

# TWEED VALLEY HOSPITAL CONSTRUCTION & ENVIRONMENTAL MANAGEMENT PLAN – MAIN WORKS

Revision 105 12 September 2019



Revision: 105 06/12/2022

## REVISION STATUS

Rev	Date	Project	Reviewed	Approved
01	16 June 2019	<b>Tweed Valley Hospital – Main Works</b>	LB	LB
02	10 July 2019	<b>Description of The Project Section added</b>	LB	LB
03	11 July 2019	<b>SEAR Condition references added</b>	LB	LB
04	09 August 2019	<b>Update to include Latest Site Plans and Dam Decommissioning</b>	LB	LB
05	16 August 2019	<b>Updated to include client feedback</b>	LB	LB
06	05 September 2019	<b>Update diagrams and minor amendments</b>	LB	LB
07	12 September 2019	<b>Update diagrams and minor amendments</b>	LB	LB
08	19 September 2019	<b>Update diagrams and minor amendments</b>	LB	LB
09	24 July 2020	<b>Update for SSD2 conditions</b>	LB	LB
10	06 August 2020	<b>Updated for SSD2 conditions and Main Works</b>	GL	LB
10.1	24 November 2020	<b>Reviewed No changes</b>	GL,GB	LB
10.2	4 February 2021	<b>Reviewed – no changes</b>	MZ, GB	LB
10.3	10 November 2021	<b>General revision updates</b>	DC	LB
10.4	12 May 2022	<b>General revision updates</b>	JC	DC
10.5	06 December 2022	<b>General revision updates</b>	PL	DC

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## 1. INTRODUCTION

### 1.1 OVERVIEW

On the 11 June 2019 the Minister for Planning and Public Spaces granted approval for the Concept Proposal and Stage 1 Early and Enabling Works for the new Tweed Valley Hospital (SSD 9575) located at 771 Cudgen Road, Cudgen (Lot 11 DP1246853). All documents relating to this consent can be found on the major project website of DPE at <https://www.planningportal.nsw.gov.au/major-projects/project/10756>.

The Environmental Impact Statement (EIS) has been prepared to assist in the State Significant Development (SSD) Stage 2 Application for the Tweed Valley Hospital which will be assessed under Part 4 Division 4.7 of the *Environmental Planning and Assessment Act 1979* (EP&A Act). This, along with supporting documentation, provides a clear outline of the Stage 2 Application.

The Tweed Valley Hospital Project broadly consists of:

- Construction of a new Level 5 major regional referral hospital to provide the health services required to meet the needs of the growing population of the Tweed-Byron region (in conjunction with the other hospitals and community health facilities across the region);
- Delivery of the supporting infrastructure required for the Tweed Valley Hospital, including green space and other amenities, roads and car parking, external road upgrades and connections, utilities connections, and other supporting infrastructure.

#### 1.1.1 Stage 2 Hospital Main Works and Operation

The Stage 2 SSD component seeks consent for the Main Works and Operation of the Tweed Valley Hospital, including:

- **Construction of Main Hospital Building**
  - Main entry and retail area
  - Administration
  - Community health
  - In-Patient units
  - Outpatient clinics and day only units
  - Child and Adolescent Services
  - Intensive Care Unit
  - Mental Health Unit
  - Maternity Unit and Birthing Suites
  - Renal Dialysis
  - Pathology
  - Pharmacy
  - Radiation Oncology as part of integrated Cancer Care
  - Emergency Department
  - Perioperative Services
  - Interventional Cardiology
  - Medical Imaging
  - Mortuary
  - Education, Training, Research
- Back of House services
- Rooftop Helipad
- **Construction of Support Buildings, referred to as the 'Health Hub', containing:**
  - Oral Health
  - Community Health
  - Aboriginal Health
  - Administration
  - Education, Training and Research
- **Internal Roads and carparking, including multi-deck parking for staff, patients and visitors;**
- **Construction of a temporary building for the 'Tweed Valley Skills Centre'**
- **External road infrastructure upgrades and main site access**
- **Environmental and wetland rehabilitation, including rehabilitation of existing farm dam as outlined in the Biodiversity Development Assessment Report (BDAR) prepared for the Concept Proposal and Stage 1 works**
- **Site landscaping**
- **Signage**
- **Utility and service works**



The works outlined above comprise five key components, which are subject to various funding allocations and may be delivered independently to each other. Stage 2 has therefore been defined in the following sub-stages<sup>1</sup>:

- Stage 2A – Main Hospital Building complete with supporting roads, services infrastructure and landscaping
- Stage 2B – Main Hospital Building incremental expansion areas
- Stage 2C – Health Hub
- Stage 2D – Tweed Valley Skills Centre
- Stage 2E – Multi-deck car park.

Development consent is sought for the all 5 components of Stage 2 under this SSDA.

Plans for Stage 2 Main Works and Operation are attached in Appendix B of the EIS. Approval of Stage 2 will enable the new Tweed Valley Hospital to be built which will provide a much-needed contemporary health service facilities for the surrounding region.

#### *1.1.2 Potential Future Expansions*

Any subsequent stages or modifications to the proposal would be subject to separate applications as required including the potential future expansion of the facility.

This CEMP will refer to and should be read in conjunction with the Tweed Valley Hospital Project Environmental, health & Safety Management Plan (EH&S Plan) and all the subplans referred thereto.

The Lendlease construction management processes will provide:

- Seamless performance and accountability for all related construction works.
- The works will be designed, constructed, commissioned cohesively by the integrated team.
- Tried and proven Delivery tools, techniques, strategies and structure to successfully delivery the project.

This CEMP has been developed through the schematic design (VECI), design development (ECI), early work and main work stages and contains Lendlease's overall construction methodology for the delivery of this complex integrated project.

The following sections set out how we intend to construct the Tweed Valley Hospital, including our processes and activities.

Our proactive and collaborative approach is underpinned by the following overriding and non-negotiable objectives:

- Minimise any impact on surrounding residents and existing road network.
- To deliver a world class facility for our client, on time and to the highest safety and quality standards.
- Communicate, in a timely fashion, with all relevant stakeholders what, when and how we are planning to undertake the interface works.
- Present a positive public perception of the project during the construction works.
- Use experienced and competent subcontractors ensuring that local industry engagement and opportunities are maximised.
- Enhancing opportunities for local indigenous businesses, employees and trainees.
- Hands on control of subcontractors from experienced Lendlease site supervision

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<sup>1</sup> Stages are not listed in chronological order and may be delivered independently to each other

Lendlease will spare no effort to achieve four key outcomes as explained on this CEMP:

#### CERTAINTY



- Robust management processes across all areas of the business
- Demonstrated and strong delivery experience

#### PARTNERSHIP



- Transparency of management processes
- Shared responsibilities applied to the project team
- Collaboration with Client and contractor market

#### CAPABILITY



- Extensive industry experience of the project leadership in delivery

#### COMPLIANCE



- Processes that meet HI, industry and company certification requirements
- Superior QA performance

## 2.0 REFERENCE TO CONDITIONS OF DETERMINATION

### 2.1 STATE SIGNIFICANT DEVELOPMENT CONDITIONS OF CONSENT

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

The following table indicates the reference plan/subplan that relates to the conditions to be satisfied as part of SSD2 application.

DESCRIPTION	REFERENCE
<b>PART B CONDITIONS SATISFIED</b>	
<b>CEMP</b>	
B13. Prior to the commencement of construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and provide a copy to the Planning Secretary. The CEMP must include, but not be limited to, the following:	Plan to be submitted for Approval.
(a) Details of: (i) hours of work;	Section 7.4
(a) Details of: (ii) 24-hour contact details of site manager;	Section 7.5
(a) Details of: (iii) management of dust and odour to protect the amenity of the neighbourhood;	Section 9
(a) Details of: (iv) stormwater control and discharge;	Section 10
(a) Details of: (v) measures to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving the site;	Section 10
(a) Details of: (vi) groundwater management plan including measures to prevent groundwater contamination;	Section 10
(a) Details of: (vii) external lighting in compliance with AS 4282-2019 Control of the obtrusive effects of outdoor lighting;	Section 10
(a) Details of: (viii) community consultation and complaints handling;	Section 17
(b) Construction Traffic and Pedestrian Management Sub-Plan (see condition B15);	Section 11
(c) Construction Noise and Vibration Management Sub-Plan (see condition B16);	Section 12
(d) Construction Waste Management Sub-Plan (see condition B17);	Section 13
(e) Construction Soil and Water Management Sub-Plan (see condition B18);	Section 10
(f) Flood Emergency Response Sub-Plan (see condition B19);	Section 14



(g) Construction Air Quality Management Sub-Plan (condition B20);	Section 9
(h) be consistent with the CEMP of Stage1 of SSD-9575;	Plan updated based on changed works.
(i) details of location of protective fencing (exclusion fence) to protect the vegetation on the Site, identified for retention in the approved plans in condition A2;	Section 7.6
(j) an unexpected finds protocol for contamination and associated communications procedure;	Section 16
(k) details to demonstrate that the proposed exclusion fence on the Site would not impinge on species movement within the Site and the adjoining 'Coastal wetlands' during the construction works;	Section 8
(l) an unexpected finds protocol for contamination and associated communications procedure;	Section 16
(m) an unexpected finds protocol for Aboriginal and non-Aboriginal heritage and associated communications procedure including recommendations for works within the Tweed Coast Road / Cudgen Road intersection;	Section 16
(n) procedures to protect the retained stone walls on the Site identified in the Historical Heritage Assessment Report prepared by Niche Environment and Heritage dated 23 September 2019;	Section 16
(o) 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; and	Section 13
(p) mitigation measures against mosquitos and biting insects for construction workers and measures to minimise mosquito breeding on the existing sediment basins, where feasible and ensuring the correct function of the basins and protection of the surrounding environment.	Section 10
B7. Prior to the commencement of construction, 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 B13 and where any material identified as contaminated is to be disposed off-site, the disposal location and results of testing submitted to the Planning Secretary for information prior to its removal from the Site.	Section 16

### 3.0 ACRONYMS

Acronym	Definition
CASA	Civil Aviation Safety Authority
CCU	Coronary Care Unit
ECI – Early Contractor Involvement	Design Development Phase
EH&S	Environmental, Health & Safety
EIS	Environmental Impact Statement
FF&E	Furniture, fitments and Equipment
GMR	Global Minimum Requirements: minimum standards of environmental, health and safety procedures and reporting.
HI NSW	Department of Health Infrastructure, NSW (Client)
ICN	Industry Capabilities Network
ICU	Intensive Care Unit
IPT	Integrated Project Team: are the key organisations Management the Design, Procurement & Delivery of the TVH, including HI NSW, TSA , Lendlease and the Consultants team.
ITP	Inspection & Test Plans
LLB	Lendlease Building
LTI	Lost Time Injury
NNSW LHD	Northern NSW Local Health District
RBG	Robert Bird Group, Structural Consultants
OR	Operating Rooms
RFT	Request for Tender
TSA	TSA Management – TVH Project Managers, Principal's Representative
SEAR	Secretary's Environmental Assessment Requirements
SSD1	State Significant Development – Stage 1, Early Works
SSD2	State Significant Development – Stage 2, Main Works
STH	Silver Thomas Hanley – Project Architects & Clinical Planners
TVH	Tweed Valley Hospital
VECI – Very Early Contractor Involvement	Schematic Design Phase

## 4.0 OVERALL PLANNING & STAGING

Lendlease have undertaken rigorous planning activities to identify well-defined stages of the project, resulting in the seamless delivery of the Tweed Valley Hospital Project. Key members of the Lendlease delivery team have been directly involved during the schematic design process to input into the buildability and safety in design process.

