

# RANDWICK CAMPUS REDEVELOPMENT

CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN

Integrated ASB Addition

December 2020



## **DOCUMENT HISTORY**

<b>Version</b>	<b>Date</b>	<b>Issue by</b>	<b>Status</b>
1	January 2020	Lendlease	For CC1
2	February 2020	Lendlease	For CC1
3	March 2020	Lendlease	For CC1 with PwC comments
4	June 2020	Lendlease	For CC2
5	Dec 2020	Lendlease	Minor updates as part of review – programme update and workforce update

## **DOCUMENT CONTROL**

To ensure the Construction Environmental Management Plan remains relevant and accurate, this document will be continuously reviewed and evaluated throughout the planning and delivery of the IASB.

Any revisions made will be communicated to the project team accordingly.

# CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN

## INTEGRATED ASB ADDITION

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## 1.0 INTRODUCTION

### 1.1 OVERVIEW

The Randwick Campus Redevelopment Acute Service Building (RCR-ASB) is a highly complex project with critical early milestone components that must be delivered on time. The objective of this Construction Environmental Management Plan (CEMP) is to ensure that the IASB Addition (the Project) is safely delivered using a robust set of methodologies and zero unplanned disruption to hospital services, and to comply with the regulatory requirements as outlined by the Department of Planning and other Authorities.

This plan has been developed from the approved Development Consent Conditions as outlined in SSD 10339 approved on the 18<sup>th</sup> December 2019. There are several sub plans which will form the basis of this management plan. During the construction programme, these plans will be reviewed and updated as required.

The IASB Addition includes the lowering of Hospital Road, and construction of the UNSW Eastern Extension (Base Building only) and associated Link bridges. These works will occur concurrently to the ASB construction.

The Lendlease construction management processes will provide:

- Seamless performance and accountability from a single responsible entity;
- The works will be managed by a single proven responsible entity; and
- a mechanism to reduce risks during project delivery.

Lendlease has produced this CEMP as the contractor responsible for the delivery of the project. It is envisaged that this CEMP will evolve during the course of the Project as the design develops in conjunction with the design consultant team, project stakeholders, Health Infrastructure (HI), South East Sydney Local Health District (SESLHD) and Price Waterhouse Coopers (PwC).

In the following sections, we have set out how we intend on managing the Project and activities associated with the RCR.

The CEMP also defines the impacts of the proposed construction activities on areas within the RCR site and hospital campus the Prince of Wales (POW) Hospital Campus (Campus). This plan will outline the proposed mitigation strategies to be implemented during the relevant construction activities and outlines contingency measures that will be enacted to minimise any potential risk to HI, SESLHD, its community partners and stakeholders.

Our proactive and collaborative approach to our client NSW Health Infrastructure is underpinned by the following overriding and non-negotiable objectives:

- Maintain business continuity of the campus and adjoining facilities and properties;
- To deliver a world class facility for our client on time to the highest safety and quality standards;
- Safe and timely delivery of the Integrated ASB Addition, enabling construction of the RCR;
- Communicate in a timely fashion with all relevant stakeholders what, when and how we are planning to undertake interface works;
- Present a positive public perception of the project during the construction works;
- Use experienced and qualified subcontractors with appropriate resources to deliver their works in the manner we prescribe; and
- Hands on control of subcontractors from experienced Lendlease site supervision.

HI will have four key outcomes from the Lendlease CEMP:



Figure 1: Key outcomes

## 1.2 CONSENT CONDITIONS

The Department of Planning has issued the approved Development Consent conditions for the SSD-10339.

The Conditions relevant to the CEMP which have been addressed in the CEMP are included in the Compliance Matrix. The CEMP has been developed to include the requirements outlined in Consent Condition B10.

The Applicant is to submit a copy of the CEMP to the Certifier and the Planning Secretary prior to commencing works.

Lendlease will be seeking three Construction Certificates under this SSD-10339. They are as follows:

- CC1 – Services diversions
- CC2 – Piling, retaining structure, pavements, slabs, UNSW structure and bridges
- CC3 – UNSW integrated fitout

The CEMP is requested to be approved for all these components of works.

## 1.3 COMPLIANCE MATRIX

For ease of reference the following compliance matrix has been prepared to identify relevant sections of the CEMP as outlined in condition B11.

Condition	Requirement	Document Reference
B11	(a) (i) Hours of Work	Section 2.2
	(a) (ii) 24 Hour Contact details	Section 2.5
	(a) (iii) Management of dust and odour to protect the amenity of the neighborhood	Section 10
	(a) (iv) stormwater control and discharge	Section 9

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	(a) (v) measures to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving the site;	Section 9
	(a) (vi) groundwater management plan including measures to prevent groundwater contamination;	Section 11
	(a) (vii) external temporary lighting in compliance with AS 4282-2019 Control of the obtrusive effects of outdoor lighting;	Section 13.1
	(a) (viii) community consultation and complaints handling;	Section 6
B12	(a) be prepared by a suitably qualified and experienced noise expert	Section 7.1
	b) describe procedures for achieving the noise management levels in EPA's Interim Construction Noise Guideline (DECC, 2009);	Section 7.3
	(c) describe the measures to be implemented to manage high noise generating works such as piling, in close proximity to sensitive receivers;	Section 7.3
	(d) include strategies that have been developed with the community for managing high noise generating works;	Section 7.2
	(e) describe the community consultation undertaken to develop the strategies in condition B12(d);	Section 7.2
	(f) include a complaints management system that would be implemented for the duration of the construction;	Section 7.3, 6.2, 6.3
	(g) mitigation measures to minimise impacts of works undertaken outside standard hours	Section 7.3
	(h) adherence to the recommendations of the report titled Noise and Vibration Impact Assessment Issue 5 dated 5 August 2019 and prepared by Acoustic Studio, as modified by the conditions of this consent.	Section 7.3
B13	(a) detail the quantities of each waste type generated during construction and the proposed reuse, recycling and disposal locations; and	Section 8.3
	(b) removal of hazardous materials, particularly the method of containment and control of emission of fibres to the air, and disposal at an approved waste disposal facility in accordance with the requirements of the relevant legislation, codes, standards and guidelines, prior to the commencement of any building works.	Section 8.3
B14	(a) be prepared by a suitably qualified expert, in consultation with Council;	Section 9
	(b) describe all erosion and sediment controls to be implemented during construction;	Section 9
	(c) provide a plan of how all construction works will be managed in a wet-weather events (i.e. storage of equipment, stabilisation of the Site);	Section 9



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	(d) detail all off-Site flows from the Site; and	Section 9
	(e) describe the measures that must be implemented to manage stormwater and flood flows for small and large sized events, including, but not limited to 1 in 1-year ARI, 1 in 5-year ARI and 1 in 100-year ARI	Section 9
B33	Prior to commencement of remediation works, the Applicant must prepare an updated Remediation Action Plan to include an asbestos management plan, unexpected finds protocol and soil management strategy in accordance with the recommendations in the Contamination Report prepared by Douglas Partners dated 20 August 2019 to the satisfaction of the Certifier.	Section 12.3
B34	Prior to commencement of construction, the Applicant must prepare a Contamination Management Protocol to the satisfaction of a NSW EPA Accredited Site Auditor which identifies how concurrent remediation and construction activities will be managed on site which: (a) includes procedures to differentiate between the handling of contaminated soil/material and construction material to ensure clear separation of handling;	Section 12.4
	(b) includes procedures to differentiate between the handling and transport of contaminated soil and construction materials to and from the site ensure clear separation of handling; and	Section 12.3, 12.4
	(c) includes a procedure for recording the volume and type of contaminated material leaving the site and its destination.	Section 12.3
B35	Prior to the commencement of earthworks, the Applicant must prepare an unexpected contamination procedure to ensure that potentially contaminated material is appropriately managed. The procedure must form part of the of the CEMP in accordance with condition B11 and must ensure any material identified as contaminated must be disposed off-site, with the disposal location and results of testing submitted to the Planning Secretary, prior to its removal from the site.	Section 12.3, 12.4
B36	The EPA is to be notified under section 60 of the Contaminated Land Management Act 1997 for any contamination identified which meets the triggers in the Guidelines for the Duty to Report Contamination.	Section 12.3
B37	The Applicant is required to engage an EPA-accredited site auditor to review the adequacy of the investigations, unexpected finds protocol, any remedial works or management plan required and confirm that the land can be made suitable for the proposed use. The Applicant must adhere to the management measures accepted by the Auditor.	Section 12.2, 12.4
B11	(e) an unexpected finds protocol for contamination and associated communications procedure;	Section 12.1, 12.2, 12.3
B11	(f) an unexpected finds protocol for Aboriginal and non-Aboriginal heritage and associated communications procedure;	Section 12.1, 12.2
B11	(g) waste classification (for materials to be removed) and validation (for materials to remain) be undertaken to confirm the contamination status in these areas of the site;	Section 12.3

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B38	A report must be obtained from a qualified, experienced hydrogeological engineer, which provides an assessment of the site and the potential impact of groundwater (including seepage flows) and the water table upon the development, and measures to be implemented to effectively manage groundwater where affected. The report is to be submitted to the satisfaction of the Certifier.	Section 11
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## 2.0 BUSINESS CONTINUITY

### 2.1 WORKING WITHIN THE OPERATIONAL HOSPITAL ENVIRONMENT

The Lendlease project team understands the challenging nature of the RCR and the constraints of managing major construction works adjacent and within an operational hospital environment and the non-negotiable requirement of no disruptions to hospital 'business continuity'.

#### Works areas

The first strategic approach from the site team in addressing live environment works is elimination. This means isolating work areas from operational hospital areas prior to any works being commenced and eliminating a works/hospital operations interface.

This will be the case for the major works to the following areas:

- The identified excavation zones will be enclosed by A Class hoarding and will be secured to ensure no unauthorised access. The A Class hoarding will be maintained for the civil works stages
- During the UNSW Extension construction works overhead protection will be installed to facilitate loading dock access for business continuity.

When elimination is not feasible, the second approach is to fully isolate the work area through secure hoardings prior to commencing any works and to provide controlled work access through the operational environment. This will be applicable to:

- Services connections to existing infrastructure that are required.

Along with significant works interfaces noted above there will also be planned investigative works, access to plant rooms, minor temporary works and installation of protective measures which will require process and controls to ensure full visibility of all subcontractors for these types of activities. Lendlease will impose a strict regime of consultation on all works outside the site perimeters, regardless of the nature of the intended works.

The Disruption Works Notice process will be followed here. This includes all workers to firstly complete the required hospital worker induction and secondly, Lendlease will institute a 'Permit to Work' process for all works outside of the secured site areas.

The permit system puts hold-points in place, which have to be signed-off prior to permit issue. If workers are found to be working without permits, they will be removed from the Project. The hold points for the 'Permit to Work in the Hospital Area' will be the same as those for the Disruption Works Notice, to ensure a consistent level of compliance from the subcontractors.

Lendlease have identified a 4 step process that we will undertake to ensure that the design and construction methodology mitigates the construction risks inherent in conducting site works within a live Health Campus (refer Figure 2). The planning for health service continuity and risk management 4 step process will underpin all stages of the RCR-IASB project and will be used as the guiding principle for how construction will be undertaken around the campus.

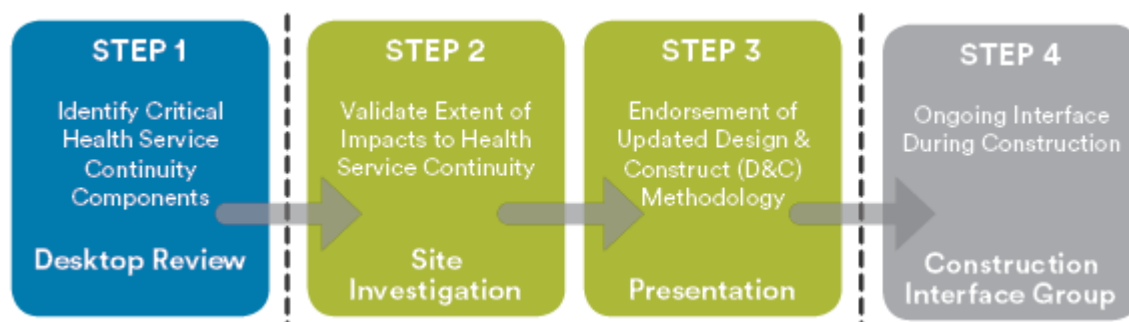


Figure 2: Four step business continuity process

Step 1 has been undertaken during the planning phase by Lendlease and will heavily influence initial construction methodology planning. Examples include but not limited to the following:

Program and staging:

- Analysis of disruptive works staging in the most efficient manner to minimise disruption to the Campus stakeholders; and
- Sequencing construction to ensure handover of completed spaces to the RCR at the best and earliest opportunity.

Site establishment:

- Efficient use of existing redundant facilities and space available for site establishment to minimise space taken by the construction site;
- Off Campus solutions to construction car parking to ensure no disruption to car parking within the precinct; and
- Planning for construction access in controlled zones.

Construction interfaces:

- Strictly controlling where construction will interface with the Hospital nearby residential dwellings or public;
- Implementing airtight, acoustically treated hoardings for all existing building connections to minimise Infection Control risks and reduce construction noise impacts to nearby existing buildings;
- Ensuring sight lines from the construction site are managed so that patient and residential privacy in adjacent buildings are maintained;
- Developing a web based Disruptive Works Notice (LiveOps) system to identify, document and communicate disruptions to stakeholders in a timely, interactive and transparent manner;
- Separation of the construction workers from staff, public and patients by providing discrete site accommodation and amenities within the construction boundaries; and
- Using low impact construction methods to ensure noise and vibration doesn't impact the daily operations of the Hospital and nearby residential properties.

