrastructure.

1.2. Hospital Main Works and Operation

The Main Works SSD consent (SSD-10353) was issued on the 12 June 2020. The consent is for detailed design, construction, and operation of the Tweed Valley Hospital, in five construction sub-stages, comprising:

- A new hospital building with rooftop helipad.
- Three buildings for support services (Health Hub) and a substation.
- A temporary building (Tweed Skills Centre) accommodating a skills centre during the construction phase.
- Car parking areas including the detailed design and construction of a multi-deck car park.
- Internal road layouts, landscaping, wetland rehabilitation, services, and signage.
- Operation and use of the hospital and the ancillary buildings.
- Public domain works, external roadworks including upgrade to the intersection of Tweed Coast Road and Cudgen Road and a new signalised intersection on Cudgen Road.

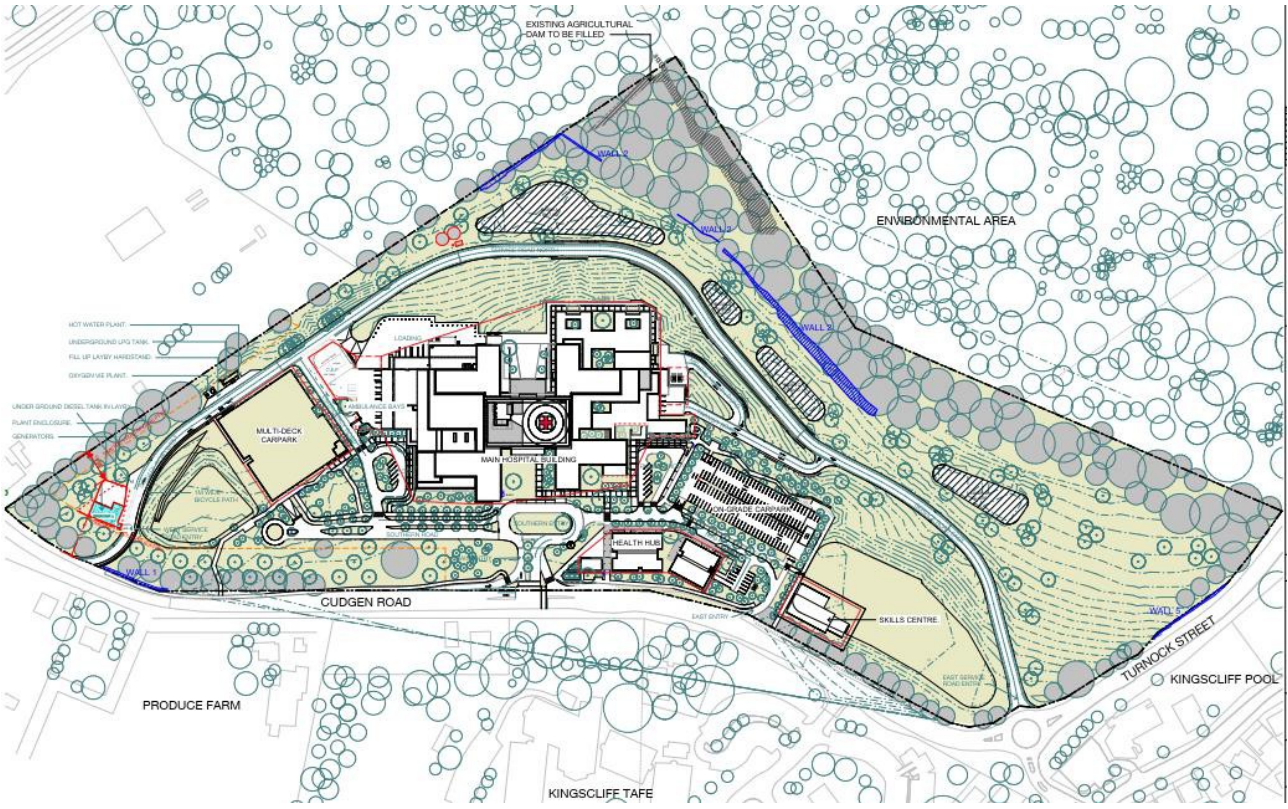


Figure 1: Site Plan

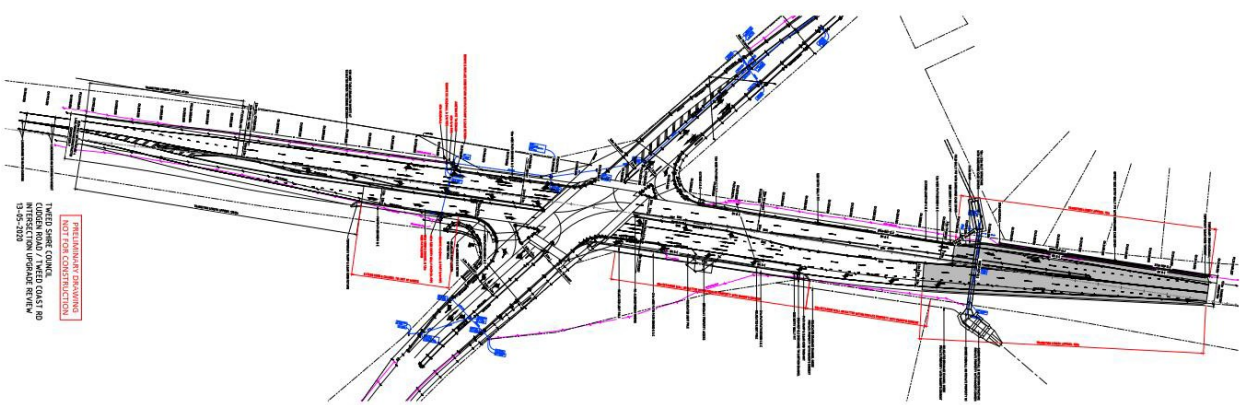


Figure 2: Tweed Coast Road Plan

1.3. Statutory Context

The Tweed Valley Hospital (the Project) is classified as State Significant Development (SSD). It is located on a greenfield site at 771 Cudgen Road, Cudgen NSW. The site is legally described as Lot 11 DP1269398 (Project Site), previously Lot 11 DP 1246853. SSD approval for the project was sought in two stages via separate applications. The Stage 1 submission being SSD 9575 and the Stage 2 submission being SSD 10353.

The NSW Government approved the Stage 1 State Significant Development application for the new Tweed Valley Hospital on 11 June 2019 (SSD 9575), following extensive community and government agency consultation. The determination is available on the Department of Planning, Industry and Environment (DPIE) website. This approved the concept proposal for the new hospital and early construction works to prepare the site.