Site Establishment considers the changing nature and accommodation requirements as the job grows, commencing with the Early Work and Main Works stages for the delivery of the whole precinct.

This planning considers both establishment of the site accommodation, offices, amenities and carparking as well as establishment of site access, internal traffic and locations of laydown and delivery areas to complement the arrangement of cranes, hoists, loading bays and egress paths.

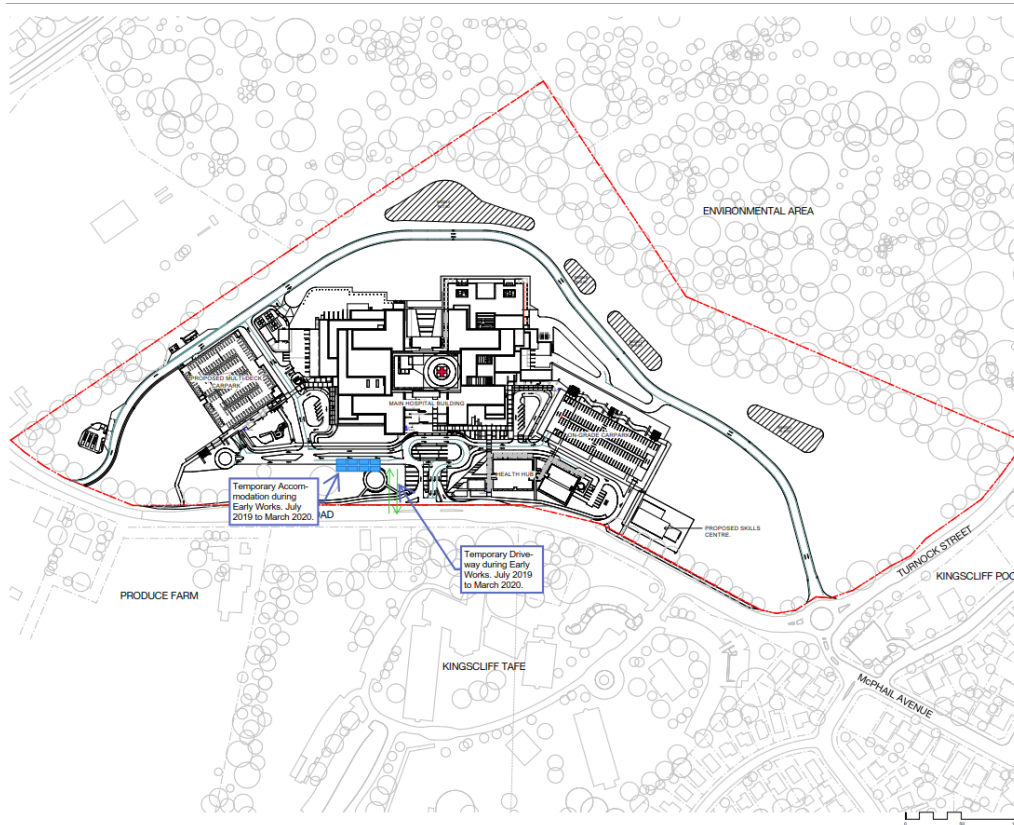
Efficient planning is the key to success and will ensure successful delivery of the project.

### *Site Establishment:*

Site Establishment will be staged to cater for workforce appropriate for each stage.

### *Early Works (July 19 to December 20):*

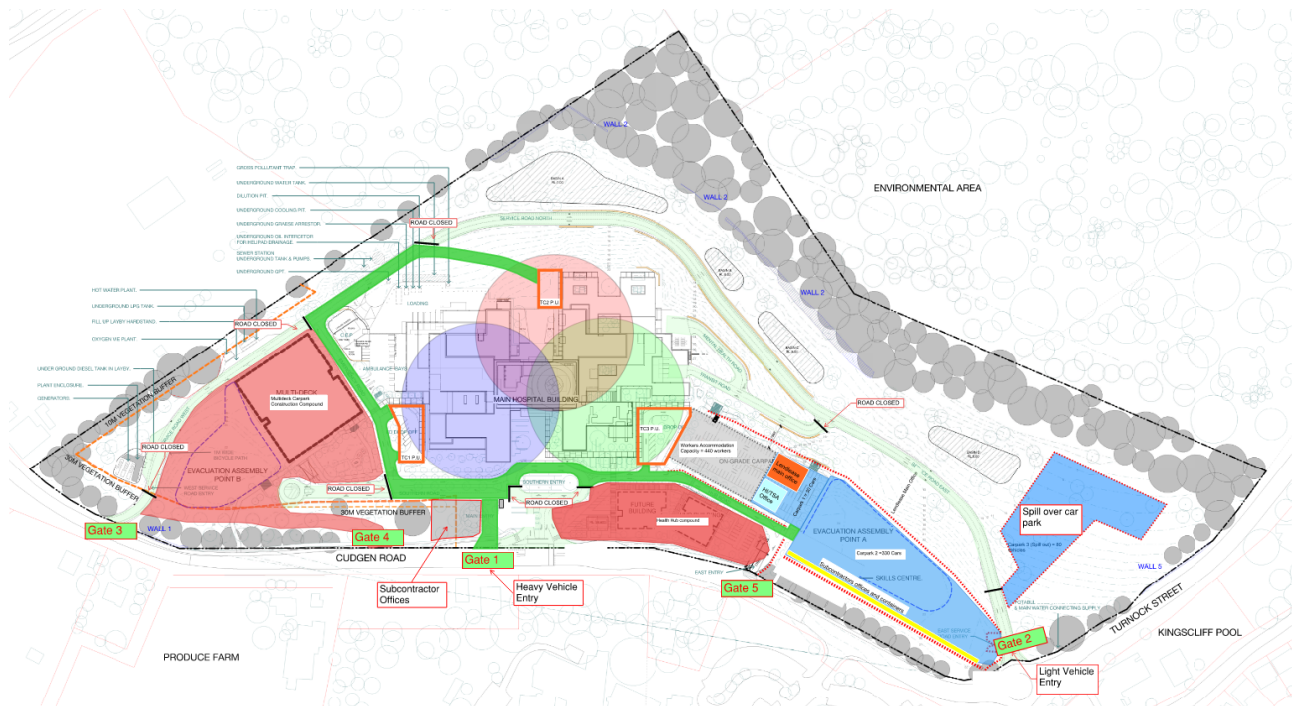
The Early Works stage commencing in July 2019 and finishing in November 2020 are subject of a separate set of Management Plans submitted provided under a separate approval process. The Figure below summarises the Establishment during Early Works that includes Bulk Excavation, Civil Works, Piling and Substructure.



Early Works Establishment

### Main Works (January 21 to Early-2023)

The Main Works Accommodation, as depicted below, will cater for the peak force of Main Hospital construction and associated building and structures such as carparks and the Health Hub. The expected peak number of workforces will be in excess of 500 workers. The accommodation and construction carpark will accommodate these numbers minimising disruption to the neighbours.



Further details for Main Works accommodation are provided in Section 7.3.

### Construction Interfacing:

Lendlease will ensure all efforts from supervision staff is put into early planning and continuous monitoring to minimise impact of construction activities on the neighbours. Some of the key measures that will be implemented include:

- Maintaining the full height perimeter fencing to ensure segregation of construction activities from the general public;
- Installation and continuous monitoring of vibration, noise and dust controls;
- Segregation work faces from construction workers, visitors, Clients and other stakeholders;
- Selection of equipment and lesser impact construction methods to mitigate noise, dust and vibration;

Ongoing risk assessment, mitigations and monitoring of controls that have been established and altering these controls for changing conditions that may affect our design and construction methodology. Strategies to support the interface with the community include but are not limited to:

- Regular construction risk assessment using the Interface Strategy principles to identify areas of potential interface that may affect the community;
- Undertake a holistic integrated system testing and commissioning process;
- Undertaking an efficient, transparent and as simple as possible Completion and Room Validation processes in collaboration with the NNSW LHD and principal representatives to ensure that the completed product is seamlessly transitioned to the hospital operations team; and
- Community notices / updates.

## 5.0 RISK AND HAZARD MANAGEMENT

### 5.1 IDENTIFICATION & MANAGEMENT OF KEY PROJECT RISKS

Construction of the Tweed Valley Hospital presents a number of challenges that need to be delivered through a planned and structured approach.

Prior to commencing with construction activities an extensive analysis of the project documents will be undertaken including multiple site inspections to thoroughly understand and plan the project based on our awareness of the key risks. Within this section an initial assessment of such risks and the proven construction delivery techniques adopted for the project. The key objective is to cause “zero unplanned disruptions” during delivery of the works.

One of key objectives is to have “zero” unplanned events that may cause disruptions to the community and the workers of the project.

To achieve this objective Lendlease propose using a risk identification strategy built around the key interface points between the construction site and the surrounding properties. This Interface Strategy will be critical in risk identification and will be used to influence design decisions and dictate construction methodology.

Table 1 provides an initial assessment of the key interface risks and mitigations associated with the Tweed Valley Hospital construction works.

