



August 2024

Preliminary Construction Management Plan

Cessnock Hospital Redevelopment

NSW Health Infrastructure
Hunter New England Local Health District

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Health

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1 Introduction

Purpose

This Preliminary Construction Management Plan (CWMP) has been prepared by Turner and Townsend on behalf of Health Infrastructure to assess the potential environmental impacts that could arise from the redevelopment of the Cessnock Hospital health service at 24 View Street, Cessnock.

This report has been prepared to provide information for the construction phase of the development and will also be required to be updated by appropriate contractors during the construction stage.

This report accompanies a Review of Environment Factors that seeks approval for the construction and operation of a new two-storey clinical services building including:

- Demolition of select existing structures
- Construction of a new hospital building on the site's northern portion
- Realignment of internal roads and a new primary vehicular and pedestrian entrance to the hospital campus from Jurd Street
- Refurbishment of the existing at-grade car park
- Installation and realignment of selected services
- Installation of ancillary development including, but not limited to, lighting and signage.
- Landscaping
- New kerb, gutter and road resurfacing on Jurd Street

For a detailed project description, refer to the Review of Environmental Factors prepared by Ethos Urban.

Limitations

This preliminary CMP has been prepared to provide a general understanding of generic construction activities for delivering buildings and infrastructure, based on initial concepts and preliminary site assessments.

Following REF approval and availability of the REF conditions, the CMP will be reviewed and revised to incorporate the Detailed Design, including appropriate arrangements for detailed Construction, Environmental and Construction Management Plans by the relevant head contractors.

Statement of Significance

Based on the identification of potential issues and an assessment of the nature and extent of the impacts of the proposed development, it is determined that:

The extent and nature of potential impacts are low and will not have significant adverse effects on the locality, community and the environment.

Potential impacts can be appropriately mitigated or managed to ensure that there is minimal effect on the locality, community.

The Site Plan is included in Appendix A for information.

2 Project Overview

Project Description

The Cessnock Hospital is a district level hospital within the Hunter New England Local Health District. It provides low acuity medical and sub-acute services to the local community and is networked with Maitland Hospital for higher acuity services, and John Hunter Hospital for Tertiary level services.

The clinical services provided by the project will be generally consistent with what is currently being provided at the Hospital, except changes in services where network efficiencies are identified.

The project scope includes the following clinical services:

- Emergency Department (ED)
- Medical Imaging
- Perioperative Suite
- Sterilizing Services Unit (SSU)
- 2 x 28 Bed Inpatient Units (IPUs)
- Pharmacy
- Mortuary
- Front of House (FOH) services

The overall project scope also includes the following:

- Demolition of select existing structures.
- In-ground infrastructure and enabling works
- A new acute services building containing the above clinical services
- A new primary vehicular and pedestrian entrance to the hospital campus from Jurd Street
- New vehicular drop-off
- Refurbishment of the existing on-grade car park
- A new connection between the new hospital building and the existing
- Landscaping.

The site

The site is located at 24 View Street, Cessnock, in the Cessnock Local Government Area. It is occupied by Cessnock Hospital health service, a district-level hospital in the Hunter New England Local Health District. The site comprises the following lots.

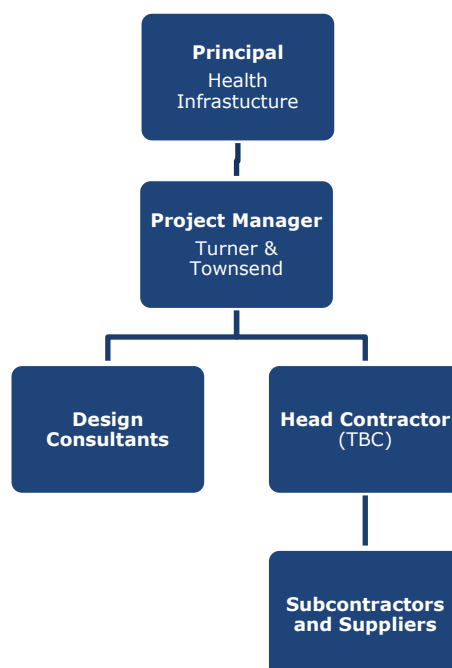
- Lot 2 DP1173784
- Lot 7 DP13203
- Lot 8 DP13203
- Lot 1 DP103663
- Lot 10 DP5442
- Lot B DP103664
- Lot 2 Section 20 DP5442
- Lot 1 DP254743
- Lot 11 DP882585

An aerial image of the site is shown at **Figure 1**



Figure 1: Site Aerial. Source: Nearmap

Organisational Chart



Key Milestones

Indicative program for the scope outlined in section 1 and 2 are as follows:

Indicative Date	
Contract Award	April 2025
Site Establishment	July 2025
Complete Site Works	May 2027

3 Construction Methodology

This plan has been compiled for a REF application to provide a high-level overview of the Cessnock Hospital – Main Works. The plan will be further developed by the Head Contractor to respond to detailed site planning.

