Construction Environmental Management Plan

Royal Prince Alfred Hospital Redevelopment

Project number:	N01075
Document number:	RPA-PMT-CPB-MPL-ALL-000007

Document Approval

Rev.	Date	Prepared by	Reviewed by	Approved by	Remarks
A	20/03/23	J. Fischer	Z. Foster	F. Sgambelone S. Garzo	First submission
Signature:					
B	09/10/2023	Z. Foster	P. Nott	S. Garzo	Updated in preparation for project commencement
Signature:					
C	20/12/2023	Z. Foster	P. Nott	S. Garzo	Update traffic management plan
Signature:					
D	08/04/2024	J. Takos	P. Nott	S Garzo	Updated following project commencement audit
Signature:					
E	16/08/2024	J. Takos	P. Nott	S Garzo	Updated personal contact details due to staff changes
Signature:					

Rev.	Date	Prepared by	Reviewed by	Approved by	Remarks
F	24/09/2024	J. Takos	P. Nott	S Garzo	Updated following project IEA and MOD1 approval
					
G	06/03/2025	A. Korompay	K. Attar	M. Mittiga	6 Monthly Review - following MOD2 approval
					

Details of Revision Amendments

Document Control

The Project Manager is responsible for ensuring that this document is reviewed and approved.
The Project Environmental Representative is responsible for reviewing and updating this document to reflect changes to environmental, legal and other requirements as required.

Amendments

Any revisions or amendments shall be approved by the Project Manager and/or client before being distributed, communicated and implemented.

Revision Details

Revision	Details
A	Construction Environmental Management Plan drafted for first submission to Health Infrastructure NSW
B	Updated prior to construction commencement
C	Update to the Construction Traffic Management Plan
D	Updated to address findings from external HI audit conducted on 11/01/2024
E	Update to afterhours contact details & section 4.6 personnel updates
F	Updated following project IEA and prior to commencement of Western Medical Gas Compound works.
G	- Add Molecular Imaging building to Section 2.1 - Update to Section 4 Noise and Vibration Management Sub-plan based on updated CNVMP - Update project staff

Definitions

Term or Abbreviation	Definition
ASS	Acid Sulfate Soils
Compliance audit	Verification of how implementation is proceeding with respect to a CEMP (which incorporates the relevant Approval conditions)
CMS	CPB Management System
CPB	CPB Contractors Pty Ltd
DPE	Department of Planning and Environment
EMP	Environmental Management Plan
EMS	Environmental Management System
Environmental aspect or hazard	Defined by AS/NZS ISO 14001 as an element of an organisation's activities, products or services that can interact with the environment. The term 'hazard' is used throughout this EMP and has the same meaning as 'aspect' for the purposes of compliance with ISO14001 requirements.
Environmental impact	Defined by AS/NZS ISO 14001 as any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organisation's environmental aspects.
Environmental incident	An unexpected event that has, or has the potential to, cause harm to the environment and requires some action to minimise the impact or restore the environment.
Environmental objective	Defined by AS/NZS ISO 14001 as an overall environmental goal, consistent with the environmental policy, that an organisation sets itself to achieve.
Environmental policy	Statement by an organisation of its intention and principles for environmental performance.
Environmental target	Defined by AS/NZS ISO 14001 as a detailed performance requirement, applicable to the organisation or parts thereof, that arises from the environmental objectives and that needs to be set and met in order to achieve those objectives.
ESCP	Erosion and Sediment Control Plan
EWMS	Environmental Work Method Statement
Hold point	A verification point that prevents work from commencing prior to approval from the appointed authority.
Non-compliance	Failure to comply with the requirements of the Project approval or any applicable licence, permit or legal requirements
Non-conformance	Failure to conform to the requirements of Project system documentation including this CEMP or supporting documentation
PESCP	Progressive Erosion and Sediment Control Plan
SEP	Site Environmental Plan(s)
SSD	State Significant Development
RPA	The Royal Prince Alfred Hospital

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Part A: Overview

1. Structure of this Plan

This Construction Environmental Management Plan (CEMP) outlines how CPB Contractors will manage environmental risks and achieve acceptable environmental outcomes during construction of the Royal Prince Alfred Hospital Redevelopment project (State Significant Development (SSD-47662959)).

This CEMP has been prepared in accordance with CPB Contractors Environmental Management System (EMS) and DPIE (April 2020) *Environmental Management Plan Guideline – Guideline for Infrastructure Projects*.

Other Project Plans that interface with the CEMP include:

- Project Management Plan
- Construction Management Plan
- Engineering and Design Management Plan
- Quality Management Plan
- Safety and Health Management Plan
- Completion Management Plan.

This EMP has the following structure:

Part A: Overview	This section outlines the: ▪ EMP Scope ▪ Objectives and Targets ▪ Environmental Management System (EMS) Structure ▪ Summary of the potential Project Significant Environmental Aspects ▪ Approvals Delivery Strategy (if included)
Part B: Implementation Plan	This section outlines EMS Elements (systems and processes) as follows: ▪ CPB Requirements and Expectations ▪ How they will be met ▪ Responsibilities ▪ Associated deliverables / tools
Part C: Sub-plans	This section contains Sub-plans to manage Significant Environmental Aspects and other environmental aspects associated with the Project
Part D: Appendices	This section includes the following policies and system tools: ▪ Environmental Policy and ISO 14001 Certification ▪ Environmental Roles and Responsibilities ▪ Environmental Obligations Register ▪ Monitoring, Inspections, Reporting, Review and Audit Schedule ▪ Site Environment Plan(s) as applicable.

2. Overview

2.1 Project Description

The Royal Prince Alfred Hospital (RPA) Redevelopment project in Camperdown NSW, seeks to expand the existing surgical and medical facilities of the RPA Hospital to maintain and enhance RPA's broad clinical, research and education capabilities, and meet the future needs of the immediate area and Greater Sydney. The new facility will increase theatre capacity, improve efficiencies and access to services and enable implementation of new models of care and surgical clinical pathways. The RPA Redevelopment will provide the Hospital with the opportunity to meet increased surgical demand due to numerous factors including population growth and ageing population as well as providing additional medical services and an upgrade to the existing infrastructure.

The RPA Redevelopment was approved by the Minister for Planning on the 26th September 2023 (State Significant Development (SSD-47662959)) and involves a new 15 storey hospital building; 3 storey extension to the east of the existing clinical services building; 2 storey vertical expansion of RPA Building 89; refurbishment works; demolition; temporary helipad.

CPB Contractors has been appointed by RPA to redevelop the hospital in accordance with SSD-47662959 and GC21. Specifically, the project development for alterations and additions to the existing RPA Hospital campus includes the following:

- Alterations and additions to the RPA Hospital East Campus, comprising: Eastern wing: A new fifteen (15) storey building with clinical space for Inpatient Units (IPU's), Medical Imaging, Delivery, Neonatal and Women's Health Services, and a helicopter landing site is proposed on the roof of this building.
- Eastern extension: A three (3) storey extension to the east the existing clinical services building to accommodate new operating theatres and associated plant areas.
- Northern expansion: A two (2) storey vertical expansion over RPA Building 89 accommodating a new Intensive Care Unit and connected with the Eastern Wing.
- Internal refurbishment: Major internal refurbishment to existing services including Emergency Department and Imaging, circulation and support spaces.
- Enhanced Northern Entry/ Arrival including improved pedestrian access and public amenity.
- Reconfiguration of Emergency Department forecourt at the Missenden Road frontage for ambulance access and parking, and replacement of canopy to the Albert Pavilion.
- Demolition of affected buildings, structures and trees.
- Changes to internal road alignments and paving treatments.
- Works within Missenden Road reserve including kerb realignment, addition of new "keep clear zone", and an additional four drop-off parking bays.
- Landscaping works, including tree removal, tree pruning, and compensatory tree planting including off-site on University of Sydney land.
- A medical gas compound to the north of the new main East Tower building.
- Molecular Imaging: A one (1) storey vertical expansion over RPA Building accommodating a new Molecular Imaging Unit.

Ancillary works to the RPA Hospital West Campus, comprising:

- Temporary helicopter landing site above existing multi storey carpark.
- Re-routing of existing services; and
- Associated tree removal along Grose Street.

The existing site is shown in Figure 1, and the proposed site plan is shown in Figure 2.

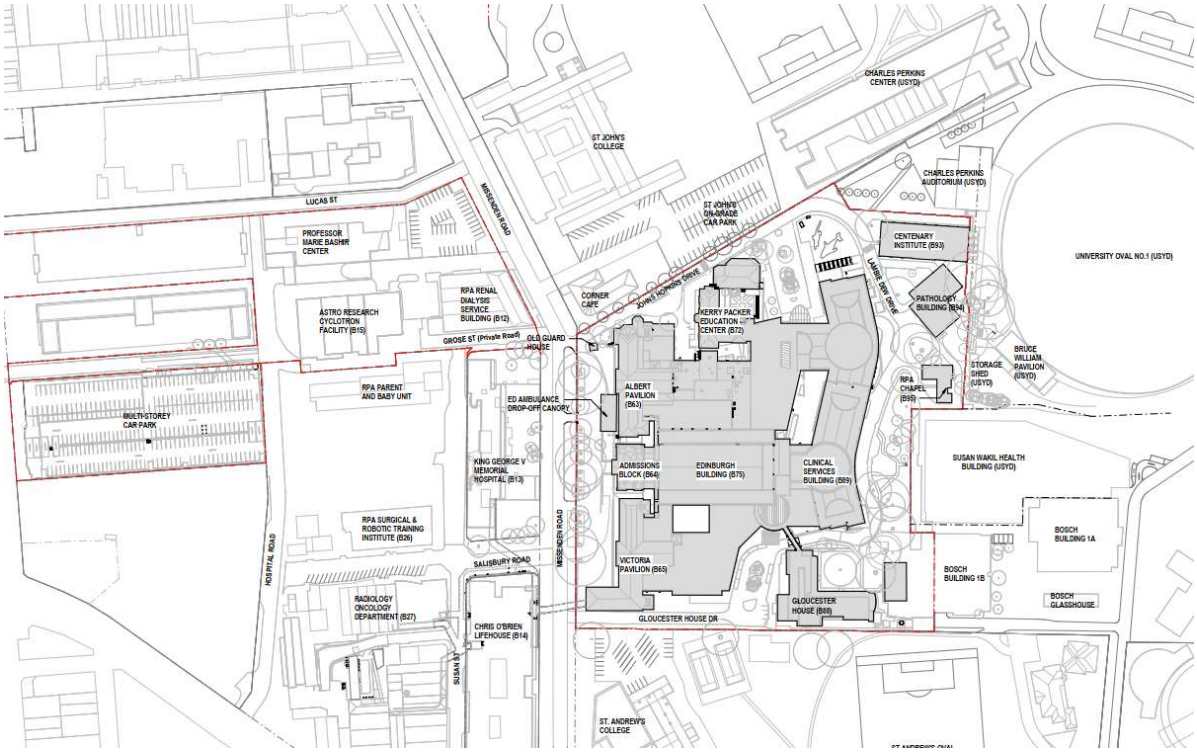


Figure 1 Existing Site Plan (Source: Bates Smart, Jacobs, and Neeson Murcutt + Neille)

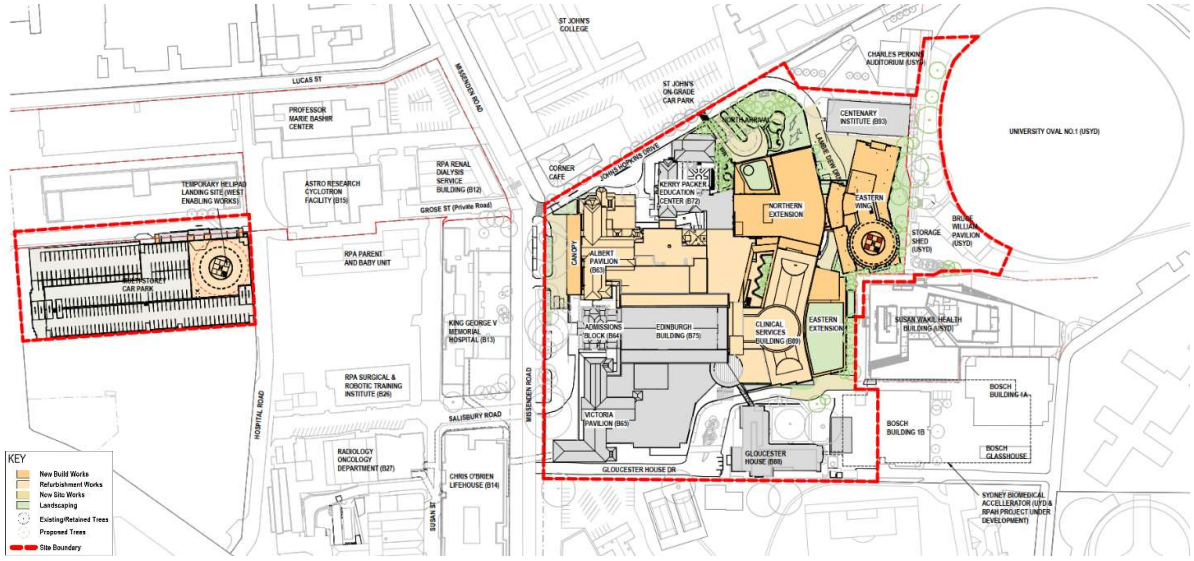


Figure 2. Proposed Site Plan (Source: Bates Smart, Jacobs, and Neeson Murcutt + Neille)

2.2 CEMP Scope

This CEMP has been developed in accordance with CPB's 'The Way We Operate' framework. The framework aligns with AS/NZ ISO 9004:2011 *Managing for the sustained success of an organisation – A quality management approach* which has been specifically adapted for CPB. As a key project document, the CEMP integrates environmental management requirements, client obligations and community expectations during project delivery. It provides environmental management protocols for the design and construction and, operation and maintenance stages of the Royal Prince Alfred Hospital Redevelopment Project.
Specifically, the CEMP:

- Identifies the environmental management obligations relevant to the project and lists all applicable environmental legislation, permits and approvals
- Identifies environmental hazards (aspects), potential impacts and risks associated with the works
- Identifies reasonable and feasible measures to reduce the environmental impact of the Project
- Assists in the prevention of unauthorised environmental impacts
- Fulfils CPB Contractors' EMS requirements, enabling continued certification to ISO14001.

CPB Contractors Environmental Policy and ISO 14001 Certification is contained in **Appendix A**. The CPB Project Manager, with input from the CPB Environmental Representative is responsible for implementation of the Plan. Environmental Roles and Responsibilities are set out in **Appendix B**.

2.3 Environmental Management Obligations

A Project Environmental Obligations Register is contained in Appendix C. This register lists the following environmental management obligations and how the obligations will be implemented:

- Applicable legislation
- Contract requirements
- Project approval requirements
- Other associated obligations or commitments

The register will be reviewed regularly, and updates made as necessary. The Project Environmental Representative (or delegate) is responsible for updating this register.

2.4 Ministers Conditions of Approval and Contract Requirements

Table 2-12-1 lists conditions from SSD-47662959 that are relevant to the CEMP and subplans where each condition has been addressed within this Plan or the wider CPB Contractors Management System.

Table 2-22-2 lists contract requirements that are relevant to environmental management during construction and where these requirements have been addressed.

Table 2-1 SSDA (47662959) Conditions of Approval Directly Relating to this CEMP.

SSD Reference	Content Requirements	Where Addressed
Part A – Administrative Conditions		
Obligation to Minimise Harm to the Environment		
A1	In addition to meeting the specific performance measures and criteria in this consent, all reasonable and feasible measures must be implemented to prevent, and, if prevention is not reasonable and feasible, minimise any material harm to the environment that may result from the construction and operation of the development.	This CEMP
Terms of Consent		
A2	The development may only be carried out: a) in compliance with the conditions of this consent; b) in accordance with all written directions of the Planning Secretary; c) generally, in accordance with the EIS and Response to Submissions; d) in accordance with the approved plans in the table below	This CEMP

SSD Reference	Content Requirements	Where Addressed

Architectural drawings prepared by *Jacobs, Bates Smart and Neeson Mercutt + Neille*

Dwg No.	Rev	Name of Plan	Date
RPA-ARC-BSA-DRG-MW-DA0103	J	SITE PLAN – DEMOLITION	06/06/23
RPA-ARC-BSA-DRG-MW-DA0104	N	SITE PLAN – PROPOSED	16/06/23
RPA-ARC-BSA-DRG-MW-DA0301	N	GENERAL ARRANGEMENT – LEVEL 1	09/06/23
RPA-ARC-BSA-DRG-MW-DA0302	N	GENERAL ARRANGEMENT – LEVEL 2	09/06/23
RPA-ARC-BSA-DRG-MW-DA0303	N	GENERAL ARRANGEMENT – LEVEL 3	09/06/23
RPA-ARC-BSA-DRG-MW-DA0304	N	GENERAL ARRANGEMENT – LEVEL 4	09/06/23
RPA-ARC-BSA-DRG-MW-DA0305	N	GENERAL ARRANGEMENT – LEVEL 5	09/06/23
RPA-ARC-BSA-DRG-MW-DA0306	N	GENERAL ARRANGEMENT – LEVEL 6	09/06/23
RPA-ARC-BSA-DRG-MW-DA0307	N	GENERAL ARRANGEMENT – LEVEL 7	09/06/23
RPA-ARC-BSA-DRG-MW-DA0308	N	GENERAL ARRANGEMENT – LEVEL 8	09/06/23
RPA-ARC-BSA-DRG-MW-DA0309	N	GENERAL ARRANGEMENT – LEVEL 9	09/06/23
RPA-ARC-BSA-DRG-MW-DA0310	N	GENERAL ARRANGEMENT – LEVEL 10	09/06/23
RPA-ARC-BSA-DRG-MW-DA0311	N	GENERAL ARRANGEMENT – LEVEL 11	09/06/23
RPA-ARC-BSA-DRG-MW-DA0312	N	GENERAL ARRANGEMENT – LEVEL 12	09/06/23
RPA-ARC-BSA-DRG-MW-DA0313	N	GENERAL ARRANGEMENT – LEVEL 13	09/06/23
RPA-ARC-BSA-DRG-MW-DA0314	N	GENERAL ARRANGEMENT – LEVEL 14	09/06/23

RPA-ARC-BSA-DRG-MW-DA0315	N	GENERAL ARRANGEMENT – LEVEL 15	09/06/23
RPA-ARC-BSA-DRG-MW-DA0316	N	GENERAL ARRANGEMENT – LEVEL 16	09/06/23
RPA-ARC-BSA-DRG-MW-DA0317	M	GENERAL ARRANGEMENT – LEVEL 17	09/06/23
RPA-ARC-BSA-DRG-MW-DA0501	C	EXTERNAL WORKS – EMERGENCY DEPARTMENT ARRIVAL	06/06/23
RPA-ARC-BSA-DRG-MW-DA0502	C	EXTERNAL WORKS – EMERGENCY DEPARTMENT ARRIVAL	06/06/23
RPA-ARC-BSA-DRG-MW-DA0901	J	ELEVATIONS – NORTH & SOUTH	06/06.23
RPA-ARC-BSA-DRG-MW-DA0902	J	ELEVATIONS – EAST & WEST	06/06.23
RPA-ARC-BSA-DRG-MW-DA0904	D	ELEVATIONS – LAMBIE DEW DRIVE	06/06.23
RPA-ARC-BSA-DRG-MW-DA0905	D	ELEVATIONS – CENTRAL COURTYARD	06/06.23
RPA-ARC-BSA-DRG-MW-DA1001	J	SECTIONS – AA & BB	06/06.23
RPA-ARC-BSA-DRG-MW-DA1002	J	SECTION – CC & DD	06/06.23
RPA-ARC-BSA-DRG-MW-DA1101	I	FAÇADE TYPE 01 – 1 BED OUTBOARD ENSUITE	06/06.23
RPA-ARC-BSA-DRG-MW-DA1102	I	FAÇADE TYPE 02 – INTENSIVE CARE UNIT (ICU)	06/06.23
RPA-ARC-BSA-DRG-MW-DA1103	I	FAÇADE TYPE 03 – 1 BED ISOLATION	06/06.23
RPA-ARC-BSA-DRG-MW-DA1104	I	FAÇADE TYPE 04 – 2 BED INBOARD ENSUITE	06/06.23
RPA-ARC-BSA-DRG-MW-DA1105	I	FAÇADE TYPE 05 – 2 BED TOE TO TOE	06/06.23
RPA-ARC-BSA-DRG-MW-DA1106	I	FAÇADE TYPE 06 – NEONATES	06/06.23
RPA-ARC-BSA-DRG-MW-DA1107	I	FAÇADE TYPE 07 – PLANT LEVELS	06/06.23
RPA-ARC-BSA-DRG-MW-DA1108	I	FAÇADE TYPE 08 – OPERATING THEATRE (EAST EXTENSION)	06/06.23
RPA-ARC-BSA-DRG-MW-DA1109	I	FAÇADE TYPE 09 – LINK BRIDGE	06/06.23
RPA-ARC-BSA-DRG-MW-DA1110	I	FAÇADE TYPE 10 – NORTH ARRIVAL ENTRY	06/06.23
RPA-ARC-BSA-DRG-MW-DA1111	I	FAÇADE TYPE 11 – WINTER GARDEN	06/06.23
RPA-ARC-BSA-DRG-MW-DA1112	I	FAÇADE TYPE 12 – RAIN SCREEN – BUILDING 89	06/06.23
RPA-ARC-BSA-DRG-MW-DA1113	D	FAÇADE TYPE 13 – RADIOLOGY	06/06.23
RPA-ARC-BSA-DRG-MW-DA2101	I	SOLAR ANALYSIS – SUMMER SOLSTICE	06/06.23