These will be developed in meticulous detail during the planning phase to inform the design and construction methodology, eliminate or manage risks appropriately and to ensure a smooth interface with surrounding community

**Table 6.1: Initial Key Interfacing Risks**

Approach to Risk Management			
Risk, Major Issues and Interface Type	Details	Mitigation	Benefit
Ensure immediate residents, institutions and businesses on Cudgen Rd and Turnock St are well supported through appropriate management and notification of construction activities	Construction traffic causing disruption to local traffic and operations of the fruit barn and TAFE.	Site access has been designed to ensure that incoming traffic queues within the site and minimises impact on main roads. Gate keepers will be on site at all time to manage incoming and outgoing traffic.	Reduced impact of construction on main roads.
Construction Workers access and egress affecting immediate neighbours and the local road, cyclists and pedestrian network.	Construction works are to cause the least amount of disruption/inconvenience possible TAFE students, businesses, road users, cyclists and pedestrians.	Access to and from site will be defined and out of bounds areas clarified for workers. The induction will focus on the amenities planned for within the construction site boundary which include a fully equipped canteen designed to offer choices to workers to limit their need to exit site at meal times.	Reduced congestion of public areas through separate access routes and social areas.  Workers to be constantly reminded of the importance of respecting neighbors and students.
Working in the vicinity of student centres.	With construction in close proximity to TAFE, workers will need to be aware of working in proximity to a major teaching facility.	All workers will be made aware of their responsibilities towards working in proximity to students.	Workers to be constantly reminded of the importance of not disrupting TAFE operations.
Vehicle parking	The commencement of the construction works for the early and main works contracts will see an influx of subcontractor workforce to the site.	We will actively encourage the construction workers carpooling. During peak of construction, some 380 cars are expected. Construction carparking will be progressively expanded to accommodate these numbers.	No parking in public roads or at TAFE.
Disruption to nearby residential and business properties	Minimising loss of amenity for nearby residential and business properties during construction.	Noise, dust and vibration monitoring, proactive notification of disruptive works, and selection of low impact equipment where possible, to minimize impact on public.	Minimise noise, dust and vibration impacts on nearby properties.
Environmental Conditions	The site area will require careful management of site run-off, biodiversity, flora & fauna, air quality etc.	Erosion and sediment control, conservation & habitat, noise & vibration and other site management measures to be developed during the detailed design period.	Minimises negative impact of construction to surrounding environment.
Identification of potentially hazardous materials	Removal and disposal of potentially hazardous or contaminated materials and substances	Clearly communicate our methodologies to relevant stakeholders. Site will be decontaminated completely before commencement of Main Works,	Containment of potentially hazardous materials in a controlled manner.

A detailed risk analysis and refinement of the associated mitigation strategies will be further progressed during the detailed design phase.



## 5.2 HAZARDOUS MATERIAL

The new Tweed Valley Hospital site had minimum contamination within its boundaries which all remediation work were completed in the Early Works Stage.

On the unlikely event that contamination is found during Main Works, Lendlease is well equipped to co-ordinate and manage the safe removal of hazardous materials and understand how to appropriately manage risk associated with transporting hazardous materials with close teaching, commercial and residential properties. Accordingly, Lendlease has developed a site-specific methodology for removal of hazardous waste to ensure that waste is disposed of correctly and efficiently including:

Of major importance in managing the removal of hazardous materials is communicating the works activity to the stakeholders.

Lendlease has allowed additional provisions to provide transparency to stakeholders and additional assurance for the successful implementation of the methodology above if unexpected contaminated materials are found.

### *5.2.1 Preliminary Hazards Analysis*

The Preliminary Hazard Analysis (refer Appendix AA of the EIS) covered the risks associated with the bulk liquid oxygen installation at the site. The report concluded that "the overall risk of operation in the proposed location is low with implementation of risk control". For further details refer to the Preliminary Hazard Analysis report (Appendix AA of the EIS).

### 5.3 INDUCTIONS

The Lendlease induction has been specifically tailored to inform workers of their obligations working at the Tweed Valley Hospital. The content of the induction has been reviewed by the Client's project team to ensure the strategies imposed by Lendlease are aligned with project objectives and targets.

To gain access to the work areas, every worker must complete a full site induction which is to be delivered in two parts:

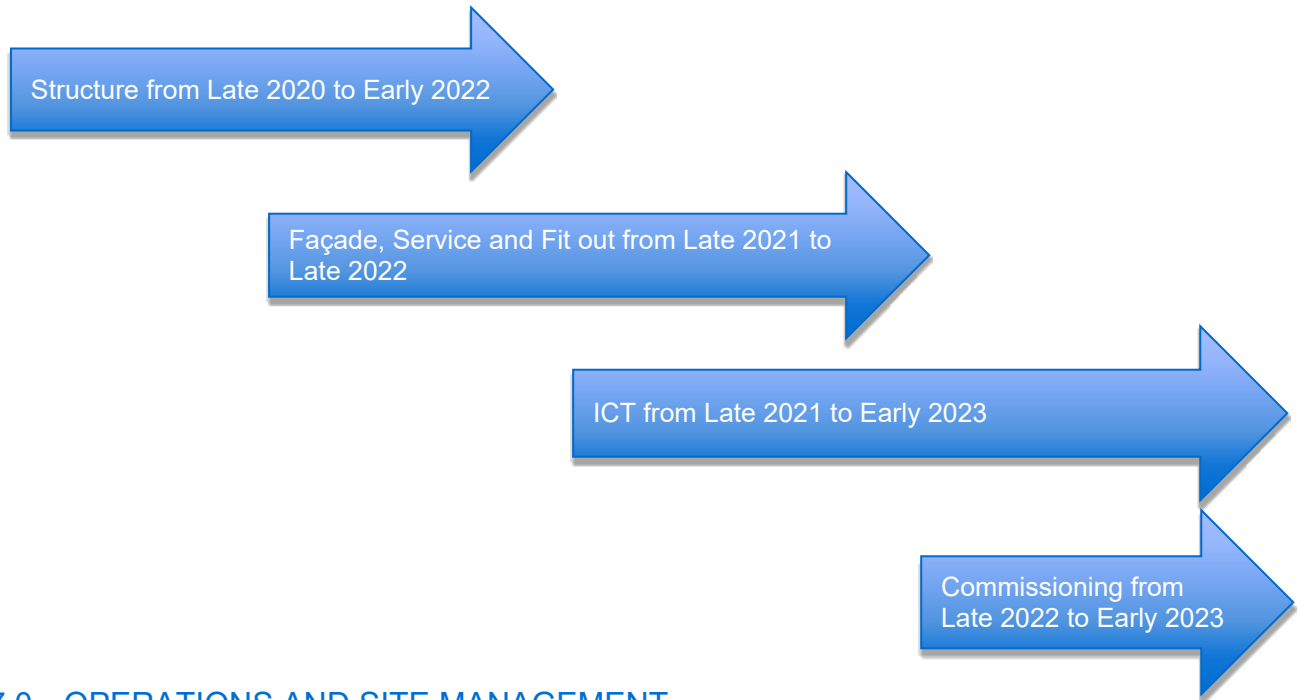
**Part A:** is an offsite online induction that includes general hazard and risk management procedures, legislative obligations of all parties, including Lendlease, supervisors, workers, managers, suppliers, etc., reporting procedures, SWMS, Lendlease's GMR, high risk activities, exclusion zones and others.

**Part B:** is delivered on site upon and provides project specific requirements and constraints such as:

- Working hours;
- Managing construction traffic arrival and departure from site;
- Neighbouring properties, businesses and organisations such education facilities, e.g., TAFE;
- Encouraging construction staff to carpool or utilise public transport;
- Noise, vibration and other constraints;
- Emergency and evacuation;
- Environmental and biodiversity key issue and their management
- Workplace Relations, and others.



## 6.0 PROGRAM OVERVIEW

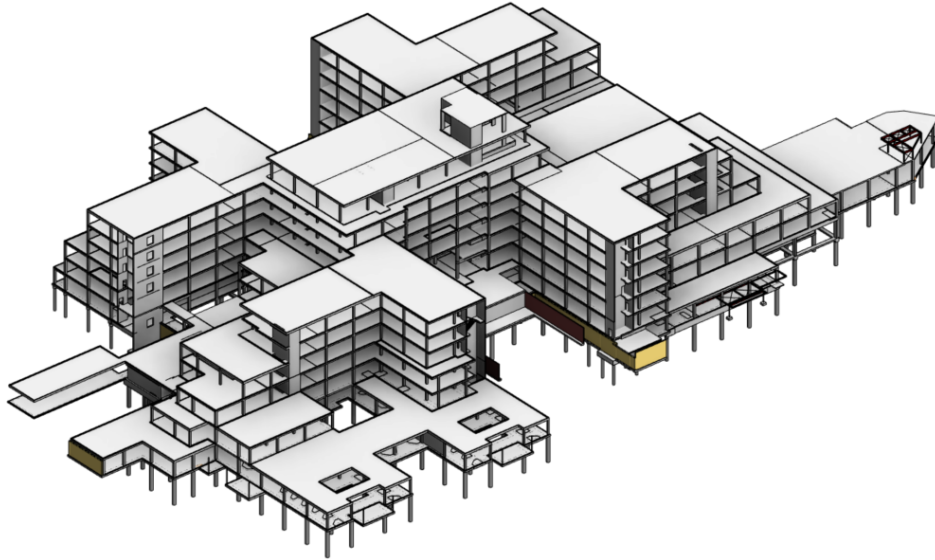


## 7.0 OPERATIONS AND SITE MANAGEMENT

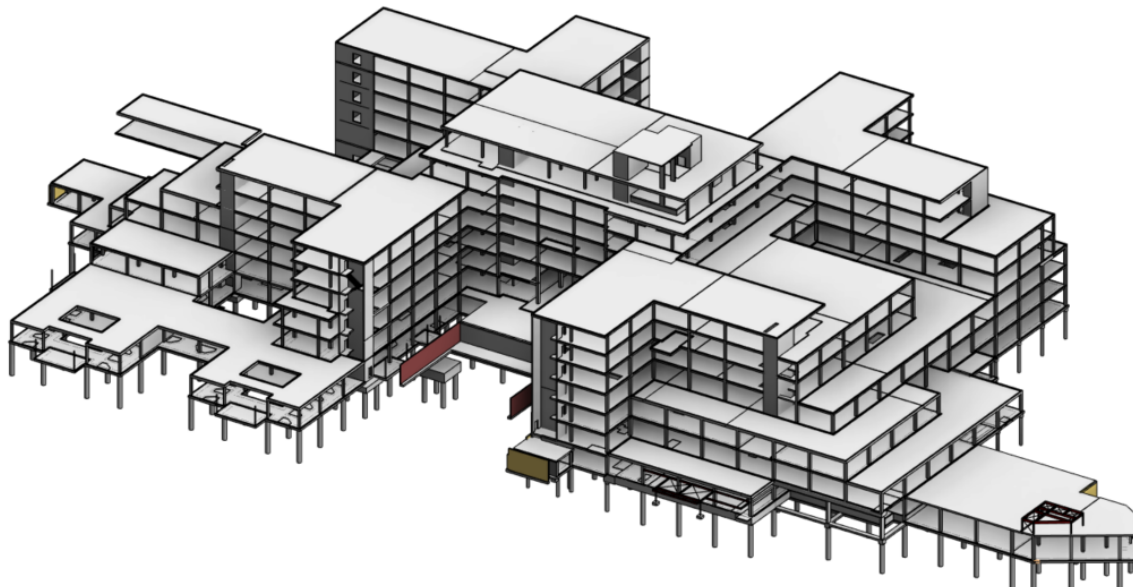
### 7.1 CONSTRUCTION SEQUENCING

The bulk excavation and piling works are now complete. The next key stages of construction of the TVH include the following:

- Form, Reinforcement and concrete pouring of the suspended concrete structure;
- Erection of the steel roof and cladding;
- Installation of the prefabricated façade system and precast panels
- Fit out and services works to all levels of the building
- Energization of services and pre commissioning
- Cleaning and Validation
- Integrated testing and Commissioning



North East Elevation



North West Elevation

## 7.2 DILAPIDATION SURVEYS AND MONITORING

Prior to commencing construction, Lendlease completed a dilapidation survey of existing infrastructure covering roads, footpaths, and road furniture on the roads immediately adjoining the site, including those portions of Cudgen Road and Turnock St. on the site perimeter, as well as external areas of existing buildings located in proximity to the construction site such as TAFE, Mate & Matts Fruit Farm and the closest private properties adjoining the mentioned roads.