A DA for category one remediation works is being completed concurrently with the REF application. This scope of works will be completed before any REF scope commences.

The project is not staged however will follow a sequence similar to the below with the provided being indicative only and subject to sequencing by the appointed Head Contractor.

ENABLING WORKS INCLUDING:

1. Demolition of select buildings
2. Relocate Kiosk Sub-station (including ground works, switch room and associated electrical works)
3. Relocate Medical Gas
4. Complete any in-ground services works outside of primary construction zone
5. Establish primary construction site
6. Construction of western temporary loading dock

MAIN WORKS INCLUDING:

1. Build two-storey hospital
2. Landscaping
3. Resurfacing of Jurd Street (including kerbs)

The Construction Management Plan (CMP) will then remain a live document reflecting the site delivery parameters for the duration of the project. The Plan covers the following areas of management:

- a) The operations of site management when undertaking the works:
 - Legislative and Regulatory Requirements
 - Site Fencing
 - Public and Property Protection
 - Disruption Notices
 - Site Amenities
- b) Operating Hours
- c) Traffic/pedestrian management for the duration of the works;
 - Traffic and Pedestrian Management Plan
 - Pedestrian Protection
 - Deliveries and Material Storage
- d) Environmental Health and Safety:
 - Environmental Impacts
 - Noise and Vibration Management
 - Odour control
 - Protection of trees
 - Stormwater Management
 - Waste Management and Recycling Principals

- Dust, Sediment and Erosion Controls
- Heritage

4 Operations of Site Management

The works will be undertaken by a Head Contractor. All statements and proposals documented in this Preliminary Construction Management Plan will be further detailed at the time of contract award for the Works to ensure alignment with the proposed methodologies and construction staging of the Contractor.

Legislative and Regulatory Requirements

The Works will be undertaken in accordance with the following legislative requirements and any others that must be complied with, 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;
- Occupational Health and Safety Regulation 2017 and relevant codes of practice and Standards;
- Australian Standard 2601-2001: Demolition of Structures;
- Code of Practice - How to Manage and Control Asbestos in the Workplace 2019;
- Code of Practice – How to Safely Remove Asbestos 2019;
- Code of Practice – How to Manage Work Health and Safety Risks 2019;
- Waste Avoidance and Resource Recovery Act 2001;
- Environmental Planning and Assessment Act 1979;
- Heritage Act 1997;
- Local Government Act 1993;
- Soil Conservation Act 1938;
- Australian Standard 4970-2009: Protection of Trees on Development Sites;
- NSW EPA, 2014 – Waste Classification Guidelines; and
- NSW EPA, 2014 – The Excavated Natural Material Order.

Site Fencing, Public and Property Protection

The general principle is to separate construction areas of work from the public, hospital staff and visitors. Where there is a cross-over, this will be managed to ensure safety of all persons and equipment. Appropriate hoarding/fencing (as specified in Australian Standards and SafeWork NSW requirements) will be installed to prevent public and staff access and to maintain security for the various areas of the works. Site Notices will be erected at the boundary of the site.

The site notices will include details of; Head Contractor details, name of Site Manager and 24-hour contact number, approved hours of work, and details of the Principal and other appropriate stakeholders.

Safety related statutory signage will also be erected on the boundary of the site in accordance with SafeWork NSW requirements. Site, precinct information and traffic signage and any temporary traffic measures required will be installed and maintained for the duration of the Works.

These public and property protection measures will be reviewed at the time of contract award and during monthly PCG meetings, to ensure alignment with proposed preferred methodologies and construction stage and to ensure that the safety of the public and staff is always maintained during the works.

Disruption Notices

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

DNs are submitted by the contractor to the project manager and impacted stakeholders for approval. Depending on the nature of the works these may be required between 48hrs and 6 weeks prior to commencement of works.

