

Warrawong Community Health Centre

Preliminary Construction Management Plan

Version 1.1
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1. Introduction

The purpose of this report is to demonstrate that the development of The Warrawong Community Health Centre can be executed in accordance with legislated safety and environmental requirements, ensuring minimal inconvenience to existing hospital services, residential & nonresidential, neighbours and the general public.

Health Infrastructure (HI) will ensure that the Head Contractor, who will also be appointed as Principal Contractor in accordance with NSW WHS legislation, will comply with the requirements detailed in this Preliminary Construction Management plan, as well as the requirements of the ISLHD and other governing authorities. Upon appointment, the head Contractor will prepare a comprehensive Construction Management Plan with specific details and strategies for the management of on-site activities.

Project Overview

In September 2020, the NSW Government announced a \$722 million package to build a brand new hospital and 3 local hospital redevelopments for the Shellharbour region, known as the New Shellharbour Hospital and Integrated Services (NSH&IS). The early works packages involved as part of the NSH&IS include Bulli Hospital Redevelopment, completed August 2023, Wollongong Hospital Redevelopment, completed October 2023, and Warrawong Community Health Centre (WCHC). WCHC will help service the local community in the Shellharbour area, currently experiencing the fastest population growth in the Illawarra Shoalhaven Local Health District (ISLHD).

Warrawong Community Health Centre (WCHC) will be constructed on a portion of the existing Port Kembla Hospital site, due for decommissioning December 2023. The WCHC will support the southern Illawarra population through the provision of the following services:

- Child and Family services including PKH Child Development Service, Illawarra Early Childhood Nurses, Domestic Family Violence and Sexual Assault Services and Binji & Boori Child & Family Illawarra Aboriginal Services (AMHICH)
- Ambulatory and Primary Health Care services including facilities offering Chronic Disease Prevention and Rehab Services such as the Aunty Jeans Program and Healthy Hearts program
- District Wide Sexual Health Service
- Drug and Alcohol Services, based in the community including Drug & Alcohol Needle & Syringe Program (First Step) and Counselling & Withdrawal Management
- Community based Mental Health Services
- Allied Health (including Brain Injury Service)
- Ante-natal
- Equipment Loan Pool



Figure 1 – WCHC site

2. Phasing Program and Key Milestones

Indicative Project Program		
Part	Indicative Milestone	Date Completed or Date for Completion
<i>Part 0</i>	<i>Project Initiation</i>	<i>Q3 2022 – Complete</i>
<i>Part 1</i>	<i>Masterplan</i>	<i>Q1 2023 – Complete</i>
<i>Part 2</i>	<i>Feasibility Development</i>	<i>Q2 2023 – Complete</i>
<i>Part 3</i>	<i>Schematic Development</i>	<i>Q4 2023 – Complete</i>
Part 4	Design Development	Q1 2024
Part 5	Contract Documentation	Q2 2024
Part 6	Tender, Evaluate and Award	Q2 2024
Part 7	Construction Administration	Q4 2025
Part 8	Commissioning and Handover	Q1 2026
Part 9	Post Completion Warranty Period	Q1 2027

3. 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
 - Stormwater 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 Disconnection

4. Operations of Site Management

The Works will be undertaken 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 preliminary Construction Management Plan will be reviewed at the time of contract award for the Works to ensure alignment with the proposed methodologies and of the preferred Contractor.

4.1 Staging and Construction Methodology

The Works are not going to be Staged, the intention is the packaging of the REF & tender will comprise the whole of the works and it shall be constructed in one stage, subject to the selected Contractor's program.

The project will follow a sequence similar to the below with durations provided being indicative only and subject to change based on sequence followed by appointed Principal Contractor.

1. Demolition (2 months duration)
2. Structure and foundations (2-3 month duration)
3. Façade (2 month duration)
4. Internal fit-out and finishes (2-3 month duration)
5. External landscaping works (2-3 month duration)
6. Commissioning and handover (2-3 month duration)

4.2. Construction Hours

The following standard hours of construction are proposed to apply to the WCHC works:

- Monday to Friday: 7:00am to 6:00pm
- Saturdays: 8:00am to 1:00pm
- Sunday and Public Holidays: No work

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.

4.3. Public and Protection

This section is to be read in conjunction with the Construction Traffic Management Plan prepared by Stantec.

The contractor will need to ensure the site is made secure by means of suitable fencing (as specified in Australian Standards and Workcover requirements) to prevent public access and to maintain security for all areas of the site.

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: 2019.

The construction schedule for the development will also aim to minimise:

- disruption to traffic movements particularly at peak periods
- interference with any 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 always maintained during the works.

4.4. Disruption Works Notices

If any works disrupt existing services or neighbouring stakeholders, they will be consulted with and briefed in good time. This process will be further developed with the selected Contractor and will include documentation detailing applicable works, timetable, notifications, issues and risk management plans.

4.5 Site Amenities and Parking

The site amenities and compounds erected will accommodate lunchroom, WCs and office facilities for the duration of the project. Where possible, Contractors and subcontractors will be encouraged to use public transport or car share to minimize street parking.