To minimise impacts on noise, vibration and dust generated from construction activities, Lendlease:

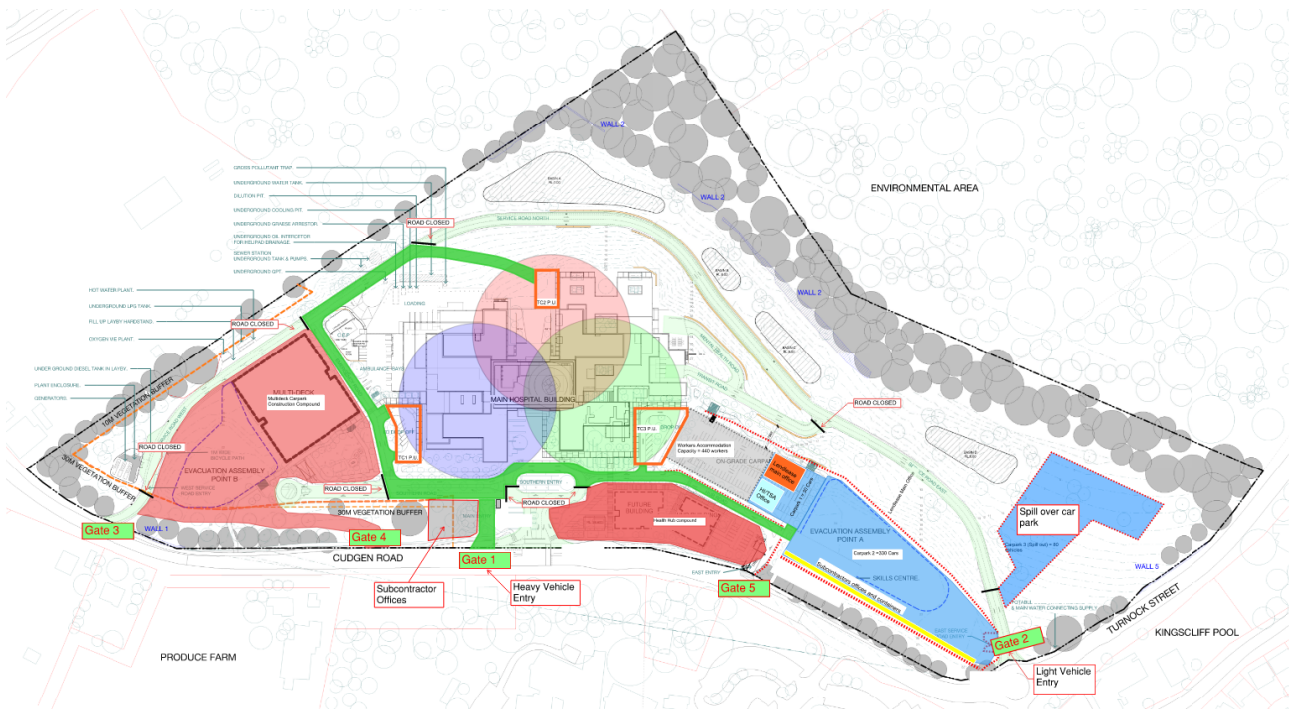
- Procured, supplied and installed sensors/monitors for vibration, noise and dust and back to base alarm to track levels of these parameters as compared to accepted levels stipulated in the Conditions of Approval for the State Significant Development.
- Where required, Lendlease will engage an acoustic consultant during the course of the construction works if noise and or vibration are consistently going over the acceptable levels, to provide detailed advice and practical methodologies to amend procedures.
- Our early planning anticipates measures to minimise impacts on the project such as:
  - Positioning major plant away from sensitive receiver boundaries and where possible to the north end of the building (away from Cudgen Rd);
  - Similarly, concrete pumping zones, craneage, and loading zones to be positioned away from Cudgen Road and the more sensitive receivers.

## 7.3 SITE ESTABLISHMENT

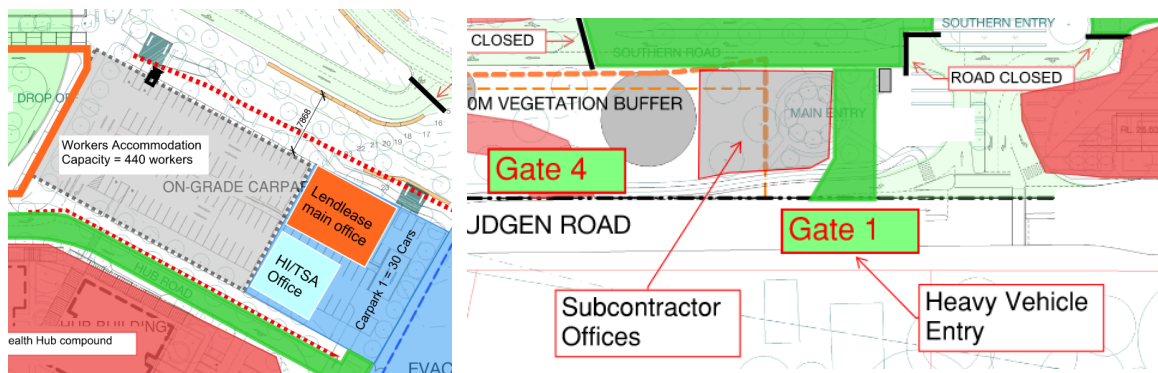
Lendlease prides itself on providing site facilities which are of a high standard for the workforce. This clean, comfortable and safe work environment is a simple and effective way of engaging the workers and ensuring a positive workplace.

The delivery of the Tweed Valley Hospital requires various stages including Early Works and Main Works, as such, site accommodation is also split in different stages. The initial Site Establishment for early works will remain for the duration of the Early Works phase. Towards completion of the Early Works stage that includes bulk earthworks, piling, retention and in ground services installation, the Main Works accommodation will be installed to cater for the increased workforce, and to include for the Principal's Office and Lendlease final site accommodation until completion.

The figures below presents the proposed site accommodation compounds for delivery of the Main Works as well as details of the workforce accommodation during this stage.



Main Works Accommodation and Office compounds.



Main Works Accommodation and Office compounds and details of Main Workers Accommodation.

## 7.4 HOURS OF WORK

Permitted Working hours are as follows:

Monday to Friday: 7am – 6pm (excluding public and statutory holidays)

Saturday: 8am – 1pm (Saturday works must be coordinated with Lendlease)

Sunday: No work

Lendlease anticipates that the delivery of the new Tweed Valley Hospital will be carried out mainly during week days, i.e., on Mondays to Fridays with daily work activities generally from 7am to 5 pm. Leading activities for 7 am physical works commencement, will include non-physical activities such as builder's brief, pre-start meetings, safety briefings, safety walks and others.

Saturdays work will be limited to specific schedule activities (e.g., post-tensioning), specific trade target programs (e.g., services testing, connections/disconnections) and for delays mitigation.



Other specific activities will require out of hours work due to specific constraints, e.g., crane erections, special deliveries (due to road rules) and others.

## 7.5 24 HOUR CONTRACT DETAILS

Role	Name	Contact Number	Email
Site Manager			
Construction Manager			

## 7.6 FENCING FOR SITE SEGREGATION, SECURITY AND SAFETY

It is crucial to maintain a safe and secure site perimeter to both protect the public and staff from construction activities, as well as preventing unauthorised access 24-hours a day. Equally important is the segregation of the site accommodation compound from the main work activities, thereby ensuring workers safety and workplace management.

The perimeter site fencing has been installed by the Principal and will be maintained by Lendlease throughout the construction duration.

Within the site boundary, Lendlease will ensure temporary fencing is installed around the Subcontractors' compound ensuring no inadvertent access to the main site. Security access via controlled turnstiles will be implemented at the entry to the Main Works to ensure only inducted/ authorised persons gain entry.

Lendlease will install throughout the duration of the works electronic security (e.g., security cameras/sensors, CCTV) in key locations of the site. Security guards will be utilised out of working hours strategically during construction to mitigate for theft and vandalism as well as during the later stages of the fit-out works. Similarly, shutdown periods (Christmas and Easter) will also be monitored by external security services.

## 7.7 TRAFFIC MANAGEMENT SITE ACCESS, CONSTRUCTION TRAFFIC AND DELIVERIES

Efficient management of materials delivery to ensure continuous flow of construction activities is critical to the construction programme. Clear access around site coupled with an unencumbered road network allowing ready access to loading/ unloading areas without creating congestion on site is crucial.

As an example, large concrete pours will require in the order of nine concrete trucks arriving and leaving the site every hour. To minimise any impact in Cudgen Road and disturbance to the neighbours, trucks will be immediately directed inside the site and hold in designated bays at the north end of the site (i.e. away from the public road).

Other important consideration for the management of construction generated traffic affecting the immediate vicinity is parking. The site offers the opportunity to complete on-grade carparking for construction workers. Some 400 carparking spaces will be facilitated on site to cater for peak construction workers parking. Carpooling will be encouraged for all workers.

With safety first in mind, we will ensure that vehicles and pedestrians are segregated throughout the duration of the works. We'll use barricades similar to a 'Danley' panel or Jersey kerbs for segregation of heavy, light vehicles and pedestrians.

Pedestrian crossings will be clearly defined.

Lendlease will install temporary fencing to create a queuing space within the site for staging of incoming construction traffic.

As depicted in the Figure below, Lendlease intend to install 1 vehicular access and 1 pedestrian accesses to the site, noting that this plan may change depending on progression of construction, number of resources on site and other factors. The main use of these gates are as follows:

### Gates 1 – Construction Main Entry

Gate 2 is the main entry for heavy vehicle traffic. The main gate is set back from Cudgen Rd to ensure all heavy vehicles are able to pull off the road to ensure there is no queuing on Cudgen Rd.

### Gates 2– Roundabout

Gate 4 is the main entry for light vehicle traffic. This gate is intended for general visitors, Health Infrastructure NSW and Lendlease's staff, consultants and general public. All new pedestrian visitors to the site will be directed to this entry.