Site Amenities

The site amenities and compounds erected will accommodate lunch, bathroom and change facilities for the duration of the project. The Contractor will be encouraged to provide parking within their site compound where possible. To minimise the impact on street parking, contractors and sub-contractors will be encouraged to use public transport or car share.

5 Operating Hours

It is anticipated that regular site working hours will be in line with the Interim Construction Noise Guidelines:

General Construction Hours	
Monday – Friday	0700 – 1800h
Saturday	0800 – 1300h
Sunday and Public Holidays	No Works

Noting that the existing site will remain operational, it is expected that some work, such as connecting and disconnecting services, will need to be completed outside of the above hours. These activities will be planned in consultation with stakeholders and Cessnock City Council to ensure all aspects of the works are clearly understood by all parties and minimise disruption to hospital operations.

Deliveries will be scheduled and distributed to ensure avoidance of congestion to surrounding road networks and within the hospital campus. Materials handling will be conducted within the construction site perimeter reducing any impacts on traffic flows within the hospital area.

6 Traffic Management

Traffic and Pedestrian Management

Note: This section should be read in conjunction with the Traffic Impact Statement appended to the REF prepared by Stantec.

Prior to construction works commencing, the Head Contractor will develop a Construction Pedestrian and Traffic and Management Plan which will detail how traffic, pedestrian and cyclist access will be managed during the construction works. Traffic flows and vehicle/pedestrian separation are a major consideration and pedestrian routes are to be maintained throughout construction. Traffic control personnel will be provided by the Head Contractor during operating hours, or as advised by the Head Contractor within their

Construction Pedestrian and Traffic and Management Plan. Key issues for traffic, pedestrian and cyclist management during construction to be considered in the Construction Pedestrian and Traffic and Management Plan include, but is not limited to:

- Provide safe and uninterrupted access for pedestrians and vehicles accessing the construction site, hospital site and resident driveways;
- Ensure maximum safety of site personnel, pedestrians, cyclists, commuters, and drivers;
- Minimise environmental nuisance and impact as a result of construction traffic;
- Ensure construction traffic does not unduly interrupt existing traffic flows on the local road network;
- Safe operation of buses and other transport services during construction in adjacent roads;
- Have no vehicles arrive at the site, without prior arrangement, outside the approved working hours;
- Encourage site workers to utilise local public transport system and car sharing wherever possible;
- Timely and effective implementation of traffic management measures;
- Maintain access at all times for hospital and stakeholder's deliveries; and
- Fulfilling the Council and Transport for NSW requirements.

Pedestrian Protection

Pedestrian and vehicular movements into and around the site will be maintained, or alternate routes determined where necessary, and be defined by clear signage. If necessary, physical traffic management personnel will be used to guide pedestrians and vehicles safely. 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 construction site. These hoardings and fences may be staged to allow for appropriate construction methodologies to be planned.

Deliveries and Materials Storage

Deliveries to within the site will be managed through dedicated site entrances and exits. These will be outlined by the Head Contractor.

Materials will be staged and stored in such a way to promote a clear and safe work site. At all times, materials are to be stored within the confines of the site. While loading and unloading vehicles, it will be clearly stated that vehicles must not obstruct roads, driveways and escape routes from the building or fire protection equipment.

Access to the site compound will be through the early construction of the entry and exit roads.

Parking

The Contractor will be encouraged to provide parking within their site compound where possible. The site compound is expected to be within the Hospital campus,. To reduce the demand for construction workforce parking, Contractors and Subcontractors are encouraged to use public transport, carpooling and active transport.

7 Environmental Health and Safety

An Environmental Management Plan (EMP) that complies with environmental legislation will be developed by the Head Contractor. The EMP will describe the environmental strategy, methods, controls, and

requirements for the execution of the Works. It will stand alone as the master document for site environmental activities.

The primary aim and objective of the EMP will be to provide a framework of procedures to minimise the impacts of the construction of the project on the environment. The environmental performance of the contractor will be monitored throughout the Works.

Noise and Vibration Management

Note: This section is to be read in conjunction with the Noise Impact Assessment appended to the Ref prepared by JHA Engineers.

The main findings of the Noise Impact Assessment are:

- Noise from the construction site shall not exceed the limits set out in the Interim Construction Noise Guidelines, EPA and Australian Standards. No machine work will occur outside the approved working hours set unless approval has been given through the Disruptive Works Notice (DWN) process and relevant authority notifications.