RPA-ARC-BSA-DRG-MW-DA2102	I	SOLAR ANALYSIS – WINTER SOLSTICE	06/06.23
RPA-ARC-BSA-DRG-MW-DA2103	I	SOLAR ANALYSIS – EQUINOX	06/06.23
RPA-ARC-BSA-DRG-MW-DA2201	I	AREA CALCULATIONS	06/06.23
RPA-ARC-JAC-DRG-MW-150300	A	GENERAL ARRANGEMENT PLANS – LEVEL 3 (GROUND LEVEL) – EOT & BIKE PARKING FACILITY	21/06/23
RPA-ARC-BSA-DRG-MW-DA3001	B	SIGNAGE ZONES PLAN	15/07/23
RPA-ARC-BSA-DRG-MW-DA3002	A	SIGNAGE ZONES NORTH ELEVATION	15/07/23
RPA-ARC-BSA-DRG-MW-DA3003	A	SIGNAGE ZONES MISSENDEN RD ELEVATION	15/07/23
RPA-ARC-JAC-DRG-EW6-400101	G	ELEVATIONS & SECTION – PACKAGE 6	21/07/23
Landscaping plans prepared by *Turf Design Studio*			
Dwg No.	**Rev**	**Name of Plan**	**Date**
RPA-LAN-TDS-DRW-MW-150000	O	TREE MANAGEMENT PLAN	22/06/2023
RPA-LAN-TDS-DRW-MW-200000	O	Site Landscape Plan	22/06/2023
RPA-LAN-TDS-DRW-MW-200002	L	Soil Depth Plan	15/08/2023
RPA-LAN-TDS-DRW-MW-200101	N	General Arrangement Plan – Northern Arrival	22/06/2023
RPA-LAN-TDS-DRW-MW-200201	N	General Arrangement Plan – Northern Terrace	23/06/2023
RPA-LAN-TDS-DRW-MW-200301	N	General Arrangement Plan – L3 Sunken Gardens	22/06/2023
RPA-LAN-TDS-DRW-MW-200401	N	General Arrangement Plan – L4 Central Courtyard	22/06/2023
RPA-LAN-TDS-DRW-MW-200501	N	General Arrangement Plan – Eastern Gardens 1 of 2	22/06/2023
RPA-LAN-TDS-DRW-MW-200502	N	General Arrangement Plan – Eastern Gardens 2 of 2	22/06/2023
RPA-LAN-TDS-DRW-MW-200601	S	General Arrangement Plan – Eastern Green Roofs	15/08/2023
RPA-LAN-TDS-DRW-MW-200701	N	General Arrangement Plan – Missenden Arrival	22/06/2023
RPA-LAN-TDS-DRW-MW-520001	N	Overall Tree Planting Plan	22/06/2023
RPA-LAN-TDS-DRW-MW-520101	N	Planting Plan – Northern Arrival	22/06/2023
RPA-LAN-TDS-DRW-MW-520201	N	Planting Plan – Northern Terrace	22/06/2023
RPA-LAN-TDS-DRW-MW-520301	N	Planting Plan – L3 Sunken Garden	22/06/2023

SSD Reference	Content Requirements	Where Addressed
	<table><tr><td>RPA-LAN-TDS-DRW-MW-520401</td><td>N</td><td>Planting Plan – L4 Central Courtyard</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-520501</td><td>N</td><td>Planting Plan – Eastern Gardens</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-520601</td><td>M</td><td>Planting Plan – Eastern Wing Green Roofs</td><td>15/08/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-520701</td><td>N</td><td>Planting Plan – Missenden Arrival</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-520801</td><td>N</td><td>Planting Plan – USYD</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-540002</td><td>N</td><td>Proposed Tree Canopy Cover Plan</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700101</td><td>N</td><td>Section – Northern Arrival</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700201</td><td>I</td><td>Section – Northern Terrace</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700301</td><td>I</td><td>Section – L3 Sunken Gardens</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700401</td><td>I</td><td>Section – L4 Central Courtyard</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700501</td><td>N</td><td>Section – Eastern Garden</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-900300</td><td>I</td><td>Details – Furniture</td><td>22/06/2023</td></tr></table>	
A3	Consistent with the requirements in this consent, the Planning Secretary may make written directions to the Applicant in relation to: (a) the content of any strategy, study, system, plan, program, review, audit, notification, report or correspondence submitted under or otherwise made in relation to this consent, including those that are required to be, and have been, approved by the Planning Secretary; (b) any reports, reviews or audits commissioned by the Planning Secretary regarding compliance with this approval; and (c) the implementation of any actions or measures contained in any such document referred to in (a) above.	Element 3:
Staging		
A9	The project may be constructed and operated in stages generally in accordance with 'Preliminary Construction Management Plan (Revision 6.0)' prepared for Health Infrastructure and dated 20/06/2023. Where compliance with conditions is required to be staged due to staged construction or operation, a Staging Report (for either or both construction and operation as the case may be) must be prepared and submitted for the approval of the Certifier. The Staging Report must be submitted to the Certifier no later than 14 days before the commencement of construction of the first of the proposed stages of construction and 14 days before the commencement of operation of the first stage of the proposed stages of operation.	Section 6
A10	A Staging Report prepared in accordance with condition A9 must: (d) if staged construction is proposed, set out how the construction of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when construction of each stage will commence and finish. (e) if staged operation is proposed, set out how the operation of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when operation of each stage will commence and finish (if relevant);	Section 6

SSD Reference	Content Requirements	Where Addressed
	(f) specify how compliance with conditions will be achieved across and between each of the stages of the project; (g) specify how compliance with independent auditing requirements will be achieved across and between each of the operational stages of the project; and (h) set out mechanisms for managing any cumulative impacts arising from the proposed staging.	
A11	Where a Staging Report is required, the project must be staged in accordance with the Staging Report, as approved by the Certifier.	Section 6
A12	Where construction or operation is being staged in accordance with a Staging Report, the terms of this consent that apply or are relevant to the works or activities to be carried out in a specific stage must be complied with at the relevant time for that stage as identified in the Staging Report including independent auditing requirements.	Section 6
Staging, Combining and Updating Strategies, Plans or Programs		
A13	The Applicant may: (a) prepare and submit any strategy, plan (including management plan, architectural or design plan) or program required by this consent on a staged basis (if a clear description is provided as to the specific stage and scope of the development to which the strategy, plan (including management plan, architectural or design plan) or program applies, the relationship of the stage to any future stages and the trigger for updating the strategy, plan (including management plan, architectural or design plan) or program); (b) combine any strategy, plan (including management plan, architectural or design plan), or program required by this consent (if a clear relationship is demonstrated between the strategies, plans (including management plan, architectural or design plan) or programs that are proposed to be combined); and (c) update any strategy, plan (including management plan, architectural or design plan), or program required by this consent (to ensure the strategies, plans (including management plan, architectural or design plan), or programs required under this consent are updated on a regular basis and incorporate additional measures or amendments to improve the environmental performance of the development).	Section 6
A14	Any strategy, plan or program prepared in accordance with condition A13, where previously approved by the Planning Secretary under this consent, must be submitted to the satisfaction of the Planning Secretary.	Element 3:
A15	If the Planning Secretary agrees, a strategy, plan (including management plan, architectural or design plan), or program may be staged or updated without consultation being undertaken with all parties required to be consulted in the relevant condition in this consent.	Element 3:
A16	Updated strategies, plans (including management plan, architectural or design plan), or programs supersede the previous versions of them and must be implemented in accordance with the condition that requires the strategy, plan, program or drawing.	Element 3:
Monitoring and Environmental Audits		
A21	Any condition of this consent that requires the carrying out of monitoring or an environmental audit, whether directly or by way of a plan, strategy or program, is taken to be a condition requiring monitoring or an environmental audit under Division 9.4 of Part 9 of the EP&A Act. This includes conditions in respect of incident notification, reporting and response, non- compliance notification, Site audit report and independent auditing. *Note: For the purposes of this condition, as set out in the EP&A Act, "monitoring" is monitoring of the development to provide data on compliance with the consent or on the environmental impact of the development, and an "environmental audit" is a periodic or particular documented evaluation of the development to provide information on compliance with the consent or the environmental management or impact of the development.*	Element 12:
Access to Information		

SSD Reference	Content Requirements	Where Addressed
A22	At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must: (a) make the following information and documents (as they are obtained or approved) publicly available on its website: i. the documents referred to in condition A2 of this consent; ii. all current statutory approvals for the development; iii. all approved strategies, plans and programs required under the conditions of this consent; iv. regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent; v. a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs; vi. a summary of the current stage and progress of the development; vii. contact details to enquire about the development or to make a complaint; viii. a complaints register, updated monthly; ix. audit reports prepared as part of any independent audit of the development and the Applicant's response to the recommendations in any audit report; x. any other matter required by the Planning Secretary; and (b) keep such information up to date, to the satisfaction of the Planning Secretary and publicly available for 12 months after the commencement of operations.	Element 6:
Incident Notification, Reporting and Response		
A24	The Planning Secretary must be notified through the major projects portal immediately after the Applicant becomes aware of an incident. The notification must identify the development (including the development application number and the name of the development if it has one) and set out the location and nature of the incident.	Element 9:
A25	Subsequent notification must be given and reports submitted in accordance with the requirements set out in **Appendix 2**.	Element 9:
Non-Compliance Notification		
A26	The Planning Secretary must be notified through the major projects portal within seven days after the Applicant becomes aware of any non-compliance. The Certifier must also notify the Planning Secretary through the major projects portal within seven days after they identify any non-compliance.	Element 3:
A27	The notification must identify the development and the application number for it, set out the condition of consent that the development is non-compliant with, the way in which it does not comply and the reasons for the non-compliance (if known) and what actions have been, or will be, undertaken to address the non-compliance.	Element 3:
A28	A non-compliance which has been notified as an incident does not need to also be notified as a non-compliance.	Element 3:
Revision of Strategies, Plans and Programs		
A29	Within three months of: (a) the submission of an incident report under condition A25; (b) the submission of an Independent Audit under condition C43 or C45; (c) the approval of any modification of the conditions of this consent; or (d) the issue of a direction of the Planning Secretary under condition A3 which requires a review,	Element 12:

SSD Reference	Content Requirements	Where Addressed
	the strategies, plans and programs required under this consent must be reviewed, and the Planning Secretary and the Certifier must be notified in writing that a review is being carried out.	
A30	If necessary to either improve the environmental performance of the development, cater for a modification or comply with a direction, the strategies, plans, programs or drawings required under this consent must be revised, to the satisfaction of the Planning Secretary or Certifier (where previously approved by the Certifier). Where revisions are required, the revised document must be submitted to the Planning Secretary and / or Certifier for approval and / or information (where relevant) within six weeks of the review. *Note: This is to ensure strategies, plans and programs are updated on a regular basis and to incorporate any recommended measures to improve the environmental performance of the development.*	Element 12:
Part B – Prior to Commencement of Construction		
Environmental Management Plan Requirements		
B26	Management plans required under this consent must be prepared having regard to the relevant guidelines, including but not limited to the Environmental Management Plan Guideline: Guideline for Infrastructure Projects (DPIE April 2020). Notes: • *The Environmental Management Plan Guideline is available on the Planning Portal at: https://www.planningportal.nsw.gov.au/major-projects/assessment/post-approval* • *The Planning Secretary may waive some of these requirements if they are unnecessary or unwarranted for particular management plans.*	Section 2.2
Construction Environmental Management plan		
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (a) Details of: (i) hours of work; (ii) 24-hour contact details of site manager; (iii) management of dust and odour to protect the amenity of the neighbourhood; (iv) stormwater control and discharge; (v) measures to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving the site; (vi) groundwater management plan including measures to prevent groundwater contamination; (vii) external lighting in compliance with AS 4282-2019 Control of the obtrusive effects of outdoor lighting; (viii) existing helipad / helicopter operations during construction, as required by condition B22; (b) an unexpected finds protocol for Aboriginal and non-Aboriginal heritage and associated communications procedure; (c) Construction Traffic and Pedestrian Management Sub-Plan (see condition B28); (d) Construction Noise and Vibration Management Sub-Plan (see condition B29); (e) Construction Waste Management Sub-Plan (see condition B30); (f) Construction Soil and Water Management Sub-Plan (see condition B31); (g) Biodiversity Management Sub-Plan (see condition B32); and (h) Construction Flood Emergency Management Plan (see condition B33).	This CEMP and sub-plans
B28	The Construction Traffic and Pedestrian Management Sub-Plan (CTPMSP) must be prepared to achieve the objective of ensuring safety and efficiency of the road network and address, but not be limited to, the following:	Appendix H

SSD Reference	Content Requirements	Where Addressed
	(a) be prepared by a suitably qualified and experienced person(s); (b) be prepared in consultation with Council and TfNSW; (c) detail: (i) measures to ensure road safety and network efficiency during construction in consideration of potential impacts on general traffic, cyclists and pedestrians and bus services; (ii) measures to ensure the safety of vehicles and pedestrians accessing adjoining properties where shared vehicle and pedestrian access occurs; (iii) heavy vehicle routes, access and parking arrangements; (iv) the swept path of the longest construction vehicle entering and exiting the site in association with the new work, as well as manoeuvrability through the site, in accordance with the latest version of AS 2890.2; and (v) arrangements to ensure that construction vehicles enter and leave the site in a forward direction unless in specific exceptional circumstances under the supervision of accredited traffic controller(s).	
B29	The Construction Noise and Vibration Management Sub-Plan must address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced noise expert; (b) describe procedures for achieving the noise management levels in EPA's Interim Construction Noise Guideline (DECC, 2009); (c) describe the measures to be implemented to manage high noise generating works such as piling, in close proximity to sensitive receivers; (d) include strategies that have been developed with stakeholders for managing high noise generating works; (e) describe the consultation undertaken to develop the strategies in condition B29(d); (f) include a complaints management system that would be implemented for the duration of the construction; and (g) include a program to monitor and report on the impacts and environmental performance of the development and the effectiveness of the implemented management measures in accordance with the requirements of condition B26.	Appendix I
B30	The Construction Waste Management Sub-Plan (CWMSP) must address, but not be limited to, the procedures for the management of waste including the following: (a) the recording of quantities, classification (for materials to be removed) and validation (for materials to remain) of each type of waste generated during construction and proposed use for materials to remain; (b) information regarding the recycling and disposal locations; and (c) confirmation of the contamination status of the development areas of the site based on the validation results.	Waste Management Sub-plan
B31	The Applicant must prepare a Construction Soil and Water Management Sub-Plan (CSWMSP) and the plan must address, but not be limited to the following: (a) be prepared by a suitably qualified expert, in consultation with Council; (b) measures to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving the site; (c) describe all erosion and sediment controls to be implemented during construction, including as a minimum, measures in accordance with the publication Managing Urban Stormwater: Soils & Construction (4th edition, Landcom 2004) commonly referred to as the 'Blue Book'; (d) direct all sediment laden water in overland flow away from the leachate management system and prevent cross-contamination of clean and sediment or leachate laden water. (e) 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); (f) detail all off-site flows from the site; and (g) 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 5-year ARI and 1 in 100- year ARI.	Soil and Water Management Sub-plan

SSD Reference	Content Requirements	Where Addressed
B32	The Biodiversity Management Sub-Plan (BMSP) must address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced person/s; and (b) set out the measures identified in 'Streamlined Biodiversity Development Assessment Report', (version Final v3.0), prepared by Narla Environmental and dated 2 November 2022, to minimise, mitigate and manage impacts on biodiversity, including timing and responsibility for delivery of the measures.	Biodiversity Management Sub-plan
B33	The Construction Flood Emergency Management Sub-Plan must address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced person(s); (b) address the provisions of the *Floodplain Risk Management Guidelines* (EHG); (c) include details of: (d) the flood emergency responses for both construction phases of the development; i. predicted flood levels; ii. flood warning time and flood notification; iii. assembly points and evacuation routes; iv. evacuation and refuge protocols; and v. awareness training for employees and contractors, and users/visitors.	Flood Emergency Response Sub-Plan
B34	A Driver Code of Conduct must be prepared and communicated by the Applicant to heavy vehicle drivers and must address the following: (a) minimise the impacts of earthworks and construction on the local and regional road network; (b) minimise conflicts with other road users; (c) minimise road traffic noise; and (d) ensure truck drivers use specified routes.	Appendix H
Part C – During Construction		
Implementation of Management Plans		
C10	The Applicant must carry out the construction of the development in accordance with the most recent version of the CEMP (including Sub-Plans).	Element 11:
Independent Environmental Audit		
C43	Independent Audits of the development must be conducted and carried out in accordance with the Independent Audit Post Approval Requirements.	Element 12:
C44	Proposed independent auditors must be agreed to in writing by the Planning Secretary prior to the commencement of an Independent Audit.	Element 12:
C45	The Planning Secretary may require the initial and subsequent Independent Audits to be undertaken at different times to those specified in the Independent Audit Post Approval Requirements, upon giving at least 4 week's notice (or timing) to the Applicant of the date upon which the audit must be commenced.	Element 12:
C46	In accordance with the specific requirements in the Independent Audit Post Approval Requirements, the Applicant must: (a) review and respond to each Independent Audit Report prepared under condition C43 of this consent, or condition C45 where notice is given by the Planning Secretary; (b) submit the response to the Planning Secretary; and (c) make each Independent Audit Report, and response to it, publicly available within 60 days of submission to the Planning Secretary, unless otherwise agree by the Planning Secretary.	Element 12:

SSD Reference	Content Requirements	Where Addressed
C47	Independent Audit Reports and the Applicant's response to audit findings must be submitted to the Planning Secretary within two months of undertaking the independent audit site inspection as outlined in the Independent Audit Post Approval Requirements unless otherwise agreed by the Planning Secretary.	Element 12:
C48	Notwithstanding the requirements of the Independent Audit Post Approval Requirements, the Planning Secretary may approve a request for ongoing independent operational audits to be ceased, where it has been demonstrated to the Planning Secretary's satisfaction that an audit has demonstrated operational compliance.	Element 12:

Table 2-2 Contract Requirements for Environmental Management

Contract Reference	Content Requirements	Where Addressed
GC21 – General Conditions of Contract	Submit an Environmental Management Plan that complies with the NSW Government *Environmental Management Systems Guidelines* (EMS Guidelines). The EMS Guidelines are available on the ProcurePoint website.	Section 2.2
GC21 – General Conditions of Contract	The Environmental Management Plan must address the following risks: ▪ Erosion and sediment control ▪ Protection of existing trees ▪ Noise, Dust and vibration control measures including monitoring inside and outside the Hospitals and Community Health Centres, and any other key areas nominated by the Principal ▪ Removal and remediation of any discovered asbestos, lead, or synthetic fibrous containing materials	This CEMP and sub-plans
GC21 – General Conditions of Contract	Apply strategies to maximise the achievement of ecologically sustainable development in the design, construction and operation of the Works, including reducing pollutants, greenhouse gas emissions and demand on non-renewable resources such as energy sources and water. Incorporate applicable strategies and objectives in the Environmental Management Plan.	Energy Management Sub-plan
GC21 – General Conditions of Contract	implement waste minimisation and management measures, including: ▪ recycling and diverting from landfill surplus soil, rock, and other excavated or demolition materials, wherever practical; ▪ separately collecting and streaming quantities of waste concrete, bricks, blocks, timber, metals, plasterboard, paper and packaging, glass and plastics, and offering them for recycling where practical. Ensure that no waste from the Site is conveyed to or deposited at any place that cannot lawfully be used as a waste facility for that waste.	Waste Management Sub-plan
GC21 – General Conditions of Contract	Monitor and record the volumes of waste and the methods and locations of disposal. Submit a progress report every two months, and a summary report before Completion, on the implementation of waste management measures, including the total quantity of material purchased, the quantity purchased with recycled content, the total quantity of waste generated, the total quantity recycled, the total quantity disposed of and the method and location of disposal in the form of a Waste Recycling and Purchasing Report available on the ProcurePoint website. With the Waste Recycling and Purchasing Report, submit waste disposal certificates and/or company certification confirming appropriate, lawful disposal of waste	Waste Management Sub-plan
GC21 – General Conditions of Contract – Early Works – 26.1	The Contractor is responsible for all of the following: 1. preventing personal injury or death; 2. preventing loss or damage to the Site and the Works; 3. preventing loss or damage to adjoining and other properties and the environment. 4. arising in connection with carrying out the Works; 5. locating and caring for existing services; 6. repairing or making good loss or damage to the Works and the Site; and 7. bearing the cost of repairing, or making good, loss or damage to adjoining and other properties and the environment arising in connection with carrying out the Works.	This CEMP
GC21 – Statutory and	Approvals that have been obtained or will be obtained, and fees and charges that have been paid or will be paid, by the Principal are:	Element 3:

Contract Reference	Content Requirements	Where Addressed
Government Requirements – 14	The Principal will obtain the State Significant Development approval for the Works under section 4.38 of the *Environmental Planning and Assessment Act 1979*	
GC21 – Statutory and Government Requirements – 15D	The Contractor is required to implement an accredited Environmental Management System The Contractor is required to submit an Environmental Management Plan The Environmental Management plan must be provided at least 14 days before starting work on the Site	Section 3

2.5 Applicable Legislative Requirements

The following table sets out the minimum legislative requirements under NSW and Commonwealth legislation and shows where each requirement has been addressed within this Plan or the wider CPB Contractors Management System.

Legislation	Requirements	Where Addressed
Environmental Planning and Assessment Act 1979	Comply with the terms of Minister for Planning's approval for the project. Obtain the Minister's approval for any project modifications that are not consistent with the planning approval.	Element 5:
Heritage Act 1977	If a relic is discovered, stop work in that area and notify the Heritage Council in accordance with section 146(a) of the Act.	Heritage Management Sub-plan
National Parks and Wildlife Act 1974	Do not harm or desecrate an Aboriginal object or Aboriginal place without consent.	Heritage Management Sub-plan
	Notify the Office of Environment and Heritage (OEH) within reasonable time of becoming aware of the location or discovery of certain Aboriginal objects.	Heritage Management Sub-plan
Contaminated Land Management Act 1997	Notify the EPA if: ▪ Contaminants exceed thresholds contained in guidelines or the regulations where contamination has entered or will foreseeably enter the neighborhood, the atmosphere, groundwater or surface water ▪ Contaminants in soil are equal to or exceed guideline levels with respect to the current or approved use of the land ▪ Contamination meets other criteria that may be prescribed by the regulations.	Contamination Management Sub-plan
Biosecurity Act 2015	Duty to prevent, eliminate or minimise biosecurity risk (in relation to the weeds on-site listed under the Act)	Flora and Fauna Management Sub-plan
Sydney Water Act 1994	Do not undertake a scheduled waste activity unless in accordance with an Environmental Protection Licence.	Soil and Water Management Sub-plan
Water Management Act 2000	Do not take water from a water source (a lake, river or estuary or place where water occurs naturally on or below the surface of the ground and includes coastal waters) without an access licence.	Soil and Water Management Sub-plan
Protection of the Environment Operations Act 1997	Do not risk harm the environment by wilfully or negligently: ▪ disposing of waste unlawfully. ▪ causing any substance to leak, spill or otherwise escape (whether or not from a container); or ▪ emitting an ozone depleting substance	Energy Management Sub-plan Waste Management Sub-plans
	Disposal of waste: Do not: ▪ dispose of waste in a manner that harms, or is likely to harm the environment ▪ deposit or leave on Crown land without approval any: ▪ rubbish, litter, refuse, dead animals, or other similar matter ▪ prescribed matter ▪ unless in a place or receptacle provided	Waste Management Sub-plan
	Notify the EPA immediately of pollution incidents where material harm to the environment is caused or threatened	Soil and Water Management Sub-plan Contamination Management Sub-plan

Legislation	Requirements	Where Addressed
		Hazardous Substances Management Sub-plan Waste Management Sub-plan Air Quality Management Sub-plans
	Do not cause water pollution (other than to a sewer), except in accordance with the conditions of any Environmental Protection Licence.	Soil and Water Management Sub-plan Waste Management Sub-plan
	Do not operate plant which emits air pollution caused by poor maintenance or operation.	Air Quality Management Sub-plan
	Do not cause or permit land pollution other than under authority of a licence or regulation. (However, it is not a land pollution offence to place virgin excavated natural material (VENM) or lawful pesticides and fertilisers on land, or by placing matter on land that has been notified to the Environment Protection Authority (EPA) as an unlicensed landfill and which is operated in accordance with the regulations).	Soil and Water Management Sub-plan Hazardous Substances Management Sub-plan Waste Management Sub-plan
	Only transport the waste to a facility that can lawfully accept the waste.	Waste Management Sub-plan
	Do not undertake a scheduled waste activity unless in accordance with an Environmental Protection Licence. A licence must be obtained when construction and demolition wastes are applied to land under certain circumstances. This includes the reincorporation of crushed road base material back into roads and the placing of excess fill material onto properties. A licence is not required if the material: ▪ Is Virgin Excavated Natural Materials (VENM) ▪ Is covered by a 'resource recovery order/exemption' (Current exempted materials are Excavation Natural Materials (ENM), recycled aggregates and raw mulch. These exemptions are conditional and require some chemical testing of materials before they are placed onto land). Does not exceed 1000 tonnes or 1000m3 onsite at any one time, processing more than 6000 tonnes a year (Regulated Area).	Waste Management Sub-plan
	Do not litter in a public space or an open private place.	Waste Management Sub-plan
Protection of the Environment Operations (Waste) Regulation 2014	Comply with general requirements for the transport of waste. For example, any vehicle used by the person to transport waste must be kept in a clean condition and be maintained so as to prevent spillage of waste. For some wastes only licensed transporters can be used	Waste Management Sub-plan
	Comply with record keeping requirements in relation to the transport of certain types of waste.	Waste Management Sub-plan
	The Protection of the Environment Operations (Waste) Regulation 2014 (the Waste Regulation) makes it an offence to transport waste generated in NSW by motor vehicle for disposal more than 150 kilometres from the place of generation, unless the waste is transported to one of the two nearest lawful disposal facilities to the place of generation (even if that facility is located more than 150 kilometres from its place of generation).	Waste Management Sub-plan

2.6 Royal Prince Alfred Hospital Redevelopment Environmental Impact Statement – Construction Environmental Commitments

The following table sets out the minimum Environmental Impact Statement (EIS) construction environmental requirements as defined in the Amendment and Submissions Report Appendix B – Mitigation Measures and shows where each requirement has been addressed within this Plan or the wider CPB Contractors Management System.

