



Statewide Mental Health Infrastructure Program - Tamworth Mental Health Unit

Outline Construction Management Plan

Review of Environmental Factors
15 February 2023

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1. Introduction

This preliminary (outline) Construction Management Plan has been prepared for the SWMHIP Tamworth Mental Health Unit Review of Environmental Factors for the Early Works and Main Works. This outline Construction Management Plan provides a general overview of how construction will be managed for the project however will be replaced by the Contractor's approved Construction Management Plan once appointed for Early Works and further expanded on for delivery of Main Works.

The Town Planning strategy will be seeking a single Review of Environmental Factors approval for Early Works, delivery of on-grade parking solution for the displaced carparking spaces due to the proposed new Mental Health Unit (MHU) and the required new carparking spaces for the new MHU and Main Works, demolition of existing rotary and accommodation buildings, Services capping and diversion, Construction of new MHU and design and installation of a new power substation to services the proposed new MHU.

The Procurement and Delivery strategy is to deliver the Early Works package prior to commence of Main Works on site. This is further expanded on *Section 2 – Phasing Program and Key Milestones*.

1.1. Background

The 2018-19 NSW Budget committed to developing a Statewide Mental Health Infrastructure Program (SWMHIP) as a targeted investment to support mental health reform and increase capacity in the NSW mental health system.

In August 2020, a site at the Tamworth Hospital Campus was identified to relocate the existing 25-bed adult acute mental health unit and increase the service to a 33-bed adult, older and vulnerable persons mental health unit. In June 2022, the NSW Government announced additional funding for the Banksia Unit (Tamworth Mental Health Unit) Project to include an Adolescent Unit and a Child and Adolescent Mental Health (CAMHS) service.

The new facility will be called the Tamworth Mental Health Unit (TMHU) and the nominated site displaces 3 existing buildings and approximately 90 car parking spaces. The services located in the 3 existing buildings are currently being relocated and managed by Hunter New England Local Health District (HNELHD).

The Project is required to deliver on-grade car parking across the campus to replace the displaced car parking and to provide additional car parks for the proposed TMHU. Based on a Traffic Impact Assessment study undertaken in 2021 the Project will deliver on-grade parking as an Early Works (EW) package to ensure adequate parking remains available to Tamworth Hospital Campus throughout the delivery of the Main Works (MW).

The objectives of the new MHU are:

- Support the implementation of key mental health reforms.
- Support the change in delivery of mental health services to focus on person-centred holistic recovery-oriented practice and trauma informed care.
- Support a contemporary model of care for inpatient mental health services, with more effective use of the State's inpatient beds.
- Address the need to deliver mental health services in appropriate therapeutic environments with the right level of security on the level of complexity and needs of mental health consumers.
- Enhance carer and consumer participation in the design of mental health infrastructure and services through improved opportunities for Co-design

A number of the Project objectives are aligned to the SWMHIP including:

- Enhance consumers' engagement with the service by learning from their lived experience and utilising co-design methodology.
- Provide a high-quality health service and experience for consumers, carers and families.
- Ensure the provision of mental health services is high quality and evidence based.
- Effectively utilise the finite resources available.
- Sustain mental health service delivery into the future.
- Ensure a workforce that promotes safety, connection, compassion and is invigorated and motivated through highly developed therapeutic skills.

1.2. Scope of Works

Early Works package

The Early Works package is to deliver the nominated car spaces to support the Main Works and ensure minimum number of car spaces are maintained through the redevelopment including:

- Demolition and Decommissioning, Service Diversions, Staging and Temporary Works, and any other works
- Construction of the on-grade Carpark Zones:
 - Carpark D North-East (Zone 1)
 - Carpark B North-West (Zone 2)
 - Carpark A Zone 3 (Road)
 - Carpark A Zone 4 (South)
- Ancillary Electrical, Street Lighting and Communications Services
- Landscaping and Arborist Requirements
- Signage and Wayfinding

Main Works package

The Main Works package scope includes:

- Demolition of Rotary Lodge, Rotary Hostel, Staff Accommodation buildings, services, retaining walls and other structures and services on the site including the removal of hazardous material, informal carpark and trees.
- A new prefabricated link bridge connecting the Mental Health Unit to the existing Acute Services Building (ASB)
- Construction of a new 3 storey Mental Health Unit including:
 - 20 adult acute beds
 - 5 high acuity zone beds and de-escalation space
 - 8 Older Persons beds
 - 4 Adolescent beds
 - Child and Adolescent Mental Health (CAMHS) Community Mental Health Services (CMH)
 - Clinical and non-clinical spaces to support the service including but not limited to courtyards, living and recreational areas, staff stations, treatment rooms, staff offices, stores, meeting rooms and amenities.
- Secure vehicle transfer area (Level 1), vehicle drop-off via internal emergency road and reinstatement of 8 Accessible carparks.
- Services integration and connection of new engineering services equipment to existing site infrastructure and existing Acute Services Building (ASB); and
- New pad mount Substation to service the new MHU.