Lendlease will follow steps 2 and 3 to validate these assumptions and further develop them ready for the construction phase.

Step 4 implements ongoing risk assessment, mitigations and controls that have been established through Steps 1-3 and the continual monitoring of changing conditions that may affect our design and construction methodology. Strategies to support Randwick business continuity include but not limited to:

- Regular construction risk assessment using the Interface Strategy principles to identify areas of and manage potential interface risks that may affect the Campus business continuity;
- Utilising the Disruptive Works Notification (LiveOps) process to identify, manage, communicate and

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collaborate on works that affect the existing Hospital facility in a clear and transparent way;

- Undertake a holistic integrated system testing and commissioning process;
- Undertaking an efficient, transparent Completion and Validation process in collaboration with the SESLHD and principal representatives to ensure that the completed product is seamlessly transitioned into a live hospital environment; and
- Community notices / updates.

## 2.2 HOURS OF WORK

The construction hours approved for the development include the current approved ASB General construction hours and the Special construction hours for selected weekends;

General Construction hours	
Monday – Friday	7:00am to 6:00pm
Saturday	8:00am to 5:00pm
Sunday	No work

Extended Construction hours due to Covid 19	
Monday – Friday	6:00am to 10:00pm
Saturday	7:00am to 5:00pm
Sunday	No work

Special Construction Hours required on select weekends* to maintain operation of Hospital loading dock		
		Respite periods
Friday	6:00pm to 10:00pm (limited to site establishment activities in preparation for weekend works)	10:00pm to 7:00am = 9 hours
Saturday	5:00pm to 10:00pm (general construction activities excluding excavation, sawing of rock, jack hammers, pile drivers, vibratory rollers/compactors of the like)	10:00pm to 7:00am = 9 hours
Sunday	8:00am to 5:00pm (general construction activities including excavation, sawing of rock, jack hammers, pile drivers, vibratory rollers/compactors of the like)	N/a
Sunday	5:00pm to 10:00pm (general construction activities excluding excavation, sawing of rock, jack hammers, pile drivers, vibratory rollers/compactors of the like)	10:00pm to 7:00am = 9 hours
*Required for a total of 29 weekends plus 11 reserve/contingent weekends (total project duration of 130 weekends).		

In addition to regular working hours, there will be occasional extended periods (Weekend closures) when out of hours works are required. These out of hours works will be necessary to conduct the following activities:

- Site establishment and periodic changes to suit staging of works;
- Piling;
- Jump steel installation;
- Essential services, relocations and cutovers;
- Excavation; and
- Key deliveries.

Lendlease will agree the process with HI, LHD, TMC, TfNSW, SCO and Randwick City Council to address the approvals and additional measures required prior to scheduling any out of hour's works. The nature of these works would typically include erection of hoardings, works to footpaths, services connections and other works that interface with the surrounding operational hospital.

With the weekend hours proposed above, sufficient 'respite periods' are provided to the neighboring residents. A minimum of 9 hours is provided as respite even when a weekend closure is underway.

Weekend closures have been indicatively scheduled in accordance with the time motion chart (figure 15). These weekend dates will vary. Lendlease will provide sufficient notification to the stakeholders of upcoming weekend closures to ensure all stakeholders are aware. Approximately 29 weekend closures are anticipated between April 2020 to September 2022, with 11 reserve/contingent weekends. Disruptive works will be carried out in accordance with the CNVMSP located in Appendix 2.

Throughout the duration of these works, Lendlease will ensure compliance with the approved hours. However certain construction activities on a given day may require additional time to complete to ensure the safety of the workers or neighbors. These high-risk scenarios will be identified, and approval sought from the relevant Authorities.

Through consultation with HI and LHD, loading dock closures on a weekday may be sought to facilitate the weekend works schedule. A Friday or Monday shutdown of the loading dock will facilitate high risk works such as mobilisation of cranes, steelwork and other construction materials.

## **2.3 PROPOSED SITE PLAN**

During the course of RCR the Lowering of Hospital Road and UNSW Eastern Extension, see below proposed site establishment to be completed in the following stages:

- Stage 1 – Integrated ASB Addition which includes the Hospital Road Lowering Southern Portion and Construction of the UNSW Eastern Expansion structure and fitout

This plan highlights the location of the site accommodation and project office and how the IASB site is integrated with the Acute Services Building site.

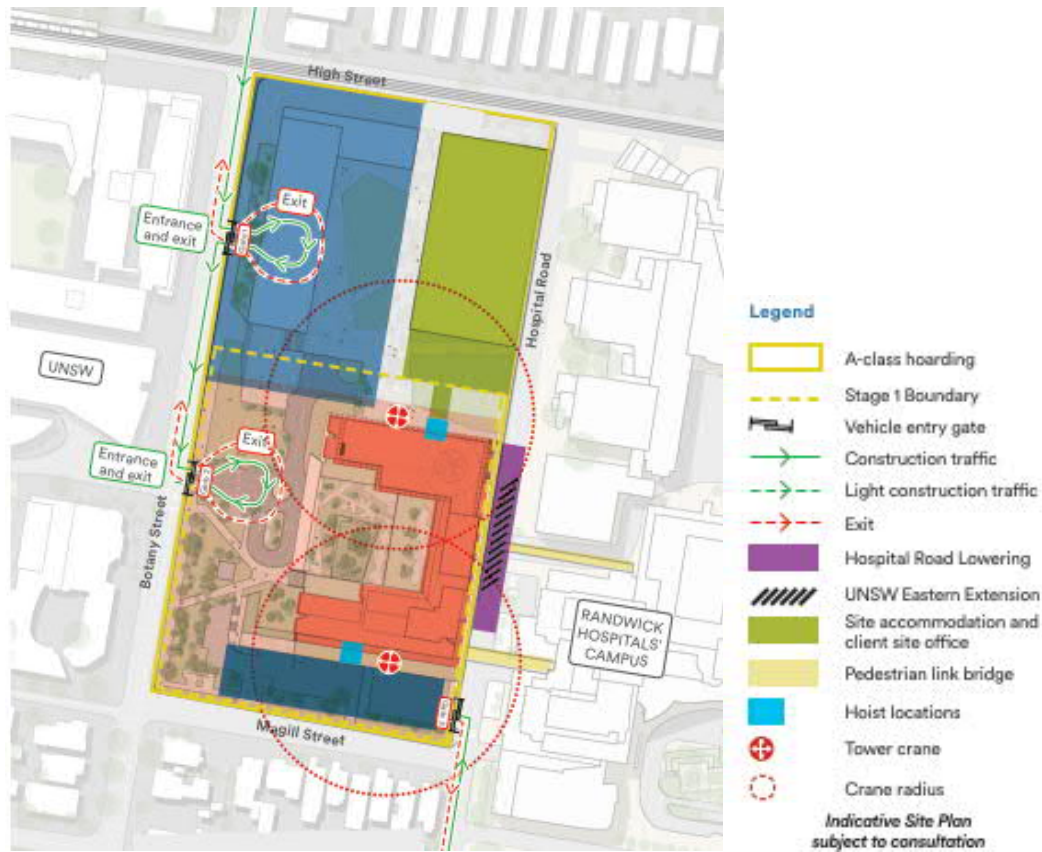


Figure 3 –Lowering of hospital road and UNSW Extension

## 2.4 CONSTRUCTION WORKFORCE

The construction works for the Lowering of Hospital road works is predominantly civil works. This means the workforce is limited in numbers due to the use of plant and small crews. It is not until the construction of the UNSW Extension building commences until the workforce numbers increase. Figure 5 Labour Histogram identifies the workforce numbers. For the first 15 months, the workforce peaks at approximately 40 workers. The peak crew expected for the Structure and fitout phase of the building is 135 workers.

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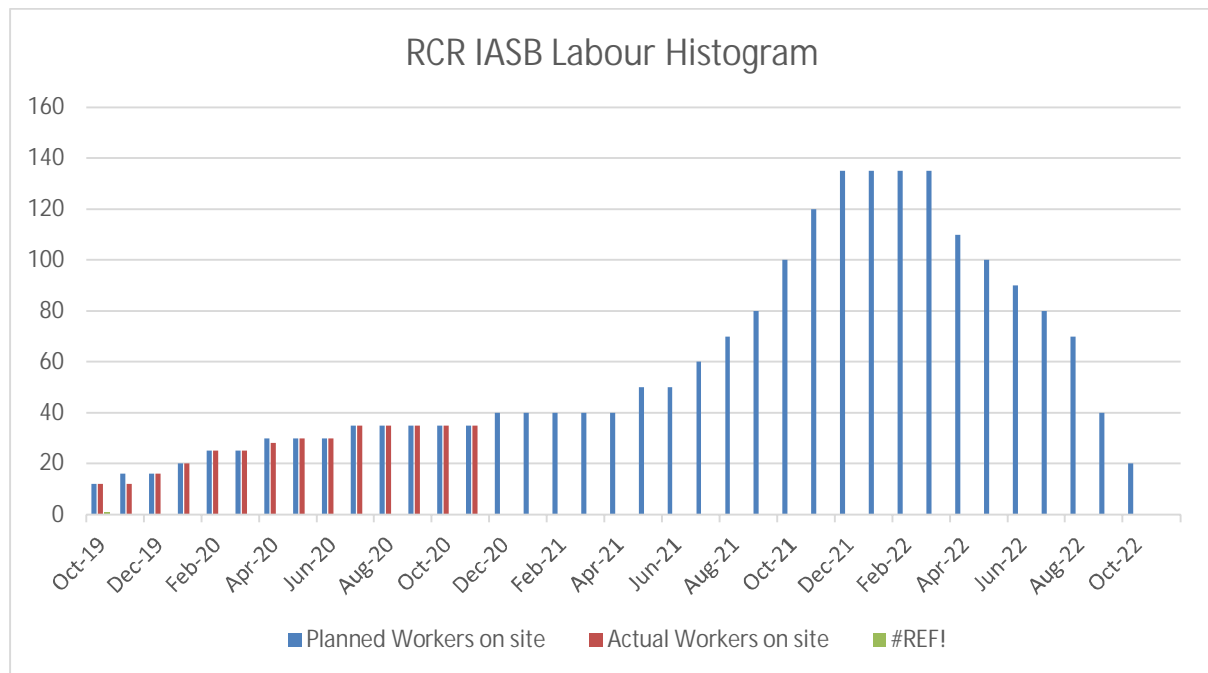


Figure 5 –Labour histogram

**2.5 SITE CONTACTS**

A list of key contacts, phone (business and after hours) will be maintained and available on site.

Organisation	Contact Name	Contact Number
Lend Lease – RCR Project	[Redacted] - Senior Site Manager	[Redacted]
	[Redacted] - Senior Construction Manager	
	[Redacted] - EHS Coordinator	
	[Redacted] - Stakeholders & Communications Manager	
	RCR Site 24 Hour Project Contact/Complaints	
CBD South East Light Rail	[Redacted] Community Relations Manager Randwick, Kensington and Kingsford Sydney Light Rail Projects	
Prince of Wales Hospital	[Redacted] – Manager RCR, General Managers Unit	
	[Redacted] – Corporate Services Manager, Finance and Corporate Services	
The Royal Hospital for Women	[Redacted] – General Manager	
	[Redacted] – Executive Assistance to General Manager	
Prince of Wales Private Hospital	[Redacted] Green, Acting General Manager, Prince of Wales Private Hospital	
Fire and Rescue NSW	[Redacted]	
NSW Ambulance	[Redacted] - Randwick Hospitals Campus Interface Manager	
Eastern Beaches Local Area Command	[Redacted] – Traffic Office	
	[Redacted] – Traffic Office	
Bicycle NSW	[Redacted]	



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La Perouse Local Aboriginal Land Council	██████████ CEO La Perouse LALC	██████████
Randwick City Council	██████████	██████████
EPA Pollution Hotline		██████████ (02) 9995 5555 (if calling from outside NSW).
Ministry of Health		(02) 9391 9000
SafeWork NSW		13 10 50
City of Sydney Council		(02) 9265 9333
South Eastern Sydney Local Health District	██████████ SSEH General Manager	██████████

The Lendlease project team organizational chart is located in Appendix 1. This shows the key roles on the project and those responsible.

## 3.0 CONSTRUCTION PROGRAMME & STAGING

### 3.1 KEY MILESTONES

The table identifies the key milestones of the scope of the IASB addition works.

	Lendlease Program	
	Start Date	Finish Date
Lowering of Hospital Road	23 <sup>rd</sup> March 2020	30 Aug 2021
UNSW Eastern Extension (Base Building only)	1 <sup>st</sup> September 2021	15 September 2022

### 3.2 CONSTRUCTION STAGING OVERVIEW

The Lendlease project team fully appreciate the disruption and change the construction works will bring to hospital operations and understand the challenges the HI, SESLHD and Randwick Hospital Precinct management will have in communicating the staging sequences and the program of the works to the staff and public. The better hospital staff and public understand the timing and reasoning of the staging of the works, the more comfortable they will be with the temporary inconveniences.

We have completed an initial review of our construction program and methodology and documented a draft set of staging plans covering the works phases, these will provide the basis for a full set of staging control plans, which will be developed in conjunction with detailed design development during the Planning Phase in consultation with HI, SESLHD and Randwick Hospital Precinct Management.

The staging plans will be developed to include:

- All site establishment items;
- Changed or modified egress paths;
- Pedestrian and vehicle circulation route changes;
- Temporary signage requirements; and
- Upcoming changes to works areas including approximated program dates.

### 3.3 CONSTRUCTION SEQUENCING

The lowering of Hospital Road is a critical piece of construction that requires highly developed sequence and methodology. Over the course of the design phase Lendlease will continue to develop our construction sequence to ensure safety of all workers and the public, zero unplanned disruptions, and sequence works to ensure Hospital and Dock continuity. A number of small, planned isolated shutdowns are proposed to facilitate the integration works to existing buildings and carry out high risk construction activities.