Modification 1 to SSD 9575 was approved by the DPIE on 11 October 2019. The SSD1 Mod 1 application was to clarify the Stage 1 Works and associated vegetation clearing, required to facilitate the construction.

DPIE approved Modification 2 to SSD 9575 on 29 April 2020. The modifications included new building envelopes for a multi-deck car park and temporary building; increased number of hospital beds; changes to existing building envelopes; increased floor area to approximately 65,050 sqm; relocation of electrical switching station kiosk and revised landscaping. Further information is available on the Major Projects website.

The Stage 2 State Significant Development application was approved on 12 June 2020 by the DPIE following a public exhibition period that closed in November 2019 (SSD 10353). The determination is available on the DPIE website and provides approval for the detailed design, construction and operation of the hospital buildings.

Modification 1, titled Tweed Valley Hospital SSD 10353 (Mod 1), has been submitted to DPIE in March 2021. This modification addressed minor design amendments and inclusions to the Stage 2 approval for the following areas:

- Plant rooms and risers – Basement Level
- PET (positron emission tomography) Suite – Ground Level
- Renal Department – Ground Level
- CEP (Central Energy Plant) – External
- HV Compound – External
- Site Sewer Pump station – External
- Radiotherapy Bunkers – Ground Level
- ICU (Intensive Care Unit) Cantilevered Terrace – Level 3

Modification 2, titled Tweed Valley Hospital SSD 10353 (Mod 2), has been submitted to DPIE in November 2021. This modification addressed minor design amendments and inclusions to the Stage 2 approval for the following areas:

- Façade fenestration
 - Level 6 plant enclosures
 - Rationalisation of louvre screening for mechanical requirements
 - Façade fenestration including precast, cladding, and glazing