### Gates 3 – Slip lane

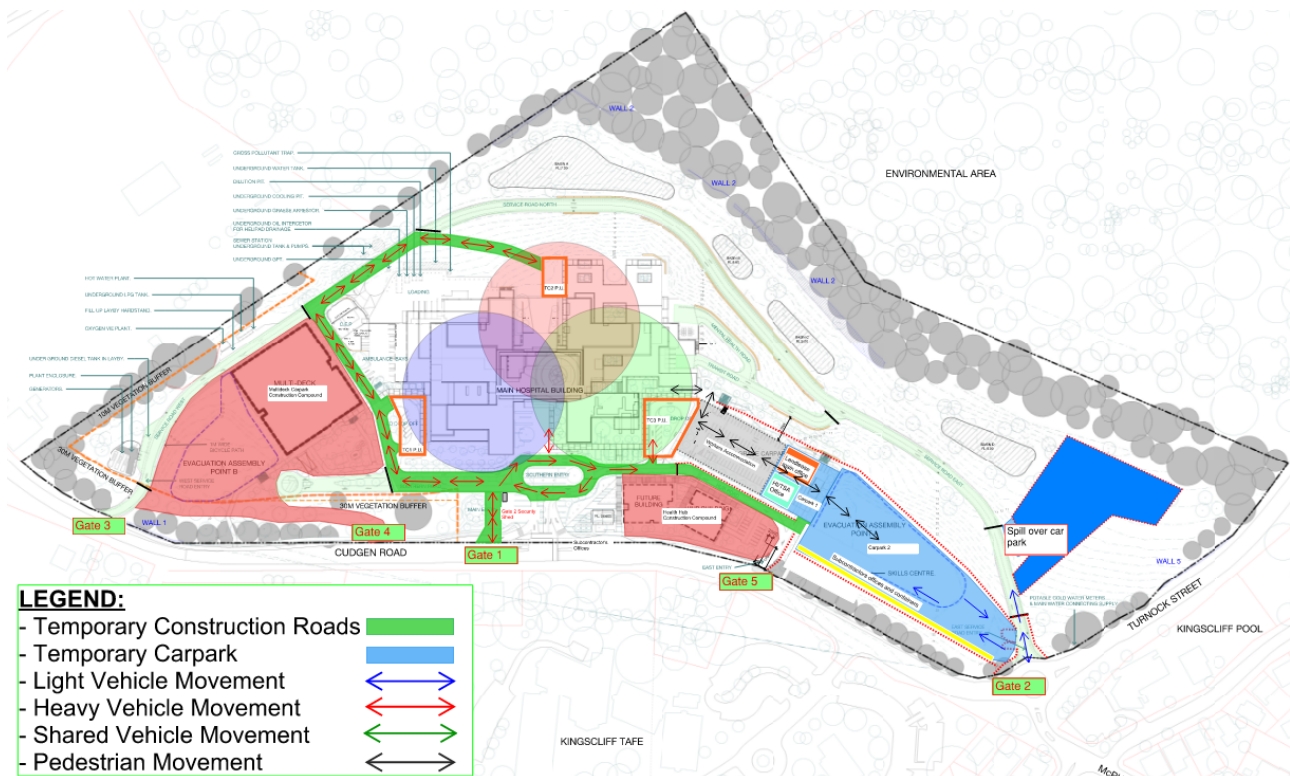
Gate will be closed throughout construction. A separate entrance through the slip lane will be controlled by the Multi Deck Carpark Contractor.

### Gates 4 – Multi Deck Carpark Exit

An exit controlled by the Multi Deck Carpark Contractor.

### Gates 5 – Cats tail

Gate will be closed throughout construction.



Main Circulation roads during construction and Access Gates.

## 7.8 PEDESTRIAN CONTROL

Pedestrians will be completely segregated from heavy vehicles via substantial barricades such as Jersey kerbs (or similar). Walking on heavy vehicles circulation areas will not be permitted. Pedestrian crossings on circulation roads will be minimised and will be clearly highlighted, i.e. 'Zebra' crossings and supported by appropriate signs.

## 7.9 CONSTRUCTION WORKER SUPPORT

Lendlease see that the health and wellbeing of our construction workers is paramount and provide our construction workforce on site with a more comfortable environment and support healthier minds in the workplace. Initiatives Lendlease provide onsite may include:

- Quit smoking support;
- Bupa Healthy Options;
- Healthy living courses; and
- Mates in Construction (MIC) - mental health support.

## 7.10 TEMPORARY SERVICES

Temporary services installation is a critical consideration to maintaining production on site and therefore, meeting Delivery Programme dates.

Temporary services provisions contemplate the requirements for operation of all plant and equipment required to deliver the project. This includes though is not limited to tower cranes, satellite concrete pumps, hoists, and others. Additionally, temporary lighting and power is critical for ensuring a safe workplace by providing enough lighting for circulation, temporary emergency lighting, etc. Temporary distribution boards and switchboard are needed in all work faces to cater for construction activities, power tools re-charging stations, etc. Lendlease will be providing enough lighting under decks and general circulation areas in compliance with AS/NZS 3012:2010. Temporary electrical boards will generally be provided in 30m radius. Task lighting will be provided by each trade for their specific activities. Lendlease will ensure all external lighting directed to not impacted residents in compliance with AS 4282-2019.

Temporary hydraulics installation is required for adequate provision of toilets, drinking fountains and washing stations.

A well-planned temporary drainage for stormwater is important to maintaining site productivity. The plan will endeavour to de-water the site as soon as practicable after major rain events and reduce the consequential impact after those events. Lendlease will try to maximise the use of permanent infrastructure for temporary drainage ensuring that adequate controls are in place.

Temporary ventilation is another important consideration, particularly during the warmer months of the year. Temporary fans, generally overheads in circulation corridors and pedestal fans across main work faces will be installed and relocated as the work progresses.

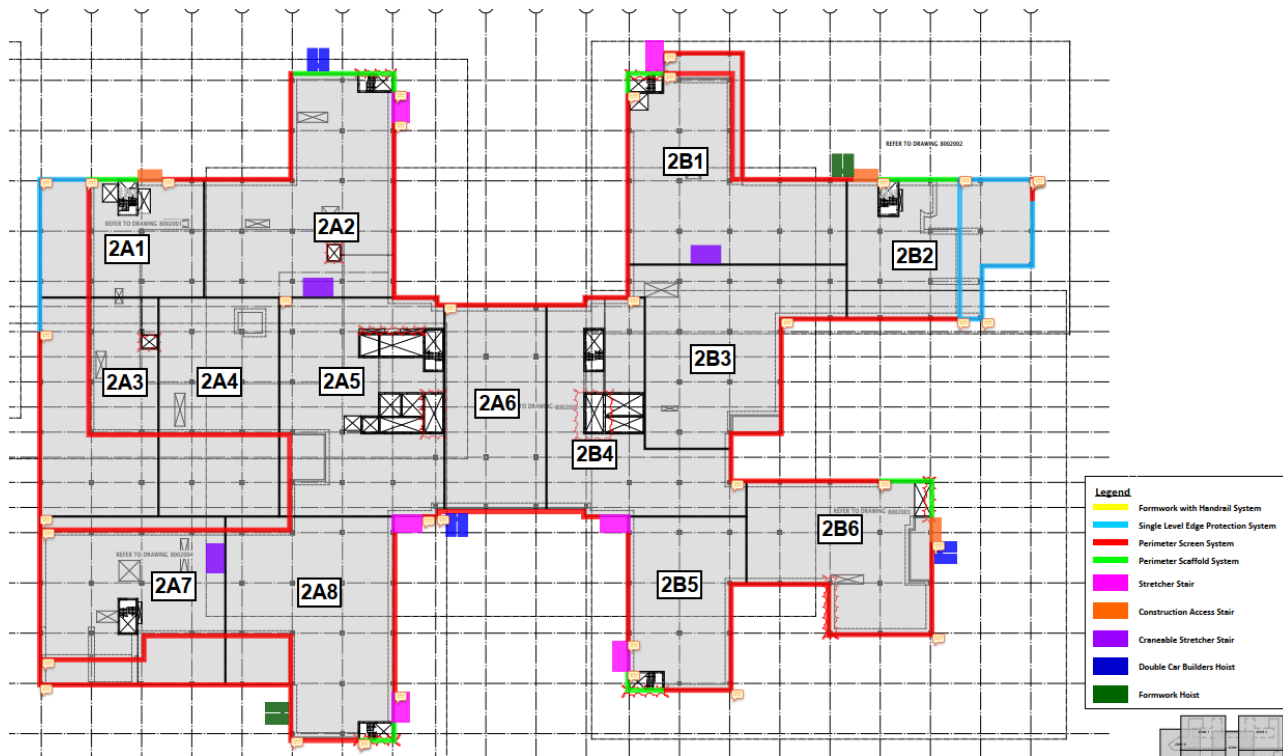
A temporary nurse call system will be installed during the construction phase to provide emergency call on site. Locations of the nurse call will be deployed in key points such as in vicinity of hoists and high circulation corridors and accesses.

## 7.11 SCAFFOLD AND PERIMETER SCREENS

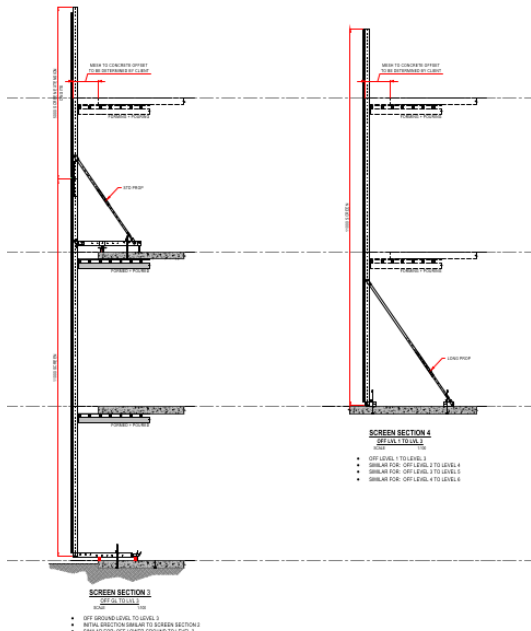
Fall of objects/materials remains a major cause of incidents on construction sites. With safety being an uncontested priority for Lendlease globally, much attention is paid to edge protection as one of our first considerations.

Edge protection during construction will be achieved via combination of perimeter screens and scaffold.

On the lowest floors, where perimeter formwork screens are not practical due to the irregularity of the building, independent scaffolds system will be installed to the perimeter of these floors to provide edge protection and safe working platform for activities such as edge board installation and post tensioning. Scaffolds will be fully contained with shade cloth or plastic screens. This will help to contain dust and attenuate noise whilst the structure is being completed.



Perimeter Screens Layout.



Perimeter Screens Sections

## 7.12 TEMPORARY WORKS

In addition to the various elements of temporary works described above, such as temporary services, scaffolds and screens, other parts of the Tweed Valley Hospital project will need temporary structures to enable permanent works to be built. Examples of these include, shoring, excavation support, false work (e.g. bird cage for the atrium and supports for the bunkers' structure). These items will be generally calculated, supplied and certified by the respective trade. To ensure ultimate safety the Lendlease Workplace Delivery Code requires an independent third-party design review for those temporary works that carry critical risks.

## 7.13 CRANES AND MATERIALS HANDLING

The building has been relocated moving it eastward from its original setup, making most of the north, and particularly north-east quadrant of the building, difficult for setting up mobile cranes due to steep batters.

Due to the above Lendlease has assessed options to mitigate the additional delivery time and meet the required date for hospital opening and has added one tower crane to a total of 3 cranes for the main hospital building.