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 noise mitigation 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.

Guidelines for operational limits, identification of at-risk receivers and implementation of mitigation measures will be provided in a project Noise and Vibration Management Plan. The objectives of the Construction Noise and Vibration Management Plan will be to:

- Ensure that construction works do not significantly impact background noise levels around the hospital precinct, and those applicable guidelines and regulations are met;
- Ensure all equipment operates within the applicable noise levels;
- Ensure that construction works do not cause sufficient vibration to damage surrounding buildings, and comply with the applicable guidelines and regulations;
- Vibration does not affect occupiers of the adjoining buildings; and
- Ensure construction methodologies adopted minimise the impact of noise, dust and vibration.

Odour

Odours associated with demolition for the site will be assessed and minimised. All plant and machinery involved in the Works will be regularly serviced and checked for exhaust emissions and catalytic converters are to be utilised.

Protection of Trees

Note: This section is to be read in conjunction with the Arboricultural Development Impact and Tree Protection Report appended to the REF prepared by Active Green Services.

The contractor undertaking the Works will be required to comply with Australian Standard 4970-2009: Protection of Trees on Development Sites for the proper care and protection of trees retained and integrated into the construction project.

The contractor will be required to put in place procedures to protect trees at every stage of the development process.

The contractor undertaking the Works will be required to submit for approval to the Principal a comprehensive plan regarding guidance on how to protect retained trees during construction work. This plan will need to define how to calculate the tree and crown area requiring protection and isolation from construction activities and the use of tree protection measures such as barriers and protectors.

Tree Removal

Note: This section is to be read in conjunction with the Arboricultural Development Impact and Tree Protection Report appended to the REF prepared by Active Green Services.

Although the design has taken into consideration the retention of trees where possible, some trees are to be removed due to their proximity to the proposed new entrance to the refurbished on-grade carpark. Trees shown to be retained will be protected during construction in accordance with the Arborist advice.

The project is committed to a 1 for 1 replacement of the removed trees with a native species within the local area. Refer to Landscape Drawings prepared by Clouston and Associates for the strategy around tree replacement.

Stormwater Management Plan

A comprehensive stormwater management plan will be developed by the Head Contractor undertaking the Works.

Waste Management and Recycling Principles

The Head Contractor will be required to recycle and reuse materials 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. All packaging is to be removed before materials are delivered to site to minimise waste generation on site.

Dust, Sediment and Erosion Controls

The appointed Head Contractor will develop a strategy in accordance with the statutory regulations for dust control, and a comprehensive Soil and Water Management Plan, both of which will be included in the EMP. This strategy will include control measures and document how these measures are to be implemented and monitored.

Provision of the Soil and Water management measures will ensure that the Council stormwater system and surrounding area is not affected by the proposed development during construction.

In Ground HAZMAT and Site Remediation

Note: This section is to be read in conjunction with the Remediation Action plan appended to the REF prepared by Tetra Tech Coffey.

A Preliminary Site Investigation (PSI) and Detailed Site Investigation (DSI) have been conducted on the site, resulting in the preparation of a Remedial Action Plan (RAP). Remediation works and all associated activities are being proposed under a Development Application (DA) to Cessnock Council. These remediation

efforts will be completed prior to the commencement of any scope outlined in the Review of Environmental Factors (REF) application.

Heritage

Note: This section is to be read in conjunction with the Aboriginal Cultural Heritage Report prepared by Biosis and the Heritage Impact Statement prepared by Umwelt, appended to the REF.

In the event unanticipated Aboriginal objects or relics are encountered during the works, all activities in the vicinity must cease immediately, and a qualified archaeologist should be contacted to assess the find. If the find is determined to be an Aboriginal object or relic, further recommendations will be provided, which may include notifying Heritage NSW and Aboriginal stakeholders.

In the case of discovering suspected human remains, work must stop immediately, the NSW Police and Heritage NSW Environmental Line must be notified, and work cannot recommence without written authorization from Heritage NSW. Additionally, the head contractor will complete a heritage induction to ensure compliance with these protocols.

8 Proposed Mitigation Measures

Project Stage <i>Design (D) Construction (C) Operation (O)</i>	Mitigation Measures	Relevant Section of Report
Prior to Construction	The contractor to issue Construction management Plan in accordance with National Construction Code 2019 comprising the Building Code of Australia	Section 04