Some of the major construction sequencing that is being planned in detail include:

- Existing hospital loading dock temporary closures;
- Retention piles installed;

- Install capping beams and progressively adjust sheet piles on the ASB side of the site;
- Bulk excavation;
- Progressively lay new stormwater and sewer pipework to enable a revised connection;
- Install pit and conduit system for new HV;
- FRP ground slab;
- Install permanent piles for UNSW Eastern Extension (Base Building only) and link bridge;
- Undertake “jump steel” construction for the Level 01 slab; and
- Install the new hospital connection link bridge.

### 3.3.1 Stage 1 of 5 – New High Voltage Feeds for Existing Substation 134 & 1087

During this stage of the project new incoming High Voltage feeds will be installed in Hospital road south of the loading dock and reticulate into both existing substations.

Construction works will be carried out under traffic control. Light construction vehicles will access from Barker street into Hospital road. Vehicles will be sporadic for this type of trench and conduit installation works. Vehicle movements are indicated in the time motion chart below. Access to the Loading dock and Carpark will be maintained during this work. Some weekend closures of the loading dock will be required to facilitate trench and conduit works within the loading dock area. Fleet and SCHN parking is not proposed to be disturbed during these works.

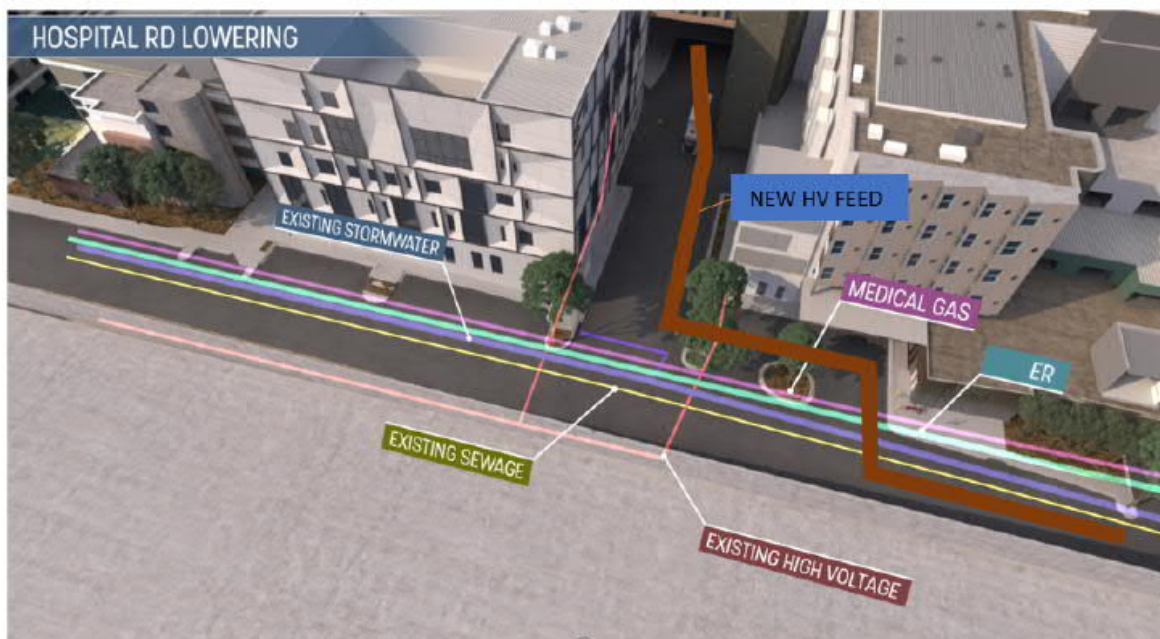


Figure 6 – High voltage install - stage 1 of 6

### 3.3.2 Stage 2 of 5 – South side: Services, piling and road construction

During this stage the existing services will be relocated out of the works area and temporary supplies connected to the buildings to ensure supply during the works. This allows the works to proceed on the install of the sewer and stormwater following the service install works will commence on bulk excavation, piling, construction of the new booster set and pavements

Construction vehicles will enter and exit the secure compound from Barker Street. Medium Rigid Vehicles (MRV) 9m long are proposed for these works. Vehicles will be sporadic due to the staging required within the site.. 5-10 tip trucks / day removing spoil from the trench is expected. With the installation of the perimeter hoarding, no through access to public vehicles and pedestrians are possible along Hospital road. Deliveries to the Hospital Loading Dock will approach from High street & Hospital Road intersection. The current intersection is restricted to vehicles of up to 9m only to turn right. After consultation with Transdev and TfNSW, it is requested that no larger vehicles are proposed through High Street due to limitations with swept paths at the intersection. Arup have carried out swept path analysis identifying the turning circles which are included in the Appendix. The Hospital has an existing arrangement where Freight and service vehicles are minimised during commute peak periods (7:00am – 9.30am and 4pm – 6.30pm). This restriction will be maintained as requested by TfNSW to minimise cumulative impacts on the traffic network.

Pedestrians will be diverted along High Street to Botany street and /or Avoca street.

Emergency access / egress arrangements to the main loading dock will be retained. There will be no impact on fire access to the SCHN.

SCHN parking will be retained in its current location. The 8 carspaces opposite Ainsworth building will be removed to facilitate these works from this time. Some minor modifications to existing kerbs and soft landscape will be carried out to provide a turning circle for these vehicles.

Traffic management details are identified in Traffic management plans located in section 4.6.

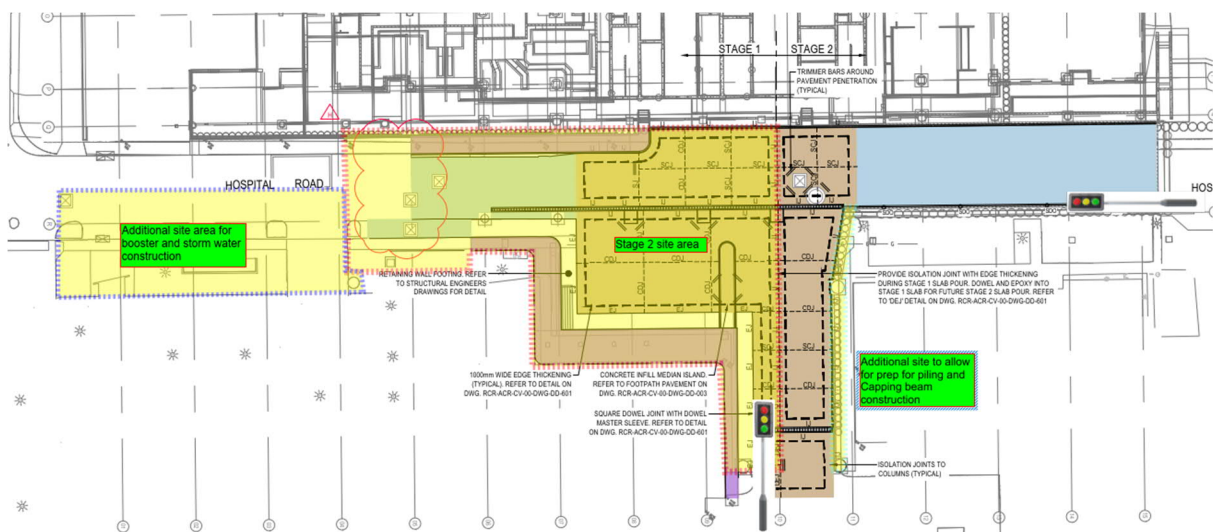


Figure 7 – South stage – services diversion – stage 2 of 5

### 3.3.3 Stage 3 of 5 – North Side: Services, piling and road construction.

During this stage the existing services will be relocated out of the works area and temporary supplies connected to the buildings to ensure supply during the works. This allows the works to proceed on the install of the sewer and stormwater following the service install works will commence on bulk excavation, piling, and pavements. Weekend shut downs will be utilized to facilitate the transition between stage 2 and 3

A similar amount of construction vehicle movements are estimated during these works. This is indicated in the time motion chart. Construction Vehicles will initially approach Hospital road from High street as the excavation in the

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north proceeds' construction vehicles will switch to approach from Barker street to due to the height difference from the existing road level hospital road and the new road level. Due to the minimal volume of construction vehicles per day, there will be negligible impact on the Hospital carpark entry & exit points. Loading dock access will be from Hospital road north off Barker street. Intermittent weekend closures of the loading dock will be required to facilitate hoarding movements, piling and bulk excavation activities.

Construction vehicles will enter and exit the secure compound from High Street. Construction vehicles will be restricted to Medium Rigid Vehicles (MRV) 9m long as requested by TfNSW. Vehicles will be sporadic due to the trenching methodology required and depth of services trench. 5-10 tip trucks / day removing spoil from the trench is expected. With the installation of the perimeter hoarding, no through access to public vehicles and pedestrians are possible along Hospital road. The current intersection is restricted to vehicles of up to 9m only to turn right. After consultation with Transdev and TfNSW, it is requested that no larger vehicles are proposed through High Street due to limitations with swept paths at the intersection. Arup have carried out swept path analysis identifying the turning circles which are included in the Appendix.

Construction vehicles will be minimised during commuter peak periods (7.00am-9.30am and 4.00pm -6.30pm) to minimise cumulative impacts on the traffic network.

Pedestrians will be diverted along High Street to Botany street and /or Avoca street.

Emergency access / egress arrangements to the main loading dock will be retained. There will be no impact on fire access to the SCHN.

SCHN parking will be retained in its current location. The 8 carspaces opposite Ainsworth building will be removed to facilitate these works from this time. Some minor modifications to existing kerbs and soft landscape will be carried out to provide a turning circle for these vehicles.

Traffic management details are identified in Traffic management plans located in section 4.6.

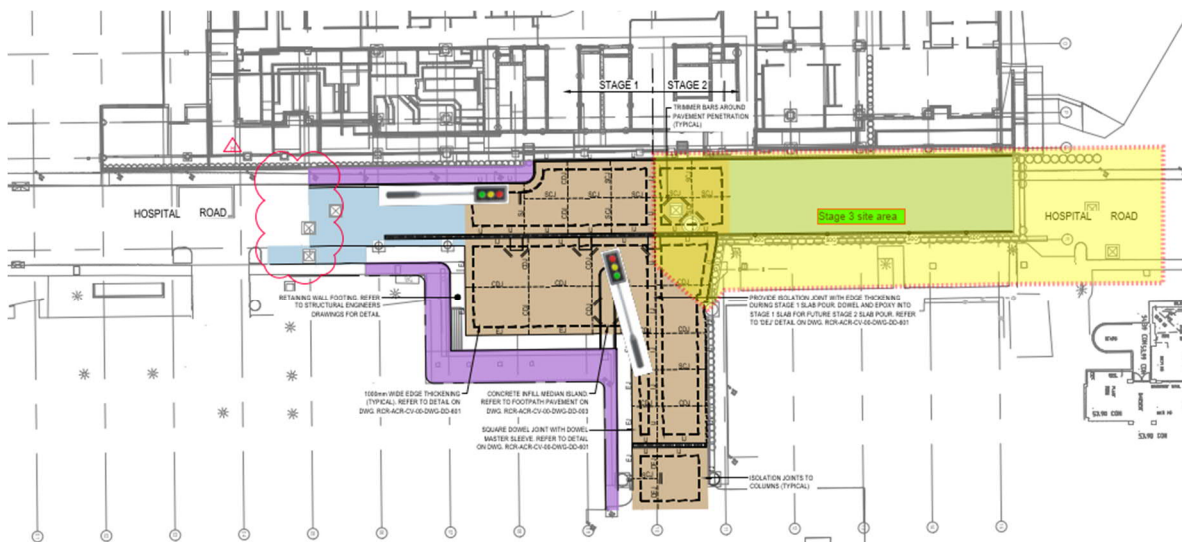


Figure 8 – North stage – services diversion – stage 3 of 5

### **3.3.4 Stage 4 of 5 – South Side: Structure piles and road furniture**

This stage of works will occur during stage 3, these works are limited to the install of the piles for the above structure and completing road furniture and kerb install along with any other items that have been left out in the earlier phase to accommodate vehicle movements during construction.

These works will be managed via weekend closures for the piling activities and TCPs for shoulder/ lane closures along Hospital road and Delivery Drive.

### **3.3.5 STAGE 5 OF 5 – CONSTRUCTION UNSW EASTERN EXTENSION (BASE BUILDING ONLY) AND LINK BRIDGES**

The IASB Addition construction critical path runs through the structural work packages being structural steel, formwork, reinforcement and concrete placement. To ensure the critical path is achieved Lendlease will be utilising “jumpsteel” to effectively and simply support the Level 01 slab over the lowered hospital road. This technique of fast tracking structural works will be utilised on other Lendlease projects such as Sydney Metro Martin Place.

The structural steel elements of the jump steel will be coordinated with the structural steel for the link bridge which is being constructed from the existing hospital out to meet the new façade line. A 3D image of that is also provided below.

The tower cranes for the ASB have been selected to provide lifting coverage for the UNSW Eastern Extension (Base Building only) structural works. This allows the delivery of jump steel and associated building elements to be delivered through Gate 1 or 2 off Botany street. The delivery vehicles will be unloaded on the north/west side of the ASB and lifted across to Hospital road. This will significantly reduce construction vehicles on Hospital road during the construction of the structure.

The below Tower crane Radius chart (figure 12) indicates the reach from the ASB site and coverage of the UNSW Extension building.