Item	Mitigation Measure	Timing	Where addressed
Design Excellence and Design Integrity			
	The development shall continue to be subject to a design integrity process with the Design Integrity Panel (DIP) (comprising for the former Design Jury established for the Architectural Design Competition) reconvened at key milestones where necessary during the design development and construction documentation processes, to certify that design excellence and design integrity is achieved.	During Construction	
Traffic			
Construction Traffic			
General	The Amended TIA prepared by SCT Consulting at **Appendix O** includes the following mitigation measures: ▪ Traffic controllers will be present at delivery zones and key conflict locations, to ensure safety of all user groups during construction.	During construction	Traffic and Pedestrian Management Sub-Plan
Parking	The following mitigations are recommended to be implemented to mitigate impacts to parking: Construction ▪ Construction workers will be discouraged from driving and to this end no parking will be provided on site for construction workers. Construction workers will be provided with information in relation to the public transport services available for transit to and from the site. Operation: ▪ Reinstate staff parking fees (which were temporarily suspended during the COVID-19 pandemic) to discourage car usage ▪ Increase flexibility in staff parking arrangements. Instead of fixed rates or pro-rata, consider not charging staff for days they choose not to drive, even for full time staff. ▪ Consider dividing parking demand by user groups. For example, increasing the cost for staff entering the carpark at regular work hours so that it is in line with public transport user costs, while subsidising those who park for night shift. ▪ Consider allocating a portion of existing parking revenue, or alternatively increase parking rates, to fund and subsidise public transport and cycling incentives. ▪ Investigate the potential of a carpooling incentive by reducing parking rates for those who carpool, with assistance from SLHD to match staff living in similar locations. ▪ Encourage use of non-car travel options, through the measures detailed in the Green Travel Plan. ▪ Increase the frequency of the Redfern station shuttle bus.	During construction / during operation	Traffic and Pedestrian Management Sub-Plan
CTMP	A Detailed Construction Pedestrian Traffic Management Plan (CPTMP) will be developed by the Principal Contractor	Prior to commencement of work	Traffic and Pedestrian Management Sub-Plan

Item	Mitigation Measure	Timing	Where addressed
Temporary HLS and Grose Street Circulation	The emergency vehicle bays servicing the temporary HLS will necessitate two-way traffic flow on a portion of Grose Street. This will be a change to Grose Street which is currently a one-way movement westbound, from Hospital Road to Church Street. Adequate signage and road markings will be required to ensure that drivers and pedestrians are aware of these changes.	Prior to operation of the temporary HLS	Traffic and Pedestrian Management Sub-Plan
Noise and Vibration			

Construction Noise	The Amended Noise and Vibration Impact Assessment prepared by Arup at **Appendix Q** includes the following mitigation measures for construction noise:
	▪ For all construction works, the contractor would be expected to prepare a detailed Construction Noise and Vibration Management Plan (CNVMP). This plan should include but not be limited to the following:
	  ○ Roles and responsibilities
	  ○ Noise and vibration sensitive receiver locations
	  ○ Areas of potential impact
	  ○ Mitigation strategy
	  ○ Monitoring methodology
	  ○ Community engagement strategy.
	▪ Hoarding to perimeter of construction site subject to design development and to be reflected in the detailed NVIA.
	▪ The smallest/quietest equipment for the works should be used where practicable. For example:
	  ○ Hand tools instead of mechanised plant.
	  ○ Slab demolition using alternate methods (avoiding hydraulic/pneumatic hammering wherever possible). These may include shear, pulveriser and ripper attachments fitted onto the excavators to progressively demolish the slab panels for later removal.
	  ○ Where hydraulic/pneumatic hammers need to be used, acoustic barriers should be applied to the scaffolding between the works and the receivers, on the level where the works are occurring, and also the two levels below. This barrier should have minimum 4 kg/m2 surface mass – e.g. mass loaded vinyl.
	  ○ Saw cut and ripping are recommended for excavation in rock work close to areas of concern, instead of breaking/jackhammering/etc. *Note: A 'safety distance' should be determined on-site, based on site noise measurement results to ensure the noise levels do not exceed the Management Levels where practicable.*
	  ○ Use of lower noise construction equipment such as bored piling instead of driven piling.
	General mitigation measures to reduce construction noise impacts will be required, and may include:
	▪ Adherence to the standard approved working hours as outlined in the Project;
	▪ Approval, i.e., only approved out-of-hours activities should occur outside of standard working hours;
	▪ Manage noise from construction work that might be undertaken outside the recommended standard hours;
	▪ The location of stationary plant (concrete pumps, air-compressors, generators, etc.) as far away as possible from sensitive receivers;
	▪ Using site sheds and other temporary structures or screens/hoarding to limit noise exposure where possible;
	▪ Sealing of openings in the building (temporary or permanent) prior to commencement of internal works to limit noise emission;
	▪ The appropriate choice of low-noise construction equipment and/or methods;
	▪ Modifications to construction equipment or the construction methodology or programme. This may entail programming activities to occur concurrently where a noisy activity will mask a less noisy activity, or, at different
		During construction	Noise and Vibration Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	times where more than one noisy activity will significantly increase the noise. The programming should also consider the location of the activities due to occur concurrently; ▪ Carry out consultation with the community during construction including, but not limited to; advance notification of planned activities and expected disruption/ effects, construction noise complaints handling procedures/ Note that while community consultation may be included in the Contractor's CNVMP; it is not required		
Construction Vibration	During development of the detailed CNVMP an investigation of vibration impact upon existing buildings on the subject site and on all nearby sensitive receivers should take place, including an assessment of any vibration sensitive equipment that could possibly be impacted by the works. Where the risk of disturbance due to vibration is predicted to be high, the following methods are recommended to control of mitigate impacts where possible: ▪ Use of alternative lower vibration construction methods, such as using bored piles over driven piles. ▪ Use of lower vibration equipment. In general equipment that operates higher frequency will result in lower vibrations for instance 40Hz compactor will generate lower vibration levels at a distance from the activity than a 12Hz compactor. ▪ In some instances, site planning can be used to keep vibration sources away from more sensitive receivers, for instance truck movements, unloading zones, demolition drop zones etc. ▪ Provide cushioning in demolition drop zones	Prior to construction	Noise and Vibration Management Sub-plan
Construction Staging & Activities	The detailed CEMP (which will be prepared by the appointed contractor post-SSDA approval) will need to be reviewed by an acoustic consultant, especially in relation to potential impacts on highly noise and vibration sensitive receivers (including imaging equipment); alternative construction equipment with lower noise or vibration emissions may be necessary.	Prior to construction	Noise and Vibration Management Sub-plan
Control of Noise following Exceedance	If noise management levels are exceeded, *feasible and reasonable* noise mitigation measures should be undertaken to minimise noise impacts are far as practicable. Preliminary feasible and reasonable work practices by project component are detailed in Table 44 in the Amended Noise and Vibration Impact Assessment.	During construction	Noise and Vibration Management Sub-plan
Control of Vibration following Exceedance	If measured vibration levels exceed the appropriate criteria, the following measures shall be taken by the Contractor: ▪ Modifications to construction equipment used ▪ Modifications to methods of construction ▪ Changes to hours of activities generating excessive vibration levels In the short term, relocating construction activity to a location further from the sensitive receivers may allow construction activity to continue minimising delays.	During construction	Noise and Vibration Management Sub-plan
Construction Hours	In addition to the ICNG [3] recommended standard construction hours, approval is being sought to extend Saturday construction hours in line with "Category 1" working hours as per the CoS Construction Code: ▪ Monday to Friday: 7am to 6pm; ▪ Saturday: 8am to 1pm; ▪ Saturday: 1pm to 7pm – excluding "high" impact noise works (demolition, excavation and piling) and excluding Temporary HLS works. ▪ Sunday and public holidays: No work. The additional Out of Hours Works are sought for the following works to be conducted 24/7 within the following defined areas during specified periods as necessary: ▪ L01 Superstructure east extension (RPAH Loading dock);	During construction	Noise and Vibration Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	▪ John Hopkins Drive, Lambie Dew Drive and Gloucester House; ▪ Grose Street (high noise works to only occur 7am – 10pm weekdays and 8am – 7pm on Saturdays / Sundays / Public holidays); and ▪ Internal fit-out and refurbishment works. Additional ad hoc out of hours works will be sought on a case-by-case basis where necessary to minimize impacts to the hospital.		
Operation – Building Services	▪ Acoustic assessment of building services equipment should be undertaken during the detailed design phase of the development to ensure that the cumulative noise of all equipment does not exceed the Project Specific Noise Levels (Table 6). ▪ Building services noise emissions can be controlled by appropriate system design and implementation of common engineering methods, which may include: o Procurement of 'quiet' plant. o Acoustic louvres. o Commercially available acoustic attenuators for air discharge and air intakes of plant. o Acoustically lined and lagged ductwork. o Acoustic barriers between plant and sensitive neighbouring premises. o Partial or complete acoustic enclosures over plant.	Prior to construction / during operation	Noise and Vibration Management Sub-plan
European Heritage			
	The Statement of Heritage Impact (SOHI) prepared by Heritage 21 at EIS **Appendix P** and Statement of Heritage Impact Addendum (**Appendix H**) includes the following mitigation measures for site specific buildings and the general subject site, heritage items, conservation area:	-	
	Photographic Archival Recording (PAR): A PAR should be undertaken by a suitably qualified Heritage Consultant prior to any development being carried out on site. The recording shall be undertaken in accordance with the guidelines for Photographic Recording of Heritage Items Using Film or Digital Capture (2006) prepared by the NSW Office of Environment and Heritage and copies should be retained in Council's Archives and Local Studies collection.	Prior to demolition	Heritage Management Sub-plan
	Detailed Architectural Drawings: In order to more accurately record the Tissue Pathology and Diagnostic Oncology and RPA Chapel should be salvaged and stored following the demolition activities. The potential reuse of these materials should form part of the interpretation strategy,	During construction	Heritage Management Sub-plan
	Salvage Strategy: Significant fabric of the Tissue Pathology and Diagnostic Oncology (Building 94) and RPA Chapel (Building 95) should be savaged and stored following the demolition activities. The potential reuse of these materials should form part of the interpretation strategy.	During construction	Heritage Management Sub-plan
	Interpretation Strategy: A detailed Interpretation Strategy should be prepared and implemented that expands on the Preliminary Heritage Interpretation Framework included in this application.	Prior to relevant construction	Heritage Management Sub-plan
	Conservation Management Plan: The Royal Prince Alfred Hospital Conservation Management Plan should be updated to reflect the recent development and the changed needs of the site. The updated Conservation Management Plan should generate policies to manage the ongoing conservation of the site.	Prior to operation	Heritage Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	Temporary Protection Measures: Prior to the commencement of any work, consideration shall be given to the development of temporary protection measures that would identify potential risks and outline methodologies to negate any physical impact on significant fabric located in the vicinity of the area of works on the subject sites.	Prior to relevant construction work	Heritage Management Sub-plan
	Heritage Architect Monitoring: A Heritage Architect should be engaged to periodically monitor the works on site, give necessary advice, and sign off upon conclusion.	Prior to construction / during construction	Heritage Management Sub-plan
	Qualified Tradesmen: Any works to the fabric of heritage significant buildings on the subject site should be carried out by qualified tradesmen who will work under the supervision of qualified heritage professionals.	During construction	Heritage Management Sub-plan
Historical Archaeology	A Historical Archaeological Impact Assessment Report was prepared by Biosis and is appended at **Appendix J**, and includes the following mitigation measures for the proposed redevelopment: Works can proceed in the study area with caution as it has been assessed as possessing low archaeological potential. Should archaeological remains not included within this report be uncovered during the course of the proposed works, the following measure should be implemented. ▪ Relics are historical archaeological resources of local or State significance and are protected in NSW under the Heritage Act 1977 (Heritage Act). Relics cannot be disturbed except with a permit or exception/exemption assessment. Should unanticipated historical archaeology be discovered during the course of the project, work in the vicinity must cease and an archaeologist contacted to make a preliminary assessment of the find. Heritage NSW, Department of Planning and Environment (Heritage NSW) will require notification if the find is assessed as a relic. ▪ If any suspected human remains are discovered during any activity works, all activity in the vicinity must cease immediately. The remains must be left in place and protected from harm or damage. The following contingency plan describes the immediate actions that must be taken in instances where human remains or suspected human remains are discovered. Any such discovery at the study area must follow these steps: 1. Discovery: If suspected human remains are discovered all activity in the vicinity must stop to ensure minimal damage is caused to the remains; and the remains must be left in place and protected from harm or damage. 2. Notification: Once suspected human skeletal remains have been found, the Coroner's Office and the NSW Police must be notified immediately.	During construction	Heritage Management Sub-plan
Aboriginal Cultural Heritage	The Amended Aboriginal Cultural Heritage Report (ACHAR) by Biosis (**Appendix K**) includes the following mitigation measures:	-	
	Consultation with Metropolitan LALC should be continued by the RPA Project Team. Metropolitan LALC have requested that a smoking ceremony is completed prior to ground disturbing works and that a cultural sites officer is present during ground disturbing works. The RPA Project Team are to consult with Metropolitan LALC to arrange this.	Prior to ground disturbance works	Heritage Management Sub-plan
	As per the consultation requirements, it is recommended that the proponent provides a copy of this report to the Aboriginal stakeholders and considers all comments received. The proponent should continue to inform these groups about the management of Aboriginal cultural heritage sites within the study area throughout the life of the project.	Prior to construction and ongoing	Heritage Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	Consultation with Kamilaroi Yankuntjatjara Working Group has also recommended that a cultural interpretation plan be implemented for the project. Interpretation can be achieved through native landscaping, Aboriginal art, digital displays, signage, edible and medicinal gardens, and apps educating about the history and use of the land by Aboriginal people. This may be incorporated into the Public Art Strategy and the Connecting with Country Strategy. The RPA Project Team are to consult with the registered Aboriginal parties (RAPs) for this.	Prior to construction	Heritage Management Sub-plan
	Heritage inductions for all site workers and contractors should be undertaken in order to prevent any unintentional harm to Aboriginal sites located within the study area and its surrounds. The heritage induction should include the following items: ▪ Relevant legislation. ▪ Location of identified Aboriginal heritage sites, areas of archaeological potential, and areas of archaeological sensitivity. ▪ Basic identification skills for Aboriginal and non-Aboriginal artefacts and human remains. ▪ Procedure to follow in the event of an unexpected heritage item find during construction works. ▪ Procedure to follow in the event of discovery of human remains during construction works. ▪ Penalties and non-compliance.	Prior to construction	Heritage Management Sub-plan
	All Aboriginal objects and Places are protected under the *National Parks and Wildlife Act 1974* (NPW Act). It is an offence to disturb an Aboriginal site without a consent permit issued by Heritage NSW, Department of Planning and Environment (Heritage NSW). Should any unanticipated Aboriginal objects be encountered during works associated with this proposal, works must cease in the vicinity and the find should not be moved until assessed by a qualified archaeologist. If the find is determined to be an Aboriginal object, the archaeologist will provide further recommendations. These may include notifying Heritage NSW and Aboriginal stakeholders.	During construction	Heritage Management Sub-plan
	Relics are historical archaeological resources of local or State significance and are protected in NSW under the *Heritage Act 1977* (Heritage Act). Relics cannot be disturbed except with a permit or exception notification. Should unanticipated relics be discovered during the course of the project, work in the vicinity must cease and an archaeologist contacted to make a preliminary assessment of the find. The Heritage Council will require notification if the find is assessed as a relic.	During construction	Heritage Management Sub-plan
	If any suspected human remains are discovered during any activity, you must: 1. Immediately cease all work at that location and not further move or disturb the remains. 2. Notify the NSW Police and Heritage NSW Environmental Line on 131 555 as soon as practicable and provide details of the remains and their location. 3. Not recommence work at that location unless authorised in writing by Heritage NSW.	During construction	Heritage Management Sub-plan
Detailed Heritage Interpretation	The Amended Preliminary Heritage Interpretation Framework shall be further developed into a Detailed Heritage Interpretation Strategy that covers strategies and specific design measures to incorporate European heritage, aboriginal heritage and Connecting with Country in the proposed design.	Prior to commencement of relevant work	Heritage Management Sub-plan
Contamination	▪ Remediation of contaminated areas is to be undertaken in accordance with an approved Remediation Action Plan. ▪ Any variations to the Remediation Action Plan are to be approved by an NSW EPA-accredited Site Auditor.	Prior to commencement of relevant work	Contamination Management Sub-plan
Contamination	▪ Where remediation is carried out / completed in stages, a NSW EPA-accredited Site Auditor must confirm satisfactory completion of each stage by the issuance of Interim Audit Advice(s) prior to the use / operation of the remediated area(s).	Subsequent to relevant work and prior to operation of relevant area	Contamination Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	▪ A long-term environmental management plan (LTEMP) would be prepared for remaining fill material, if deemed required subsequent to site remediation.		
Hazardous Materials	▪ Asbestos found in Buildings 64, 75, 89, 94, 95 and the multi-storey carpark will be removed by a licensed asbestos removalist prior to refurbishment or demolition works. ▪ Lead Containing Paint found in Building 94 will be removed prior to demolition of this building.	During construction	Contamination Management Sub-plan
Aviation & Downwash	An Amended Aviation Report has been prepared by AviPro at Appendix U and a Helicopter Rotorwash and Particulate Matter Transport Report has been prepared by Arup at **Appendix W**.	-	
New Permanent HLS	During the construction phase of the RPA Redevelopment, cranes are to be lit in accordance with NSW Health GL2020_014 Guidelines for NSW Hospital HLS. These lighting standards also enhance safety for civil aviation operators within Sydney's airspace.	During construction	Aviation Management Sub-Plan
New Permanent HLS	Prior to acceptance by NSW Ambulance, a VFR Approach and Departure Surface (Performance Class 1) survey combined with a Design Development Overlay (DDO) survey will need to be completed.	Prior to operation	Aviation Management Sub-Plan
Temporary HLS - operations	▪ Helicopter arrivals/departures will be prioritized during the day unless it is an emergency that occurs during nighttime hours. ▪ It will be necessary to develop strong local procedures for the arrival and departure of helicopters. ▪ Detailed procedures will be developed to clear hazardous areas of people when a helicopter is planned to arrive or depart. ▪ An operational brief will be prepared for the Helicopter Emergency Medical Service (HEMS) operators to provide all available detail on approach and departure angles and preferred directions assessed as part of the design of the temporary HLS.	Prior to operation / During operation	Aviation Management Sub-Plan
Temporary HLS - Air Quality / Dust	The following measures will be implemented on Lot 12 DP 809663 to manage the potential for transport of particulate matter in order of benefit: ▪ Seal the particulate matter in the open area to the immediate south of the car park; ▪ Include shade cloth to the perimeter fencing of the open area to the immediate south of the car park.	Prior to operation of temporary HLS	Aviation Management Sub-Plan
Temporary HLS - Rotorwash	The following measures from the Helicopter rotorwash and particulate matter transport report are to be implemented: ▪ Limit pedestrian movements during helicopter operations in the safety areas, Figure 13, ▪ Include warning signage at the entrances and across the wider area; ▪ Monitor litter and light weight debris in the wider area, Figure 13, ▪ If the open area to the immediate south of the car mark is made accessible, provide an advanced warning of any helicopter operations.	During operation of temporary HLS	Aviation Management Sub-Plan
Operation – Helicopter Noise – Temporary HLS	SLHD to prioritise helicopter arrivals and departures during daytime hours where feasible.	During operation of temporary HLS	Aviation Management Sub-Plan
Ecology	▪ A survey was undertaken for threatened microbats and no microbats, or evidence of microbats, were observed. However, additional surveys must be undertaken prior to the scheduling of the demolition works, so that if a roosting or breeding colony is found to be present, then the demolition can be appropriately scheduled.	Prior to demolition / during operation	Biodiversity Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	▪ If microbats are found to be roosting or breeding in the buildings, demolition should also be undertaken outside of winter if possible when bats are likely to be in torpor (in addition to being undertaken outside of the breeding season). ▪ If a breeding colony is found to be present, a Microbat Management Plan should be prepared, and submitted to DPE.		
	Incorporate recommendations identified in the Amended BDAR in the detailed CEMP for implementation during construction.	Prior to construction / during construction	Biodiversity Management Sub-plan
Geotechnical	The placement of all structural fill and footing excavations are to be inspected, tested and certified where necessary, by a suitably qualified geotechnical engineer to ensure works are being conducted in accordance with the construction methods recommended in the Geotechnical Investigative Report prepared by Cardno (EIS **Appendix AH**). Should subsurface conditions other than those described in this report be encountered, Cardno should be consulted immediately and appropriate modifications developed and implemented if necessary.	During construction	Construction Management Plan
Construction Waste	The Preliminary Waste Management Plan (EIS **Appendix AT**) outlines the following mitigation measures: ▪ The Principal Contractor will be responsible for developing a detailed waste management plan prior to commencement of the construction works. That plan must be consistent with the approach, principles and management methods outlined in this plan. The Contractor will also be responsible for: ○ Inducting all contractors and visitors about the relevant aspects of this plan. ○ Ensuring all waste management contractors have the necessary qualifications and licenses to remove waste from the site. ○ Carrying out periodic audits to check compliance with the waste management plan. ▪ During construction, all site personnel and subcontractors will be inducted into the requirements of this plan in accordance to their level of responsibility. As such, the induction is expected to include the following components: ○ The waste hierarchy and associated waste management principles (avoid, reuse, and recycle). ○ NSW EPA Waste Classification Guidelines. ○ Procedures for handling and storage of wastes. ○ Location of waste disposal and storage facilities. ○ Actions to be undertaken in the event of a hazardous material spill. ○ Staff and contractors with specific responsibilities for waste management including for the handling and disposal of hazardous waste will be given additional training as required.	During construction	Waste Management Sub-plan
	A Detailed Waste Management Plan is to be prepared by the appointed construction contractor prior to construction.	Prior to commencement of works	Waste Management Sub-plan
Construction Management	A Detailed CEMP is to be prepared by the appointed construction contractor prior to construction and implemented during construction.	Prior to construction/ during construction	This plan