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- Updated to align façade windows with internal clinical planning finalisation
- Main entry airlock and portal
 - Minor drawing updates for structural co-ordination
- Gardens and Terraces
 - Northern terrace sloped lawn
 - Revised setout for larger grassed area adjacent to the Terrace
 - Sky gardens and terraces
 - Minor updates to consider safety in design for fall/jump risk
 - Mental Health courtyards and pergolas
 - Minor updates for clinical planning
 - Combined courtyards
- Outdoor Shelters
 - Eastern on grade carpark shelters
 - Addition of two minor shade structures
 - External covered walkways
 - Updated drawings for extent of covered walkways
 - Updated detailing for cantilevered structure

Mod 2 also addressed proposed modifications to several of the SSD 10353 conditions, including the following:

- Request to delete development consent conditions related to hydrology which the development cannot satisfy,
- Request to update the wording of development consent condition B35 to accommodate the relevant Australian Code; and
- Request for consistency for the development consent bushfire conditions to refer to the same version of Australian guidelines and regulations where applicable.

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1.4. Purpose of this Staging Report

This Staging Report has been prepared to facilitate the staging of requirements in accordance with the staging conditions A11 to A14 of SSD 10353 (administrative conditions) as follows. Additionally, condition C2 (during construction) is noted for reference and requires works to be undertaken in accordance with the five stages outlined in the EIS or in accordance with a Staging Report.

A11	The project may be constructed and operated in stages. Where compliance with conditions is required to be staged due to staged construction or operation, a Staging Report (for either or both construction and operation as the case may be) must be prepared and submitted to the satisfaction of the Planning Secretary. The Staging Report must be submitted to the Planning Secretary no later than one month before the commencement of construction of the first of the proposed stages of construction (or if only staged operation is proposed, one month before the commencement of operation of the first of the proposed stages of operation).
A12	<p>A Staging Report prepared in accordance with condition A11 must:</p> <ul style="list-style-type: none">(a) if staged construction is proposed, set out how the construction of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when construction of each stage will commence and finish;(b) if staged operation is proposed, set out how the operation of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when operation of each stage will commence and finish (if relevant);(c) specify how compliance with conditions will be achieved across and between each of the stages of the project; and(d) set out mechanisms for managing any cumulative impacts arising from the proposed staging.
A13	Where a Staging Report is required, the project must be staged in accordance with the Staging Report, as approved by the Planning Secretary.
A14	Where construction or operation is being staged in accordance with a Staging Report, the terms of this consent that apply or are relevant to the works or activities to be carried out in a specific stage must be complied with at the relevant time for that stage as identified in the Staging Report.
C2	The construction works are to be undertaken in accordance with the five stages outlined in the EIS submitted with the application or in accordance with a Staging Report that has been prepared and submitted to the satisfaction of the Planning Secretary.

1.5. Need and Justification

Staging represents the most efficient way in which to deliver this complex public infrastructure project and to maximise positive outcomes for the community.

Implementation of this Staging Report enables design elements to evolve, be refined and optimised prior to their implementation or their potential impact occurring. It maximises opportunities for best practice design elements to be incorporated at an appropriate time in Project delivery. These benefits in turn result in better outcomes for the operators and users of the future hospital.

The Staging Report reduces administrative burden on the Department, the Certifying Authority, and the proponent by allowing requirements to be delivered in a systematic manner, aligned with the works themselves.

Its implementation avoids early construction activities (such as inground services infrastructure, slab on ground and site establishment activities) being delayed until 100% design finalisation of late-stage construction activities. This maximises Project delivery opportunities and provides the greatest potential to minimise construction duration, where possible, to the benefit of the surrounding community and to the hospital community.

Smaller buildings approved as part of the development can also be started later to better sequence the project timeline and provide value for money outcomes and opportunities for other contractors. Similarly works such as road works outside the site require approval by local Council, thus must be staged to suit the final detailed design and approvals.

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2. Staging

2.1. Calendar

The Tweed Valley Hospital Project will be delivered over ten (10) stages. While each stage will commence at different times, each stage will have periods during which works may occur contemporaneously.

Early Works are outlined in section 2.2.1 of this report.

Main works (Stage 2) commenced in September 2020 and is expected to be complete by mid 2023.