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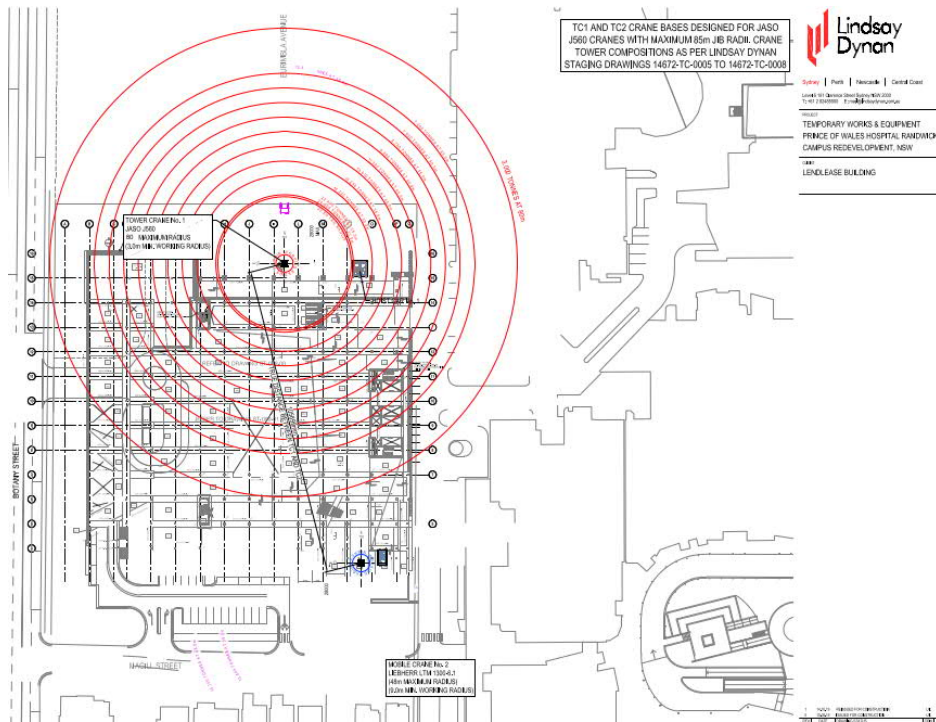


Figure 12 – Tower crane radius chart

At times there will be planned heavy lifts of prefabricated elements such as the bridges and facade components which will require large mobile cranes positioned in Hospital road. Weekend loading dock closures will be required to facilitate these works. These vehicles will approach off Barker road into Hospital road. Construction vehicle volumes on Hospital road are identified in the time motion chart (Figure 15).

Specific transport routes for the steel bridge deliveries will be agreed with TfNSW once a steel contractor is secured for the works.



Figure 13 – Structural Steel elements supported above Hospital Road

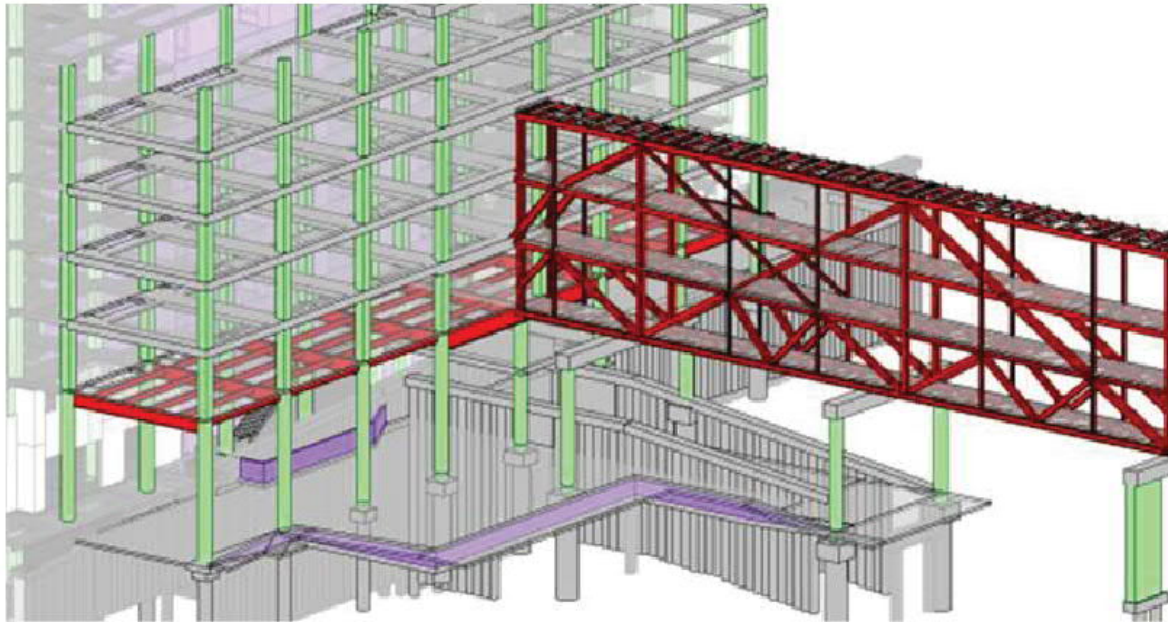


Figure 14 – Patient link bridge and jumpsteel integration

### **3.4 CONSTRUCTION PROGRAM**

The Construction program for the UNSW extension works and Lowering of hospital road is identified in the below time motion study. This has been updated to address programme slippages due to inclement weather.

The time motion study below summaries the construction program into the stages of works providing detailed information on construction vehicle projections associated with each stage of the works. Peak construction activities are identified when Stage 4 and 5 occur. This is the completion of the bulk excavation of the northern section of Hospital Road and the installation of the Link Bridges to the existing hospital.



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**TIME MOTION STUDY**

**LOWERING HOSPITAL ROAD AND CONSTRUCTION OF UNSW EASTERN EXTENSION (BASE BUILDING ONLY) AND LINK BRIDGES**

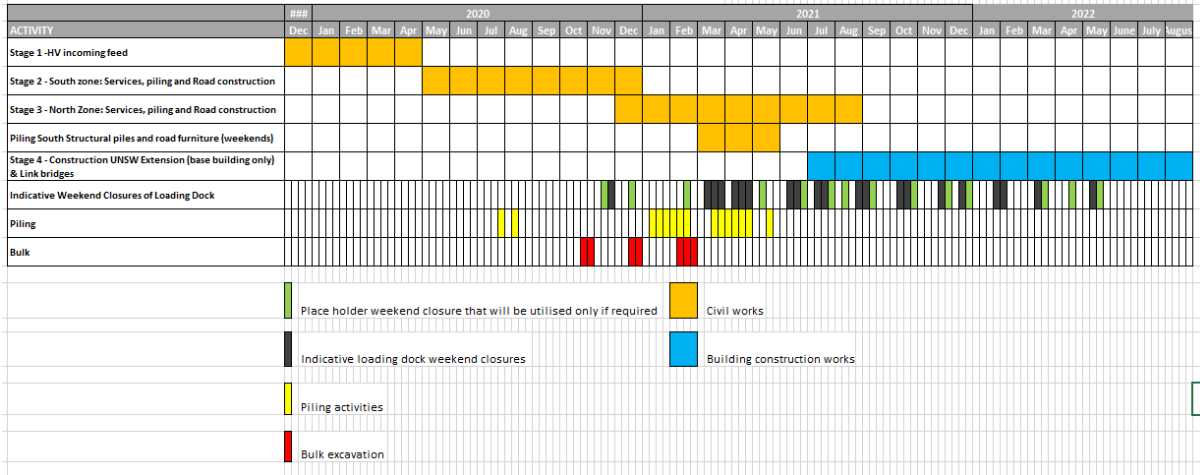


Figure 15 – Time Motion chart study

The cumulative impacts associated with the approved Acute Services Building is very low. The Structure for the ASB has commenced and peak construction activities for ASB are from September 2020 to March 2021. From which resources and delivery frequency reduce. The below resources and delivery frequency chart (figure 16) indicates the peak period of the ASB for comparison to identify low cumulative impact of both projects.

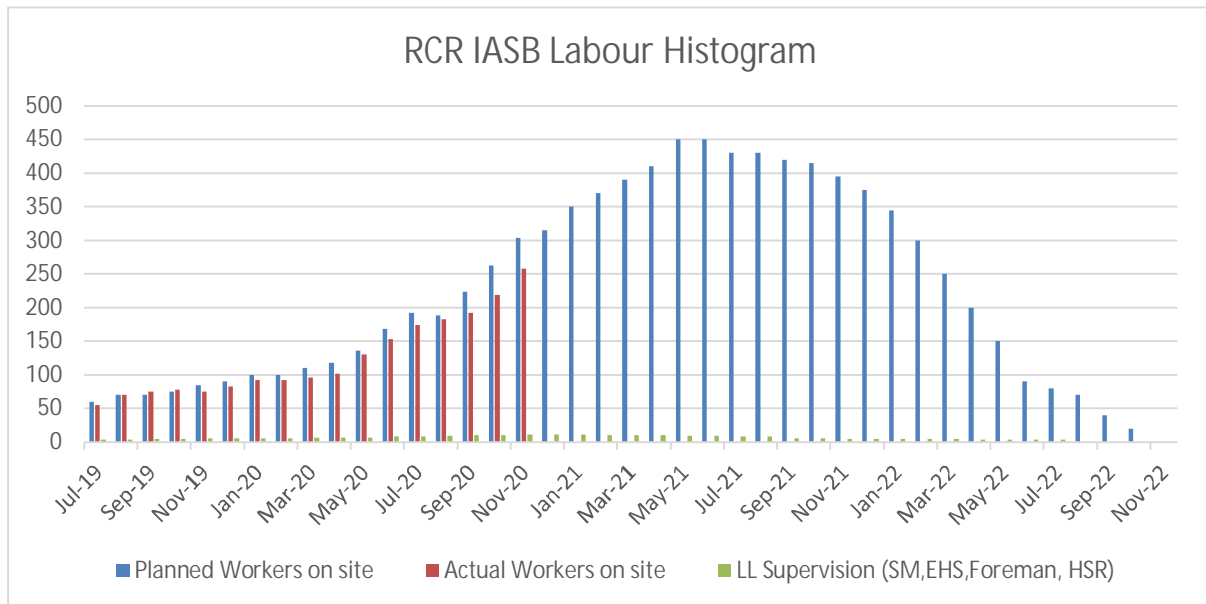


Figure 16 – Acute Services Building Peak workforce

## 4.0 PURPOSE OF THE CEMP

### 4.1 OVERVIEW

This CEMP has been developed for the RCR IASB works and provides a management system and procedures to ensure that Lendlease establish and maintain best practice controls to manage potential environmental impacts and risks during the Project and are aligned with the Environmental performance outcomes. Lendlease is committed to providing its services in a manner that conforms to the contractual requirements and to all relevant regulatory and legislative requirements. To achieve this, Lendlease will plan, implement and control an integrated management system that facilitates the management of the environmental aspects of the Project.

The Construction Environmental Management Plan (including all sub plans) is compliant and consistent with:

- ISO 14001:2015;
- NSW Ministers Conditions of Approval SSD 10339
- Environmental Impact Statement (EIS) and Submissions and
- Department of Planning and Infrastructure (known now as the Department of Planning and Environment, DPE) Guideline for the Preparation of Environmental Management Plans, 2004.

This CEMP has been prepared to specify the actions and environmental controls required during construction works associated with the Project. The primary purpose of the CEMP is to provide a framework reference document detailing how Lendlease will manage and control environmental aspects of the Project during the construction phase. The CEMP will be used as a working document to ensure that obligations and commitments provided in the MCoA, and EIS, and other licences, permits and approvals are made known to all staff (including sub-contractors) and implemented effectively as an integral part of project construction.

It also aims to detail processes to minimise impacts associated with the construction of the project on adjacent sensitive areas in particular Hospital operations.

The CEMP contains core Environmental Management System (EMS) elements and follows the principles of ISO 14001 – 2015. This CEMP has been developed to satisfy the requirements of the Guidelines for the Preparation of EMP's (Department of Planning and Infrastructure (DP&I) 2004). The CEMP will be reviewed when necessary to reflect new processes, controls and procedures.

The CEMP, including the environmental management sub plans and procedures will be applicable to all staff and sub-contractors during the construction phase.

### 4.2 OBJECTIVES AND TARGETS OF THE CEMP

The environmental objectives for the CEMP in the construction period are:

- To satisfy key requirements contained within the Planning Approval conditions;
- To satisfy key commitments contained in the EIS, SPIR and in other planning documents;
- To ensure compliance with relevant legislation and regulatory requirements;
- To develop, implement and maintain effective management systems for the environmental aspects of construction works;
- To monitor environmental impacts relating to the project as identified in this document and related sub plans; and
- To be consistent with the elements of the Australian / New Zealand Standard 14001: 2015 – Environmental Management Systems (referred to as AS/NZS ISO 14001).

Lendlease will adopt the following objectives and targets:

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Objective	Target
To comply with applicable legal and other requirements (environmental laws, regulations, statutory requirements and instruments of approval)	Nil instances of non-compliance with environmental statutory requirements (e.g. infringement notices, clean-up notices, etc.)
To implement a rigorous and comprehensive CEMP that meets the requirements of AS/NZS ISO 14001, and continuously monitor and improve environmental performance	Weekly Environmental Inspections completed; All Environmental Audits completed as per the Lendlease EMS and Environmental Audit program required under MCoA A37; 6 monthly CEMP reviews completed; and All Non-Conformances closed out in specified timeframes.
To minimise waste to land fill, maximise the recycling of waste and ensure traceability	At least 95% of inert and non-hazardous construction and demolition waste, excluding spoil, and at least 60% of office waste is recycled or alternatively beneficially reused.
To provide training and information on environmental aspects/impacts and controls for the project to workers	All workers complete an environment induction prior to commencement of works on site and attend environmental training as per Section 7 of this CEMP
To minimise the impacts of noise and vibration from construction activities.	Maintain noise and vibration levels within project goals, human comfort and structural damage criteria.
To minimise the impacts of dust from construction activities.	Prevent fugitive dust emissions from the construction site.
To protect all heritage items that will be impacted by the Project.	Maintain vibration limits within structural damage criteria. No damage to known 'relics' or heritage items unless consent has been obtained. Protect and manage heritage sites as per the Construction Heritage Management Plan.