Item	Mitigation Measure	Timing	Where addressed
Arboricultural	The Arboricultural Impact Assessment, prepared by Martin Peacock Tree Care (**Appendix N)** includes the following mitigation measures: ▪ Trees approved for removal shall be identified and marked on site by the Project Arborist prior to removal. Tree removal and pruning works shall be undertaken by a qualified Arborist (minimum AQF level 3) covered by adequate third party, public liability insurance. Pruning works shall be undertaken in accordance with Australian Standard AS4373 Pruning of Amenity Trees. Arborists and ground staff shall comply with the Work Cover Code of Practice for the Amenity Tree Industry. ▪ Further assessment of the proposal shall be undertaken by the Project Arborist as part of the detailed design stage, to determine the potential impact of development upon the trees proposed for retention. To minimise development impacts, tree sensitive design and construction methods shall be utilised within Tree Protection Zone (TPZ) areas. ▪ Prior to the commencement of construction works establish TPZ areas for trees; groups – 22, 23, 30, 54-57, 127, 590, 597, 598, 1191, 1237-1239 and 2001 -2003. ▪ TPZ areas shall be maintained and regularly inspected by the Project Arborist throughout the construction stage of the project. The TPZ shall not be used for storage of waste or construction materials, vehicle parking or any other construction related activities. The Project Arborist shall be notified prior to the undertaking of any approved development works within a TPZ area. All works within the TPZ area shall be supervised and documented by the Project Arborist. ▪ New trees shall be grown and supplied in accordance with AS2303 2018 Tree stock for landscape use. The planting and aftercare of the trees shall be undertaken by a qualified horticulturalist. ▪ Tree protection fencing is to be installed around all trees to be retained prior to any works commencing and the project arborist to supervise all works within Tree Protection Zones. TPZ areas shall be maintained and regularly inspected by the Project Arborist throughout the constructing stage of the project ▪ Following development approval, assessment of the detailed Landscape Plans shall be undertaken by the Project Arborist during the design stage. To minimise development impacts, tree sensitive design and construction methods shall be utilised within TPZ areas. ▪ An Arboricultural Impact Assessment Report & Tree Protection Specification shall be prepared based on the detailed Landscape Plans. The Report shall include a specification for tree sensitive construction methods which will be utilised to minimise the impact of the works upon the trees.	Prior to the commencement of relevant work/ During construction of relevant work	Biodiversity Management Sub-plan
Social Impact	An Amended Social Impact Assessment has been prepared by Urbis (**Appendix S**) which includes the following recommendations are provided to further manage the potential impacts from the proposal:	-	
	▪ As requested by Metropolitan Local Aboriginal Land Council (MLALC), provide a smoking ceremony onsite prior to ground disturbing works;	Prior to ground disturbance works	Heritage Management Sub-plan
	▪ Further enhance representation of Indigenous culture in the design of buildings and spaces through art and storytelling.	During design development / prior to relevant construction	Heritage Management Sub-plan
	▪ Continued engagement with USYD on construction activities and timelines for proposed works of the SBA building, particularly alignment of noisy activities	Ongoing / prior to operation	Noise and Vibration

Item	Mitigation Measure	Timing	Where addressed
			Management Sub-plan
	▪ Monitor the noise and vibration impacts on nearby residents while the temporary HLS is in operation at this location. This should include implementing a complaints process for residents to raise any issues.	During operation of temporary HLS	Noise and Vibration Management Sub-plan Community Engagement Plan
	▪ Engage with the local Aboriginal community to discuss potential naming protocols for buildings and spaces within the redeveloped areas of the hospital.	Prior to operation / ongoing	Heritage Management Sub-plan Community Engagement Plan
	▪ Implement wayfinding signage that is accessible for people with disabilities, impairments and for culturally and linguistically diverse populations.	Prior to operation /ongoing	Traffic and Pedestrian Management Sub-Plan Design
	▪ Continue working with USYD to enable better access between the hospital campus and University open space areas.	Ongoing	Noise and Vibration Management Sub-plan
	▪ Implementing a replantation strategy to mitigate the loss of mature trees with the aim to retain a similar aspect of the vegetated, green buffer.	During construction	Biodiversity Management Sub-plan
	▪ Continue to engage with Indigenous groups throughout the detailed design of landscaped areas to ensure appropriate planting species and design decisions are aligned with Connecting with Country principles.	During design development / prior to relevant construction	Heritage Management Sub-plan
University of Sydney works	▪ The Applicant will continue to engage with the University of Sydney in relation to the works proposed on University land. ▪ The existing shed on the University land which is proposed to be demolished, will be replaced.	Prior to commencement of works / during construction	Noise and Vibration Management Sub-plan

2.7 Objectives and Targets

The following environmental performance targets are applicable to the Project:

Table 2-3 Leading Indicators

Key Performance Indicator	Target	When	How measured	Accountability
Environmental training	100% of scheduled training completed on time	Prior to relevant activities	Based on environmental risks and the qualifications and experience of the Project workforce	Project Manager
Significant Environmental Aspect Management	Significant Environmental Aspect (SEA) Review	Each quarter	SEA Review Template	Project Manager
Environmental management review of Work Packs	100%	Prior to activity commencement / quarterly reviews	WP sign-off/ Review register	Project Engineer
Env. Audits	100% of scheduled audits completed.	As per project obligations and (minimum 1 per annum)	Synergy / Monthly env dashboards	Project Environmental Representative
Completion of inspections	100 %	Each month	Inspections of environmental controls to be identified, scheduled and conducted	Project Environmental Representative (or delegate)
Action Management	>80% of all env actions raised are completed on time. Calculated as actions closed on time/ actions due during period.	Each month	Synergy / Monthly env dashboards	Project Manager
Engagement	Subcontractor forums	1 per Project / quarter	Synergy	Project Manager

Table 2-4 Lagging Indicators

Key Performance Indicator	Target	Time Frame	How measured	Accountability
Level 1 & 2 environmental incidents	Zero	Ongoing	Incident reporting	Project Manager/ Construction Manager
Number of actions taken by regulators and/or client	Zero	At all times	Implementation of the EMP	Project Manager
Area of land cleared or disturbed without authorisation	Zero	At all times	Implementation of the Fauna and Fauna Sub-plan	Project Manager
Number of unauthorised discharges	Zero	At all times	Implementation of Soil and Water Sub-plan	Project Manager
Damage to heritage items or places without relevant approvals	Zero	At all times	Implementation of Heritage Sub-plan	Project Manager

Key Performance Indicator	Target	Time Frame	How measured	Accountability
100% of all fuel use and greenhouse gas (GHG) emissions generated by the project is captured and entered JDE (NGER reporting requirement).	All use / emissions entered JDE System	Monthly	Implementation of Energy Sub-plan	Insert Accountability
% of waste reused or recycled	[75%] of waste generated [note waste types excluded from calculation will be defined]	12 months	Implementation of Waste Sub-plan	Insert accountability based on project accounts /data recording responsibility i.e., Commercial or Environment teams (Align with any Sustainability requirements for the project)

2.8 Key Environmental Stakeholders

Key environmental management stakeholders have been identified and listed in Table 2-52-5 Stakeholder Information.

Refer to Element 6.1 for further details, including the development of a comprehensive stakeholder analysis process to identify stakeholders and their interests relevant to environmental management of the Project.

Table 2-5 Stakeholder Information

Stakeholder Organisation	Consultation Strategy	Key Contacts
Health Infrastructure NSW/ TSA (Client's Represetative)	Ongoing consultation through weekly Disruption Notice meetings for any upcoming works on site. Extensive consultation through project startup and ongoing consultation. High risk workshops to be arranged for any identified High Risk tasks upcoming on site	Michael Smytheman (HI) Adrian Timp (HI) Danielle Gardner (TSA) Alasdair Dunlop (TSA)
CPB Project Environmental Representative	Lead CPB's environmental management strategy throughout the project, as outlined in this plan	John Takos
City of Sydney Council	Consultation where required for any works that have potential to impact on council land.	Marie Burge
The University of Sydney • St. Andrews College • St. Johns College	Ongoing consultation through Disruption Notice meetings for any upcoming works on site. Extensive consultation through project startup and ongoing consultation. Construction License in place for any access required on University Land	June Chiew Adam Goff
Building Compliance – Certifying Authority (BM+G)	Provides ongoing advice regarding legislative requirements for the project where required	Adam Durnford
Site Manager 24hr Contact	Lead CPB's construction and environmental management strategy throughout the project, as outlined in this plan	Danny Ayoub

3. Environmental Management System

3.1 System Overview

3.1.1 Governance documentation

The CPB Environmental Management System (EMS) is based on the requirements of the CPB Management System (CMS).
The CMS is certified to conform to AS/NZS ISO 14001:2016 Environmental management systems – Requirements with guidance for use.
Evidence of certification is included in **Appendix A**.
The CMS has been developed and implemented to ensure a consistent approach to project delivery and foster continual improvement.
As shown in Figure 3-1 the management system comprises the following components:

- Overarching Board Governance
- A Policy is a statement of commitment and lists the mandatory requirements for individuals of the organisation to comply with.
- Procedures and Work Instructions specify how to undertake and control specific activities. Where appropriate, and following CPB Business Unit approval, project specific procedures are produced to include specific project details.
- Tools are preformatted documents such as forms and templates that are required to be completed as part of following a Procedure.
- Knowledge documents are reference material to provide context, additional information or guidance to a Policy or Procedure.

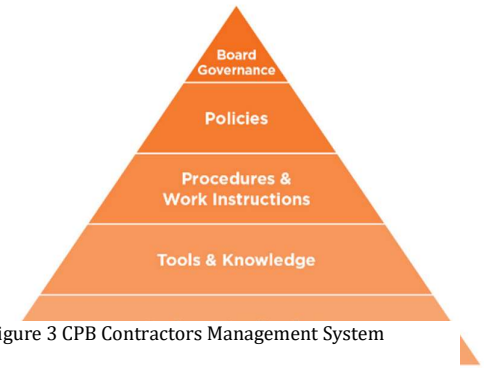


Figure 3 CPB Contractors Management System

- Business Applications are the software tools used to support CPB activities and Procedures.

3.1.2 Environmental Management Plan (EMP)

Each project team maintains a Project specific EMP (this document) that describes the actions to comply with each Element and Expectation.
Implementation of the Project EMP demonstrates due diligence by nominating and monitoring the following:

- Contractual environmental requirements are being fulfilled
- The Project is compliant with all relevant environmental legislation
- Environmental impacts are avoided where possible, or minimised.

3.2 Embedding environmental requirements in the design development process

Workshops were held during tender development with the design and construction teams to ensure that environmental and sustainability requirements were identified, considered and fully integrated into the tender design and construction methodology.
Technical studies will inform design development and the Project Environmental Representative will provide input into requirements and environmental risk identification and design development at all phases.
Initiatives will be incorporated into the design where practicable. Any additional initiatives and compliance with environment and sustainability requirements will be documented within the Design Reports.

3.3 Ongoing environmental risk identification and management in construction

Risk identification and management processes are a key focus in developing and implementing all EMS documentation. The objective of these processes is to confirm that the Project is designed and constructed within acceptable limits of risk to personnel and the environment.

To assist in initial environmental risk identification, a review of potentially significant environmental aspects and impacts has been undertaken in Section 4 to determine the specific environmental sub plans required.

Ongoing environmental risk and opportunities identification will be a key consideration during all Project risk assessments, as per our Risk Management Plan, including:

- Project Risk Register
- Construction Area Plan (CAP) risk assessments
- Work Packs, including Work Pack Risk Assessment
- Environmental Work Method Statements (EWMS) or Safe Work Method Statements (SWMSs), which address environmental risks (as applicable)
- Pre-start meetings.

We will prepare the risk assessment and planning documents detailed in Table 3-13-1 to ensure the Project is constructed safely, that we minimise environmental impacts and comply with Approval and contractual obligations. Our robust process will include a cross-functional review and sign-off at key stages.

Table 3-1 Key construction planning documents

Key planning document	Description
CAP	The planning document for each construction area, CAPs will include overall construction approach and methodology, Construction Area Plan Risk Assessment (CAPRA), constructability reviews and associated Work Pack listing
Work Pack	A Work Pack is a document containing all the information required to manage an activity. There will be multiple Work Packs referenced in each CAP. Each Work Pack will include a step-by-step breakdown of the activity to be undertaken, work method statement, sequencing, inspection and test plans (ITPs), SWMSs, relevant drawings, and environmental controls. Work Packs will be developed to provide an integrated approach to the management of safety, quality and environmental risks, as set out in our Construction Management Plan. During construction planning for each work area, work methods will be reviewed, the risks identified during the design phase will be re-assessed, and new risks identified and recorded in the Work Pack for communication to field staff. All controls necessary to ensure compliance will be included in the Work Packs, which will reference the relevant SEPs, procedures, checklists and forms. Work Packs may identify the need for amendment to an existing SEP or preparation of a new SEP. Work Packs will be approved by the Project Environment Representative or delegate prior to commencement of works described in their scope. Relevance and adequacy of environmental controls identified in Work Packs will be reviewed and where required, updated.
SWMS or EWMS	A SWMS or EWMS description of methodology will be required to complete an activity. It will describe the prescriptive sequence of tasks to be undertaken. Depending on the activity's complexity or if the same activity is being repeated elsewhere, the work method statement may be a separate document included in the Work Pack. The development of EWMSs or SWMSs will be conducted and formally recorded for relevant activities prior to their commencement. They will include environmental hazards and their mitigation for that task. Its purpose will be to communicate task methodology in detail to the workplace personnel who are completing the task. Field staff will review and sign onto these documents, including the risk assessment and safe work systems, as part of a pre-start meeting.

Key planning document	Description
	EWMS/ SWMS task-specific information will include work steps (in sequence) with work-step precautions, associated hazard(s) and hazard control(s), specific personal protective equipment, equipment available onsite, responsibilities, competencies and where applicable, permit conditions. The environmental context of a SWMS will be included to prompt consideration in the task steps, to address the positive actions of environmental care (i.e., dust control, erosion prevention, waste recycling, etc.) and address negative actions that may introduce an environmental impact (i.e., contamination, pollution, etc.).
Pre-start meeting	A pre-start meeting is a review of work progress and activities planned for the incoming shift focused on creating a positive environment, safety and quality culture and continually improving work habits, generating greater workforce involvement and increasing accountability. It will: ▪ Identify any changes that are to be made to the work or work environment, including impacts of nearby or interfacing work. ▪ Include any environment or safety hazards reported and incidents that were reported on previous shifts. Construction directors and Project managers will ensure that site supervisors conduct daily pre-start meetings with all members of the work team prior to commencing work for each shift. These meetings will typically be conducted by a Supervisor or his/her approved delegate with individual work crews. Attendance at the pre-start meeting will be mandatory. Content of the pre-start meeting will be recorded, including any issues raised as well as attendance. Pre-start meetings will be held to ensure all workers are informed about hazards in their work area prior to start of the work. It will be used in conjunction with the SWMS document to ensure current on-site conditions (and hazards) are considered with those identified in the SWMS document, particularly looking for what conditions have changed (e.g. new workers, weather, changed materials, etc.) since the work was previously undertaken, i.e. the day or shift before. The pre-start meetings will contribute to implementing a safe work habit of checking the immediate surroundings and workplace conditions before starting, including considering potential environmental impacts.
Site Environment Plans (SEPs)	SEPs are site specific A3 sheets that include detailed plans illustrating key environmental controls, and tables documenting key requirements. These will inform and fully integrate with detailed construction planning.

The Project Environmental Representative or delegate will have approval authority for all risk assessment types (except SWMSs and pre-start meetings – these will be signed by supervisors) to ensure environmental risks and opportunities are adequately raised and addressed.
In addition, as set out in Section 4, sub-plans will include a section that identifies key aspects and potential environmental impacts, which will also be used to inform development of specific management strategies to be applied across the Project.
Identified environmental risks, controls and accountabilities will be communicated to all relevant personnel through preparation and communication of our environmental Sub Plans, CAPs, Work Packs, SWMSs/EWMSs, SEPs, toolbox meetings, and pre-start meetings.

3.4 Continual Improvement

In addition to specifying the day-to-day environmental management of a project, each EMP details activities to be performed to deliver continual improvement in environmental performance.
The CPB continual improvement process is listed in Figure 4 and is achieved via the following steps:

- Undertaking comprehensive planning activities to assess environmental risks and design effective controls
- Identifying design and construction technique refinements to reduce risk and improve project environmental management outcomes, as well as
- Implementing audit and review of both project specific EMPs and CPB Contractors' Environmental Management System.

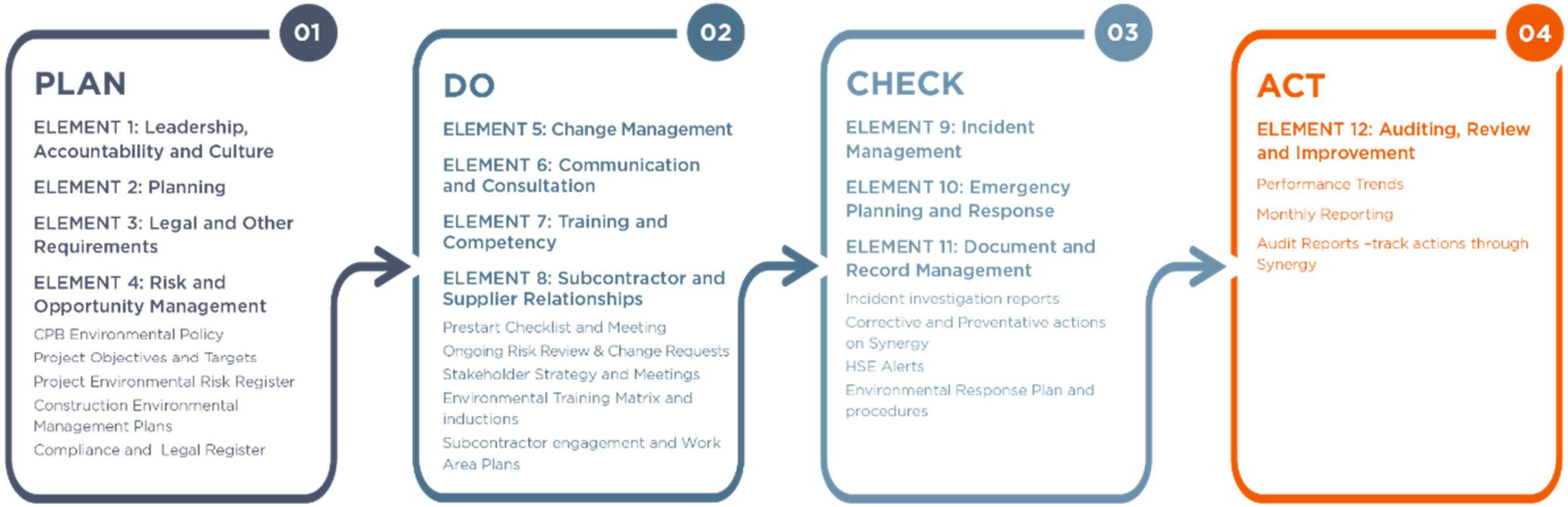


Figure 4 Continual Improvement Process

4. Potentially Significant Environmental Aspects and Impacts

The term 'hazard' is used throughout this CEMP and has the same meaning as 'aspect' for the purposes of implementing ISO14001 requirements.

Potentially Significant Environmental Aspects (SEAs) are identified as follows:

1. Aspects documented as having a significant environmental impact within environmental assessment reports (including social/ stakeholder impacts), or contractual documents,
2. Aspects that represent a significant environmental legal compliance risk;
3. Aspects identified having *adverse material impact* [1]or rated as either having a High, Very High or Extreme 'Risk Level' based on the Consequence and Likelihood criteria within the CPB Risk Rating Matrices (or project specific similar risk rating tool);
4. The aspects that have or can have one or more significant beneficial impacts where defined as either having a High or Very High 'Benefit Rating' based on the Sustainability Impact Assessment Criteria within the CPB Sustainability and Innovation Opportunity Register (or project specific similar).

SEAs will attract a higher level of focus through design development and construction work planning detailed in Element 3 and 4 of Part B of this Plan.

Sub-plans are developed for:

- Significant Environmental Aspects
- Potential environmental impacts that require targeted management to avoid and minimise impacts
- As required by Approvals or contractual obligations

Each of the Sub-plans listed below will be regularly reviewed during construction as the project aspects and impacts are reviewed.

Table 4-1 Environmental Aspects, Impacts and corresponding Sub-plan/s

Environmental Aspect (or hazard)	Significant Environmental Aspect (Yes/No)	Associated Potential Impacts	Environmental Sub-plans (Part C)
Clearing and grubbing	Yes	• Loss or harm to flora or fauna	Biodiversity Management Sub-plan Soil and Water Management Sub-plan
Piling	Yes	• Noise and vibration affect to community and residents	Noise and Vibration Management Sub-plan
		• Soil erosion and sedimentation • Impact to watercourses • Contamination of soil and water	Soil and Water Management Sub-plan
Demolition Earthworks	Yes	• Soil erosion and sedimentation • Impact to watercourses • Contamination of soil and water	Soil and Water Management Sub-plan
		• Noise and vibration affect to community and residents	Noise and Vibration Management Sub-plan
		• Incorrect classification and management of spoil • Improper disposal of wastes	Waste Management Sub-plan
		• Dust generation • Potential contamination being released into the environment	Air Quality Management Sub-plan
		• Unapproved damage to items of heritage significance	Heritage Management Sub-plan

[1] As a guide to assist in determining what is an adverse material impact refer to the definitions of Major and Substantial Consequences for Safety and Health, Environment and Heritage, Plant Damage, Reputation, Time and Cost in the CMS procedure Establish Project Risk Management.