The following staging was proposed during the EIS submission:

- Stage 2A – Main hospital building complete with supporting roads, services infrastructure, and landscaping
- Stage 2B – Main hospital building incremental expansion areas
- Stage 2C – Health Hub
- Stage 2D – Tweed Valley Skills Centre
- Stage 2E – Multi-deck car park

Following lodgement of the EIS and subsequent issuing of the development consent, refinement of the project's staging has occurred. The staging detailed in this Staging Report takes precedence over the staging initially outlined in the EIS, consistent with Condition C2. Revised construction stages and corresponding commencement and completion dates for each stage are detailed in the below table.

Table 2.1 Project Staging Overview Calendar

EIS Staging	New Staging	Site Construction Staging	Indicative Commencement Dates*	Indicative Completion Dates*
2A	1	Stage 1 encompasses the following scope of works: <ul style="list-style-type: none">• Site Establishment, including install of: Tower Crane, Construction Hoist, Concrete Pumps• Site Wide Fencing and Barriers• Structure (Slab on Ground) (B1 – 00)• Lift and Stairs Cores (Vertical Members) (B1 – 00)• Services (Inground) (B1 – 00)	Quarter 04 2020	Quarter 01 2021
2A	2	Stage 2 will encompass the following scope of works:	Quarter 01 2021	Quarter 04 2022

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		<ul style="list-style-type: none"> • Structure (B1 – 08) • Services Infrastructure - HV electrical service <p>Includes Modification 1 scope items:</p> <ul style="list-style-type: none"> • Structure (B1 – 08) Including <i>Modification 1 Scope</i> • Services Infrastructure - HV electrical service 		
2A	3	<p>Stage 3 will encompass the following scope of works:</p> <ul style="list-style-type: none"> • Precast Façade for the Main Hospital Building 	Quarter 04 2021	Quarter 01 2022
2A	4	<p>Stage 4 will encompass the following scope of works:</p> <ul style="list-style-type: none"> • Cudgen Road Works 	Quarter 04 2021	Quarter 04 2022
2A	5	<p>Stage 5 will encompass the following scope of works:</p> <ul style="list-style-type: none"> • Remaining façade works for the Main Hospital Building • Fitout • Vertical Transport • Services (B – 01) • Internal Roads and remaining Civil Works <p>Includes Modification 2 scope items:</p> <ul style="list-style-type: none"> • Sewer Pumping Station • Façade, balustrading 	Quarter 04 2021	Quarter 03 2022
2A	6	<p>Stage 6 will encompass the following scope of works:</p> <ul style="list-style-type: none"> • Services (2 – 7) • External Works 	Quarter 01 2022	Quarter 04 2022

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		<ul style="list-style-type: none"> External Plant Commissioning <p>Includes Modification 2 scope items:</p> <ul style="list-style-type: none"> Covered walkways On-grade carpark shelters 		
2A	7	<p>Stage 7 will encompass the following scope of works:</p> <ul style="list-style-type: none"> Tweed Coast/Cudgen Road intersection upgrade 	Quarter 01 2022	Quarter 04 2022
2B	8	<p>Stage 8 will encompass the following scope of works:</p> <ul style="list-style-type: none"> Level 5 Northern IPU's 	Post Completion 2023	Post Completion 2023
2C	9	<p>Stage 9 will encompass the following scope of works:</p> <ul style="list-style-type: none"> Health Hub & LDR 	Quarter 01 2022	Quarter 04 2022
2D	10	<p>Stage 10 will encompass the following scope of works:</p> <ul style="list-style-type: none"> Skills Centre 	Unlikely to be part of scope.	Not Applicable
2E	11	<p>Stage 11 will encompass the following scope of works:</p> <ul style="list-style-type: none"> Multideck Carpark (Stage 1) 	Quarter 04 2021	Quarter 04 2022
2E	12	<p>Stage 12 will encompass the following scope of works:</p> <ul style="list-style-type: none"> Multideck Carpark (Stage 2) 	Post Completion 2023	Post Completion 2023
POST CONSTRUCTION & OPERATION				

* Dates noted are indicative and may be impacted by weather and obtaining necessary approvals

2.2. Scope of Works Outside this Staging Report

2.2.1. Early Works SSD 9575

Early Works has been excluded from SSD 10353. These works were undertaken during 2019 - 2020 under SSD 9575 to enable the remainder of the Project to run efficiently.