### 4.3 PREPARATION OF THIS CEMP AND SUB PLANS

All environmental management requirements specified as being the responsibility of Lendlease, including those stipulated in the environmental documents, have been considered and addressed in preparing this plan, as have requirements of Lendlease's EMS which is accredited to AS/NZS ISO14001. This plan draws on the extensive knowledge Lendlease has acquired from successful environmental management of multiple and varied projects in a range of locations.

This CEMP has been developed in consultation with the relevant Authorities including Department of Planning, TfNSW, Randwick City Council, UNSW, and the SELHD. The Sub plans have been prepared in consultation where required with the above departments and records have been kept and maintained. This CEMP will be reviewed and revised as per the requirements of CoA B10. This includes:

- In response to internal Environmental Audits as per the requirements of AS/NZS 19011:2014 Guidelines for Auditing Management Systems;
- Consultation with required agencies, authorities and relevant stakeholders;
- Any new or changed environmental risks identified during the project;
- Changes to regulatory requirements;
- Results of corrective or preventive actions;
- Opportunities for improvements identified; and
- Requests by the NSW Department of Planning and Environment (DPE).

The CEMP is the key management tool in relation to environmental performance during the design and construction phases. The CEMP describes the construction environmental management requirements for the Project and Lendlease's system for minimising and managing environmental risks associated with the construction phase of the Project. The CEMP is a dynamic document that will be reviewed and amended to incorporate additional requirements as required, changes to the project team, organisational structure and responsibilities or as improvements to procedures and methodologies develop.

The CEMP will be issued to the project Certifier and a copy provided to the Planning Secretary.

### 4.4 ENVIRONMENTAL POLICY

Lendlease's Environmental Policy is provided below. Lendlease will seek to ensure that this policy, environmental procedures and construction methods are understood, implemented and maintained by personnel at all levels involved with the Project.

# Policy

# Environment Health and Safety



## Building, Australia

Lendlease Building is part of the Lendlease Corporation, an international property and infrastructure group with core expertise in shaping cities and creating strong and connected communities. Our national delivery capability and sector focused approach enables innovative and industry leading project management, design and construction services driven by detailed sector knowledge and experience.

We are committed to our vision 'to create the best places' through workplaces free of incident and injury wherever we have a presence. Our vision is supported by an uncompromising culture which holds the health and safety of people and the protection of the environment as first in all our business reviews and decisions.

To achieve our vision we are committed to:

- Setting objectives and measurable targets for continual improvement aimed at eliminating work related environment, health and safety (EHS) impacts and incidents associated with our operational construction activities, products and services.
- Complying with applicable legislation, codes of practice, compliance standards, obligations and guidelines.
- Defining roles, responsibilities and accountability for clarity, consistency and predictability across our workforce.
- Understanding the needs and expectations of workers and other parties; including suppliers, subcontractors, clients, the community and regulatory authorities; through partnerships and consultative forums.

Key strategies to achieve our vision include:

- Implementing and maintaining an EHS Management System.
- Integrating risk identification and risk management principles into core planning and delivery activities.
- Considering and taking action on risks, impacts or opportunities that may affect (positively or negatively) the ability of the management system to deliver its intended outcomes, including enhanced EHS management at our workplaces.
- Reviewing objectives and targets regularly to promote continual improvement in EHS performance.
- Promoting senior leadership engagement in assessing the effectiveness of the management system and its implementation.
- Undertaking strategic review of system procedures, policies and annual performance outcomes to reflect current business operations, legal and other requirements.
- Engaging with external stakeholders, including government and industry, to develop and promote leading practices and innovation.
- Developing planning, design and construction delivery solutions that reduce reliance on individual behaviours and the potential for injury and impact.
- Investigating incidents, reviewing the effectiveness of corrective and preventative actions and sharing outcomes to prevent recurrence.
- Planning and implementing timely and effective health and safety, and environmental management remediation strategies.
- Facilitating timely and effective injury management and return to work / rehabilitation for injured workers.
- Consulting regularly with our workforce and key internal and external stakeholders to improve, communicate and seek feedback on EHS initiatives, risks, impacts and outcomes.
- Communicating environment, health and safety information, policies, procedures, alerts and lessons learned to employees, workers and other interested parties.
- Implementing learning and development initiatives to increase EHS skills, awareness and competencies.
- Implementing initiatives to promote the health and wellbeing of employees and other workers.
- Reviewing resources and system documents regularly to ensure effective and pro-active management of EHS.
- Recognising, rewarding and sharing excellence in EHS with internal and external stakeholders.

I commit all of our project management, design and construction services across Australia to this policy and the achievement of our vision, to create the best places.

A handwritten signature in black ink, appearing to read "Dale Connor".

**Dale Connor**  
Chief Executive Officer, Building



Other Languages



## 5.0 INSPECTION, MONITORING, AUDITING AND REPORTING

### 5.1 ENVIRONMENTAL INSPECTIONS

In accordance with MCoA B27, a compliance monitoring tracking program must be developed and implemented during construction works in order to monitor compliance with the terms of the project approval. Compliance tracking will be undertaken in accordance with the Tracking Program.

A compliance matrix has been established for the works incorporating MCoA, licence conditions, permits and other approvals relevant to the IASB works to track issues and ensure compliance issues are addressed and closed out.

In addition to reporting required under the CTP, the Lendlease Environmental Manager will also prepare a summary report or supply relevant documentation on environmental matters to Sydney Metro on a monthly basis, with a detailed report on environmental performance prepared quarterly.

The Report will include details on:

- Summary of works undertaken for the relevant reporting period;
- All cases of non-compliance with environmental obligations and the CEMP;
- Inspections by agencies and actions resulting from the inspection;
- Actioning and reporting of all incidents;
- Frequency of environmental checklists and actioning of concerns;
- Any client issues not addressed after two months.
- Monitoring results;
- Environmental complaints;
- Audits conducted (internal and external); and

The effectiveness of environmental protection measures described in this CEMP and sub plans will be assessed on a weekly basis by the relevant team members. A checklist will be used to:

- Provide a surveillance tool to ensure that safeguards are being implemented;
- Identify where problems might be occurring;
- Identify where sound environmental practices are not being implemented; and
- Facilitate the identification and early resolution of problems.

Weekly environmental inspections will monitor aspects including;

- Review of relevant works approvals and permits
- Erosion and sediment controls and review of associated plans
- Drainage protection
- Air quality, dust emissions and mitigating controls
- Heritage impacts
- Noise and vibration management including approved working hours, required respites and safe working distances

- Hazardous substances and dangerous goods
- Waste management, recycling and recovery

Any non-conformances identified through the checklist process will be highlighted and an environmental inspection report (minor issues) or an environmental improvement notice/environmental incident report will be completed by the Environment Manager.

The checklist will remain 'open' until:

- The issue has been resolved;
- A new or revised procedure has been established and implemented; or
- Training has been provided to relevant personnel/ sub-contractors.

Site Activity/Description	Frequency	By Whom	Form
Site inspections to ensure site controls operating as required	Daily	Site Supervisor/Foreman	Visual
Lendlease environmental site inspection of activities	Weekly/Monthly	Site Supervisor, Site Foreman, Site Manager, EHS coordinator, Construction Manager, Client Authorised personnel	Environmental Inspection checklist

## 5.2 ENVIRONMENTAL MONITORING

Environmental monitoring will involve collecting and interpreting data to provide quantification of the effectiveness of the CEMP and sub plans. As required under approved conditions, Construction Monitoring Programs are required to be prepared in consultation with the relevant government agencies. The following monitoring programmes will be implemented;

- A Construction Noise and Vibration Monitoring Program is incorporated within the Construction Noise and Vibration Management Plan (CNVMP) and includes provision of 'realtime' noise and vibration monitoring. This program has been developed in compliance with MCoA B12 and associated conditions during construction with all 'realtime' noise and vibration monitoring data being made available to DPE, EPA, the construction team, and other parties.
- A Groundwater Monitoring Program is incorporated within the Groundwater Management Plan (GWMP) and includes provisions to undertake monitoring of groundwater levels and quality.
- Waste monitoring reporting is incorporated within the Construction Waste Management sub plan (CWMSPP). in accordance with the

These aspects will be managed by the site environmental management, inspection and auditing procedures.

The timing, frequency, methodology, locations and responsibilities for the proposed environmental monitoring programs are specified in the respective Sub plans. The monitoring programs range from those involving formal sample collection, analysis and measurement, to those involving a more qualitative assessment.

Irrespective of the type of monitoring conducted, the results will be used to identify potential or actual problems arising from construction processes. Where monitoring methods permit, results will be obtained at the time of the assessment and analysed immediately by the Environmental Manager. This will allow a prompt response to be initiated should an exceedance of accepted levels/criteria be identified.

Where this cannot be achieved, preliminary results will be requested as soon as possible following the monitoring

episode with a full report to follow.

Where a non-conformance is detected or monitoring results are outside of the expected range, the process described in Section 10.4 will be implemented, which would include:

- The results will be analysed by the Environmental Manager in more detail with the view of determining possible causes for the non-conformance;
- A site inspection will be undertaken by the relevant personnel;
- Relevant stakeholders will be contacted and advised of the problem.
- An agreed action will be identified; or
- Action will be implemented to rectify the problem.

A non-conformance Environmental Incident Report and/or Environmental Improvement Notice may be issued by the Environmental Manager in response to the problem if it is found to be construction related. The timing for any improvement will be agreed between the Construction Manager and Environmental Manager based on the level of risk e.g. a significant risk will require immediate action.

Monitoring Requirement	Frequency
Noise monitoring	Continuous 'realtime' monitoring and attended monitoring at the commencement of each work activity to confirm forecasts in the CNVIS
Vibration monitoring	Continuous 'realtime' monitoring and attended monitoring at the commencement of each work activity to confirm forecasts in the CNVIS
Dust monitoring	Visual monitoring completed throughout duration of works and during weekly environment inspections
Erosion and Sediment Control Monitoring	Weekly by environmental staff and as soon as practicable after any major rainfall event; i.e. 10mm in 24 hours

## 5.3 ENVIRONMENTAL AUDITS

### 5.3.1 INTERNAL LENDLEASE AUDITS

Internal environmental compliance audits will be conducted by the Environmental Manager. Elements to be audited include:

- Compliance with the conditions of approval;
- Compliance with the EIS;
- Compliance with the CEMP & associated sub plans;
- Compliance with approval, permit and licence obligations;
- Compliance with method statements;
- Complaint response;
- Sub-contractor activities;
- Training records;



- Non-conformances;
- Monitoring results; and
- System documentation such as checklist completion.

Regional environmental system compliance audits will be completed by the Lendlease Regional Environment and Sustainability Manager to monitor compliance with the Lendlease Environmental Management System. Frequencies are outlined in the table included in section 5.3.2.

### 5.3.2 EXTERNAL AUDITS

External audits may be conducted by Health Infrastructure and an Independent Environmental Auditor. The outcomes of any audit, if reported to Lendlease, will be documented. Corrective Action Requests (CAR) and Observations of Concern (OOC) will be addressed through the same mechanisms as non-conformances. Resolution of CARs and OOCs will be documented and filed with the Audit Report.

As required by CoA A29 and C35-41, Independent Environmental Audits will be undertaken. A schedule for these audits is to be prepared and issued to the Planning Secretary and Certifier.

<b>Audit Type</b>	<b>Auditor</b>	<b>Timing</b>
Internal Environmental Compliance Audit	Site Construction/Environmental Manager	Pre construction and 3 monthly during construction
Lendlease Regional Environmental System compliance audit	Lendlease Regional Environment and Sustainability Manager	Initial audit within 3 months of construction commencement, then 6 monthly during construction
External Audits	Independent Environmental Auditor	Initial within 12 weeks of commencement, and subsequently 26 weeks.

### 5.4 COMPLIANCE REPORTING

Reports on compliance with the planning approval or any other statutory requirements will be submitted to DoP in the Compliance monitoring report (CoA B30). The Reports will include:

- a results summary and analysis of environmental monitoring;
- the number of any complaints received, including a summary of main areas of complaint, action taken, response given and proposed strategies for reducing the recurrence of such complaints;
- details of any review of, and minor amendments made to, the CEMP as a result of construction carried out during the reporting period;
- a register of any consistency assessments undertaken and their status;
- results of any independent environmental audits and details of any actions taken in response to the recommendations of an audit;
- a summary of all environmental incidents; and
- any other matter relating to compliance with the terms of this approval or as requested by the Secretary.

The Compliance Tracking Reports will be provided to the Environmental Representative for endorsement.

## 6.0 COMMUNITY CONSULTATION & COMPLAINT MANAGEMENT

### 6.1 PURPOSE

This Construction Communications Strategy has been prepared for the Integrated Acute Services Building (IASB) Addition and defines the approach to stakeholder engagement for construction and delivery of the IASB. This plan has been developed to align with the RCR Communications and Engagement Strategy (RCR CSES) and overarching RCR Construction Communications Strategy.

### 6.2 STAKEHOLDER ENGAGEMENT

#### Guiding principles for IASB Stakeholder Engagement

Throughout all stages of IASB construction the project will remain committed to early, coordinated, proactive and transparent stakeholder engagement. Extensive planning and engagement has been undertaken to identify and develop collaborative and productive relationships with key stakeholders to support planning and delivery of the new Acute Services Building, and these have been and will continue to be leveraged throughout planning, design and delivery of the IASB.