The following table provides a comparison of building levels:

Floor	Tamworth Mental Health Unit		Acute Services Building
Level 3	Administration and plantroom		Inpatient Units
Level 2	Inpatient Unit and Courtyards	Link Bridge	Operating Suite Inpatient Units
Level 1	Main Entrance to the new MHU, CAMHS Community Mental Health, Secure Vehicle Transfer Unit, Plantrooms		Emergency Department
Ground	N/A		Main Entrance Hospital Admissions Loading Dock

2. Phasing Program and Key Milestones

The indicative key milestones include:

Indicative Key Milestones	Date
Early Works	
• Construction Commence	March 2023
• Construction Complete	June 2023
• Go Live	July 2023
Main Works	

• Construction Commence	Q3 2023
• Construction Complete	Q1 2025
• Go Live	Q2 2025

3. Construction Management Plan Components

This outline Construction Management Plan covers the following areas of management:

- The operations of site management when undertaking the works:
 - Legislative requirements
 - Hours of construction works
 - Public fencing
 - Disruption.
- Mitigation to minimise amenity and environmental impacts:
 - Noise
 - Vibration management
 - Dust management
 - Odour control
 - Protection of trees
 - Stormwater management and soil erosion.
- Traffic/pedestrian management in the duration of the works.
- Waste management:
 - Construction
 - Storage of dangerous goods
 - Hazardous materials management.
- Services disconnections.

4. Site Management & Operations

The Works will be undertaken under by a Principal Contractor separately for Main Works and Early Works. All statements and proposals documented in this outline Construction Management Plan will be reviewed at the time of contract award for the packages of Works to ensure alignment with the proposed methodologies and construction staging of the preferred Contractor.

4.1. 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
- Environmentally Hazardous Chemicals Regulation 2017
- Protection of the Environment Administration Act and Regulations
- Work Health and Safety Act 2011 No 10 Work Health and Safety Regulation 2017 and relevant codes of practice and Standards
- Australian Standard 2601-2001: Demolition of Structures
- ***Working with Asbestos: Guide 2008 (ISBN 0 7310 5159 9)***
- Waste Avoidance and Resource and Recovery Act 2001
- Environmental Planning and Assessment Act 1979
- Heritage Act 1977
- Local Government Act 1993
- Applicable aviation standards e.g. CASA requirements
- Managing Urban Stormwater: Soils and construction (Blue Book) (4th edition, Landcom, 2004).Australian Standard 4970-2009: Protection of Trees on Development Sites

4.2. Hours of Operation

Note: This section is to be read in conjunction with the Noise and Vibration Assessment Report prepared by WSP.
The following hours of operation apply to Tamworth Mental Health Unit Project including Early Works and Main Works:

- Monday to Friday (inclusive) 7:00am to 6:00pm
- Saturdays As required for disruptive works.
- Sundays and Public Holidays No works permitted without appropriate approval.

In addition to above Construction Hours, approval may be sought for the following works, which may be undertaken outside the standard construction hours to minimise impact and disruption to the Hospital operational requirements:

- External / internal services work such as communications, water, hydraulics, mechanical, power, medical gas; services shutdowns; and commissioning of services
- Any other services which may impact the critical live operational requirements of the Tamworth Hospital

4.3. Public and Property Protection

The general principle is to separate construction areas of work from hospital staff and visitors. Where there is a cross-over this will be managed to ensure safety of all persons and equipment.

The construction phasing will ensure continued hospital operations and provide distinct construction zones that separates the hospital operation and construction work.

Appropriate hoarding/fencing (as specified in Australian Standards and SafeWork NSW requirements) will be installed to prevent public & staff access and to maintain security for the various areas of the works. Access disruptions to the Hospital's public & staff car park areas will be minimised during the works.

The main construction vehicular access point will be via Dean Street loop to the Eastern side of the Tamworth Hospital Campus. Traffic controllers will be used where required to manage the interface of construction vehicles with pedestrians, and staff/visitor/patient vehicles.

Staff/public/visitor vehicle main entry to the hospital via Dean Street (Western side of the Hospital Campus) will be maintained and clear at all times. Additionally, the internal Emergency Road is required to be maintained at all times.