These works included:

- Site establishment;
- Site entry works, both Temporary and Permanent Entries A and D;
- Services augmentation and connections;
- Services reticulation to site campus;
- Bulk Excavation;
- Piling;
- Internal Road and stormwater network;
- Remediation works; and
- Substructure works

2.3 Post Construction/ Operational Phase

Several of the SSD 10353 conditions, mainly Part E, will be applicable during the Post Construction/ Operational Phase of the development. This phase will commence towards the end of 2023.

2.3.1 Staged Operation

As noted within the Environmental Impact Statement, there will be elements of operation that are staged, and these are detailed as Stage 2B.

Stage 2B – Incremental Expansion Areas (Main Hospital Building)

The design of the main hospital building includes a range of future-proofing provisions, which provide the opportunity for incremental expansion of healthcare services. Subject to capital and recurrent funding, some or all of this incremental expansion can be delivered concurrently with Stage 2A, or post completion.

The additional scope defined as Stage 2B includes:

- Construction of two additional 28-bed inpatient units (totalling 56 additional IPU beds)
- Expanded footprint for the Pathology service of up to 500 m2 to provide for a full Anatomical Pathology service on-site and other service expansion.
- The building design includes future-proofing for an additional two inpatient units on Level 5 of the Main Hospital Building. The expansion zone for Pathology would occur on the lower ground floor. The Stage 2B scope may be sub-divided into further sub-stages, e.g. construction of additional building shell for a particular service with fit-out and operational commissioning occurring at a future date.

2.3.2 Compliance During Post-Construction and Operation

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Post-construction compliance will be obtained through staged completion certificates issued by the certifier demonstrating fulfilment on conditions relevant to that stage, as well as an updated Staging Report.

Compliance during the operational phase will be managed by regular Compliance Monitoring and Reporting in line with the 'Department's Compliance Reporting: Post Approval Requirements (Rev: May 2020)' and Independent Auditing per the 'Department's Independent Audit Post Approval Requirements' and program prepared in response to Condition C49.

3. Managing Compliance and Potential Impacts

3.1. Approach

The Project is committed to meeting its obligations and being a good neighbour. Management of environmental issues and compliance with the Project conditions of consent is being achieved through implementation of the Community Communication Strategy, the project Construction Environmental Management Plan (CEMP) and sub-plans, compliance monitoring and reporting and independent auditing.

No aspect of the staged approach to construction will affect the ability of the Project to comply with the conditions of consent. All triggered conditions of consent will be complied with at each stage.

3.2. Management plans

Several management plans are required by the Project conditions of consent and are to be developed in accordance with the Contractors CEMP, conditions of consent requirements, relevant standards and guidelines and best practice.

The Project management plans outline the requirements of the Project and ensure compliance with the conditions of consent and manage potential environmental and community impacts that may arise from the carrying out of the development.

The key management strategies and plans applicable to Stages 1 to 10 include (but are not limited to):

- Community Communications Strategy (condition of consent B8)
- Construction Environmental Management Plan (condition of consent B13) and sub-plans:
 - Construction Traffic and Pedestrian Management Sub-Plan (condition of consent B15)
 - Construction Noise and Vibration Management Sub-Plan (condition of consent B16)
 - Construction Waste and Management Sub-Plan (condition of consent B17)
 - Construction Soil and Water Management Sub-Plan (condition of consent B18)
 - Construction Flood Emergency Response Sub-Plan (condition of consent B18)
 - Construction Air Quality Management Sub-Plan (condition of consent B20)
- Biodiversity Management Plan (BMP) (condition of consent B31)

These strategies and plans have been prepared for the construction phase and are reviewed and updated periodically as required. Updates to the documents may occur where opportunities for improvement have been identified to ensure ongoing compliance is achieved and impacts are appropriately managed.

Additional suites of Management plans from alternate contractors for the Multideck car park, Tweed Coast Road, and Health Hub will be issued separately as these contracts are awarded.

3.3. Compliance Monitoring and Reporting

The compliance monitoring and reporting for the project is to be performed in accordance with conditions of consent A35 – A38 (see below):

A35	Compliance Reports of the project must be carried out in accordance with the Compliance Reporting Requirements.
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A36	Compliance Reports must be submitted to the Department in accordance with the timeframes set out in the Compliance Reporting Post Approval Requirements, unless otherwise agreed by the Planning Secretary.
A37	The Applicant must make each Compliance Report publicly available 60 days after submitting it to the Planning Secretary.
A38	Notwithstanding the requirements of the Compliance Reporting Requirements, the Planning Secretary may approve a request for ongoing annual operational compliance reports to be ceased, where it has been demonstrated to the Planning Secretary's satisfaction that an operational compliance report has demonstrated operational compliance.