Environmental Aspect (or hazard)	Significant Environmental Aspect (Yes/No)	Associated Potential Impacts	Environmental Sub-plans (Part C)
Removal of asbestos or contaminated soil	Yes	• Improper management of contaminated soils, exposing people and environment to contaminants	Contamination Management Sub-plan
Stockpiling and hauling	Yes	• Soil erosion and sedimentation • Impact to watercourses • Contamination of soil and water	Soil and Water Management Sub-plan
		• Dust generation from vehicle/plant movements • Dust generation from stockpiled materials	Air Quality Management Sub-plan
Early works excavations / Service Works Diversions	Yes	• Loss or harm to flora or fauna	Biodiversity Management Sub-plan
		• Dust generation from vehicle/plant movements	Air Quality Management Sub-plan
		• Increased risk of erosion and dirty water runoff from Project site	Soil and Water Management Sub-plan

The above terminology is consistent with ISO 14001 definitions, see below:

Environmental aspect:

Element of an organisation's (3.1.4) activities or products or services that interacts or can interact with the environment (3.2.1)

Note 1: An environmental aspect can cause (an) environmental impact(s) (3.2.4). A significant environmental aspect is one that has or can have one or more significant environmental impact(s).

Note 2: Significant environmental aspects are determined by the organization applying one or more criteria.

Environmental impact:

Change to the environment (3.2.1), whether adverse or beneficial, wholly or partially resulting from an organization's (3.1.4) environmental aspects (3.2.2)

5. Exempt development - Construction site facilities

To facilitate the delivery of the Project, the installation of construction site facilities is proposed within the boundary of the Royal Prince Alfred health services facility. The site facilities would include a portable Project site office (up to 1 story) and at-grade carparking as depicted in Figure 6. The land is classified as SP2 – Health Services Facility as per Figure 5 below.

The construction site facilities can be considered exempt development under the State Environmental Planning Policy (Transport and Infrastructure) 2021 (TISEPP) as discussed below.

Under Chapter 2 Division 10 (Health Services Facilities) section 2.63:

(1) Any of the following development is exempt development if it is carried out within the boundaries of an existing health services facility and complies with section 2.20 -

(h) development for the purposes of a building site shed if—

(i) the shed is not used for residential purposes, and

(ii) any plumbing fixtures are connected to an approved waste water treatment device or an approved connection to the sewer, and

(iii) the shed is removed immediately after the completion of the works for which the shed was required, and

(iv) the shed is free-standing, prefabricated and constructed of non-reflective materials.

Figure 5. Land zone map

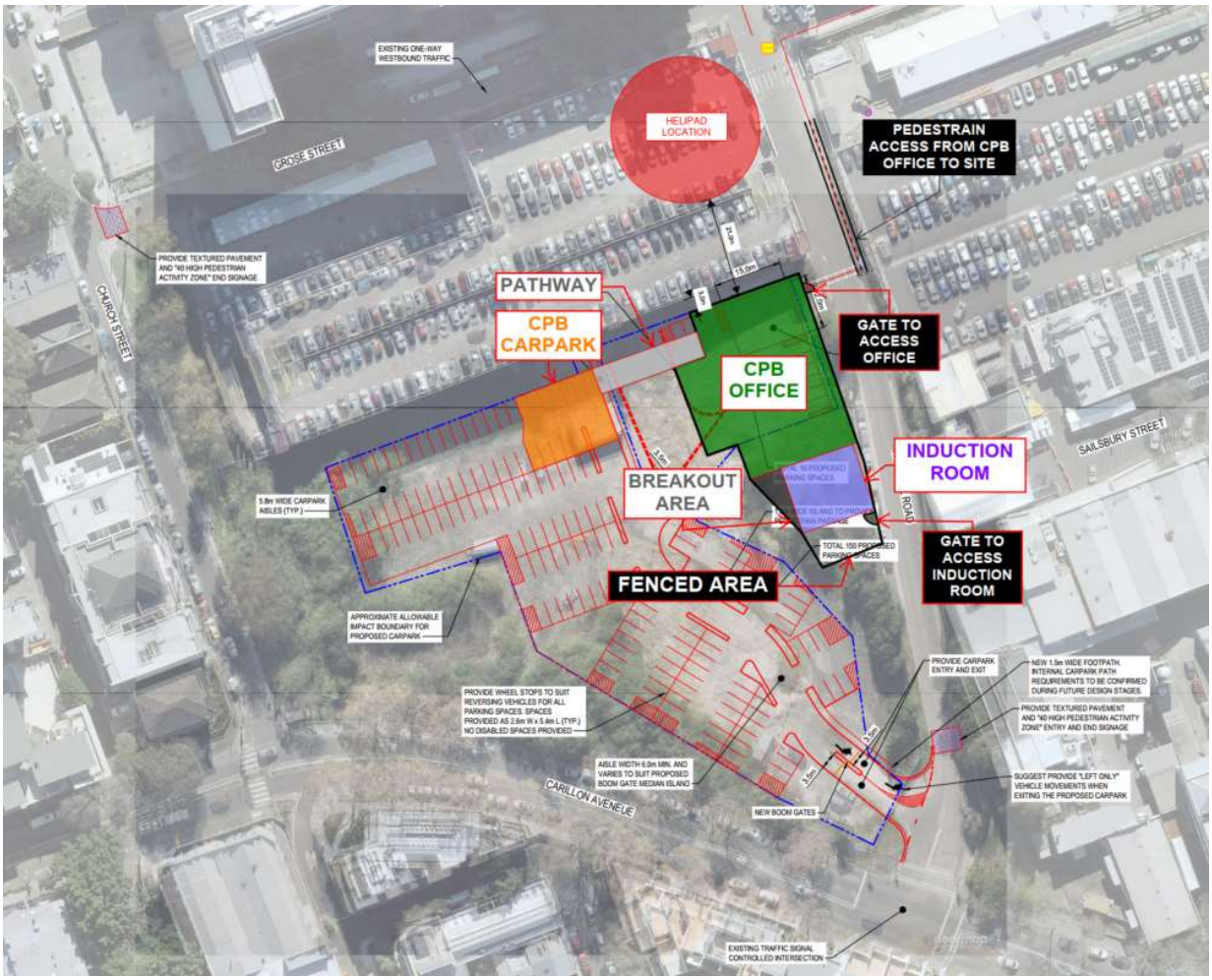


Figure 6. Project office layout

The portable Project site office is not for residential purposes, it will be connected to an approved connection to the sewer, will be removed after completion of the works and it will be free standing, prefabricated and constructed of non-reflective materials.
The following table outlines the requirements Section 2.20 of the TISEPP for exempt development and how these requirements are being met.

Table 5-1. Exempt development requirements EP&A Act

Requirement	Applicability	Comment
(a) must meet the relevant deemed-to-satisfy provisions of the Building Code of Australia, or if there are no such relevant provisions, must be structurally adequate, and	Applicable	Portable site facilities will be in accordance with the Temporary Structures Standard of the Australian Building Codes Board (ABCB).
(b) must not, if it relates to an existing building— i. cause the building to contravene the Building Code of Australia, or ii. compromise the fire safety of the building or affect access to any fire exit, and	Not applicable	The proposed facilities include portable site offices and do not relate to an existing building.
(c) must be carried out in accordance with all relevant requirements of the Blue Book, and	Applicable	Installation and operation of the site facilities will be undertaken in line with the relevant requirements of the Blue Book as per Soil and Water sub-plan

Requirement	Applicability	Comment
(d) must not be designated development, and Note— Designated development is defined in section 4.10 of the Act as development that is declared to be designated development by an environmental planning instrument or the regulations.	Not applicable	Proposed site facilities are not designated development as defined in section 4.10 of the Environmental Planning and Assessment Act 1979.
(e) if it is likely to affect a State or local heritage item or a heritage conservation area, must involve no more than minimal impact on the heritage significance of the item or area, and	Not applicable	The installation of the site facilities will not affect a State or local heritage item or a heritage conservation area.
(f) must not involve the demolition of a building or work that is, or is part of, a State or local heritage item, and	Not applicable	The installation of the site facilities will not involve the demolition of a building or State or local heritage item
(g) if it involves the demolition of a building, must be carried out in accordance with Australian Standard AS 2601—2001, The demolition of structures, and	Not applicable	The installation of the site facilities will not involve the demolition of a building
(h) must be installed in accordance with the manufacturer's specifications, if applicable, and	Applicable	The site facilities will be installed in line with the suppliers specifications
(i) must not involve the removal or pruning of a tree or other vegetation that requires a permit or development consent for removal or pruning, unless that removal or pruning is undertaken in accordance with a permit or development consent, and Note— A permit for the removal or pruning of a tree or other vegetation may be granted under a local environmental plan. A development consent for the removal of native vegetation may be granted under the Native Vegetation Act 2003.	Not applicable	No permits required for any trees or vegetation to be removed as a result of temporary accomodation works.
(j) must not involve the removal of asbestos, unless that removal is undertaken in accordance with Working with Asbestos: Guide 2008 (ISBN 0 7310 5159 9) published by the WorkCover Authority.	Not applicable	No asbestos removal is expected to be required for the installation of the site facilities. Any unexpected finds will be managed in line with the Project unexpected finds procedure and removed in accordance with Working with Asbestos: Guide 2008 (ISBN 0 7310 5159 9) published by the WorkCover Authority.

Consequently, the Project site office can be considered exempt development under the TISEPP. Under Section 2.21 of the TISEPP, development for a purpose specified in Schedule 1 is exempt development if:

(a) it is carried out by or on behalf of a public authority, and

(b) it meets the development standards for the development specified in Schedule 1, and

(c) it complies with section 2.20.

Under Schedule 1 of the TISEPP, car parks at grade are exempt development if they are developed under the following standards:

Must be open (unenclosed) car parking (but may include associated gates including security booths and boom gates).

Must not be carried out on land within a growth centre (within the meaning of State Environmental Planning Policy (Sydney Region Growth Centres) 2006) that is not subject land within the meaning of clause 17 of Schedule 7 to the Threatened Species Conservation Act 1995.

Must not exceed 200 spaces for a site with access to any road or 50 spaces for a site with access to a classified road or to a road that connects to a classified road (if the access is within 90m of that connection, measured along the alignment of the connecting road).

The proposed construction site carpark will be at grade and open, it is not on land within a growth centre, does not exceed 50 spaces and complies with the applicable requirements of Section 2.20 of the TISEPP. Therefore the site carpark can be considered exempt development under the TISEPP.

6. Staging

In accordance with conditions A9-A12 of the development consent, the project will be constructed and operated in stages. A Staging Report has been prepared and will be submitted to the Certifier no later than 14 days before the commencement of the first of the proposed stages. The Staging Report will:

- if staged construction is proposed, set out how the construction of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when construction of each stage will commence and finish;
- if staged operation is proposed, set out how the operation of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when operation of each stage will commence and finish (if relevant);
- specify how compliance with conditions will be achieved across and between each of the stages of the project; and
- set out mechanisms for managing any cumulative impacts arising from the proposed staging.

Strategies, plans and programs required may also be prepared and submitted on a staged basis.

7. Elements and Expectations

The Environmental Management Plan is structured using a common set of Elements and Expectations:

Element	Key aspects for managing this function on the Project
Expectation	The high-level outcomes achieved as part of each Element

This two-level hierarchy provides a consistent structure that is applied across all Management Plans on the Project. Those Elements are:

- Element 1: Leadership, Accountability and Culture
- Element 2: Planning
- Element 3: Legal and Other Requirements
- Element 4: Risk and Opportunity Management
- Element 5: Change Management
- Element 6: Communication and Consultation
- Element 7: Training and Competency
- Element 8: Subcontractor Relationships
- Element 9: Incident Management
- Element 10: Emergency Planning and Response
- Element 11: Document and Record Management
- Element 12: Auditing, Review and Improvement

Element 1: Leadership, Accountability and Culture

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference (column to be deleted if necessary, prior to external issue)
1.1 Environmental leadership and commitment are demonstrated through participation in environmental management	**Environment Policy** CPB Contractors has developed an Environment Policy (Error! Reference source not found.), to lead the creation of a consultative and proactive culture that ensures environmental compliance as a driver of work behaviours. This will be communicated in project inductions and prominently displayed at the Main Site Office. All personnel in leadership roles on the Project will participate in environmental management activities, including toolbox talks, and raising any environmental issues observed during inspections and incident reviews.	**Project Manager** Project Environmental Representative Relevant functional managers	Environment policy displayed and communicated in site inductions	Environment Policy
1.2 Environmental accountabilities, roles and responsibilities for managers, staff, employees and subcontractors are clearly defined, documented and communicated	**Roles and Responsibilities** Environmental responsibilities are included in all relevant Position Descriptions. Roles that carry specific environmental accountabilities (e.g., those that supervise or manage work with specific environmental risks) will contain more detailed environmental content. The environmental responsibilities contained in Position Descriptions are communicated to each person by their immediate Supervisor upon commencing in their role.	**HR Manager** Project Environmental Representative Line managers	Position Descriptions	Prepare Position Descriptions
1.3 Environmental leadership and commitment are demonstrated through measurable participation in environmental management	**Participation and Measurement** All personnel in leadership roles on the Project participate in environmental management activities, including observations, incident reviews and HSE committee meetings. Project management will regularly review environmental performance against Project KPIs, raise corrective actions to maintain or improve environmental performance as necessary. Pertinent environmental matters shall be addressed at communication forums.	**Project Manager** Line managers Functional managers Supervisory staff Project Environmental Representative	Measurement system output to include: Observation records, Incident reviews, HSE Committee meeting attendance (minutes), delivering toolbox talks Monthly reports	Leadership and Culture

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference (column to be deleted if necessary, prior to external issue)
1.4 Environmental expectations are clearly defined with appropriate reward and disciplinary processes in place.	**Project Environmental Requirements** Project environmental requirements are documented and communicated to Project personnel through multiple processes (see Part A – Section 3).	**Project Manager** Project Environmental Representative	SEPs CAPs Work Packs SWMS Pre-start Meetings	Construction Procedures
	Performance Targets Environmental performance targets for the Project have been identified in Section 2.4 of this document. These include lead and lag Key Performance Indications (KPI). In addition to project specific KPIs, the project will report on all applicable CPB Contractors Corporate and Business Unit KPIs.	**Project Manager** Project Environmental Representative	Monthly reports	
	Managing Personal Performance Environmental performance goals will be set and reviewed for individuals with environmental leadership roles (refer to Element 1.2) during the performance and development review process. Any person who breaches the project's environmental requirements will be managed in accordance with CPB Contractors One HSE Culture and Just Culture Frameworks.	**Project Manager** Line Managers	Performance and development reviews	Conduct Performance and Development Review Manage Just Culture

Element 2: Planning

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference (column to be deleted, if necessary, prior to external issue)
2.1 Adequate resources are provided to effectively implement the EMP	**Resources** The Project budget includes enough allowances to implement the EMP, including people, technical environmental expertise, equipment, materials, training, plant, and infrastructure. The Project Environmental Representative is consulted in setting and revising (forecasting) the Project budget.	**Project Manager** Commercial Manager Project Environmental Representative HR Manager	Project budget Project forecasts Organisational structure Training matrix	
	Environmental Monitoring Planning The Project Environmental Representative has developed the Environmental Monitoring Schedule(s) which identifies: ▪ Equipment and maintenance requirements (including calibration) ▪ Personnel required to implement the schedule	**Project Environmental Representative**	Monitoring, Inspections, Reporting, Review, Audit (MIRRA) Schedule Environmental Sub-plans	
2.2 Business systems are defined and established	**Define and set up IT Systems** Applications required to manage environment on the Project are defined and established prior to works commencing. Systems to be used include: ▪ **Synergy** - Reporting and recording all environmental incidents, audit results and corrective actions ▪ **Synergy** – Record all water use and waste generation data ▪ **JD Edwards** (NGER module) to capture energy use and emissions ▪ **TeamBinder/ Aconex** – Records and documents management and archiving ▪ **Environmental Monitoring Spreadsheets** – To capture and review all environmental monitoring data.	**Project Environmental Representative** Commercial Manager	Applicable business systems	CPB Applications
2.3 Identify Significant Environmental Aspects	**Identify Significant Environmental Aspects (SEA)** Significant Environmental Aspects (SEAs) are identified as described in Section 4.	**Project Environmental Rep**	Significant Environmental Aspects and Sub-plans	Establish Project Risk Management

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference (column to be deleted, if necessary, prior to external issue)
2.4 Environmental Sub-plans are prepared and maintained	**Environmental Sub-plans** Environmental Sub-plans (Part C) are reviewed for on-going relevance and accuracy by the Project Environmental Representative. The frequency of review is triggered by either incident history, substantial changes to the project, including contract variations, and/or management review requirements. Reviews are documented and records retained in the project document management system. Sub-plans are developed for: ▪ Potential Significant Environmental Aspects ▪ Aspects that require targeted environmental management as per Approval or contractual obligations	**Project Environmental Rep**	Reviews of SEA and Sub-plans	

Element 3: Legal and Other Requirements

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
3.1 Relevant legal, contractual and other requirements are identified and maintained in a legal and other obligations register	**Identifying Environmental Obligations** The Project Environmental Representative has reviewed the Contract, construction methodology and program and identified all: ▪ Contractual conditions specific to environmental management. ▪ Regulatory approvals required and associated conditions. ▪ Local, state and federal laws using CPB Contractors' online subscription to EnviroLaw (Enviro Essentials). ▪ Targets and objectives in CPB Contractors Business Unit or whole of CPB Contractors Business Plans. The sources and details, and means of compliance with the above, are captured within an Environmental Obligations Register. Documentary evidence will be available to show that all owners of obligations have been informed of their responsibility and are able to deliver the obligation.	**Project Environmental Representative** Project Manager	Environmental Obligations Register(s) Project Management Plan, insert reference to relevant section	Enviro Essentials
3.2 All necessary environmental approvals are obtained prior to commencing relevant works and surrendered on completion	**Obtaining and Surrendering Environmental Approvals** Approvals required to deliver the project are obtained prior to the commencement of any activities relating to the scope of the approval. The timing to obtain each necessary regulatory approval is determined and included within the Project program linked to relevant activities. Details of all approvals and licenses (including applications and decision notices where appropriate) are maintained in the Project's Environmental Obligations Register). All regulatory approvals will be surrendered according to the requirements of the approval or, where not stated, as soon as practical following the completion of the activity to which the approval relates.	**Project Environmental Representative** Engineers Project Manager	Environmental approvals in program Environmental approval documentation Approval and license conditions entered into Project's Environmental Obligations Register	
3.3 Work is planned and executed to ensure compliance	**Planning for Compliance** The Project Environmental Representative is consulted upon commencement of development of all Construction Area Plans (CAPs) and Work Packs, and throughout their development. All controls necessary to ensure compliance are included in the CAPs and Work Packs and in the Environmental Sub-plans (Part C of this Plan).	**Construction Manager** Supervisors Engineers	Reviewed CAPs and Work Packs by Project Environmental Rep Include relevant Permits, SEPs	Develop Construction Area Plan Manager Work Permits Develop and Implement Site Environment Plan

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
	CAP's and Work Packs should include Site Environmental Plans that clearly show the controls to be implemented. The Project program is updated to include new approvals determined to be necessary following the review of work plans. CAPs and Work Packs are reviewed by the Project Environmental Representative prior to the commencement of works described in their scope.	Project Environmental Representative Engineering Manager	Update project program	
3.4 Inspections, observations and monitoring are performed	**Implementing Controls** Controls required to achieve compliance, as detailed in the CAPs and Work Packs, will be implemented before relevant works commence.	**Supervisors** Engineers Project Environmental Representative	Engineered (physical) and administrative controls (e.g., procedures, forms, training) in place	Conduct Task Observations and Workplace Inspections
	Inspections and Observations Controls are to be inspected regularly to ensure their ongoing suitability and effectiveness. Inspections and observations are planned and conducted according to the requirements of the Conduct Task Observations and Workplace Inspections procedure. Inspections undertaken by the Project Environmental Representative (or delegate) are scheduled using the MIRRA schedule (Appendix D). The outcomes of inspections are captured on the inspection checklists. Corrective actions are raised, tracked and closed out in the Synergy – Action Plan Module or via the project site inspection records.	**Supervisors** Engineers Project Environmental Representative	Observation records Inspection schedules Inspection checklists Corrective actions in Synergy – Action Plan Module or inspection records MIRRA Schedule	Conduct task observations and workplace inspections
	Environmental Monitoring Environmental monitoring is carried out in accordance with the Approval, contractual and legislative requirements, and to provide early indication of potential adverse impacts to the environment or community. Environmental monitoring results are interpreted to identify actual and potential non-compliances and events that may result in nuisance, environmental harm, and unacceptable loss of amenity or community	**Project Environmental Representative**	MIRRA Schedule Monitoring records Calibration records Corrective actions Environmental Sub-plans	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
	complaints. Corrective actions are taken immediately or are raised and managed using Synergy			
3.5 All non-compliances are recorded and corrective/preventative actions implemented.	**Reporting Non-Compliances** All non-compliances are recorded. Non-compliances resulting in regulatory action or incidents are recorded as Notice of Violations and/or incidents in Synergy. All Notice of Violations are recorded as Class 2 (or above) incidents. The Planning Secretary must be notified through the major projects portal within seven days after the Applicant becomes aware of any non-compliance. The Certifier must also notify the Planning Secretary through the major projects portal within seven days after they identify any non-compliance. The notification must identify the development and the application number for it, set out the condition of consent that the development is non-compliant with, the way in which it does not comply and the reasons for the non-compliance (if known) and what actions have been, or will be, undertaken to address the non-compliance. Note: A non-compliance which has been notified as an incident does not need to also be notified as a non-compliance.	**Project Environmental Representative** All personnel	Incident reports	
3.6 All energy and greenhouse data are collected and entered into JDE	**Greenhouse and Energy** 'Operational Control' identifies which companies need to report in accordance with the National Greenhouse and Energy Reporting Act 2007 and is determined as part of the CPB project start-up process. A copy of the operational control determination assessment is obtained by the Project Environmental Representative from the CPB Group Environment Team, completed with project specific details and returned to the Group Environment Team. All CPB project teams and teams working within a joint venture will report on energy consumption monthly, regardless of which company has operational control. Where subcontractors provide their own fuel for use on a project, they will provide a monthly fuel consumption report to the project commercial team along with their claim. This data is then entered into the JDE NGER Module. Subcontractor reporting is tracked by the Commercial Team. If a project is not using CPB JDE, both invoiced and contractor energy	**Commercial Manager** Project Manager Project Environmental Representative	NGERS operational control assessment NGER subcontractor register NGER data checklist Completed NGER subcontractor records Monthly HSE Statistical reports	Subcontractor Fuel Reporting Form

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
	use will be collated and entered into Synergy monthly by the Project Environmental Representative. All energy (fuels, oils, greases, gases, electricity, solvents) purchased by CPB Contractors and processed through JDE are captured centrally at the Group level.			
3.7 Personnel on the site have access to current versions of relevant legislation, standards and codes of practice	**Updates to Legislation, Standards and Codes of Practice** Access to all relevant legislation will be available to personnel through **Enviro Essentials** or other online resources. Updates to any project specific legal registers will be made as relevant in consultation with the Commercial Manager.	**Business Unit Environmental Representative** **Project Environmental Representative** Commercial Manager	Updates distributed Relevant documents updated	Enviro Essentials

Element 4: Risk and Opportunity Management

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted, if necessary, prior to external issue)
4.1 Systematic processes are implemented for identifying environmental risks and opportunities at all stages of the Project	**Identifying Environmental Risks and Opportunities** Environmental risks and opportunities associated with activities, products and services of the project will be identified, recorded and tracked in accordance CPB Contractors risk management process (see Sections 3 and 4). Significant environmental aspects will be identified in accordance with Section 4.	**Project Manager** Project Environmental Representative Engineering Manager Engineers Supervisors	Principal Project Risk Review Construction Area Plan Risk Reviews Work Pack Risk Assessments Project Prestart Meeting	Types of Risks to Consider Identify Significant Environmental Aspects (new) Establish Project Risk Management Undertake Construction Area Risk Review Undertake Work Pack Risk Assessment CPB Risk Rating Matrices Risk Tolerability Framework for Environmental Management
4.2 Identified risks and opportunities are evaluated according to agreed criteria and recorded	**Analysing Environmental Risks and Opportunities** Each environmental risk and opportunity will be evaluated and assigned a rating which is determined using the consequence and likelihood criteria in the CPB Risk Rating Matrices. Opportunities will be assessed to determine whether they can be implemented on the project and shall be assessed using a cost-benefit analysis and/or business case for the opportunity.	**Project Manager** Risk owners Project Environmental Representative Engineers	Work Pack risk assessments Project Prestart Meeting	
4.3 Environmental controls appropriate to the level of risk are identified, documented and implemented	**Identifying Adequate Controls** Risks with a high, very high or extreme risk rating will be considered 'significant' and will be controlled using appropriate systems of work, including Environmental Sub-plans and project work procedure, along with available 'hard controls'[2] Refer to Section 4 for further information regarding the identification of Significant Environmental Aspects. Accountability for the implementation of each control is assigned in the respective Sub-plan and SEPs Controls are selected in consultation with the Project Environmental Representative to achieve the following, in order of preference: ▪ Eliminate the risk by not performing the relevant activity ▪ Substitute by performing the relevant activity in a way that presents a lower risk	**Risk owners** Project Environmental Representative Project Manager Project Engineers	Controls agreed (engineered or administrative)	

[2] Hard controls may include physical separation, concrete/ water filled barriers, sediment basins, check dams, locks, spill prevention measures.