### 7.13.1 Materials Handling

As part of the review on the planning, the craneage study has been updated. The analysis has driven the type, size, position and quantity of cranes required for the most efficient material handling solution for the project. This assessment has included input from reputable crane suppliers. Some of the criteria for the selection of the cranes and their positions included:

Coverage for the prominent east and west locations of the building layout (IPUs).

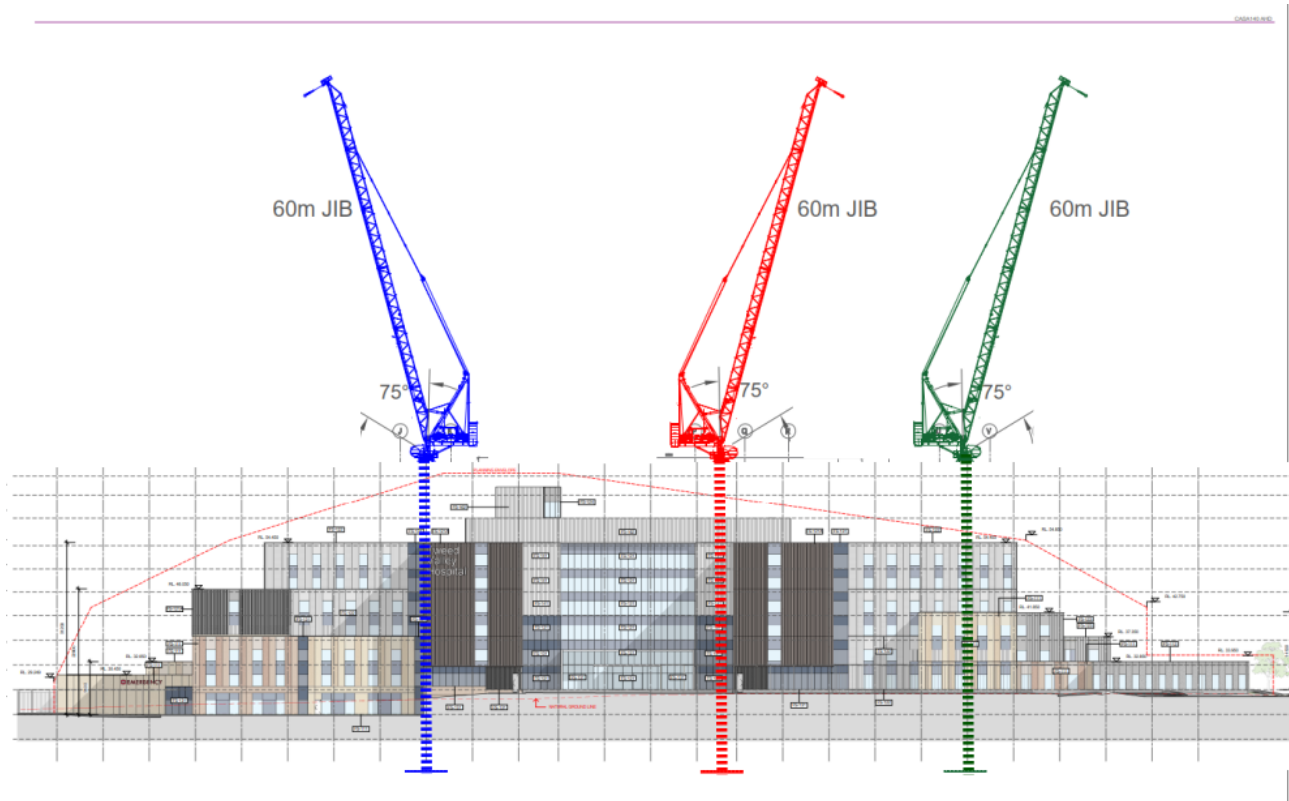
- Ability to service cores and plantroom areas.
- Capacity for heaviest lifts.
- Proximity of the coastline.



- ### 7.13.2 Tower Cranes

Initial consultation has taken place with CASA to ensure that the tower cranes can operate safely, and preliminary advice is that maximum heights are acceptable. The figure above presents the elevations and shows on top the level of maximum permissible height.



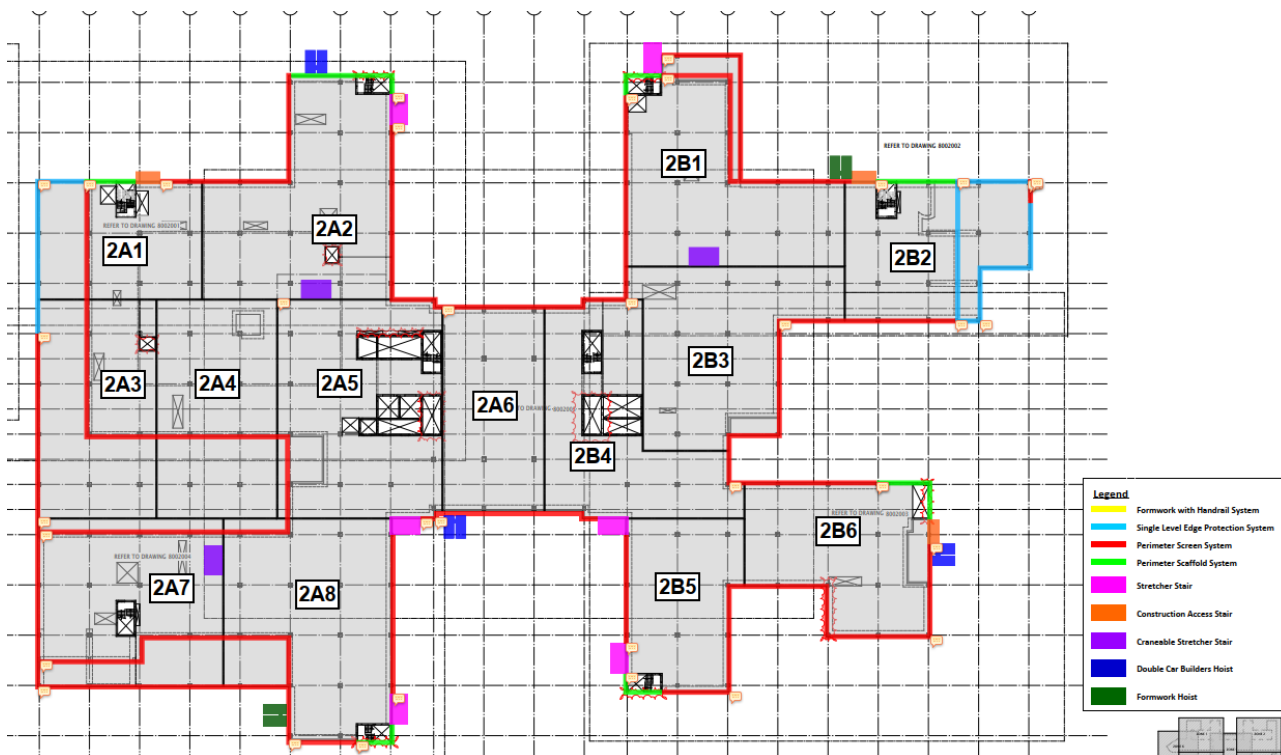


Tower crane elevations.

Hammerhead tower cranes have also been considered and may be an alternative. Final crane layouts, heights and final hook analysis will be completed prior to installation.

### 7.13.3 Hoists

Review of the project planning confirms utilisation of three (3) double car men and materials hoists should be installed for the project (shown in the figure below). Market for advice suggests these hoists should be GJJ 20/32 Twin Man and Materials Hoist (or equivalent), dimensions 3.2m (L) x 1.5m (W). Careful consideration has been given to the quantity and location of the hoists to provide adequate vertical transportation to each level of the towers and to supplement tower cranes.



Workers & materials Hoist location

#### 7.13.4 Loading Bays

Loading bays similar to CDQ Model 3200 will be installed across the suspended levels to unload materials during the envelope and internal fitout stages of the construction programme. Likely locations (to be confirmed) for each floor as depicted below. 15 in total.

### 7.14 SITE EVACUATION / MAJOR INCIDENT

#### 7.14.1 Response / Emergency Procedures

Lendlease has robust procedures in place for the management of emergency situations. There are several key strategies that will be implemented to ensure Lendlease provides a safe environment for the entire workforce, the Client representatives and visitors.

#### 7.14.2 Nurse Call System

A temporary Nurse Call system will be installed across the site during Main Works. Call stations will be situated at various locations throughout the site in key locations such as close to hoists and emergency egresses. They are one-way call stations connected to the first aid room.

The project's Safety Committee will be regularly updated on the location of Nurse Call points as the project progresses.

#### 7.14.3 Mobile Phones – All Site Supervisors (Lendlease and Subcontractors)

All Lendlease Building Supervisors and nominated personnel are issued with mobile phones. From a subcontractor perspective, it is a Lendlease policy that Subcontractors supervisors undertake front- end leadership training (Supervisors are required to be in a 1:8 ratio as per Lendlease's Safety Plan) and are provided with mobile phones.

These mobile phone details are kept in a site wide communication system which will send texts regularly (daily or in a required basis) to notify front end leaders of changing site conditions, e.g. exclusion zones, wet weather, etc. Emergency warnings will be issued by SMS to all front-end leaders.

#### *7.14.4 Emergency Evacuation & Serious Injuries*

An evacuation of the site is to be conducted in relation to an event which is assessed by the Chief Warden or Incident Controller to be serious, unexpected or a dangerous situation requiring immediate action, and which warrants an evacuation.

The decision to evacuate the site will be made by the Chief Warden, or Incident Controller, or initiated by any other person, who must notify a Lendlease representative immediately, should there be an imminent threat to life.

If anyone is injured and / or there is an emergency, the Project First Aid Officer immediately will be notified by using the nurse-call, two-way radio or phone. Depending on the seriousness of the injury, the First Aid person in charge may need to call an ambulance to site.

If the evacuation siren sounds, all site workers are to stop work immediately, leave the work area, and evacuate the site through the nearest safe EXIT (temporary 'EXIT' signs are installed throughout the site and modified as required, e.g., under formwork decks), or as directed by a Warden.

Muster points will be designated on site and adjusted as required with the increase of workers on site.

Every designated muster point/assembly area will have at least one of the electronic card readers to verify that every person on site has been evacuated in the shortest possible time. Our access control system (Pegasus or similar) provides excellent features to establish that all workers visitors and staff are accounted for.

After each worker has swiped their card on the Pegasus or equivalent card reader they will proceed straight to their nominated sub-contractor area within the muster zone.

As part of our safety system and in compliance with regulatory requirements, Lendlease conducts evacuation drills regularly (every six months as a minimum).

