

The Sutherland Hospital Operating Theatre Upgrade Project (TSHOTUP)

Preliminary Construction Management Plan

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1. Introduction

1.1. The Sutherland Hospital

The Sutherland Hospital is a large 375-bed metropolitan hospital in the Sutherland Shire in Sydney, and part of the South East Sydney Local Health District.

As part of the Stage 1 Redevelopment, the hospital recently opened a new Emergency Department and 60 new inpatient beds including a new Emergency Short Stay Unit, General Medical Unit, General Surgical Unit and Critical Care Medicine Unit.

The Sutherland Hospital currently has 5 operating theatres and 1 endoscopy procedure room. The hospital provides a wide range of surgical specialties and is a Centre of Excellence for:

- Gastroenterology and complex endoscopic interventions
- Orthopaedics and Joint Replacement, performing most of the elective orthopaedic surgery for St George and Sutherland Hospitals.

In February 2019, the Minister for Health and Medical Research announced an investment of \$81.5 million to redevelop the Sutherland Hospital operating theatre complex, and in September 2020, announced an approximate \$7M funding commitment for the Sutherland Hospital MRI.

Key considerations for this Project include integration with the Hospital's existing core clinical and logistics functions, with construction of the new build and refurbishment undertaken in a live hospital environment requiring careful staging and interface management.

1.2. SEARs Requirements

This preliminary Construction Management Plan (CMP) has been prepared as part of the State Significant Development application for the Sutherland Hospital Operating Theatre Upgrade Project (TSHOTUP). The CMP will be finalised by the Principal Contractor appointed to the project at the time of contract award.

SEARs requirements for the preparation of an Environmental Impact Statement (EIS) for the SSDA submission were received 10 December 2020 (Application No.: SSD-11099584).

The specific requirement addressed in this report is summarised below.

14. Staging

Assess impacts of staging where it is proposed and detail how construction works and operations would be managed to ensure public safety and amenity on and surrounding the site.

2. Proposed Works

2.1. Background

The Final Business Case for TSHOTUP was completed October 2020.
The Works are scheduled to be constructed during 2021 – 2023.

2.2. Scope of Works

The Sutherland Hospital Operating Theatres Project (the Project) will be delivered as a combination of new build and refurbishment in a 'live' hospital environment. The key components include:

- The operating theatres will increase from 5 to 8 as well as the endoscopy suits increasing from 1 to 2, resulting in a total of 10 spaces with associated clinic rooms.
- Supporting spaces including recovery, day surgery, storage, staff amenities and other clinical and non-clinical support spaces.
- A new Central Sterile Supply Department (CSSD) will be built immediately above the operating theatres.
- A new MRI space will be built immediately below the operating theatres.

3. Indicative Programme Milestones

Part	Description	Deliverable	Target Completion	Status
0	Project Initiation		October 2019	Complete
1	Master Planning	IDD, Master Plan Report, Cost Plan A	November 2019	Complete
2	Feasibility Development	Concept Design Report, Cost Plan B	May 2020	Complete
3	Schematic Development	Schematic Design Report, Cost Plan C, Final Business Case	July 2020	Complete
4	Design Development	Design Development Report	January 2021	
5	Contract Documentation	Out to Tender	April 2021	
6	Tender Evaluate and Award	Award Contract	July 2021	
7	Contract Administration	Construction complete (new build)	December 2022	
7	Contract Administration	Construction complete (refurbishment)	December 2023	
8	Commissioning and Handover	Facility handover to LHD	February 2024	
9	Post Completion Warranty Period		12 months post Completion	

4. Operations of Site Management

The Works will be undertaken by a Principal Contractor.

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 appointed Principal Contractor.

4.1. Legislative Requirements

The Works will be undertaken in accordance with the following legislative requirements, together with any others that must be complied with in carrying out 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;
- Resource and Recovery Act 2001;
- Environmental Planning and Assessment Act 1979;
- Heritage Act 1997;
- Local Government Act 1993;
- Occupational Health and Safety Act 1983;
- Soil Conservation Act 1983.

4.2. Hours of Operation

The following hours of operation apply TSHOTUP:

- Monday to Friday: 7am to 6pm
- Saturday: 8am to 1pm
- No work on Sundays or public holidays

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

These situations would be subject to approval from DPIE and can be enforced by a condition of consent.