These public and property protection measures will be reviewed at the time of contract award for the Early Works and Main Works separately 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.

4.4. Disruption Notices

Any planned Disruptions to Hospital operations and services will be managed through the Disruption Notices (DNs) process. For such disruptions, the DN will describe the applicable works, timetable, issues and contingency plans. DNs will be 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 48hrs and 6 weeks prior to commencement of works.

5. Environment and Amenity

The contractor undertaking the Works will be required to submit for approval to the Principal a comprehensive Environmental Management Plan (EMP) 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 Stormwater: 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 sections describes the specific environmental management principles proposed to be implemented on site.

5.1. Noise and Vibration

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

Construction noise and vibration from the work site shall be strictly in accordance with the approved Construction Noise and Vibration Management Plan (CNVMP). prepared by the contractor. No machine work or other noise generating 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 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. Dust

5.2. 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.

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.

5.3. Odour Control

The scope for demolition activity for the Site will be minor and 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

The contractor undertaking the Early Works and the Main Works contractor 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 maintain procedures to for their protection at every stage of the development process and as per the Arboricultural Impact Assessment Report for Early Works and Main Works. Tree protection measures include a range of:

- Activities restricted within the TPZ
- Protective fencing
- Trunk and ground protection
- Tree protection signage
- Involvement from the project arborist
- Project milestones
- Compliance reporting

Activities Prohibited within the TPZ:

- Machine excavation including trenching
- Storage
- Preparation of chemicals, including cement products
- Parking of vehicles and plant
- Refuelling
- Dumping of waste
- Wash down and cleaning of equipment
- Placement of fill
- Lighting of fires
- Soil level changes

- Temporary or permanent installation of utilities and signs
- Physical damage to the tree

5.5. Stormwater Management

Note: This section is to be read in conjunction with the Stormwater Management Strategy prepared by Bonacci Group.

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).

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 sedimentation socks or similar (to be approved by the project civil engineer).

Stormwater grate inlets surrounding the work 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 sedimentation socks or similar (to be approved by the project civil engineer).

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

6. Traffic Management / Construction Entry & Exit

As part of the contractors Construction Management Plan, the contractor will be required to submit a Traffic and Pedestrian Management Plan to the Principal for approval prior to commencement of the works. The main construction vehicular access point will be via Dean Street loop to the Eastern side of the Tamworth Hospital Campus.

Traffic controllers will be used to manage the interface of construction vehicles with pedestrians, and staff/visitor/patient vehicles where required. Staff/public/visitor vehicle main entry to the hospital will be maintained from Dean Street to the Western side of the Tamworth Hospital Campus. Further, the internal Emergency Road is required to be maintained at all times.

It is likely the following construction equipment will be used:

- Articulated vehicles for delivery of heavy plant and equipment;
- 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 (pending Contractor methodology for installation of the prefabricated linkway bridge to the Acute Services Building);
- Fixed cranes;
- Piling Rigs;
- Concrete delivery trucks & concrete pumps; and
- Light vehicles.

A vehicle wash-down area where required will also be placed at vehicle entry points to prevent construction vehicles tracking dust/mud onto public roads.

6.1. Internal Emergency Road

As part of the contractors Construction Management Plan, the contractor will be required to clearly articulate any impact to the internal Emergency road and outline key activities well in advance for review, coordination and approval by the LHD. These activities will need to be reviewed on weekly through the DN process with key stakeholders.

6.2. Contractors Parking

Due to the carparking constraints on Tamworth Hospital Campus. A review of the Campus has been undertaken with the LHD to identify preferred locations for Contractors Parking for Early Works and Main Works to minimise impact to available Campus parking for visitors and staff. These locations include in preferred order:

1. Preference no. 1 - Carpark D (Zone 1). This area is currently nominated as the preferred Site Establishment for Early Works and Contractors Parking.
2. Preference no. 2 - Available on-grade carpark outside the Tamworth Hospital Campus.
3. Preference no. 3 – Johnston Street on street parking.

The Contractors parking will need to be reviewed in further detail and agreed with the LHD prior to awarding the works to the Contractor.