## 8.0 BIODIVERSITY MANAGEMENT PLAN

Refer to:

- Stage 2 Biodiversity Management Plan (BMP)

Plan summarises:

- The maintenance activities required in the retaining vegetation areas of site
- The revegetation activities required in the retaining vegetation areas of site
- The dam decommissioning requirements
- The water quality objective requirements
- Protection requirements for flora and fauna

## 9.0 CONSTRUCTION AIR QUALITY AND DUST MANAGEMENT

Refer to:

- Construction Air Quality Management and Dust Management Sub-Plan (CAQMDMSP)

Plan summarises:

- Clear distinction between trafficable and non-trafficable areas with speed limits implemented.
- Use of water carts, dust suppressants and sprinklers to manage dust
- Avoid excavation during high wind and extreme wet weather conditions
- Covers to trucks transporting materials to and from the site
- Periodic inspection of surrounding roads to ensure no construction contamination
- Stabilisation of temporary stockpiles
- Air quality visual monitoring

## 10.0 CONSTRUCTION SOIL AND WATER (INCL GROUNDWATER) MANAGEMENT SUB-PLAN

Lendlease Building will utilise their internal sub-plan that manages the risks of construction on stormwater control and discharge. In addition to this plan the civil consultant (Robert Bird Group) has prepared an erosion and sediment control plan that details devices that manage these issues are implemented and maintained always.

Refer to:

- Construction Soil and Water Management Sub-Plan (CSWMSP)
- Robert Bird Group – Tweed Valley Hospital – Erosion and Sediment Control Plan

Key items to manage stormwater runoff within this plan are as follows:

- Installation of Sedimentation Basins (installed as part of Preliminary Works package).
- Regular inspections of basins (both weekly and within 24 hours of a rain event).
- Retained capacity in detention basins
- Test, treat and discharge collected stormwater off-site if it cannot be reused on site.
- No discharge of non-compliant water or off-site pollution

## 11.0 CONSTRUCTION TRAFFIC AND PEDESTRIAN MANAGEMENT SUB-PLAN

The combination of Lendlease's Management Plan and the consultant (Bitzios) prepared Construction Traffic Management Plan will manage activities for internal site and external to site.

Refer to:

- Construction Traffic and Pedestrian Management Sub-Plan (CTPMSP)

Refer to the referenced for:

- Construction Traffic Circulation Environmental Management Diagram
- Access for vehicles and pedestrians into and within site

- Traffic and Plant movements, direction, and deliveries within site
- Heavy vehicle routes internal and external of site
- Mitigation measures to reduce traffic noise and conflicts
- Traffic Control Plans

## 12.0 CONSTRUCTION NOISE AND VIBRATION MANAGEMENT SUB-PLAN

As part of the SSD1 application an acoustic report and preliminary CNVMP was prepared by Acoustic Studios outline mitigation measures to be incorporated into site activities. Lendlease has reviewed Acoustic Studios Document and has included their recommendation into internal Noise and Vibration Management Sub Plan recommendation from this plan.

Refer to:

- Acoustic Studios - Tweed Valley Hospital - Noise and Vibration Impact Assessment for State Significant Development (SSD) – *Section 7*
- Construction Noise and Vibration Management Sub-Plan (CNVMSP)

The two plans incorporate the following key measures:

- monitoring works in accordance with the project approval Traffic Control Plans in specified locations.
- Restricting works to approved construction hours;
- Prepare a Noise and Vibration Impact and Monitoring Environmental Management Diagram (refer to appendix of LL report)
- Plant is fitted with silencers, acoustical enclosures or other noise attenuation measures.
- Identification of surround noise receivers

## 13.0 CONSTRUCTION & DEMOLITION WASTE MANAGEMENT SUB-PLAN

Lendlease Building's waste management plan will the risks of construction on stormwater control and discharge. The plan detail anticipated quantities of waste generated using examples from other projects of similar size and nature. At quarterly review, this plan will be updated to reflect actual volumes.

Refer to:

- Construction Waste Management Sub-Plan (CWMSP)

## 14.0 BUSHFIRE AND FLOOD RISK EMERGENCY RESPONSE PLAN

Bushfire and flood risk and actions in the events of other incidents is outlined in Lendlease's Buildings Emergency Response Plan.

The plan identifies potential emergency scenarios that could occur within the workplace as well as training, contacts, drills, notification procedure and evacuation diagram.

Refer to:

- Flood and other Emergency Response Sub-Plan

## 15.0 INCIDENT NOTIFICATION PROCEDURE

How Lendlease manages its EHS and incident reporting is detailed in Section 5.4.5 EHS Reporting. In addition to this section, Health Infrastructure's (HI) is also identified and detailed the figures below.

### HEALTH INFRASTRUCTURE Incident Communications & Stakeholder Management Plan

Diagram 1 – HI Non-Critical Incident Media Approvals Process

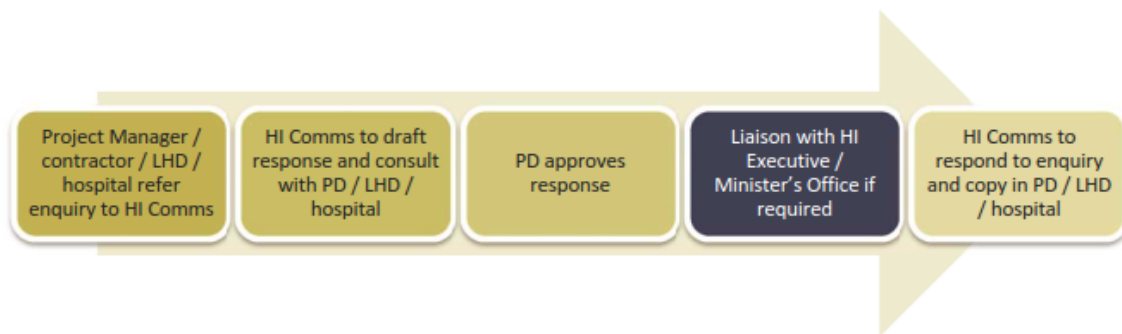


Diagram 2 – HI Critical or Significant Incident Media Approvals Process





### 3. Incident Management Framework

Category 1 – Critical Incident Trigger: Incident involving fatality or severe injury or incident resulting in potential severe corporate reputational damage, or major impact to critical hospital operations	Category 2 – Significant Incident Trigger: Incident involving major detrimental impact to project, including damage to civil structures, extreme weather impacts, and threats to life or property or major environmental impact, or significant impact to critical hospital operations	Category 3 – Minor Incident Trigger: Incident involving impact on project delivery which may involve regulatory investigation eg. injury resulting in hospitalization, or minor environmental impact	Category 4 – Local Incident Trigger: Routine incident on worksite, eg minor LTI not requiring hospitalization, workers not wearing correct PPE etc
<b>Step 1 – Immediate</b>  Contractor informs: Project Manager Regulators HI Senior Project Directors	<b>Step 1 – Immediate</b>  Contractor informs: Project Manager Regulators HI Senior Project Directors	<b>Step 1 – Within 1 hour</b>  Contractor informs: Project Manager Regulators HI Senior Project Director	<b>Step 1 – Within 4 hours</b>  Contractor informs: Project Manager HI Project Directors
<b>Step 2 – Immediate</b>  Senior Project Director informs: HI Chief Executive Executive Director Delivery	<b>Step 2 – Immediate</b>  Senior Project Director informs: HI Chief Executive Executive Director Delivery	<b>Step 2 – Within 1 hour</b>  Senior Project Director / Project Director and Inform Minister, Ministry, Local Health District/s engage with Director Communications and Engagement	<b>Step 2 – Within 8 hours</b>  Project Director: Engage with HI Communications as required
<b>Step 3 – Immediate</b>  Chief Executive and Executive Director: Inform Minister, Ministry, Local Health District/s Engage with Director Communications and Engagement	<b>Step 3 – Immediate</b>  Chief Executive and Executive Director: Inform Minister, Ministry, Local Health District/s Engage with Director Communications and Engagement	<b>Step 3 – Within 4 hours</b>  HI Communications: Deploy communications strategy as required	<b>Notes:</b>  Incident Management Team not required – managed through routine project governance and reporting
<b>Step 4 – Immediate</b>  HI Chief Executive / Executive Director Delivery officially declare incident	<b>Step 4 – Immediate</b>  HI Chief Executive / Executive Director Delivery officially declare incident	<b>Step 4 – If required</b> Incident Management Team not required Managed through routine project governance and reporting Employee status monitored and incident escalated if condition becomes serious	
<b>Step 5 – Within 1 hour</b>  Upon CE / ED officially declaring incident, a HI Incident Management Team is formed – see Section 2 below	<b>Step 5 – Within 1 hour</b>  Upon CE / ED officially declaring incident, a HI Incident Management Team is formed – see Section 2 below		
<b>Step 6 – Ongoing</b>  Incident Management Team assumes control of incident response  Media and stakeholder communication managed in line with Section 3 – Stakeholder Relationship Managers and Appendix 1 – Incident Media Protocols	<b>Step 6 – Ongoing</b>  Incident Management Team assumes control of incident response  Media and stakeholder communication managed in line with Section 3 – Stakeholder Relationship Managers and Appendix 1 – Incident Media Protocols		

## 16.0 CONTAMINATION, ASBESTOS AND HERITAGE MANGEMENT PLANS

Lendlease Building has three separate plans that have been prepared for this site to address expected and unexpected finds of contamination, asbestos and heritage whilst working on site. As well as actions to mitigate risks to known locations of items. These reports have been updated to reflect the requirements of the RAP reports, Niche's heritage wall report.

Refer to:

- Lendlease Building – Tweed Valley Hospital – Contamination Management Sub-Plan
- Hazardous Materials Management Plan
- Lendlease Building – Tweed Valley Hospital – Heritage and Archaeological Management Sub Plan

**UNEXPECTED FINDS PROTOCOL**

Unexpected find items can include, but not limited to, hazardous building material, potential burial site or of heritage or archaeological significance, medical paraphernalia, illicit items including weapons and drug related objects



## 17.0 STAKEHOLDER MANAGEMENT

### 17.1 CONSULTING AND COMMUNICATING

Lendlease will be actively and proactively supporting Health Infrastructure NSW in their lead role of stakeholder manager for the Tweed Valley Hospital project. Lendlease's Construction Communications Plan provides details of the strategic communication approach.

Lendlease's approach to managing enquiries for the Tweed Valley Hospital project is to create a strategic framework which enables a consistent and transparent guide to engaging stakeholders throughout both the initial project engagement and Delivery Phase. The key principles which underpin our proposed approach are:

- Establish and maintain transparent and consistent communication channels which enable geographically dispersed and diverse stakeholders to engage with the project as required;
- Respect, involve and engage stakeholders to ensure their needs are recognised and considered throughout all phases of the project;
- Ensure a proactive, rather than reactive approach to all potential stakeholder related issues and engagement;
- Tailor communications to provide the right information, to the right people at the right time; and
- Should Lendlease receive any inquiries or complaints through the Tweed Valley Hospital project information line or email address these will be actioned in a timely fashion with the response to be circulated to the Tweed Valley Hospital project team.