The Department's Compliance Reporting: Post Approval Requirements (Rev: May 2020). Calls for the following as a Minimum Frequency of Compliance Reporting,

Compliance Report	Phase	Timing	Minimum Frequency
Operation Compliance Report	Operation Care & Maintenance	Reporting required for the duration of operation or as otherwise agreed by the Secretary.	At intervals, no greater than 52 weeks from the date of commencement of operation (annually) or if in care & maintenance, from the commencement date of care and maintenance (annually).
Post-Decommissioning Compliance Report	Decommissioning	Report to be submitted to the Planning Secretary within 12 weeks of completion of decommissioning	Single report only

Figure 2: Extract from DPIE's Compliance Reporting: Post Approval Requirements (Page 3)

In accordance with condition of consent A35 the project is only required to submit monitoring and reporting in an Operation Compliance Report (reported annually for duration of operations unless otherwise approved under condition of consent A36).

In undertaking this reporting:

- all requirements in the conditions of consent that apply to operation of the Project are identified and the approach for assessing compliance with them is considered;
- the Project's performance in terms of compliance with the conditions of consent is evaluated; and
- the reporting obligations required by the conditions of consent are achieved.

3.4. Independent Environmental Auditing

Independent audits provide a valuable tool in ensuring compliance is achieved and opportunities for improvements are realised. The independent audits required for the project are to be performed in accordance with conditions of consent C43 –C49 (see below):

C43	Proposed independent auditors must be agreed to in writing by the Planning Secretary prior to the or commencement of an Independent Audit.
C44	Table 1 of the Independent Audit Requirements (available on the Department's website) is amended so that the frequency of audits required in the construction phase is: (a) an initial construction Independent Audit must be undertaken within twelve weeks of the notified commencement date of construction under this development approval; and (b) a subsequent Independent Audit of construction must be undertaken no later than six months from the date of the initial construction Independent Audit.
C45	In all other respects Table 1 of the Independent Audit Requirements remains the same. The Planning Secretary may require the initial and subsequent Independent Audits to be undertaken at different times to those specified above, upon giving at least 4 weeks' notice to the applicant of the date or timing upon which the audit must be commenced.
C46	Independent Audits of the development must be carried out in accordance with the Independent Audit Post Approval Requirements.
C47	In accordance with the specific requirements in the Independent Audit Requirements, the Applicant/Proponent must: (a) review and respond to each Independent Audit Report prepared under condition C44 of this consent, or condition C45 where notice is given; (b) submit the response to the Planning Secretary; and (c) make each Independent Audit Report and response to it publicly available within 60 days after submission to the Planning Secretary.
C48	Independent Audit Reports and the applicant/proponent's response to audit findings must be submitted to the Planning Secretary within 2 months of undertaking the independent audit site inspection as outlined in the Independent Audit Post Approval Requirements unless otherwise agreed by the Planning Secretary.
C49	Notwithstanding the requirements of the Independent Audit Post Approval Requirements, the Planning Secretary may approve a request for ongoing independent operational audits to be ceased, where it has been demonstrated to the Planning Secretary's satisfaction that an audit has demonstrated operational compliance.

An Independent Audit Program was developed for the Project in accordance with condition of consent C46 and captured the audit frequencies set out in condition of consent C44 and the Department's Independent Audit Post Approval Requirements. The Program sets out when Independent Audits need to be undertaken.

As required by condition of consent C47, Independent Audits will continue to be implemented on the Project in accordance with the Independent Audit Program and the methodologies and reporting requirements in the Department's Independent Audit Post Approval Requirements. The undertaking of Independent Audits for the Project will not be impacted by implementing a staged approach.

3.5. Cumulative impact

Impacts associated with the delivery of the Project include traffic, parking and access, built form and amenity, and nuisance impacts such as dust, noise and vibration, as well as soil and water impacts. These impacts in isolation or cumulatively would be unchanged as a result of the proposed staging and remain the same as those assessed by the Department prior to consent. The Project would continue to manage the potential impacts through implementation of the Project plans, strategies and protocols identified within the conditions of consent.