5. 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
- Existing stormwater systems
- Adjoining assets
- Public & private assets at risk of being affected by construction activity.

6. Environment Management

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.

Relevant environmental management sub-plans would be prepared to supplement this CMP.

The submitted preliminary CMP provides the general overview of how construction of the new hospital will be managed. The final CMP will make reference to and should be read in conjunction with relevant sub-plans which will be prepared in addition, including (but not limited to):

- Construction Air Quality and Dust Management Sub Plan
- Construction Sediment and Erosion Control (soil and water) Management Plan
- Flood Emergency Response Management Plan
- Heritage and Archaeological Management Sub Plan
- Construction Noise and Vibration Management Sub Plan
- Construction Traffic Management Plan
- Construction Waste Management Plan.

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.

This section is to be read in conjunction with the Noise and Vibration Impact Assessment Report and Review of Environmental Factors Report prepared by Stantec.

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 Disruption Works Notice 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.

The Illawarra Brain Injury Services building is to be maintained in situ and operational throughout the construction phase. Works must be carried out to minimise any disruption to these services.

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.

Odour Control

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

Protection of Trees

This section should be read in conjunction with the Arboricultural Impact Assessment Report prepared by Moore Trees for the Review of Environmental Factors

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.

If 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.

Stormwater Management

This section should be read in conjunction with the Erosion and Sediment Control Plan prepared by Enstruct for the Review of Environmental Factors Report.

Measures will be employed at 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. Stormwater grate inlets surrounding works areas will be covered with geotextile fabric to allow water to enter 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.

7. Traffic Management

This section is to be read in conjunction with the Construction Traffic Management Plan prepared by Stantec Traffic Engineers.

As part of the Contractor's Construction Management Plan, the Contractor will be required to submit a Detailed Construction Traffic and Pedestrian Management Plan for approval to the Principal prior to commencement of the works.

Final Construction vehicular access/egress to the site to be confirmed on engagement of Contractor.

For any works requiring pedestrian or cyclist direction, traffic controllers or other traffic devices to direct traffic would be provided in accordance with AS 1742.3: 2019.

All demolition and construction-related vehicles would comply with relevant Shellharbour City Council traffic and parking regulations. Vehicular access points to the construction site will be configured to avoid conflict with pedestrian desire lines.

8. Waste Management / Recycling Principles

The Contractor will be required to minimise waste and 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 Construction Waste Management Plan prepared by WSP, and in accordance with the EPA guidelines.

If any dangerous goods are required (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 these flammable and potentially harmful liquids will be provided by the Contractor undertaking the Works.

9. Hazardous Materials Management

The following sections pertain to hazardous materials, excavation, unexpected finds etc. discovered throughout the REF works including below-ground services and works associated with carparking and internal roads. An 'Unexpected Finds' protocol will be further developed and implemented by the successful Contractor.

Asbestos materials have been associated with various human respiratory diseases. 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).

In ground disruption is to be kept to an absolute minimum to reduce disruption to any potential in ground contamination. Where it is unavoidable appropriate advice will be sought from appropriately qualified Environmental & Geotechnical engineers so that all legislative, regulatory, Health Infrastructure & ISLHD requirements are met.

10. 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.

Any soil which contains traces of asbestos 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 as no access.

All excavations shall be made with due regard to the stability of any 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).

Where ground is not self-supporting and benching or battering are not practical or effective control measures, shoring should be used. Shoring should also be used when there is a risk of a person being buried, struck or trapped by dislodged or falling material which forms the side of, or is adjacent to, the excavation work.

Where such a risk also exists for those installing shoring, other control measures must be in place to ensure the health and safety of people entering the excavation.

Shoring the face of an excavation should progress as the excavation work progresses. Where earthmoving machinery is used risk assessment should be used to determine whether a part of the trench may be left unsupported.

The system of work included in the Contractor's SWMS should ensure workers do not enter a part of the excavation that is not protected. They should not work ahead of the shoring protection if it is being progressively installed.

Records of all imported filling and placement should also be maintained by the Contractor.

10.1 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 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; and
- Notify any authorities that the Contractor is legally required to notify (e.g., EPA, Council).

10.2 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; and
- 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.

10.3 Contingency Plan for Unexpected Asbestos

If a single fragment of asbestos cement is identified in site fill, 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 fill 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 on site, 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.

11. Service Disconnections

As the majority of existing services within the site are being decommissioned, this will limit interruptions to current services. Backup provisions will be checked by the design team as well as by the Principal Contractor. If works have a possibility of disruption to a service or a service must be temporarily or permanently disconnected:

- Any impacts on the adjacent stakeholder and their facilities will be done with full coordination;
- Development and input with authority stakeholders and will only proceed with approval from same, via a Disruptive Works Notice procedure.

Impacts on retained services within Port Kembla 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, Illawarra Shoalhaven 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 and after-hours contacts relating to the site works.

Information regarding site safety will be displayed along the site boundary and throughout the site area.

13. Complaints Register

A complaint handling procedure and register will be implemented to assist in recording, responding to and managing complaints during construction.