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs **(column to be deleted, if necessary, prior to external issue)**
	▪ Implement physical (engineered) controls (e.g., sediment basins, check dams) ▪ Implement administrative controls (e.g., procedures, training, inspections).			
	Implementing Controls Controls are implemented by the accountable person as specified in the Sub-plan or SEP. No activity is commenced until all relevant controls are implemented.	**Risk owners** Supervisors	Controls in place (engineered or administrative)	
4.4 Feasible opportunities are implemented	**Implementing Opportunities** Opportunities identified and for which a cost benefit and/or business case has been developed, are submitted to the appropriate member of the project leadership team for approval. Once approved, accountability for implementation of the opportunity is assigned and the opportunity is implemented. Environmental and cost benefits are recorded and reported in monthly reporting.	**Project Manager** Opportunity Owner	Monthly reports Case studies	
4.5 Identified environmental risks and controls are communicated to all relevant personnel	**Communications in line with Construction Planning** The environmental risks, controls and accountabilities identified are communicated to all relevant personnel. This is achieved through the preparation and communication of the construction methodology, CAPs, Work Packs, SEPs, the conduct of Safety/Environment-in-Design workshops.	**Project Manager** Engineers Project Environmental Representative	Pre-start meeting content Records of communications and meetings CAP, Work Pack and SEP	
	HSE Communications Environmental risks, controls and accountabilities are also communicated through delivery of HSE communications, including HSE Committee meetings, toolbox talks and pre-start meetings.	**Engineers** Supervisors Project Environmental Representative Project Manager Health and Safety Manager	Site induction content Toolbox talk content and attendee records Pre-start meeting content Records of communications and meetings	
	Communication through Training	**Project Environmental Representative**	Training schedule Training matrix	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs **(column to be deleted, if necessary, prior to external issue)**
	Nominated administrative controls, including procedures and training, will be communicated through the delivery of training in their requirements. The planning and delivery of this training is provided according to the requirements of Human Resources Management Plan.	HR Manager	Training records	
4.6 Environmental risks and controls are regularly reviewed.	**Risk Review** The relevance and adequacy of environmental risks and controls identified in this CEMP, the Principal Project Risk Review, CAP and Work Pack risk review/assessments are reviewed and updated according to Project Management Plan.	**Project Manager** Project Environmental Representative Engineers	Updated CAPs and Work Packs risk registers	

Element 5: Change Management

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted, if necessary, prior to external issue)
5.1 Changes to planned operations that have potential environmental consequences are identified	**Identifying Change** Personnel promptly report any 'medium' or 'major' changes that could affect the environment and/or community A 'medium' or 'major' change could result from a change to design, plant (fixed and mobile), systems, personnel and work methods such that the absence of a considered review could compromise the project's ability to comply with its obligations and/or result in an inadequate range of controls which could lead to an incident or result in community nuisance. A 'medium' change is one which includes permanent changes to Work Pack methodology or work conditions. A 'major' change is one which is site-wide or requires a revision of CAP's.	**Project Manager** Project Environmental Representative Engineering Manager Engineers Supervisors	Change management process included in Project Induction and/or Training matrix Change Management Training records Change Requests	
5.2 Risks associated with identified changes are assessed and controlled before changes are implemented	**Risks Associated with Change** All proposed changes are documented, including the assessment of risks relating to the change. Key personnel affected by the change are involved in the risk assessment. All changes are requested or sponsored by a Supervisor or Manager, who then becomes the change owner. Input from environmental personnel is sought as necessary. The approach to risk assessment and the implementation of controls will follow the requirements of Elements 2, 3 and 4 of the CEMP.	**Project Manager** Change owner Supervisors Project Environmental Representative	Change Requests Revised risk assessments	
5.3 All changes with environmental consequences are authorised before they are implemented	**Changes Approved** All change requests are approved by the Supervisor or manager of the change owner, or as otherwise required by the project delegations, before any relevant work commences, and a record is maintained. This will include any approvals associated with revised CAPs and Work Packs by the Project Environmental Representative.	**Project Manager** Construction Manager Engineering Manager Project Environmental Representative	Change Requests Additional environmental assessment (if triggered)	
5.4 Controls associated with change are	**Communication of Change**	**Change Owner**	Toolbox talk material	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted, if necessary, prior to external issue)
communicated to all affected personnel	Affected personnel will be consulted and understand the effects of change before the relevant works commence. This is achieved through toolbox talks, daily pre-start meeting, HSE committees or forums arranged to specifically address changes.	Supervisors	Pre-start meetings Attendance records Meeting minutes	

Element 6: Communication and Consultation

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted, if necessary, prior to external issue)
6.1 We will create a culture of collaboration across all functional disciplines	**Internal Culture of Collaboration** The Project team will work together collaboratively to formulate integrated project specific management systems. Interdisciplinary meetings will be held on key issues to promote collaboration.	**Project Manager** Discipline leads	Integrated project specific management systems	
6.2 External Environmental stakeholders are identified	**Identifying External Stakeholders** A comprehensive stakeholder analysis will be performed to identify stakeholders and their interests in the environmental management of the Project. This will include community members and others who could be affected by the Project works, as well as government and environmental lobby groups. The Project Environmental Representative will be involved in the analysis process.	**Community & Stakeholder Manager** Project Environmental Representative	Stakeholder register or database Stakeholder Analysis	
6.3 Relationships with external stakeholders are effectively managed	**Managing Relationships** Activities performed to effectively manage relationships with external stakeholders include: ▪ Identifying environmental risks that relate to stakeholder interests by considering the impacts to stakeholders (documented in Environmental Risk Register) ▪ Determining suitable controls and activities to mitigate risks (general controls and activities documented in risk registers, details in Environmental Sub-plans, CAPs, and Work Packs). ▪ Performing inspections, audits, stakeholder engagement and monitoring activities to assess the effectiveness of controls Actively engaging stakeholders through open communication and involvement.	**Project Environmental Representative** Community & Stakeholder Manager Project Manager	Risk reviews/assessments in CAPs, Work Packs, Environmental Sub-plans and Procedures Audit reports Monitoring results Communications material Forums and opportunities for stakeholder engagement	
	Project website The following information is to be made publicly available on the Project website https://rparedevelopment.health.nsw.gov.au/: ▪ the documents referred to in condition A2 of this consent; ▪ all current statutory approvals for the development; ▪ all approved strategies, plans and programs required under the conditions of this consent;	**Project Environmental Representative** Community & Stakeholder Manager Project Manager	Project website	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs **(column to be deleted, if necessary, prior to external issue)**
	▪ regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent; ▪ a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs; ▪ a summary of the current stage and progress of the development; ▪ contact details to enquire about the development or to make a complaint; ▪ a complaints register, updated monthly; ▪ audit reports prepared as part of any independent audit of the development and the Applicant's response to the recommendations in any audit report; ▪ any other matter required by the Planning Secretary; This information will be kept up to date, to the satisfaction of the Planning Secretary and publicly available for 12 months after the commencement of operations.			
6.4 Internal consultative forums are established with regular meetings scheduled, conducted, documented and communicated	**Consultative Forums** A schedule of communication forums will be developed which includes: ▪ Managers' meetings that are to address environmental matters at least monthly; ▪ Environmental Toolbox Talks at least monthly; and, ▪ Pre-start meetings prior to commencing a shift. The Project Manager will establish appropriate environmental interfaces with the Client and regulatory bodies. Records will be kept of all HSE communication activities (e.g., attendance records). The effectiveness of the meeting outcomes will be reviewed as required.	**Project Manager** Project Environmental Representative H&S Manager	Minutes of meetings Toolbox Talks Pre-Start meetings Attendance records	
	Actions from Consultative Forums Actions arising from consultative forums are assigned and communicated to a responsible person and confirmed as being completed. The Project will identify, track and complete environmental related actions using Synergy – Action Plans Module.	**Community & Stakeholder Liaison** Project Environmental Representative	Synergy – Action Plans Module	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted, if necessary, prior to external issue)
	HSE Signs and Notice Boards Dedicated HSE notice boards will be prominently located and maintained with current environmental information. Site signage and the Emergency Response Plan listed onsite contain project emergency contacts below: Emergency Response Team Leader Danny Ayoub 0477 716 535 Construction Manager Mark Mittiga 0417 265 489 Project HSE Manager John Takos 0418 285 373	**Project Environmental Representative**	Signs and notice boards installed with current environmental content	
6.5 Environmental complaints and enquiries are recorded and responded to appropriately	**Responding to Complaints** All environmental related complaints found to be related to the Project will be investigated and recorded in the appropriate project complaints management system. All complaints from public and neighbours can be made via the following contact number: 9219 7444. Any relevant corrective actions are to be agreed and implemented, with accountabilities and time frames assigned. The complainant or enquirer is notified of the Project response once approved by the Project Manager. For all emergency events, an Emergency Response Plan (attached as Appendix) will be applicable to ensure that arrangements are in place to effectively respond.	**Community & Stakeholder Manager** Project Environmental Representative Project Manager	Records of communications	
	Changes to Environmental Monitoring Environmental monitoring programs will be reviewed to address matters raised through valid complaints and consultations with stakeholders. Amendments to the monitoring program will be adequate to allow early identification of conditions that are likely to result in further complaints and/or exceedances. Data will be analysed to identify actual and potential impacts to the community, and corrective actions implemented.	**Project Environmental Representative** Community & Stakeholder Manager	Monitoring schedule Monitoring records Corrective actions in Synergy	
	Client and Internal Notifications The Business Unit Environment Manager and Corporate Environment Manager are notified of complaints that have or are likely to generate media interest. The Client is notified according to the conditions outlined in the Contract.	**Project Manager**	Record of communication	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted, if necessary, prior to external issue)
6.6 The effectiveness of internal and external stakeholder engagement is evaluated and improved.	**Evaluation of Internal and External Communications** The effectiveness of internal and external communication, including Client and key stakeholder consultation activities will be reviewed as required and within six months of construction commencement. The Project Environmental Representative participates in these reviews, which are led by the Project Manager and include the Community and Stakeholder Manager and Health and Safety Manager. CPB Contractor environmental performance reports issued by the Client or other feedback provided is reviewed as part of this evaluation process.	**Project Manager** Community & Stakeholder Manager Project Environmental Representative H&S Manager	Meeting minutes	
6.7 Share knowledge from lessons learnt internally and consider the need for knowledge sharing with stakeholders and the construction industry	**Knowledge Sharing** The Project Manager will ensure knowledge sharing internally in order to ensure that lessons learnt are implemented across worksites. The need for broader knowledge sharing with key stakeholders will be considered in consultation with corporate representatives to ensure contribution to knowledge and capacity building and assist in a larger market shift towards improved environmental performance.	**Project Manager** Project Environmental Representative	Toolbox talks Environmental alerts Conference presentations	

Element 7: Training and Competency

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
7.1 All personnel have completed an induction containing relevant environmental information before they are authorised to work on the Project	**Inductions** All personnel, subcontractors and visitors will undergo an induction before commencing work on-site. The induction addresses general and Project-specific environmental issues, including: ▪ CPB Contractors' environmental policy ▪ How the CEMP will be implemented on-site ▪ High-risk environmental activities on the Project and their controls ▪ What to do in the event of an environmental incident. An assessment will be conducted upon completion of the induction. Induction materials are reviewed at least annually and amended to reflect changes to Project environmental risks, the status of community relations and the occurrence of incidents.	**Project Environmental Representative** HR Manager Health and Safety Manager	Induction materials Training attendance records Completed induction assessments	
7.2 A training matrix is developed and documented	**Identifying Training Needs** Environmental training needs are identified and documented within the Project's training matrix within three months of project commencement. In populating the training matrix, the environmental training requirements for each role are addressed, including competency, needs and capability. The Project Environmental Representative will contribute to the development of the training matrix. At a minimum environmental training (and/or induction training) will include: 1. Project specific Significant Environment Aspects and associated controls 2. Change management training - to identify changes and apply change management processes. This includes all supervisory staff being informed of the need to have changes approved prior to commencing relevant works. 3. Subcontractor training and competency responsibilities. This will also be included in subcontractor agreements. 4. Environmental emergency preparedness 5. Incident response and notification	**Environment Representative** HR Manager	Identify and Manage Project Training Project Training Plan Template Project Training Startup Checklist Training matrix Performance and Development management plans Subcontractor agreements Subcontractor Start-Up Meeting minutes	Identify and Manage Project Training

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
	Scheduling Training Needs A project training schedule will be developed to plan the delivery of environmental training needs identified in the training matrix. Refresher training intervals will also be stated where applicable.	**HR Manager** Project Environmental Representative	Training schedule Training records	
7.3 Personnel are trained and assessed according to the training plan	**Provide Training** All resources to deliver the environmental training in the schedule, including personnel, equipment, funding and materials, will be allowed for in the Project budget. Subcontractors will undergo all necessary environmental training including any required by the Project. The required training will be determined by reviewing the training matrix relative to the scope of work and roles being filled or supplied by the subcontractor.	**Project Manager** Project Environmental Representative	Project budget Training records including Subcontractor records	
	Training Evaluation and Review Training assessments and evaluation forms will be used to assess the effectiveness of training. Training evaluation and feedback will be reviewed and used to improve the quality of environmental training delivered on the Project. The training matrix and schedule will be completely reviewed at least annually or prior to the commencement of major new tasks.	**HR Manager** Project Environmental Representative	Training evaluation forms Training matrix	
7.4 Training records are maintained and accessible to relevant personnel.	**Training Records** Records of all training activities, including inductions, will be maintained. Records will include the name and role of the attendee, the name of the course and, where applicable, reference to the document-controlled version of the material presented, and a copy of the assessment completed.	**HR Manager** Project Environmental Representative	Training records	

Element 8: Subcontractor Relationships

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
8.1 Selection processes ensure that subcontractors meet CPB Contractors' minimum environmental requirements	**Subcontractor Selection and Engagement** The Project Environmental Representative will be consulted regarding minimum sub-contractor environmental management capabilities and sub-contractor suitability relevant to project obligations. Subcontractors will be made aware of their responsibilities when undertaking works in accordance with CPB contract requirements and associated project obligations during the tender process and again at project start-up meetings.	**Commercial Manager** Engineers Project Environmental Representative	Completed Supplier Prequalification Questionnaires Subcontractor Agreements	Completed Supplier Prequalification Questionnaires
8.2 Planning requirements of all subcontractor work scopes are completed and communicated prior to commencing work	**Identify, Complete and Communicate Planning Requirements and Documentation** The scope of work to be performed by key subcontractors is reviewed to determine whether it includes works for which project planning and environmental risk assessments have been completed. If so, the subcontractor is formally informed of all relevant risks and existing project documents, systems and procedures to be followed prior to commencing works (in addition to having been informed of these during the tendering process).	**Engineers** Project Environmental Representative Commercial Manager	Construction Area Plans (CAPs) Work Packs SEPs Records of subcontractor notification	
8.3 Compliance requirements for high risk environmental activities are identified and enforced	**Compliance requirements** For high, very high or extreme environmental risk activities, the Project Environmental Representative will review the subcontractor's scope of works with the supervising Engineer and: ▪ Identify any new issues relevant to the subcontractor's scope of works; ▪ Identify any additional compliance requirement not captured; ▪ Identify necessary approvals not already in place and obtain those approvals prior to any works commencing; ▪ Update the relevant Environmental Sub-plans, SEPs, and Environmental Obligations Register with details of new approvals and their conditions. The subcontractor will be informed of the requirement to provide all relevant data relating to their works as per the National Greenhouse and Energy Reporting Act 2007 (Cth).	**Engineers** Project Environmental Representative Commercial Manager	Records of subcontractor notification	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
8.4 Subcontractor documentation is submitted and reviewed to meet Project requirements	**Documentation Preparation and Review** The subcontractor will provide CPB Contractors with all required environmental documentation prior to commencing work on the Project as described in the executed agreement, including any requirement to produce an Environmental Management Plan. Any further requirements will be agreed by the Commercial Manager and the Project Environmental Representative.	**Project Environmental Representative** Engineer Commercial Manager	Subcontractor environmental documentation	
8.5 Changes to the scope of work are managed as a Project change	**Manage Changes/ Variations** Changes and variations to subcontractor scopes of work will be assessed as a change according to the requirements of Element 5 of the CEMP. Documentation will be amended accordingly.	**Commercial Manager** Engineers	Change Requests	
8.6 Subcontractors actively participate in environmental management and training on the Project	**Subcontractor Environmental Participation** Subcontractors will participate in HSE communication forums and monitoring activities, as a minimum, including: ▪ Project induction; ▪ Scheduled HSE management meetings, toolbox talks, pre-start meetings, HSE committees (as required); ▪ HSE observations, inspections and audits; ▪ Incident investigations (as required); ▪ Development or review of safe work systems and SEPs (as required).	**Commercial Manager** Project Environmental Representative Subcontractors Engineers	Attendance records Monitoring records	
8.7 Subcontractors are reviewed to assess their performance and compliance with our minimum environmental requirements.	**Subcontractor Audits and Reviews** Subcontractors will be regularly inspected and observed for environmental performance as per Element 3.4 of this CEMP.	**Project Environmental Representative** Engineers Supervisors	Audit reports Inspection and monitoring records	

Element 9: Incident Management

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
9.1 All incidents are followed by appropriate response and notification	**Incident Response** The immediate response to all incidents is to make the area safe and undertake measures to prevent further environmental harm. An assessment will be made in consultation with the Project Environmental Representative to ensure that responses do not result in further harm. **Preserve the Incident Scene** Scenes of environmental Class 1A and Class 2A incidents and Class 1Ps are to be preserved until the incident investigation team has collected relevant data and evidence (see below). **Internal Incident Notifications** The Project Manager and Project Environmental Representative are to be notified immediately of incidents classified as: ▪ Class 1A and Class 1P ▪ Class 2A and Class 2P For these incidents the Project Manager will immediately notify the Business Unit General Manager and the Business Unit Environment Manager. The Project Manager will also notify the Business Unit General Manager of the need to activate the Project's Emergency Response Procedure and the Group Crisis Management Plan if necessary. The Project Environmental Representative is also to be notified of all other Actual or Potential Class 3 incidents and Near Hit events. **Client Notifications** The Client is notified of all environmental incidents as per the agreed contractual arrangements. **Regulatory Notifications** Environmental incidents will be reported to regulators in accordance with the requirements of local, state and federal government regulations by the Project Environmental Representative or delegate. The Planning Secretary must be notified through the major projects portal immediately after the Applicant becomes aware of an incident. The notification must identify the development (including the development application number and the name of the development if it has one) and set out the location and nature of the incident. Subsequent notification must be given, and reports submitted in	**Project Manager** Project Environmental Representative Community & Stakeholder Manager Engineers Supervisors	Records of incident notifications	Manage and Report SHE Incidents

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
	accordance with the requirements set out in **Appendix 2** of SSD-47662959.			
9.2 All incidents are entered and managed in Synergy	**Incident Classification and Reporting** All environmental incidents, including community complaints that as a result of an environmental incident or breach, will be reported in Synergy within three calendar days. Root causes will be identified and recorded in Synergy for all actual Class 1 and 2 incidents (and optionally for Class 3 incidents). All statutory notices received from regulators, including penalty notices and fines, will be entered as Regulatory Actions within the Notice of Violations sub form in Synergy upon receipt. All Notice of Violations are also recorded as Class 2 (or above) incidents.	**Project Environmental Representative** Project Manager	Incident records Root cause coding Regulatory Action (if applicable)	
9.3 Incident investigations are conducted appropriate to the type of incident	**Project Incident Investigations** The level of investigation needed will depend on the incident classification. Corrective actions, including those required to help prevent future incident occurrences, are a key outcome of incident investigations. Incident investigation reports are to be uploaded to Synergy. **Statutory Authority Investigations** Before any staff member is questioned by officers of a statutory authority or in the case of regulator requests for further information, they are to consult the Project Manager and Business Unit Environment Manager to determine if Legal Counsel assistance is needed. Regulatory inspectors will be given appropriate assistance during their own investigations.	**Project Manager** Project Environmental Representative Supervisors Engineers	Incident investigation reports	
9.4 All personnel conducting incident investigations are trained to competently perform the task	**Incident Investigation Teams Competent and Trained** The selection of the investigation team will be up to the Project Manager and will depend upon the severity of the incident, and the availability of experienced personnel. However, the investigation team does need to have a mix of both Operational and HSE Staff. The following should be considered when selecting an investigation team: ▪ Statutory requirements; ▪ CPB Contractors Corporate requirements;	**Project Manager**		