### 17.2 KEY MESSAGES

Our key messages with respect to stakeholder engagement are:

- Lendlease are committed to minimising construction impacts through the implementation of appropriate mitigation measures – with Lendlease, stakeholders are in safe hands.
- Lendlease will support HI NSW, the NNSWLHD and the HI TVH Management Team's ongoing relationship with the stakeholders and will continue to respect their role in the process through proactive engagement.
- Lendlease are committed to a partnership approach by working with HI NSW, NNSWLHD and HI TVH Management Team to ensure our communicated information is succinct, accurate and united. This will provide both internal and external stakeholders a platform to be informed and to respond.
- Lendlease's engagement with the NNSWLHD and the wider community will create a lasting legacy beyond the construction activities on the project.

## 18.0 AUTHORITIES

### 18.1 STATUTORY PLANNING APPROVAL AND CONSTRUCTION CERTIFICATE

Lendlease will actively assist the process of applying and obtain authority approvals in a timely manner.

Lendlease has developed detailed and specific management tools to implement, monitor and report on the conditions of approval issued with the Determination of SSD2.

The proposal for management of Construction Certificate(s) is likely going to be broken in separate certificates to allow for efficiency in design and start on site dates.

This will allow the earliest start on site date possible and assist with providing delivery certainty to HI. Our Design Management team will lead this process working closely with the Building Certifier, with the HI NSW and the Tweed Valley Hospital Management Team.

### 18.2 LOCAL AUTHORITY

Lendlease understands how important the role of Tweed Shire Council has in a development of the scale and significance of the new Tweed Valley Hospital.

Lendlease works on the proviso of a highly respectful relationship with the council and will foster a close, transparent and fluent communication with them. Lendlease will overview and will actively participate in the Tweed Shire Council activities related to the hospital, such as hydraulic inspections, road network and council assets management.

### 18.3 FIRE RESCUE NSW

Lendlease will engage early in the process with the Fire Authority to get their involvement on the new Tweed Valley Hospital as early as possible.

During the construction stage, our site team will engage with the local Fire Brigades to inform them of the Emergency Management Plan and introduce the to key members of the Lendlease Emergency Response team

### 18.4 POLICE

Lendlease will also engage the Tweed Heads and Kingscliff Police stations to introduce to the Tweed Valley Hospital project and make them aware of Lendlease's Emergency Response Plan.

### 18.5 UTILITY PROVIDER AND ASSOCIATED EXTERNAL APPROVALS

Our Services Project Managers have been involved and will continue their involvement during ECI, with the services providers. The aim is to manage approvals from the onset. This will include:

- Tweed Valley Shire (water, sewer, traffic).
- Essential Energy
- NSW Fire & Rescue.
- Roads & Maritime Services.
- NBN providers.
- Other relevant utility providers.

Our approach with these authorities will differ dependent on the respective requirements, however fundamentally we will seek:

- Prior coordination with HI NSW to ensure all approaches are aligned and coordinated;

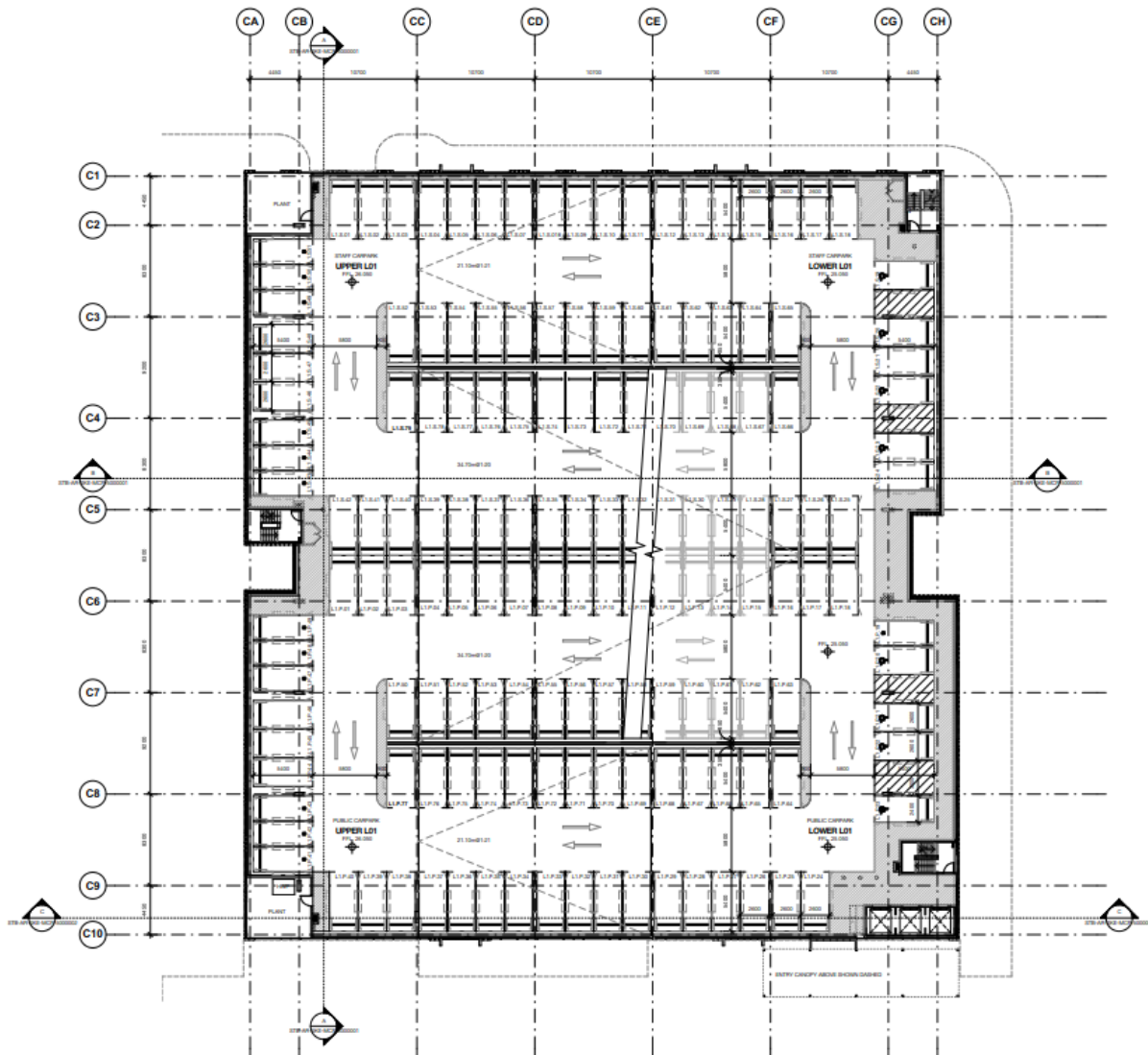


- Early contact to mitigate potential delays and identify potential issues; and
- Establish common contacts that can provide continuity of service on the project.

## 19.0 OTHER DEVELOPMENTS WITHIN THE PRECINCT

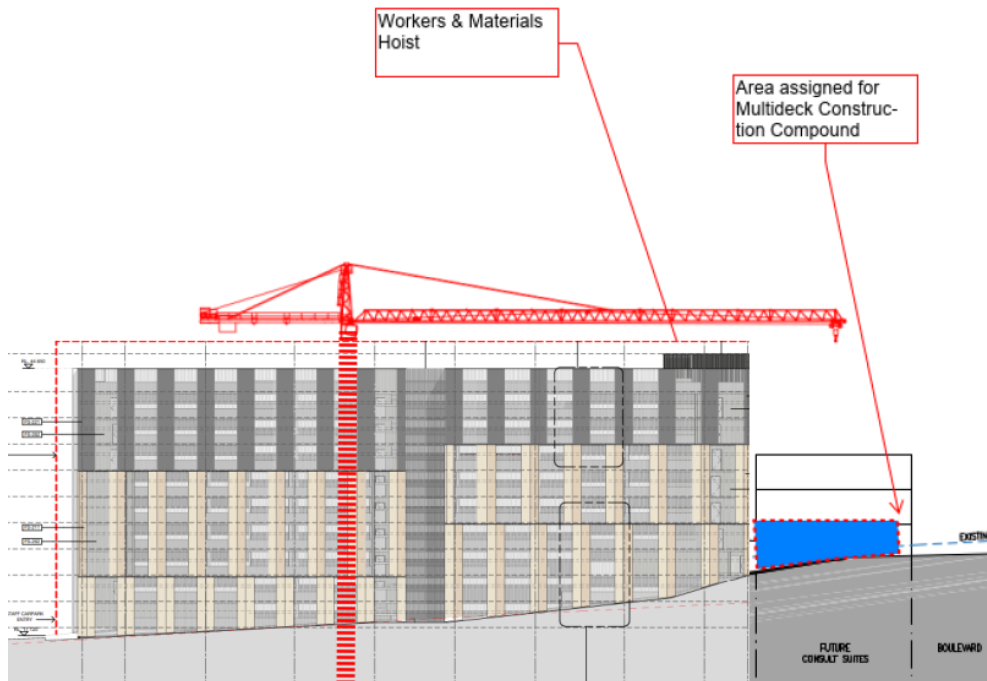
### 19.1 MULTIDECK CARPARK

Constructed by others.



Typical floor of proposed Multideck Carpark

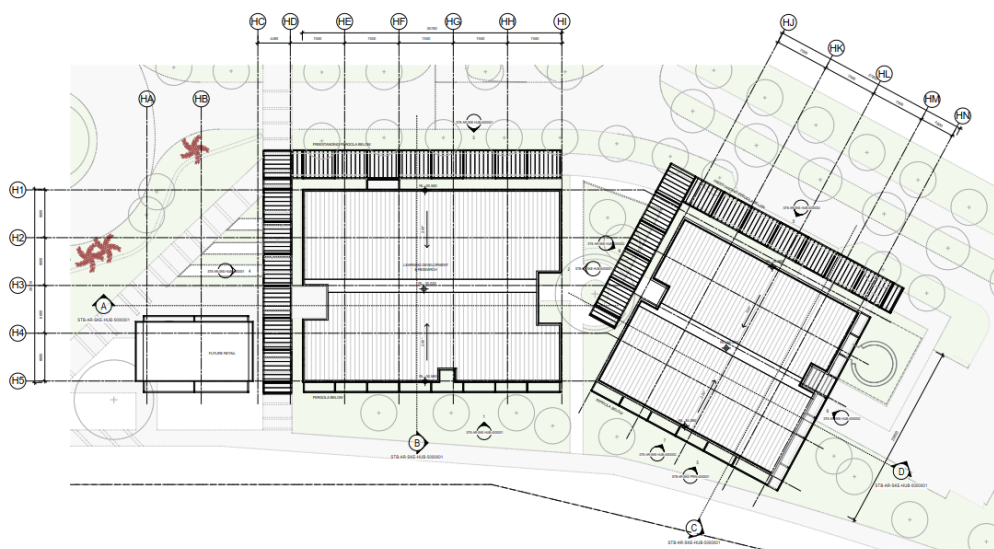




Multideck Carpark Section

## 19.2 HEALTH HUB

Constructed by others.



Health Hub Plan