Lendlease has a full time Stakeholder Engagement manager allocated to the project to be the direct point of contact for Stakeholder related issues.

The following principles underpin the project's approach to stakeholder engagement for the delivery of IASB:

- **Purposeful:** Engagement is meaningful to stakeholders and provided in a clear and consistent manner.
- **Timely:** Information is provided, and available, to stakeholders at the appropriate time and in the appropriate format.
- **Inclusive:** Engagement activities are accessible to all relevant interested and impacted stakeholders.
- **Respectful:** Stakeholders diverse, needs and perspectives are acknowledged and respected.
- **Transparent:** Engagement is open and honest with expectations clearly set.

#### Objectives

The success of this plan will be monitored as the project progresses. The successful implementation of this strategy can be articulated through the achievement of the objectives outlined below.

1. Deliver a high quality, consistent and integrated stakeholder engagement approach that supports and aligns with RCR planning and objectives.
2. Implement and maintain effective coordination and communication channels between the project and key stakeholders throughout planning and delivery of the project.
3. Effectively manage and mitigate potential impacts to Randwick Hospitals Campus business continuity and nearby residential and commercial neighbours.
4. Minimise construction impacts to ensure there is minimal impact on the staff, patient and visitor hospital service and experience.

5. Provide a transparent and pro-active consultation process that meets and exceeds best practice stakeholder engagement.
6. Build commitment to, and a shared understanding among project team and stakeholders on the benefits of the Project.

### IASB engagement approach

In line with the Project’s overarching communication and stakeholder engage plan and the Construction Communication Strategy, coordinated and transparent communications will be integral to the success of this plan.

The below table outlines key objectives that have been set for each main phase of IASB construction.

Project Phase	Objective	KPI
Planning	Identify and build collaborative relationships with impacted stakeholders.	Early identification of issues and modification to the construction methodology that responds to issues or concerns.
	Engage Campus and community stakeholders to analyse construction staging to ensure the methodology pro-actively responds to stakeholder needs.	<p>Early identification of key construction impacts and development of mitigation strategies.</p> <p>Stakeholders are given the opportunity to provide input into the planning and design of the IASB Addition within communicated parameters</p> <p>Stakeholders are listened to and understand how their feedback has been used</p>
	Anticipate and respond to potential issues or concerns transparently.	Provide quick and mutually agreeable resolutions to matters which may impact stakeholders.
Site establishment and construction	Deliver accurate and timely information that address the needs of each stakeholder group.	<p>Stakeholders understand key stages of construction and how impacts are managed</p> <p>Build and maintain project awareness and support</p> <p>Early identification of issues and concerns</p> <p>Issues are managed promptly with transparency</p>
	Deliver a comprehensive	Stakeholders understand how the

	communications program that ensure stakeholders are pro-actively notified of and clearly understand changes to site conditions.	construction activities affects them.  Stakeholders clearly understand how to provide feedback or lodge complaints regarding construction activities.
	Provide stakeholders with clear communication channels to raise issues and provide project feedback.	Stakeholders feel valued and confident their feedback is received.  Stakeholders receive timely responses to complaints and enquiries.
	Utilise notification platforms to document and communicate potential disruptions for Hospital campus.	Disruptions are communicated in a timely, interactive and transparent manner  Disruptive works are approved by key campus stakeholders  Stakeholders are provided with advance notice of disruptions  Disruption to Hospital campus operations are minimised and effectively coordinated
	Deliver site specific inductions to all workers engaged in the IASB project	All site workers conduct their business in a respectful manner and understand their responsibilities when working in a live Hospital environment and in close proximity to sensitive receivers.
Commissioning and opening of IASB Addition	Communicate information about the benefits to community, site changes.  Consistent enhanced reputation of all project partners across the life of the Precinct.	Stakeholders understand the features of the project and how it benefits them

### Stakeholder Analysis

The Project's stakeholder environment is complex and extensive. The ongoing proactive identification of issues and sound analysis of stakeholders' needs have been critical factors in successfully managing the Project's interface with staff, health consumers and the community.

The Project team has developed a deep understanding of stakeholders and the engagement environment which has informed the timing, method and level of engagement across all

stages of the redevelopment.

In communicating and engaging with stakeholders, the Randwick Campus Redevelopment project team aims to ensure:

- Stakeholders are aware of the IASB Addition and its purpose within the broader redevelopment
- Stakeholders understand the impacts, benefits and drivers for the IASB Addition
- Stakeholders understand how they can find out more, ask questions and provide feedback about the IASB Addition
- Stakeholders are given the opportunity to provide input into the planning and design of the IASB Addition within communicated parameters
- Stakeholders are listened to and understand how their feedback has been used

**IASB Project Stakeholders**



Figure 17 – Stakeholder wheel

**Table of Stakeholders – Communication Objective – Method of Engagement**

Stakeholder Group	Communication objectives	Typical methods of engagement
<b>Hospital</b> - Prince of Wales Hospital Executive, Board, staff, patients, suppliers, visitors, unions, volunteers	<ul style="list-style-type: none"> <li>Build awareness</li> <li>Show staff they are valued partners</li> <li>Ensure accurate and timely information to staff and other stakeholders, including regular</li> </ul>	<ul style="list-style-type: none"> <li>Project Governance</li> <li>Staff Forums, Ward updates, Pop-Up Stands</li> <li>Communications materials – signage, newsletters, intranet, noticeboard, email</li> </ul>

	<ul style="list-style-type: none"> <li>updates, pop-up stalls and briefings where required</li> <li>Highlight benefits and drivers for the IASB Addition, including future health, educational and employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Randwick Health and Education Precinct Executives</b> (UNSW, HI, SESLHD, SCHN)	<ul style="list-style-type: none"> <li>Involved in project Governance</li> <li>Actively participate in strategic development</li> <li>Project and Precinct Champions - representing the vision and engaging other stakeholders to participate</li> </ul>	<ul style="list-style-type: none"> <li>Project and Precinct Governance</li> <li>Briefings – formal and informal</li> <li>Collaboration workshops</li> <li>Email</li> </ul>
<b>Randwick Hospitals Campus</b> - Royal Hospital for Women, Sydney Children’s Hospital, Randwick, Prince of Wales Hospital, Prince of Wales Private Hospital, Eastern Suburbs Mental Health Service, and other health and research institutions	<ul style="list-style-type: none"> <li>Build project awareness</li> <li>Ensure accurate and timely information to staff and other stakeholders, including regular updates</li> <li>Highlight benefits and drivers for the IASB Addition, including future health, educational and employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Briefings - Staff Forums, Ward Updates</li> <li>Communications materials – newsletters, intranet, noticeboard, email</li> <li>Pop-Up information stands</li> </ul>
<b>University of New South Wales</b> – executives, other staff, students of UNSW	<ul style="list-style-type: none"> <li>Build project awareness</li> <li>Ensure accurate and timely information, including regular updates and briefings</li> <li>Highlight role of UNSW as key IASB Addition proponent and funding source</li> <li>Highlight benefits and drivers for the IASB, including future health,</li> </ul>	<ul style="list-style-type: none"> <li>Precinct Governance</li> <li>Briefings – formal and informal</li> <li>UNSW Newsletter</li> <li>Pop up information stands</li> <li>Signage</li> </ul>



	educational and employment opportunities	
<b>Randwick City Council</b> – General Manager, planning, traffic and engineering staff, Communication Manager, Councillors	<ul style="list-style-type: none"> <li>• Build project awareness</li> <li>• Ensure accurate and timely information, especially around the planning process and potential impacts on Magill Street</li> <li>• Be available for briefings as required</li> <li>• Collaborate during planning to ensure feedback, technical requirements are adequately considered in building design and construction staging</li> </ul>	<ul style="list-style-type: none"> <li>• Formal and informal briefings</li> <li>• Written correspondence</li> </ul>
<b>Precinct</b> (other) – Transport for NSW CBD and South East Light Rail, community, local schools, bicycle users	<ul style="list-style-type: none"> <li>• Build project awareness</li> <li>• Collaborative approach to planning and vision</li> <li>• Regular meetings, focused on interface issues, traffic and access and construction management</li> </ul>	<ul style="list-style-type: none"> <li>• Briefings – formal and informal</li> <li>• Communications materials – newsletters, email, signage</li> </ul>
<b>NSW Government (Ministry of Health and Departments)</b>	<ul style="list-style-type: none"> <li>• Collaborative approach to planning and vision</li> <li>• Collaborate during planning to ensure feedback, technical requirements are adequately considered in building design and construction staging</li> </ul>	<ul style="list-style-type: none"> <li>• Project and Precinct Governance</li> <li>• Regular briefings – formal and informal</li> </ul>
<b>Consumers</b> – Members of the community, actively participating in planning for the Redevelopment	<ul style="list-style-type: none"> <li>• Build project awareness</li> <li>• Keep informed</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Website, phone and email</li> <li>• Briefings – formal and informal</li> <li>• Signage, factsheets,</li> </ul>



		project website
<b>Indigenous community –</b> La Perouse Local Aboriginal Land Council	<ul style="list-style-type: none"> <li>Engaged in planning throughout project development for ASB.0</li> </ul>	<ul style="list-style-type: none"> <li>Briefings – formal Engaged regarding Aboriginal Archaeology</li> </ul>
<b>Community – immediate neighbours</b>	<ul style="list-style-type: none"> <li>Build project awareness, keep regularly informed about developments</li> <li>Understand key impacts and mitigations proposed as part of the project</li> <li>Regular contact to discuss project developments</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Place Manager to perform regular consultation by door knock as project information becomes available with immediate neighbours</li> <li>Construction impact notifications</li> <li>Regular community updates</li> <li>Website, phone and email</li> <li>Community information drop in session</li> <li></li> </ul>
<b>Community – commercial, business</b>	<ul style="list-style-type: none"> <li>Provide engaging and informative content that promotes accurate information and reiterates IASB Addition drivers and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Construction impact notifications</li> <li>Regular community updates</li> <li>Website, phone and email</li> <li>Community information drop in session</li> </ul>
<b>Community – wider community</b>	<ul style="list-style-type: none"> <li>Provide engaging and informative content that promotes accurate information and reiterates IASB Addition drivers and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Regular community updates</li> <li>Website, phone and email</li> <li>Community information drop in session</li> </ul>

### Communication tools

The following communication tools will be used to facilitate stakeholder engagement during delivery of the IASB.

TOOL	PURPOSE	FREQUENCY	TARGETED STAKEHOLDERS
<b>24/7 community information phone</b>	A key channel for stakeholders to raise issues, ask questions and speak directly to a member of the Lendlease project team.	Prior to commencement of works onsite	<ul style="list-style-type: none"> <li>All impacted stakeholders</li> </ul>
<b>Site signage</b>	To inform the community about who is responsible for the construction activities and the contact details for further information about the work.	Prior to commencement of works onsite	<ul style="list-style-type: none"> <li>All impacted stakeholders</li> </ul>
<b>Disruptive Works Notice (Live Ops)</b>	Our LiveOps system, a collaborative digital platform, will be utilised to effectively plan and program works which affect live operations	Issued for approval at least 10 days prior to works commencing	<ul style="list-style-type: none"> <li>RCR project team</li> </ul>
<b>Construction Notices - Community</b>	To inform the community about upcoming works on site and outline how to contact the project.	Generally issued monthly/ as required in advance of works	<ul style="list-style-type: none"> <li>Community stakeholders</li> </ul>
<b>Site Coordination Meetings</b>	To provide information related to upcoming activities as well discuss onsite issues coordination of design and delivery	Weekly / Fortnightly (as directed)	<ul style="list-style-type: none"> <li>Prince of Wales Hospital</li> </ul>
<b>Construction Coordination Meetings</b>	To help ensure works and materials handling on and around the Hospital campus are coordinated with all neighbouring	Fortnightly / monthly (as required)	<ul style="list-style-type: none"> <li>RCR project team</li> <li>Site contractors</li> </ul>

	contractors Opportunity to provide project status updates for the respective projects		
<b>Subcontractor Induction</b>	Educate staff and workers about the correct protocols and procedures when dealing with stakeholders.	Prior to commencing works onsite	<ul style="list-style-type: none"> <li>Onsite contractors and staff</li> </ul>
<b>Project Updates</b>	To provide an update on the project's overall progress, key achievements and next stages. Updates to be distributed via email, phone or in person	Monthly As Required	<ul style="list-style-type: none"> <li>To be disseminated via RCR project team</li> </ul>
<b>Virtual Superintendent</b>	A digital platform used to assist in the management of materials through the strategic routing of construction traffic, minimising disturbance to surrounding intersections and traffic flows. Efficient traffic flows will support Major Events within the surrounding Randwick community during construction periods.	As required	<ul style="list-style-type: none"> <li>RCR project team</li> </ul>

### 6.3 COMMUNICATION AND ENGAGEMENT PROTOCOLS

#### Stakeholder and community notification periods

Stakeholder engagement and community notification will:

- outline the reason that the work is required
- outline the location, nature, and duration of the proposed works

- outline work hours
- be written in plain English
- include a diagram that clearly identifies the location of the proposed works, where required
- include 1800 community contact number, project email address and website details

The below table outlines minimum notification periods that will be targeted for stakeholder and community notification. Notification periods prescribed within development approvals or by approving bodies will be adhered to.

Construction activity classification	Notification period	Communication classification				
		A	B	C	D	E
Monthly project resident update (general work)	3 days	•	•			
Out of boundary works (low impact)	3 days	•	•			
Out of hours work (low impact)	3 days	•	•			
Out of hours work (high impact work that may cause sleep disturbance)	5 days	•	•	•	•	
Disruptions to public access (traffic and pedestrian diversions)	7 days	•	•	•	•	•
Significant disruptions (I.e. Road closure, disruption to services, closure of access)	7 – 14 days	•	•	•	•	•

- A Community notice
- B Project website
- C Email to impacted stakeholders
- D Door knock to impacted residents (including calling card)
- E Stakeholder briefing

### Stakeholder contact and complaints

Stakeholder contact is any communication with an external stakeholder or community member that results in a transfer of, or request for information. A contact may be a complaint, an enquiry, a comment or a compliment.