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
	▪ Technical specialists with an understanding of the work process; ▪ Administrative Support; ▪ Mix of skills and experience; ▪ Potential conflict of interest for any proposed member.			
9.5 Corrective and preventive actions are taken after incidents and lessons are shared with other projects	Following an incident, corrective and preventive actions will be identified, assigned to the appropriate person/s and closed out according to set time frames. Time frames are set to ensure damage incurred is rectified and any chance of recurrence is eliminated as soon as practicable. Synergy will be used to assign and track corrective actions. All corrective actions will include reference to the relevant incident record for ease of tracking.	**Project Manager** Project Environmental Representative	Corrective action records on Synergy	
	HSE Alerts/Lessons Learnt HSE Alerts or Lessons Learnt will be submitted for all Class 1 and 2 incidents to the Project Manager, Business Unit Environment Manager and Group Manager, Environment for distribution outside of the project team. HSE Alerts or Lessons Learnt will also be raised for all other incident types at the discretion of the Project Environmental Representative, Project Manager or Business Unit Environment Manager.	**Project Environmental Representative** Project Manager	HSE Alerts/ Lessons Learnt	SHEQ Lessons Learnt Template SHEQ Alert Template
9.6 Repeat incidents are regularly reviewed by the project management team	Each month the Project Environmental Representative will, as a minimum, identify trends in incidents (as a minimum, all Class 1 and 2 actual and potential incidents) and trends in root causes to suggest the nature of preventative actions which are warranted. The Project Manager will approve actions to address incident occurrences and incident and root cause trends. Actions will be managed using Synergy.	**Project Environmental Representative** Project Manager	Monthly project reports Corrective actions	

Element 10: Emergency Planning and Response

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
10.1 Potential emergencies are identified using a formal risk assessment process	**Identifying Potential Emergencies** Risk assessments conducted in accordance with Element 4 of the CEMP are used to identify potential emergencies on the Project.	**Project Manager** Project Environmental Representative	Environmental Risk Register Principal Project Risk Review CAP Risk Review Work Pack Risk Assessment	
10.2 Emergency response plans and procedures are developed and regularly reviewed	**Emergency Response Plan** The Emergency Response Plan that addresses all identified potential environmental emergencies with specific emergency procedures for each different potential emergency will be developed. The Emergency Response Plan will be updated at least annually or when there are significant changes to project activities or in response to revised and new risk assessments.	**Project Manager** Project Environmental Representative H&S Manager	Emergency Response Plan and procedures	
10.3 Adequate resources are provided to effectively implement emergency response plans and procedures	**Emergency Response Plans Adequately Resourced** The Resources required to implement the Emergency Response Plan will be available on the Project and be maintained.	**Project Manager** Project Environmental Representative H&S Manager	Project resources for Emergency Response Plan and procedures	
10.4 Environmental emergency response drills are conducted	**Environmental Emergency Response Drills** Environmental emergency response drills will be conducted at least every six months. The emergency scenario of the drills will be rotated to avoid repetition and be relevant to the activities occurring at the time. Records will be kept of the results for all drills. Where testing and evaluation shows a deficiency in either emergency preparations or the Emergency Response Plan, appropriate corrective and preventive actions are taken and raised and managed using Synergy.	**Project Manager** Project Environmental Representative Health and Safety Manager	Emergency response drill records Corrective action records in Synergy	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
10.5 Employees, contractors and visitors are given appropriate emergency response training.	**Emergency Training** Emergency coordinators and wardens are trained to implement the emergency response plans. Specific training requirements will be identified and captured within the training matrix and will be delivered according to company procedures. **General Workforce Training and Awareness** All personnel and subcontractors will receive training to inform them of their roles and responsibilities in the event of an emergency. This training and awareness will be provided during Project induction.	**HR Manager** Project Environmental Representative Health and Safety Manager	Training matrix Training schedule Training and induction records	

Element 11: Document and Record Management

Expectations	How we will meet the Expectations (minimum requirements)	Responsibilities Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
11.1 Current versions of all relevant documents and records are available and controlled.	The Project will ensure that all documents and records referred to and required to implement the CEMP, including the plan are controlled and maintained according to CPB Contractors requirements. This includes but is not limited to all: ▪ Management plans & Procedures ▪ Knowledge and Tools ▪ Templates (e.g., audit template, training matrix) ▪ All electronic records saved in electronic databases such as Synergy, ChemAlert etc. **Document Types** The types of records to be generated on the Project that are to be stored and maintained include: ▪ Environmental monitoring results - 30 years from the date of any incident or completion of the Project, whichever is later ▪ Environmental performance metrics will be managed and stored in Synergy, including Water and Waste ▪ Records as required under the National Greenhouse and Energy Reporting Act 2007 in JDE - 7 years from the creation of the record ▪ Incident reports and corrective actions will be stored and managed using Synergy - 30 years from the creation of the record ▪ Risk registers ▪ Complaints and enquiries received - 7 years from completion of the Project ▪ Notifications received by regulators - 30 years after the completion of the project ▪ Audit reports - 7 years from completion of the Project ▪ Completed inspections and observations - 30 years from the creation of the record ▪ Waste tracking certificates - 7 years from the creation of the record ▪ Training records - 7 years from the end of the employee's employment ▪ Calibration records for monitoring equipment ▪ Monthly reports and Meeting minutes - 7 years from completion of the Project or from the date on which work was last performed on the Project	**Project Environmental Representative** Project Manager	Controlled and maintained documents and records	

Expectations	How we will meet the Expectations (minimum requirements)	Responsibilities Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
	▪ HSE Alerts Any editing and access restrictions to environmental documents and records and who has authority to dispose of nominated documents and records comprise: ▪ Project Environmental Representative to authorise the disposal of any environmental documents or records.			

Element 12: Auditing, Review and Improvement

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
12.1 Environmental performance trends are identified, and corrective actions are implemented as required	**Performance Trends** Environmental performance will be reviewed and reported at least monthly to identify trends. Performance will be assessed against both lead and lag measures and relative to specific targets agreed as per Section 2.4 and Expectation 1.4 of the CEMP. Action plans will be developed to improve performance as required, corrective and preventative actions will be managed using the Synergy – Action Plan Module.	**Project Manager** Project Environmental Representative	Monthly reports Corrective & Preventative actions in Synergy – Action Plan Module	
12.2 A monthly environmental report is produced and distributed	**Monthly Reporting** Monthly environment reports or dashboards will be prepared in accordance with monthly Synergy campaigns and other relevant project specific requirements. The following shall be reported: ▪ Environmental Performance Summary (e.g., key highlights/issues/innovations, incidents, and Notice of Violation updates) ▪ Analysis of performance against project, business unit and corporate environmental targets ▪ Analysis of monitoring results ▪ Complaints relating to environmental or compliance performance ▪ Details of environmental incidents including actions taken or outstanding ▪ Number and results of inspections, audits, observations and monitoring ▪ Synergy water and waste reporting ▪ Energy report	**Project Environmental Representative**	Monthly environment report	Report on Water supply and Waste Management Environment & Sustainability Project Dashboard Quick Reference Guide Environment & Sustainability Dashboard Reporting Frequently Asked Questions and Definitions Tool: Environment and Sustainability Synergy Dashboard Campaign
	All monthly reporting will be reviewed by the Project Manager.	**Project Manager**	Monthly Environment Report	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
12.3 Regular management reviews are conducted to determine the continuing suitability, adequacy and effectiveness of the Environmental Management	The Project team will conduct annual management reviews to assess the adequacy of the Environmental Management System. The review will consider the results of: ▪ Audits undertaken; ▪ Communication, participation and consultation; ▪ Relevant communication including complaints from external stakeholders; ▪ The overall environmental performance of the Project including any non-conformances or actions arising from task observations; ▪ The extent to which the objectives and targets have been met; ▪ The outcomes of incident investigations and any corrective actions; ▪ Changes to legislation; ▪ Actions from previous management reviews and recommendations for improvement. Within three months of: the submission of an incident report under condition A25; (a) the submission of an Independent Audit under condition C43 or C45; (b) the approval of any modification of the conditions of this consent; or (c) the issue of a direction of the Planning Secretary under condition A3 which requires a review, the strategies, plans and programs required under this consent must be reviewed, and the Planning Secretary and the Certifier must be notified in writing that a review is being carried out. If necessary to either improve the environmental performance of the development, cater for a modification or comply with a direction, the strategies, plans, programs or drawings required under this consent must be revised, to the satisfaction of the Planning Secretary or Certifier (where previously approved by the Certifier). Where revisions are required, the revised document must be submitted to the Planning Secretary and / or Certifier for approval and / or information (where relevant) within six weeks of the review.	**Project Manager** Project Leadership Group Project Environmental Representative	Management review report Actions in Synergy	
12.4 Audits are undertaken to ensure	**Compliance with Environmental Management Plan**	**Project Manager**	Audit schedule Audit reports	Conduct Audits

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
compliance with the requirements of the CEMP	A schedule of audits and reviews will be developed and maintained, including the following: ▪ Project start Up reviews (conducted by Business Unit SHEQ Manager or delegate) ▪ EMS audits (conducted by Business Unit SHEQ Manager or delegate) ▪ Subcontractor audits (for subcontractors performing high risk activities) ▪ High-risk activity audits/ task observations ▪ Environmental Management Plan audits (conducted by Project Environmental Representative (or delegate), Client or independent auditor) ▪ Compliance and Legislative audits (conducted by Project Environmental Representative, Client or independent auditor) ▪ Action plans will be developed to improve performance as required. Corrective actions will be managed using Synergy.	Business Unit Environmental Management Representative Business Unit HSE Manager	Corrective actions in Synergy	
12.5 All audits are undertaken in accordance with the conditions of consent and by suitably qualified and experienced personnel	**Independent Environmental Audit** ▪ Independent Audits of the development must be conducted and carried out in accordance with the Independent Audit Post Approval Requirements. ▪ Proposed independent auditors must be agreed to in writing by the Planning Secretary prior to the commencement of an Independent Audit. ▪ The Planning Secretary may require the initial and subsequent Independent Audits to be undertaken at different times to those specified in the Independent Audit Post Approval Requirements, upon giving at least 4 week's notice (or timing) to the Applicant of the date upon which the audit must be commenced (a) In accordance with the specific requirements in the Independent Audit Post Approval Requirements, the Applicant must: review and respond to each Independent Audit Report prepared under condition C43 of this consent, or condition C45 where notice is given by the Planning Secretary; (b) submit the response to the Planning Secretary; and (c) make each Independent Audit Report, and response to it, publicly available within 60 days of submission to the	**Business Unit Environmental Management Representative**	Training and qualifications records	

Expectations	How we will meet the Expectations (minimum requirements)	Responsible Key Contributor	Deliverables	CMS Links / Reference docs (column to be deleted if necessary, prior to external issue)
	Planning Secretary, unless otherwise agree by the Planning Secretary. ▪ Independent Audit Reports and the Applicant's response to audit findings must be submitted to the Planning Secretary within two months of undertaking the independent audit site inspection as outlined in the Independent Audit Post Approval Requirements unless otherwise agreed by the Planning Secretary. ▪ Notwithstanding the requirements of the Independent Audit Post Approval Requirements, the Planning Secretary may approve a request for ongoing independent operational audits to be ceased, where it has been demonstrated to the Planning Secretary's satisfaction that an audit has demonstrated operational compliance. **Auditor Competency** Persons conducting audits will be suitably experienced and qualified. A mix of general education, specific auditor training and work experience are considered in determining the suitability of an auditor. Auditors are to be approved by the Business Unit Environment Manager.			

1. Soil and Water Management Sub-plan

1.1 Scope

This Sub-plan addresses the management of potential impacts to water quality and/or quantity that may be caused by Project activities and that have the potential to adversely affect water availability, the environment and/or community. Refer to concept stormwater, sediment and erosion control plan prepared by TTW.

Activities conducted on the project that have the potential to impact water quality and/or quantity are provided below.

Table 1-1:Soil and Water Hazards and Impacts

Project Hazard	Potential Environmental Impact
Clearing and grubbing	Increased sediment load in run off impacting aquatic fauna and flora Spills of fuel/hydraulic fluids impacting soil and water quality
Excavation	Impacts to aquatic fauna and flora
Concreting	Water quality negatively impacted
Storage and use of flammable and combustible liquids and solids	Water quality negatively impacted
Dust suppression	Unnecessary load on water resources contributing to resource availability

1.2 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 1-2: Soil and Water Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (a) Details of: (iv) stormwater control and discharge; (v) measures to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving the site; (vi) groundwater management plan including measures to prevent groundwater contamination; (f) Construction Soil and Water Management Sub-Plan (see condition B31);	This plan, Soil and Water Management Sub-plan
B31	The Applicant must prepare a Construction Soil and Water Management Sub-Plan (CSWMSP) and the plan must address, but not be limited to the following: (a) be prepared by a suitably qualified expert, in consultation with Council; (b) measures to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving the site; (c) describe all erosion and sediment controls to be implemented during construction, including as a minimum, measures in accordance with	1.4, This plan, Soil and Water Management Sub-plan, ESCPs

Relevant Condition	Limit/Requirement	Where it's met
	the publication Managing Urban Stormwater: Soils & Construction (4th edition, Landcom 2004) commonly referred to as the 'Blue Book'; (d) direct all sediment laden water in overland flow away from the leachate management system and prevent cross-contamination of clean and sediment or leachate laden water. (e) 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); (f) detail all off-site flows from the site; and (g) 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 5-year ARI and 1 in 100- year ARI.	
C24	Adequate provisions must be made to collect and discharge stormwater drainage during construction to the satisfaction of Certifier. The prior written approval of Council must be obtained to connect or discharge site stormwater to Council's stormwater drainage system or street gutter.	1.4
C33	The Applicant must ensure that concrete waste and rinse water are not disposed of on the site and are prevented from entering any natural or artificial watercourse.	1.4
GC21 – General Conditions of Contract	The Environmental Management Plan must address the following risks: ▪ Erosion and sediment control ▪ Protection of existing trees ▪ Noise, Dust and vibration control measures including monitoring inside and outside the Hospitals and Community Health Centres, and any other key areas nominated by the Principal ▪ Removal and remediation of any discovered asbestos, lead, or synthetic fibrous containing materials	This plan

1.3 Project Objectives

Based on the project requirements, the findings of project risk management processes and the potential impacts to the environment, the following objectives have been set for managing water quality on the Project. Any deviance from the targets will result in Project Management immediately implementing corrective actions.

Table 1-3: Soil and Water Project Objectives

Metric/Measure	Objective	Timeframe	Accountability
Number of non-compliant monitoring results at authorised discharge points and external compliance points	Zero	At all times	Project Director
Number of enforcement notices / penalties issued by regulators and/or client	Zero	At all times	Project Director

1.4 Controls Used to Manage Water Quality

Controls that are adequate to minimise water use and potential water quality impacts, to ensure compliance, and to reduce risk are implemented before any relevant works commence. Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Table 1-4: Water quality controls

Ref.	Control	Accountability
SW1	Ensure all soil and water risks are considered as part of the development of Construction Area Plans and Work Packs.	Project Engineers
SW2	Erosion and Sediment Control Plans (ESCP) are developed by a suitably qualified person (e.g., Certified Professional in Erosion and Sediment Control (CPESC) or other demonstrated experience) in consultation with the construction team.	Project Environmental Representative
SW3	Erosion and Sediment Controls (ESC) shall be designed (stability, location, type and size), constructed, operated and maintained in accordance with Landcom's 'Managing Urban Stormwater, Soils & Construction Guidelines (The Blue Book)', and approved by the Project Environmental Representative and Site Supervisor.	Construction Manager
SW4	Ensure erosion & sediment control devices are constructed and installed as per the approved drawings, ESCP or Site Environment Plan as relevant.	Site Supervisor
SW5	Clean water diversions will be installed prior to the commencement of work.	Site Supervisor
SW6	ESC will be installed prior to (or immediately upon) any disturbance to vegetation or soil. These controls will remain in place until revegetation, stabilisation or hard scaping has occurred. Controls are to be inspected and maintained regularly and after rainfall events If these controls require maintenance notify your supervisor.	Site Supervisor All
SW7	So far as reasonably practical cleared areas will be kept to a minimum and will be progressively rehabilitated/revegetated as they become available.	Construction Manager
SW8	All materials will be stockpiled away from water flow paths.	Site Supervisor
SW9	Stabilised site access is to be used to provide stable all-weather access points areas to ensure materials are not tracked onto the roadway by vehicles leaving site. A stable hardened material will be placed to facilitate removal of sediment from wheels such as shaker grid or rubble pad.	Site Supervisor Project Engineers
SW10	Install erosion and sediment controls as noted on the ESCP and in the order outlined. Ensure the necessary erosion and sediment controls are in place prior to utility, ground disturbance or construction works in the area.	Site Supervisor Project Engineers Environmental Representative
SW10	Sediment laden water (dirty water) from overland flow will be captured onsite will be preferentially reused e.g., dust control.	Site Supervisor
SW12	Water transfers / movement around site and discharged from site will be undertaken in accordance with the project's dewatering procedure/ Permit to Dewater.	Construction Manager
SW13	An adequate number of concrete washout facilities will be available & maintained. The washout facilities will be isolated from surface water flows using bunds to prevent contamination of clean surface waters and will be lined to prevent contamination of soil and ground water	Site Supervisor
SW14	The quantity of water consumed on the project from each of the following sources are reported monthly: ▪ Potable water, ▪ Water obtained under an extraction licence or other regulatory authority, ▪ Recycled water sourced from outside the project.	Project Environmental Representative
SW15	All hazardous substances (liquids and solids) are stored and managed according to AS1940.	Site Supervisor
SW16	All refueling points, including refueling/lube trucks, will have hydrocarbon spill kits.	Site Supervisor
SW17	A water budget appropriate to the type and scale of the project will be maintained.	Construction Manager & Project Environmental Representative
SW18	Opportunities to minimise the use of potable/ fresh water will be continually sought and adopted as appropriate.	Construction Manager & Project

Ref.	Control	Accountability
		Environmental Representative
SW19	All dewatering related complaints will be investigated and recorded. Relevant corrective actions are to be agreed and implemented, with accountabilities and time frames assigned. The complainant or enquirer is notified of the response as soon as practical. All env complaints and close out actions are reported to the PM regularly (e.g., at least monthly).	Project Environmental Representative/ Project Engineers
SW20	In accordance with standard construction practices weather forecasts shall be used to guide work activities undertaken on-site. Forecasts shall be checked at the start of each day and prior to undertaking new work activities that may be affected by rainfall or adverse weather. Where weather forecasts predict conditions that may pose an environmental risk, site environmental controls shall be inspected and secured to reduce erosion and sediment control impacts. Contingency planning to prevent spills shall also involve monitoring for predicted flood events and the removal of plant, equipment, fuels and chemicals from flood prone areas.	Project Environmental Representative/ Project Engineers
SW21	Adequate provisions are to be made to collect and discharge stormwater drainage during construction to the satisfaction of the principal Certifier. The prior written approval of Council will be obtained to connect or discharge site stormwater to Council's stormwater drainage system or street gutter.	Construction Manager
SW22	Measure to be implemented for flood flows include but are not limited to: ▪ Monitor weather forecasts to identify potential of flood flows ▪ inspect drainage lines and erosion and sediment controls and ensuring they or other things (rubbish/leaf litter etc) won't prevent water natural flow path ▪ install additional controls/ground covers as required to provide stable, lined flow paths for clean water. ▪ plant and equipment to be stored above flood levels.	Site Supervisor Environmental Representative

1.5 Groundwater Management Plan

During the EIS, intrusive sub-surface investigations were carried out (drilling of boreholes) and testing to determine sub-surface conditions and make recommendations for construction methodology for the proposed building. Investigatory works comprised the drilling of eight boreholes using a track and ute mounted drill rig. Four BHs were drilled up to a depth of 8m below surface level (BSL) and four BHs were drilled up to 15.21m BSL. The ground conditions encountered were relatively similar, comprising asphaltic pavement / concrete paver overlying fill, overlying residual soil and siltstone / laminite bedrock. From the borehole investigation undertaken on site, the subsurface ground profile was generally consistent with the geology maps. Groundwater seepage was observed at depths of 4.50m and 6.00m BSL. During the ECI phase of the project, further intrusive sub-surface investigations were carried out by JBS&G to allow a more conclusive assessment of the works area. A groundwater assessment was undertaken and reported on as part of the contamination data gap investigation. Standing groundwater levels were identified as being approximately 2.5m below bulk excavation levels at the northern entry and 2m below bulk excavation levels at the east extension. It's expected that piling works will extend beyond the bulk excavation levels into rock of suitable strength and that the concrete will be installed directly into the piles holes without dewatering occurring, as is standard practice for piling. No groundwater contamination was identified during investigations. A suitably qualified geotechnical engineer will need to be consulted for advice during piling works and should subsurface conditions other than those described in this report be encountered, to allow appropriate modifications to be developed and implemented if necessary.

1.6 Monitoring

The quantity of water used from potable supplies or water obtained under an extraction licence or other regulatory authority or agreement, including recycled water obtained from outside the project, will be captured and reported in Synergy. Where the information is not available from an invoice, other processes will be put in place to obtain the data and the information entered manually.

Water quality monitoring is performed that complies with legal and contract requirements. The project requirements for monitoring are detailed in the MIRRA schedule (Appendix D). Where monitoring determines non-compliance to be a risk or to have occurred, an incident report and corrective actions are raised in Synergy.

Monitoring and analysis of data will be carried out by a competent person. Evidence of competence will be retained.

It is the accountability of the Project Environmental Representative to ensure all monitoring is performed according to these requirements.

1.6.1 Water Quality Monitoring

The following water quality monitoring will be undertaken on the project:

Table 1-5: Water quality monitoring details

Location	Parameter	Methodology	Frequency
Active ground disturbance works	Erosion and sediment controls	Visual inspection	Monthly, pre rainfall, post rainfall.

1.6.2 Meteorological Monitoring

Meteorological data adequate to allow the interpretation of monitoring data to assess compliance and identify potential non-compliances is collected. The sources of this data are:

Table 1-6: Meteorological monitoring details

Location	Parameter	Equipment Type	Frequency
Sydney - Observatory Hill	Rainfall, wind speed, wind direction	BOM station (066214)	Rainfall and wind data will be used for investigations of environmental complaints and investigations of incidents or non-compliances.