4.3. Public and Property Protection

Appropriate hoarding/fencing (as specified in Australian Standards and Workcover requirements) will be installed to prevent public and staff access and to maintain security for the various areas of the works. Access to the Hospital, Ambulance Station car park areas and on-site facilities will be maintained during the works.

Traffic controllers or other traffic devices to direct traffic will be provided in accordance with AS 1742.3: 1996.

The construction schedule for the development will aim to minimize disruption to traffic movements, particularly at peak period.

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 and staff is maintained at all times during the works.

4.4. Disruption Notices

Any planned disruptions to hospital operations and services will be managed through the process of Disruption Notices (DNs). For such stoppages, the DN will describe the applicable works, timetable, issues and contingency plans.

DNs are submitted by the Principal Contractor to the Project Manager and stakeholders impacted by the works for approval. Depending on the nature of the works, a minimum of 7 days and up to 6 weeks notice is required prior to commencement of works.

4.5. Staging

Works are anticipated to commence in December 2021 and complete in February 2024. Works are anticipated to occur as below:

- New extension construction
- Decant from existing areas to new extended areas and temporary accommodation
- Refurbishment

5. Environment and Amenity

The Principal Contractor undertaking the Works will be required to submit for approval to the Principal a comprehensive Environmental Management Plan (EMP) to ensure compliance with 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 Stormwater: Soils and Construction "The Blue Book" 2004 (4th edition) and/or details provided by the project engineering consultants.

The environmental performance of the Principal Contractor will be monitored throughout the Works. The following environmental management principles will be implemented on site:

- Noise management,
- Dust management and
- Erosion and sediment controls

Mitigation strategies for the above will be documented in the Contractors Construction Environmental Management Plan

5.1. Noise and Vibration

Note: This section is to be read in conjunction with the Noise and Vibration Report prepared by JHA.

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 DN 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 Principal 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.

5.2. Dust

Note: This section is to be read in conjunction with the Civil Report prepared by Acor.

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 Principal Contractor and agreed by the project stakeholders.

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.

Furthermore, during the Works, measures will be put in place to separate the construction works from the hospital operations to reduce the impacts of dust.

5.3. Odour Control

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

5.4. Protection of Trees

Note: This section is to be read in conjunction with the Arboricultural Impact Assessment Report prepared by Allied Trees.

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.

5.5. Stormwater Management

Note: This section is to be read in conjunction with the Civil Report prepared by Acor.

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 principles, as described in Managing Urban Stormwater: Soils & Construction (4th edition, Landcom, 2004).

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.

All drainage control devices will be regularly checked particularly during heavy rainfall periods

6. Traffic Management / Construction Access and Egress

Note: This section is to be read in conjunction with the Preliminary Construction and Pedestrian Traffic Management Plan prepared by TTW.

As part of the Principal 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.

The construction schedule for the development will aim to minimize disruption to traffic movements, particularly at peak period. All demolition and construction related vehicles would comply with relevant Sutherland Shire Council traffic and parking regulations. Vehicular access points to the construction site will be configured to avoid conflict with pedestrian desire lines.

Appropriate traffic controls will be put in place during construction to separate construction activities from the public. In addition, traffic controllers or other traffic devices to direct traffic would be provided in accordance with AS 1742.3: 1996, to manage the interface between pedestrians and to direct vehicles entering and leaving the site.

Details of construction vehicle per day including likely arrival and departures have been assessed within the Preliminary Construction and Pedestrian Traffic Management Plan prepared by TTW.

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; and
- Concrete delivery trucks & concrete pumps.

6.1. Pedestrian Protection

Note: This section is to be read in conjunction with the Preliminary Construction and Pedestrian Traffic Management Plan prepared by TTW.

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 unauthorized access to the Site. These hoardings and fences may be staged to allow access to in-use areas during the Works.

7. Waste Management / Recycling Principles

Note: This section is to be read in conjunction with the Waste Management Plan prepared by Ricardo.

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

8. Service Disconnections

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

Services impacts on the existing Sutherland Hospital campus facilities will be done with full coordination; development and input with relevant hospital and authority stakeholders and will only proceed with approval via a Disruption Notice process.

Impacts on the 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.