All stakeholder contact will be responded to in a professional and timely manner. All stakeholder contact will be documented and captured within the Project's record management system. A complaints register is maintained on the project's website to document complaints received and responses provided by the project team.

The following stakeholder contact categorisation matrix will be used to guide the approach to stakeholder contact.

Classification	Description	Action
<b>High</b> Issue cannot be resolved by the project team.	<ul style="list-style-type: none"> <li>Involves media attention/coverage</li> <li>Involves political and/or government agencies</li> <li>Relates to safety or security incident.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate report to the HI Communications Director</li> <li>No comment to be provided</li> </ul>
<b>Medium</b> Issue cannot be immediately resolved	<ul style="list-style-type: none"> <li>Involves an individual or group expressing negative sentiments towards the project with risk of further action.</li> <li>The stakeholder raising the issue is not satisfied with the response provided.</li> </ul>	<ul style="list-style-type: none"> <li>Project Stakeholder Manager engages the broader project team to investigate further, determine a suitable outcome and respond appropriately</li> <li>Issue is reported on following reporting protocols</li> </ul>
<b>Low</b> Issue can be responded to immediately.	<ul style="list-style-type: none"> <li>Involve an individual or group expressing negative sentiments towards the project</li> <li>Involves an individual or group expressing concern for project impacts and outcomes</li> <li>There is no threat of further action.</li> </ul>	<ul style="list-style-type: none"> <li>Project Stakeholder Manager provides the appropriate response and notifies the broader project team as required</li> <li>Records of low-level issues to be tracked and reported on following reporting protocols</li> </ul>

### Response Times

The following response times will be targeted for any external stakeholder feedback received (excluding media).

ACTIVITY	RESPONSE TIMEFRAME
Email enquiry acknowledgment	1 business day
Email / onsite enquiry response	5 business days
Site phone line	30 minutes
Website contact form	3 business days

### Incident Management

Health Infrastructure's Incident and Communications and Stakeholder Management Plan has been developed for the purposes of providing an incident-specific, proactive framework for the management of incidents and issues with the potential to arise in the construction of major capital works.

The project will comply with the Incident Management Framework as outlined within the Plan. All incidents will be managed by the Project.

## 6.4 KEY MESSAGES

Key messages form part of the core information provided to stakeholders to remember and respond to. Their inclusion within project communications and accurate reporting in external

publications will be important to ensuring consistency and transparency in the delivery of all communications.

### **Planning**

- Design of the IASB has occurred in close consultation and coordination with key project stakeholders.
- Planning and delivery of the IASB aims to minimise disruption to campus operations and prioritises the safety of staff, patients and the community, and the maintenance of business continuity.
- Careful and considered planning of construction activity and related road usage has occurred in ongoing consultation with Randwick City Council, Hospital campus and relevant road and transport authorities.

### **Construction**

- The health and safety of patients, families, visitors, staff and the community is our top priority.
- We are working closely with Transport for NSW, CBD and South East Light Rail, UNSW and Randwick City Council to coordinate construction in the Randwick Precinct.
- All stages of the Randwick Campus Redevelopment, including the IASB comply with strict environmental and planning controls. Mitigation measures are in place to manage noise, dust and vibration.
- With the exception of trucks moving in and out of site, machinery and equipment will be used and housed behind site hoarding.
- The site perimeter will be secured at all times with no unauthorised access permitted. Construction worker access to the site will be controlled through a secure gate system.
- A hording wall will be installed around the site perimeter. Hoarding is a temporary protective structure designed and installed to allow safe movement around the site vicinity.
- Changes to Hospital Road access will be required during construction. Affected stakeholders will be consulted on all access changes.
- Access to the Hospital car park and loading dock will be maintained.

### **Workforce management**

- Site workers will undertake induction training to make sure they are highly aware and considerate of their presence within the local community and live hospital precinct.
- The IASB construction workforce is provided with dedicated onsite worker amenities and facilities. Construction worker parking will be provided off-site along with a shuttle bus service.
- Littering, idling vehicles, loud or offensive language will not be tolerated by site workers.
- Lendlease works with the entire supply chain to ensure a clean, clear and safe working environment.



### **Commitment to stakeholders**

- Throughout all stages of IASB construction the project will remain committed to early, coordinated, proactive and transparent stakeholder engagement.
- Any impact to the operations and business continuity of Hospital Road stakeholders and Hospital campus will be communicated and coordinated in consultation with key campus representatives
- During IASB delivery the project team will continue to engage with residents, the wider community and associated stakeholders to ensure that an open, honest, clear and consistent messaging is delivered.
- Regular CIG (Construction Interface Meetings) will be established and held to ensure that any interface to the hospital or affected stakeholders is done in a controlled and timely manner.

## 6.5 ISSUES ANALYSIS

Due to the high-profile nature of the Project, its location within a prominent precinct in Sydney's east, and the vast number of stakeholders involved, it is important to identify potential issues that could arise throughout any phase of the project and proactively develop and implement mitigation strategies wherever possible.

	THEME	DETAILS	MITIGATION STRATEGIES
PLANNING	Stakeholder requests have not been accommodated	During construction planning users request haven't been actioned or addressed.	<ul style="list-style-type: none"> <li>To hold open, engaging and collaborative working group sessions and outline the parameters so the users understand where, and why, changes can and cannot be accommodated.</li> </ul>
CONSTRUCTION	Operational capacity of the Randwick Hospital Campus	Management of disruption to essential services and/or infrastructure disruption.	<ul style="list-style-type: none"> <li>Develop a detailed services disruption process that is approved and communicated to all relevant parties prior to works commencing</li> <li>All services disruptions are planned, approved, carefully coordinated, and communicated in a timely manner</li> <li>Disruption Works Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner.</li> </ul>
		Vibration, noisy works and/or dust arising from site.	<ul style="list-style-type: none"> <li>Disruptive Works Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner</li> <li>Noise, dust and vibration control measures are to be implemented inside and outside the Hospitals and Community Health Centres.</li> </ul>
		Unapproved obstruction and use of Hospital Road.	<ul style="list-style-type: none"> <li>No unapproved obstruction or parking of plant and/or equipment within dedicated hospital parking zones or access ways</li> <li>All onsite contractors to be advised of no parking areas within</li> </ul>

**RANDWICK CAMPUS REDEVELOPMENT**  
**CONSTRUCTION MANAGEMENT PLAN**  
**INTEGRATED ASB ADDITION**

			signage to be displayed in and around site office.
	Site Interface	Avoid or minimise any construction impacts (such as noise, dust, mud) to owners or surrounding building occupants.	<ul style="list-style-type: none"> <li>• Employ reasonable methods of noise and dust suppression on all compressors, jack-hammers, and other high-noise impact machinery</li> <li>• Disruption Works Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner</li> <li>• Regularly clean public roads which the site sits on as required or when conditions call for it and/or at the request of local authorities.</li> </ul>
		Security of Site.	<ul style="list-style-type: none"> <li>• Employ proper and adequate precautions to prevent unauthorised access to the site.</li> </ul>
	Project Communications	Impacted/interested stakeholders are communicated with in a timely and accurate manner	<ul style="list-style-type: none"> <li>• Disruptive Works Notices and/or Community Construction Notices are disseminated in a timely fashion to ensure works are planned in a considerate and timely manner.</li> <li>• Project signage to link to a project information website which provides details on upcoming activities and project progress.</li> <li>• Project communication material is provided to stakeholders in advance of works occurring.</li> </ul>
		Coordination impacts from adjacent construction sites	<ul style="list-style-type: none"> <li>• Facilitate a monthly Precinct Construction Coordination Group with representatives of contractors from the adjacent building sites</li> <li>• Ensure there is clear delineation and timed communication between projects to minimise construction fatigue and accuracy of information.</li> </ul>

**RANDWICK CAMPUS REDEVELOPMENT**  
**CONSTRUCTION MANAGEMENT PLAN**  
**INTEGRATED ASB ADDITION**

	Transportation and Movement	Changes to pedestrian and/or vehicular access to Randwick campus and/or adjacent neighbouring properties	<ul style="list-style-type: none"> <li>Any changes are carefully planned in coordination with the project team, Authorities and Randwick Hospital Campus management. Changes are then clearly communicated via onsite signage, briefings, letterbox drops, and the Disruptive Works Notice.</li> </ul>
		Wayfinding difficulties	<ul style="list-style-type: none"> <li>Display of temporary signage and wayfinding.</li> </ul>

## 6.6 MONITORING & REPORTING

The project promotes a culture of continuous improvement, constantly striving for better outcomes for the project, our reputation, the community and our stakeholders. The following channels will be used to monitor and review the effectiveness of stakeholder engagement.

CHANNEL	OBJECTIVE	DETAILS
Governance	To provide a summary of the stakeholder engagement and communication performance for inclusion in Governance reports.	<ul style="list-style-type: none"> <li>• Outline key engagement activities for the period</li> <li>• Highlight key stakeholder issues and strategies implemented to address them</li> <li>• Provide visual updates on status of project (i.e. progress photos)</li> <li>• Report on complaints and enquiries response rates</li> </ul>
Construction interface meetings with impacted stakeholders	To provide key project stakeholders and Hospital campus representatives with a summary of stakeholder engagement and communications activities underway. This forum acts as a mechanism to ensure key project stakeholders receive timely and relevant communications.	<ul style="list-style-type: none"> <li>• Outline key engagement activities for the period</li> <li>• Highlight key stakeholder issues and strategies implemented to address them</li> <li>• Provide an opportunity for stakeholders to provide feedback on effectiveness of engagement</li> <li>• Provide stakeholders with an opportunity to share their engagement and communication needs</li> </ul>
Communications Working Group (CWG)	To provide a summary of stakeholder engagement activities and issues raised and addressed.	<ul style="list-style-type: none"> <li>• Outline key engagement activities for the period</li> <li>• Highlight key stakeholder issues and strategies implemented to address them</li> <li>• Reporting on key stakeholder issues, complaints and actions taken</li> <li>• Seeking advice on the engagement and communication needs of key stakeholder groups</li> </ul>

## 7.0 CONSTRUCTION NOISE & VIBRATION MANAGEMENT SUB-PLAN

### 7.1 OVERVIEW

Lendlease has engaged a suitably qualified expert company, Acoustic Logic Pty Ltd to prepare the Construction Noise and Vibration Management sub plan (CNVMSP).

The CNVMSP has been prepared in accordance with the approved SSD 10339 Conditions to assess the potential noise and vibration impacts associated with the earthworks, excavation and construction components of the Randwick Campus Redevelopment Integrated ASB Addition.

This assessment has been conducted in accordance with the requirements below:

- Conditions B12, C4, C7, C13, C15, C16 and C17 of the Development Consent from the Minister for planning and Public Spaces (SSD 10339);
- NSW EPA Interim Construction Noise Guideline (ICNG);
- A consideration of the procedures and requirements set out Australian Standard 2436-2010 “Guide to Noise Control on Construction, Maintenance and Demolition Sites”;
- The requirements to control noise emissions from the construction site to levels which does not cause undue disturbance to the identified receiver locations;
- The noise mitigation measures available;
- German Standard DIN 4150-3 (1999-02) “Structural Vibration Effects of Vibration on Structures”;
- Environmental Noise Management Assessing Vibration, a technical guideline (DEC 2006)
- British Standard BS 6472 – ‘Guide to Evaluate Human Exposure to Vibration Buildings (1Hz to 80Hz)

The CNVMSP provides detailed baseline data and identifies measures to be implemented to comply with the requirements of the plan.

### 7.2 MONITORING & CONSULTATION

Condition C8 requires four weekends of monitoring the effectiveness of the CNVMSP. This process is outlined in the sub plan all relevant Consent conditions will be adhered to.

Acoustic Logic will prepare the specific out of hours CNVMP and will have resources on site during the weekend work to provide live monitoring data.

Due to the sensitive receivers and adherence with the CNVMSP, the plan will be monitored for its effectiveness during the works and updated to suit changing methodology or site



conditions. Any new versions of the plan will be submitted to the required Authorities. As part of the EIS submission, a Noise and Vibration Impact Assessment prepared by Acoustic Studio was submitted. There were no responses received by the Community to this plan during the Response to Submissions time frame. Residents, Stakeholders and other relevant parties were invited to the two Community forums held by Health Infrastructure NSW to provide consultation on the upcoming works. Lendlease representatives were present during this time to discuss construction methodology of the works and associated impacts such as noise and vibration. No identified concerns or issues were raised at this time by those that attended impacting the development of the CNVMSP. Following these forums, Lendlease identified that the key community consultation for developing the CNVMSP included the Hospital buildings adjacent to the proposed IASB works.

This included the:

- Royal Woman's Hospital (RHW)
- Sydney Children's Hospital (SCHN)
- Prince of Wales Private Hospital (PoWP)
- South East Sydney Local Health District (SESLHD)
- Healthshare

A dedicated Hospital Road Control Group (HRCG) has been formulated to bring together the key Community Stakeholders, along with Health Infrastructure, PwC and Lendlease to consult on the proposed works and impacts. Noise and vibration impacts and strategies have been identified and proposed as follows:

- Each individual Hospital operations identifying hazards and risks of the works
- Detailed presentations on the construction works and techniques at each stage of the programme and the proximity to the buildings
- Adopting construction techniques to suite access requirements for the works
- Describing predicted noise and vibration levels
- Implementation of hoardings to provide noise separation
- Advanced warning of noisy works
- Implementation of live monitoring
- Dedicated on site engineers during the works to provide consultation on exceedances.