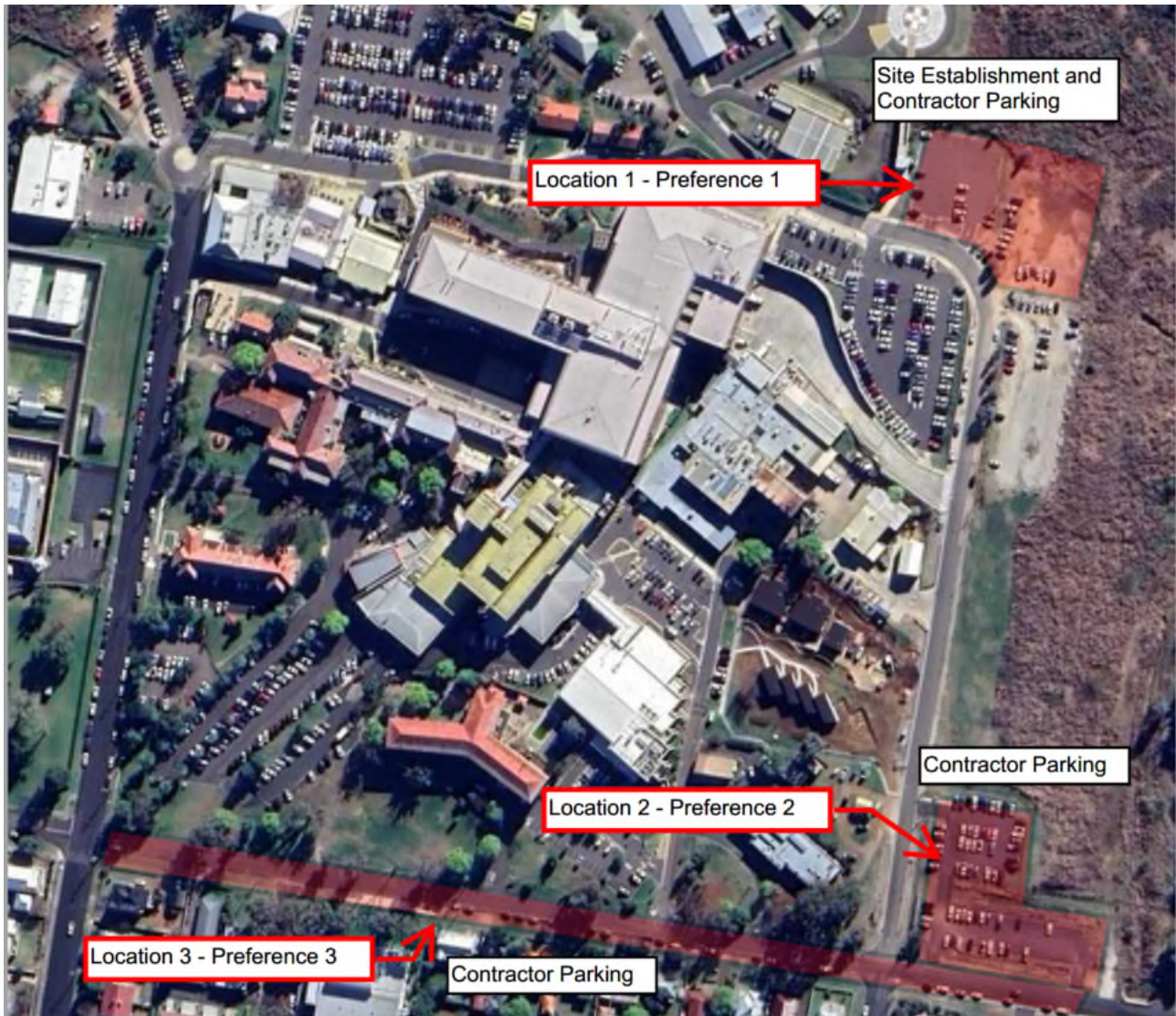


Figure 01 – Preferred Contractors Parking

7. Waste Management / Recycling Principles

The contractor will be required to recycle and reuse where possible. Where practicable, 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.

Operational waste will be managed in accordance with the Tamworth Hospital Campus Waste Management Policy. This policy will be reviewed and updated by the hospital as required to suit the operation of the new MHU and the additional net car parking spaces.

7.1. Storage of Dangerous Goods and 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.

Material safety data sheets on all of these flammable and potentially harmful liquids will be provided by the contractor undertaking the Works.

Geotechnical and Site Contamination reports have been undertaken by Regional Gotech Solutions (RGS). This report have indicated little to no issues of contamination on the site.

These reports will be used as the basis for identifying and managing the removal of any contaminated materials identified during the Works. An 'Unexpected finds' protocol will be implemented to manage any materials identified during works.

8. Service Disconnections

As part of the Tamworth MHU Early Works and Main Works scope of works, some service disconnections to the existing campus services will be required.

In general terms the following principles will be adopted when disconnecting services; Services impacts on the existing Tamworth Hospital Campus 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 Disruption Notice process as outlined in *Section 4.4*.

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.

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