### 7.3 CNVMSP

The CNVMSP is located in the Appendix 2.

## 8.0 CONSTRUCTION WASTE MANAGEMENT SUB-PLAN

### 8.1 OVERVIEW

Lendlease Building operates an integrated management system where the functions and requirements of environment management and work health and safety (WHS) /occupational health and safety (OHS)/occupational safety and health (OSH) management are integrated.

The LLB EHS MS Manual provides the overall framework for EHS management at LLB workplaces including construction projects. Within this manual there are specific sub plans. The Construction Waste Management Sub Plan (CWMSP) is a sub plan which is prepared in accordance with relevant Legislation and Guidelines. It is then adapted to the site specific requirements identifying waste streams and disposal locations and methodologies.

The CWMSP has been prepared in accordance with the approved SSD 10339 Condition B13. The plan has been prepared by the Construction Manager and reviewed by the Regional EHS Manager for Lendlease.

### 8.2 MONITORING & CONSULTATION

As part of the Lendlease Building EHS Manual, the plan is required to be updated 3-monthly. This will require a review of the scope, and the compliance with the plan. Monthly waste stream statistics will be received to monitor effectiveness of the methodologies, and streams of waste and volume generated. Consultation will occur with the relevant stakeholders if non conformances are identified.

The CWMSP will be issued to the subcontractors to ensure adherence and compliance throughout the project.

### 8.3 CWMSP

The CWMSP is located in the Appendix 3.

## 9.0 CONSTRUCTION SOIL AND WATER MANAGEMENT SUB-PLAN

### 9.1 OVERVIEW

Lendlease Building operates an integrated management system where the functions and requirements of environment management and work health and safety (WHS) /occupational health and safety (OHS)/occupational safety and health (OSH) management are integrated.

The LLB EHS MS Manual provides the overall framework for EHS management at LLB workplaces including construction projects. Within this manual there are specific sub plans. The Stormwater and Erosion Management Sub Plan (SEMSP) is a sub plan which is prepared in accordance with relevant Legislation and Guidelines. It is then adapted to the site-specific requirements identify strategies and mitigation measures to be implemented during construction activities and defines discharge protocols and treatment procedures to enable control of the impacts of the construction activities on potentially affected areas of adjacent water bodies.

The SEMSP has been prepared in accordance with the approved SSD 10339 Condition B11, B14, B18, C26 & C28. The plan has been prepared by the Construction Manager and reviewed by the Regional EHS Manager for Lendlease.

Lendlease has further engaged Douglas Partners, to develop a Dewatering Management plan to support the SEMSP and is included in the appendix of the SEMSP. This has been developed by site sampling of the strata and topography conditions.

### 9.2 MONITORING & CONSULTATION

As part of the Lendlease Building EHS Manual, the plan is required to be updated 3-monthly. This will require a review of the scope, and the compliance with the plan. Weekly and monthly environmental inspections will be carried out by Lendlease site personnel. After significant rain events inspections will take place. Following these inspections consultation will occur if any changes are required to the controls in place.

The SEMSP will be issued to the subcontractors to ensure adherence and compliance throughout the project.

The Dewatering Management Plan and SEMSP has been issued to Randwick City Council for consultation and commentary.

### 9.3 SEMSP

The SEMSP is located in the Appendix 4.

## 10.0 MANAGEMENT OF AIR QUALITY SUB-PLAN

### 10.1 OVERVIEW

Lendlease Building operates an integrated management system where the functions and requirements of environment management and work health and safety (WHS) /occupational health and safety (OHS)/occupational safety and health (OSH) management are integrated.

The LLB EHS MS Manual provides the overall framework for EHS management at LLB workplaces including construction projects. Within this manual there are specific sub plans. The Air Quality Management Sub Plan (AQMSP) is a sub plan which is prepared in accordance with relevant Legislation and Guidelines. It is then adapted to the site-specific requirements identify strategies and mitigation measures to minimise and control the generation of dust, odour and emissions to the environment during the construction activities.

The AQMSP has been prepared in accordance with the approved SSD 10339 Condition B11, C24 & C25. The plan has been prepared by the Construction Manager and reviewed by the Regional EHS Manager for Lendlease.

### 10.2 MONITORING & CONSULTATION

As part of the Lendlease Building EHS Manual, the plan is required to be updated 3-monthly. This will require a review of the scope, and the compliance with the plan. Monthly air quality data will be received to monitor effectiveness of the methodologies. Consultation will occur with the relevant stakeholders if non conformances are identified.

The AQMSP will be issued to the subcontractors to ensure adherence and compliance throughout the project.

### 10.3 AQMSP

The AQMSP is located in the Appendix 5.

## 11.0 GROUNDWATER MANAGEMENT PLAN

### 11.1 OVERVIEW

Lendlease has engaged a suitably qualified expert company, Douglas Partners Pty Ltd to prepare the Groundwater Management Plan (GMP).

This report provides an assessment of the site and the potential impact of groundwater (including seepage flows) and the water table upon the development. The report identifies measures to be implemented to effectively manage groundwater where affected. The GMP also identifies dewatering management processes for the site.

The GMP has been prepared in accordance with the approved SSD 10339 Condition B38, and utilises previous geological studies of the site.

### 11.2 MONITORING & CONSULTATION

The GMP identifies measures in place for effective monitoring of Groundwater during construction and required Consultation. The monitoring will be utilising existing bore log well. By effectively monitoring this well, if any contaminants are identified, this will alert the subcontractor on potential risk. Measures are identified in the GMP on how to deal with these risks.

Douglas Partners will be engaged during the works to provide expert advice and consultation from ongoing monitoring of groundwater.

The GMP will be issued to the subcontractors to ensure adherence and compliance throughout the project.

### 11.3 GMP

The GMP is located in the Appendix 6.

## 12.0 UNEXPECTED FINDS PROTOCOL

### 12.1 OVERVIEW

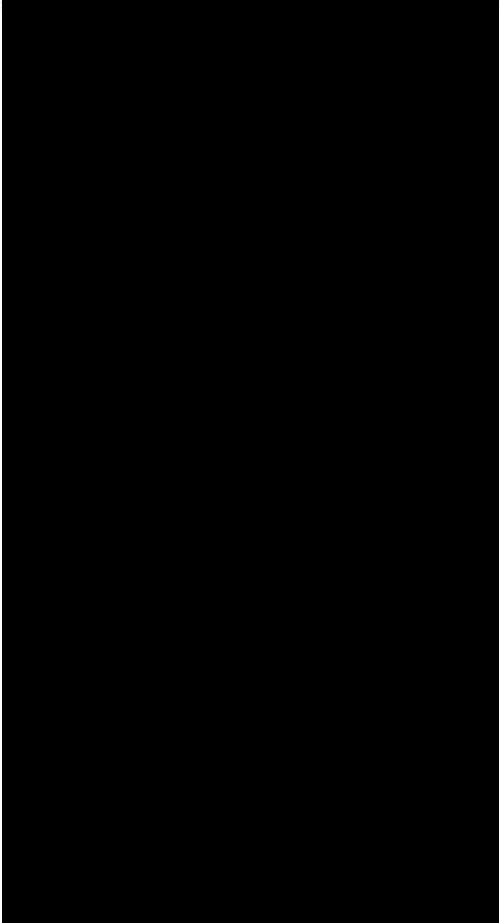
Lendlease Building operates an integrated management system where the functions and requirements of environment management and work health and safety (WHS) /occupational health and safety (OHS)/occupational safety and health (OSH) management are integrated.

The following protocol is developed from the EHS manual which can utilized for finds relating to contamination, Aboriginal, and non-Aboriginal heritage associated works.



#### UNEXPECTED FINDS PROTOCOL

*Unexpected Find items can include, but are not limited to, hazardous building material, potential burial site or item of heritage or archaeological significance, medical paraphernalia, illicit items including weapons and drugs related objects.*



### 12.2 MONITORING & CONSULTATION

From the known conditions of the Site, and from the EIS reports prepared the following monitoring will be taking place during excavation works:



- Aboriginal heritage monitoring provided by the Local Land Council as directed by the Heritage Consultation, Mary Dallas and Associates. This is in accordance with the Aboriginal Cultural Heritage Assessment Report dated October 2018 and the subsequent Appendix C.
- Possible Unexpected finds relating to asbestos in soils, as noted in the Douglas Partners DSI report. Within the Remediation Action Plan (RAP) a project specific detailed Unexpected Finds Protocol is outlined in section 10 of the RAP for compliance outlining the protocol and associated communications requirements.
- In accordance with Consent condition B33 and B34, the Douglas Partners Remediation Action Plan includes a detailed Asbestos management plan. This plan along with the RAP has been reviewed by the NSW EPA Accredited Site Auditor, Senversa for its completeness and compliance with legislation. This review is outlined in the Auditors statement included in the Appendix

### **12.3 Remediation Action Plan**

The RAP is located in the Appendix 7.

### **12.4 Site Auditor Review Statement**

The Site Auditor Review statement is located in the Appendix 8.

## 13.0 EXTERNAL TEMPORARY LIGHTING

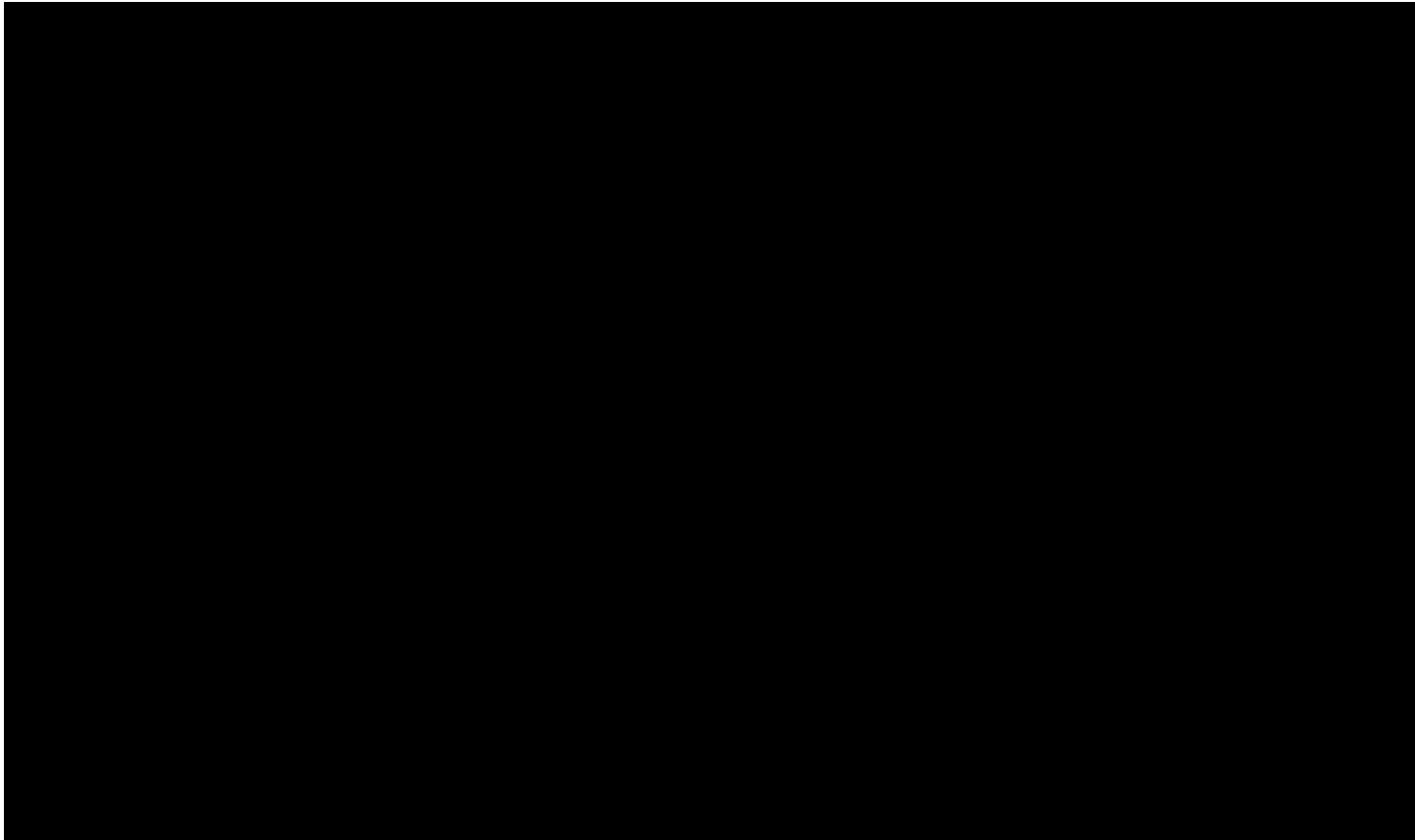
### 13.1 OVERVIEW

Throughout the construction planning of the IASB works there has been no identified requirement for external temporary lighting.

Upon construction, should there be a requirement to install external temporary lighting caused by a change in sequence, methodology or request by others, Lendlease will engage a suitable Electrical Consultant to ensure that the lighting is design in compliance with AS4282-2019. Ensuring control of obtrusive effects of outdoor lighting.

## 14.0 APPENDICES

### APPENDIX 1 – PROJECT ORGANISATIONAL CHART



**APPENDIX 2 – CNVMSP**

**APPENDIX 3 – CWMSP**

**APPENDIX 4 – SEMSP**

**APPENDIX 5 – AQMSP**



## APPENDIX 6 – GROUNDWATER MANAGEMENT PLAN

**APPENDIX 7 – RAP**

## **APPENDIX 8 – SITE AUDITOR REVIEW STATEMENT**