2. Air Quality Management Sub-plan

2.1 Scope

This Sub-plan addresses air quality management and the avoidance of potential impacts to the environment and/or community. This refers to the emission of dust and particulate matter that can impact the workplace and neighbouring areas. Sources of emission may include:

- Vehicle emissions and transport on haul roads
- Land clearing and removal of topsoil and overburden
- Loading and unloading of materials
- Wind on stockpiles and exposed areas.

Activities conducted on the project that have the potential to impact air quality are provided below. These have been extracted from the project work flow, including activities and materials used.

Table 2-1: Air Quality Hazards and Impacts

Project Hazard	Potential Environmental Impact
Demolition	Nuisance dust to personnel Airborne dust/ sediment affecting waterways
Plant and machinery operation	Exposure to exhaust fumes
General construction works	Nuisance dust to personnel Airborne dust/ sediment affecting waterways

2.2 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 2-2: Air Quality Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (a) Details of: (iii) management of dust and odour to protect the amenity of the neighbourhood;	This plan
C21	The Applicant must take all reasonable steps to minimise dust generated during all works authorised by this consent.	2.3
C22	During construction, the Applicant must ensure that: (a) activities are carried out in a manner that minimises dust including emission of windblown or traffic generated dust; (b) all trucks entering or leaving the site with loads have their loads covered; (c) trucks associated with the development do not track dirt onto the public road network; (d) public roads used by these trucks are kept clean; and (e) land stabilisation works are carried out progressively on site to minimise exposed surfaces.	2.3
D11	Prior to the commencement of operation of the temporary helipad at the roof of the Staff and Visitor Carpark, the Applicant must prepare and provide to the	2.3

Relevant Condition	Limit/Requirement	Where it's met
	Certifier a detailed Temporary Helipad Management Plan. The plan must incorporate: (e) the recommended dust management measures outlined *in 'RPA – Helicopter rotorwash and particulate matter transport*', prepared by Arup and dated 15 May 2023.	
GC21 – General Conditions of Contract	The Environmental Management Plan must address the following risks: ▪ Erosion and sediment control ▪ Protection of existing trees ▪ Noise, Dust and vibration control measures including monitoring inside and outside the Hospitals and Community HealthCentres, and any other key areas nominated by the Principal Removal and remediation of any discovered asbestos, lead, or synthetic fibrous containing materials	2.3

2.3 Controls Used to Manage Air Quality

Controls that are adequate to minimise air quality issues are implemented before any relevant works commence.

Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Table 2-3: Air quality controls

Ref	Control	Accountability
AQ1	Air quality management requirements shall be considered when developing Construction Area Plans and Work Packs.	Project Engineers
AQ2	Establish minimized access, rumble grids, wash bays or similar for site exits to minimize mud on public roads. Sweepers must be used periodically to clean public roads where mud has been deposited.	Construction Manager
AQ3	Ensure site traffic speed limit(s) are determined and implemented to minimize dust generation	Construction Manager
AQ4	Vegetation and other soil disturbance shall be minimized to reduce erosion hazards. Rehabilitation, seeding or grassing shall occur as soon as practical following disturbance.	Construction Manager/ Project Engineers
AQ5	Disturbed areas and haul roads will be treated with dust suppressants (e.g., water trucks or chemical suppressants) especially in high-risk areas and/or on during high risk days.	Site Supervisor
AQ6	Report any occurrences of increased dust to your supervisor immediately	All
AQ7	All construction plant and equipment will be maintained so they do not emit visible smoke for any period greater than: ▪ 15 consecutive seconds for plant not being registered for use on public roads; and ▪ 10 consecutive seconds for plant registered for use on public roads.	Plant Manager/ sub-contractors
AQ8	Burning of any materials is prohibited onsite.	All
AQ9	Conduct task observations as per project schedule to ensure ongoing effectiveness of air quality management measures.	Construction Manager, SH&E Manager and/or Subcontractor Supervisor
AQ10	Exposed surfaces and stockpiles will be managed with regular watering	Site Supervisor
AQ11	All trucks entering or leaving the site with loads will have their loads covered	Site Supervisor
AQ12	Construction related odours will be assessed and minimized	All
AQ13	Area south of the temporary HLS must be sealed prior to operation of the temporary HLS	CPB (Project Office Area

Ref	Control	Accountability
		SLHD (All other areas)

2.4 Monitoring

Air quality monitoring is performed that complies with legal and contract requirements.
Where monitoring determines a non-conformance has occurred, a non-conformance report and/or incident report and corrective actions will be raised.
Monitoring will be carried out by a competent person, as required based on work activities being completed. Evidence of competence will be retained.
It is the accountability of the Project Environmental Representative (or delegate) to ensure all monitoring is performed according to these requirements.

3. Biodiversity Management Sub-plan

3.1 Background / Context

A Biodiversity Development Assessment Report (BDAR) was prepared by Narla Environmental and amended to incorporate changes made to the proposed design. It found that the development has been strategically positioned to minimise impacts on native vegetation and habitat as much as possible. The location of the Project is within a highly degraded landscape, comprising a hospital and associated hardstands amongst areas of primarily planted native and exotic canopy trees and gardens.
The project will result in impacts to the following vegetation;

- 0.05ha of PCT 1778 Smooth-barked Apple - Coast Banksia / Cheese Tree open forest on sandstone slopes on the foreshores of the drowned river valleys of Sydney; and
- 0.91ha of planted native and exotic vegetation

No threatened species are expected to be impacted by the project.

3.2 Scope

This Sub-plan addresses Flora & Fauna management on the project and the management of potential impacts to the environment and/or community.
Activities conducted on the project that have the potential to impact flora and fauna are provided below.

Table 3-1: Flora and Fauna Hazards and Impacts

Project Hazard	Potential Environmental Impact
Clearing and Grubbing	Loss or harm to flora or fauna

3.3 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 3-2: Flora and Fauna Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (g) Biodiversity Management Sub-Plan (see condition B32);	This plan
B32	The Biodiversity Management Sub-Plan (BMSP) must address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced person/s; and (b) set out the measures identified in 'Streamlined Biodiversity Development Assessment Report', (version Final v3.0), prepared by Narla Environmental and dated 2 November 2022, to minimise, mitigate and manage impacts on biodiversity, including timing and responsibility for delivery of the measures.	3.5
B43	Prior to the commencement of construction, a revised Arboricultural Impact Assessment Report and Tree Protection Specification must be prepared by a suitably qualified professional, in accordance with the final design drawings for construction. The report must be submitted to the Certifier and incorporate: (a) the recommendations outlined in Section 6.0 of *'Arboricultural Impact Assessment Report'*, (Revision E), prepared by Martin Peacock Tree Care and dated 22 June 2023; and (b) a detailed specification for tree sensitive construction methods to be utilised to minimise the impact of the works upon the trees.	3.5

Relevant Condition	Limit/Requirement	Where it's met
C20	For the duration of construction works: (a) street trees must not be trimmed or removed unless it forms a part of this development consent or prior written approval from Council is obtained or is required in an emergency to avoid the loss of life or damage to property; (b) all street trees immediately adjacent to the approved disturbance area / property boundary/ies must be protected at all times during construction in accordance with Council's tree protection requirements. Any street tree, which is damaged or removed during construction due to an emergency, must be replaced in accordance with any relevant Council policy; (c) all trees on the site that are not approved for removal must be suitably protected during construction as per the recommendations of the Arboricultural Impact Assessment Report required by condition B43 of this consent; and; (d) if access to the area within any protective barrier is required during the works, it must be carried out under the supervision of a qualified arborist. Alternative tree protection measures must be installed, as required. The removal of tree protection measures, following completion of the works, must be carried out under the supervision of a qualified arborist and must avoid both direct mechanical injury to the structure of the tree and soil compaction within the canopy or the limit of the former protective fencing, whichever is the greater.	3.5
GC21 – General Conditions of Contract	The Environmental Management Plan must address the following risks: ▪ Erosion and sediment control ▪ Protection of existing trees ▪ Noise, Dust and vibration control measures including monitoring inside and outside the Hospitals and Community HealthCentres, and any other key areas nominated by the Principal ▪ Removal and remediation of any discovered asbestos, lead, or synthetic fibrous containing materials	This plan

3.4 Project Objectives

Based on the requirements defined at Section 1.1.2 (above), the findings of project risk management processes and the potential impacts to the community, the following targets have been set. Any deviance from the targets will result in Project Management immediately implementing corrective actions:

Table 3-3: Flora and Fauna Project Objectives

Metric/Measure	Objective	Timeframe	Accountability
Number of native fauna injured	Zero	At all times	Project Director
Tree protection in place	All	At all times	Project Director
Number of actions taken by regulators and/or client	Zero	At all times	Project Director

3.5 Controls Used to Manage Flora & Fauna

Controls that are adequate to manage flora & fauna impacts and to reduce risk to the lowest acceptable rating achievable are implemented before any relevant works commence. Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Table 3-4: Flora & Fauna controls

Ref.	Control	Accountability and Timing
FF1	Ensure all risks to flora and fauna are considered as part of the development of Construction Area Plans and Work Packs.	Project Engineer/ Site Supervisor Prior to works in each new work area
FF2	Ensure limits of work are: ▪ located within the approved project construction footprint,	Project Engineer

Ref.	Control	Accountability and Timing
	▪ shown on design plans, Site Environmental Plans or another relevant site documentation ▪ marked onsite (e.g., flagged, fenced, sign-posted) and are visible to workers and plant operators prior to the commencement of works ▪ discussed at pre-starts and/or toolbox talks ▪ regularly inspected and maintenance	Prior to works in each new work area
FF3	Ensure that prior to any disturbance, clearing or grubbing activities the following occurs: ▪ onsite delineation of clearing limits ▪ a Permit to Clear approved by the Project Environment Representative (or delegate) is issued ▪ no-go Zones are established for flora or fauna protection areas ▪ weed infested areas are delineated and weed management practices communicated to relevant site staff and sub-contractors ▪ wildlife catchers/spotters or the Project Environmental Representative has conducted a search for wildlife that may need to be removed and relocated ▪ a Pre-Clearing Inspection Checklist has been completed and approved by the Project Environment Representative	Project Engineer/ Site Supervisor Prior to works in each new work area
FF4	All in/over waterway structures shall be designed and constructed in accordance with State/local environmental management guidelines and project obligations.	All Design
FF5	Site Supervisor shall be notified of; ▪ damage to No-Go Zone fencing or signage immediately ▪ any unapproved land disturbance immediately	All Ongoing during works
FF6	A reduced site speed shall be implemented where necessary to reduce fauna / vehicle collisions.	Site Supervisor Prior to works in each new work area
FF7	All plant shall remain on haul roads to minimize damage to vegetation and fauna habitats.	All Ongoing during works
FF8	Cleared vegetation will be beneficially used either where practical (e.g., for habitat enhancement works, chipped for mulch and reused)	Project Environment Representative Following clearing
FF9	If a threat to an animal is evident onsite all site staff shall contact their Supervisor and Project Environmental Representative immediately. Works may need to cease if the animal is in danger or harmed until it has been relocated.	All Ongoing during works
FF10	Prior to demolition works, microbat surveys must be undertaken. If microbats are found to be roosting or breeding in the buildings, demolition should be appropriately scheduled, outside of breeding season and winter where possible when bats are likely to be in torpor	Project Engineer Prior to Demolition
FF11	If a breeding colony of microbats is found to be present, a Microbat Management Plan should be prepared and submitted to DPE	Project Environment Representative Prior to demolition
FF12	Prior to construction, the project will appoint a qualified and experienced Ecologist Consultant (minimum 3 years' experience) with a minimum tertiary degree in Science, Conservation, Biology, Ecology, Natural Resource Management, Environmental Science or Environmental Management. The Ecologist must be licensed with a current Department of Primary Industries Animal Research Authority permit and New South Wales Scientific License issued under the BC Act. The Ecologist will:	Narla Prior to Construction

Ref.	Control	Accountability and Timing
	▪ Undertake an extensive pre-clearing survey, delineating habitat-bearing trees and shrubs to be retained/removed; ▪ Undertake a pre-clearing survey within the roof cavity of existing buildings prior to demolition to determine the location of any microbat roost sites, and relocate microbats if required; ▪ Supervise the clearance of trees and shrubs (native and exotic) in order to capture, treat and/or relocate any displaced fauna. This extends to any vegetation to be impacted outside of the Subject Land (e.g., incursion of the structural root zone).	
FF13	Temporary fencing should be erected around retained native vegetation that may incur indirect impacts on biodiversity values due to the construction works. This includes all vegetation outside of the Subject Land that is in residential backyards. Prior to the commencement of construction works in their vicinity, establish TPZ areas for trees; groups – 22, 23, 30, 54-57, 127, 590, 597, 598, 1191, 1237-1239 and 2001 -2003.	Site Supervisor Prior to commencement of works
FF14	All storage, stockpile and laydown sites away from any native vegetation that is planned to be retained, outside of the TPZ. Avoid importing any soil from outside the site as this can introduce weeds and pathogens to the site in order to avoid the potential of incurring indirect impacts on biodiversity values.	Site Supervisor Ongoing during works
FF15	Trees approved for removal shall be identified and marked on site by the Project Arborist prior to removal.	Project Engineer Prior to removal
FF16	Tree removal and pruning works shall be undertaken by a qualified Arborist (minimum AQF level 3) covered by adequate third party, public liability insurance. Pruning works shall be undertaken in accordance with Australian Standard AS4373 Pruning of Amenity Trees. Arborists and ground staff shall comply with the Work Cover Code of Practice for the Amenity Tree Industry.	Project Engineer Ongoing during works
FF17	TPZ areas shall be maintained and regularly inspected by the Project Arborist throughout the constructing stage of the project.	Site Supervisor Ongoing during works
FF18	The Project Arborist shall be notified prior to the undertaking of any approved development works within a TPZ area. All works within a TPZ area shall supervised and document by the Project Arborist.	Project Engineer Site Supervisor Prior to any works in a TPS area
FF19	New trees shall be grown and supplied in accordance with AS2303 2018 Tree stock for landscape use. The planting and aftercare of the trees shall be undertaken by a qualified horticulturalist.	Project Engineer Site Supervisor During Landscaping

3.6 Monitoring

Flora & Fauna monitoring is performed that complies with legal and contract requirements. Where monitoring determines a non-conformance has occurred, a non-conformance report and/or incident report and corrective actions will be raised.

Monitoring and analysis of data will be carried out by a competent person. Evidence of competence will be retained.

It is the accountability of the Project Environmental Representative (or delegate) to ensure all monitoring is performed according to these requirements.

4. Noise and Vibration Management Sub-plan

4.1 Background / Context

A Noise and Vibration Impact Assessment has been prepared by Arup and is appended at Appendix U of the EIS. As part of the SSD pre-commencement Condition B29, a qualified expert has been engaged to establish a site-specific Construction Noise and Vibration Sub-plan (Appendix I) which goes through the noise and vibration criteria, assessment and management measures. Further to the control measures in table 4-2 below, the management measures in the Arup's CNVP will also be implemented on the project.

A detailed CNVMP has been prepared by Acoustic Logic, which builds on Arup's CNVP and provides a more in-depth assessment of the expected impacts and mitigation measures to be implemented on the project.

The figure below shows the nearest sensitive receivers to the hospital site.

Figure 7 Site, Sensitive Receiver and Noise Monitoring Locations (Source: Arup)

Based on the background noise levels measured during the EIS, the following table outlines the construction noise management levels (NMLs) applicable to demolition, excavation and construction.

Table 4-1. Construction noise management levels (NMLs)

Receiver	Where object applies	Noise management level, $dBL_{Aeq\ (15min)}$			
		Standard Hours[1]		Outside standard hours[2]	
		Noise affected	Highly noise affected	Noise affected	Highly noise affected
R1	External	62	75	54	59
R2	External	61	75	55	60
R3 and R4	External	58	75	48	53
E1, E2, E3	Internal External	45 55	-	45 55	-
C1, C2	Internal	70	-	70	-
H1 and Re1[3]	External	45	-	45	-
H2 - H6 and Re2	Internal External	45 55	-	45 55	-

Notes:

1. Monday to Friday 7 am to 6pm; Saturday 8am to 1pm; Sunday and Public Holidays no work
2. Noise management level based on night period (i.e. 10 pm to 7 am) background noise level
3. See appendix I for Detailed Assessment

4.2 Scope

This Sub-plan addresses noise management on the project and the management of potential impacts to the environment and/or community.
Activities conducted on the project that have the potential to create noise issues are provided below.

Table 4-2: Hazards and Impacts

Project Hazard	Potential Environmental Impact
Construction Noise	Impacts to sensitive receivers resulting in complaints
Construction Vibration	Damage to structures, including heritage listings Disruption to sensitive receivers resulting in complaints
Construction Traffic Noise	Disruption to road users, increasing congestion

4.3 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26h September 2023

Table 4-3: Noise and Vibration Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B9	Prior to the commencement of construction, the Applicant must: (a) consult with the relevant owner and provider of services and infrastructure that are likely to be affected by the development to make suitable arrangements for access to, diversion, protection and support of the affected infrastructure. (b) prepare a Pre-Construction Dilapidation Report identifying the condition of all public (non- residential) infrastructure and assets in the vicinity of the site (including roads, gutters and footpaths) that have potential to be affected; (c) submit a copy of the Pre-Construction Dilapidation Report to the asset owner, Certifier and Council; and (d) provide a copy of the Pre-Construction Dilapidation Report to the Planning Secretary with 48 hours when requested.	4.4
B10	Prior to the commencement of any construction, the Applicant must offer a pre-construction survey to owners of buildings that are likely to be impacted by the development.	4.4
B11	Where the offer for a pre-construction survey is accepted (as required by condition B10), the Applicant must arrange for a survey to be undertaken by a suitably qualified and experienced expert prior to the commencement of vibration generating works that could impact on the identified buildings.	4.4
B12	Prior to the commencement of any vibration generating works that could impact on the buildings surveyed as required by condition B11, the Applicant must: (a) provide a copy of the relevant survey to the owner of each residential building surveyed in the form of a Pre-Construction Survey Report; (b) submit a copy of the Pre-Construction Survey Report to the Certifier; and (c) provide a copy of the Pre-Construction Survey Report to the Planning Secretary within seven days when requested.	4.4
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be	This plan

Relevant Condition	Limit/Requirement	Where it's met
	published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (d) Construction Noise and Vibration Management Sub-Plan (see condition B29);	
B29	The Construction Noise and Vibration Management Sub-Plan must address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced noise expert; (b) describe procedures for achieving the noise management levels in EPA's Interim Construction Noise Guideline (DECC, 2009); (c) describe the measures to be implemented to manage high noise generating works such as piling, in close proximity to sensitive receivers; (d) include strategies that have been developed with stakeholders for managing high noise generating works; (e) describe the consultation undertaken to develop the strategies in condition B29(d); (f) include a complaints management system that would be implemented for the duration of the construction; and (g) include a program to monitor and report on the impacts and environmental performance of the development and the effectiveness of the implemented management measures in accordance with the requirements of condition B26.	Appendix I
C4	Construction, including the delivery of materials to and from the site, may only be carried out between the following hours: (a) between 7am and 6pm, Mondays to Fridays inclusive; and (b) between 8am and 1pm, Saturdays. (a) No work may be carried out on Sundays or public holidays.	4.5
C5	Notwithstanding condition C4, provided noise levels do not exceed the highly noise affected construction noise management levels at any residential receiver as outlined in Table 27 of *'Noise and Vibration Impact Assessment for SSDA AC07*', (Revision K), prepared by ARUP and dated 27 June 2023, works may also be undertaken during the following hours: between 7am and 8am, and 1pm and 7pm, Saturdays.	4.5
C6	Construction activities may be undertaken outside of the hours in condition C4 and C5 if required: (a) where the works relate to construction activities 3a, 3b, 3c, 3d, 5 and 7a as identified in Table 39 of '*Noise and Vibration Impact Assessment for SSDA AC07'*, (Revision K), prepared by ARUP and dated 27 June 2023; or (b) by the Police or a public authority for the delivery of vehicles, plant or materials; or (c) in an emergency to avoid the loss of life, damage to property or to prevent environmental harm; or (d) where the works are inaudible at the nearest sensitive receivers; or (e) for the delivery, set-up and removal of construction cranes, where notice of the crane- related works is provided to the Planning Secretary and affected residents at least seven days prior to the works; or (f) where a variation is approved in advance in writing by the Planning Secretary or her nominee if appropriate justification is provided for the works.	Appendix I
C7	Construction activities relating to internal fit-out works may be undertaken outside of the hours in condition C4 and C5 if required, provided that: (a) management and mitigation measures are implemented in accordance with the practices outlined in Table 44 of '*Noise and Vibration Impact Assessment for SSDA AC07'*, (Revision K), prepared by ARUP and dated 27 June 2023; (b) the façade near where the works are being conducted is entirely closed during extended construction hours; and (c) deliveries for the internal fit-out works are undertaken during the approved construction hours in condition C4.	4.5
C8	Notification of such construction activities as referenced in conditions C5(a) and C7 must be given to affected residents before undertaking the activities or as soon as is practical afterwards.	4.5

Relevant Condition	Limit/Requirement	Where it's met
C9	Rock breaking, rock hammering, sheet piling, pile driving and similar activities may only be carried out between the following hours: (a) 9am to 12pm, Monday to Friday; (b) 2pm to 5pm Monday to Friday; and (c) 9am to 12pm, Saturday.	4.5
C12	The following hoarding requirements must be complied with: (a) no third-party advertising is permitted to be displayed on the subject hoarding/ fencing; and (b) the construction site manager must be responsible for the removal of all graffiti from any construction hoardings or the like within the construction area within 48 hours of being made aware of its application.	4.4
C14	The development must be constructed to achieve the construction noise management levels detailed in the Interim Construction Noise Guideline (DECC, 2009). All feasible and reasonable noise mitigation measures must be implemented and any activities that could exceed the construction noise management levels must be identified and managed in accordance with the management and mitigation measures identified in the approved Construction Noise and Vibration Management Sub-Plan.	Appendix I
C15	The Applicant must ensure construction vehicles (including concrete agitator trucks) do not arrive at the site or surrounding residential precincts outside of the construction hours of work outlined under condition C4, C5, and C6.	Appendix I
C16	The Applicant must implement, where practicable and without compromising the safety of construction staff or members of the public, the use of 'quackers' to ensure noise impacts on surrounding noise sensitive receivers are minimised.	4.4
C17	Vibration caused by construction at any residence or structure outside the site must be limited to: (a) for structural damage, the latest version of *DIN 4150-3 (1992-02) Structural vibration - Effects of vibration on structures* (German Institute for Standardisation, 1999); and (b) for human exposure, the acceptable vibration values set out in the *Environmental Noise Management Assessing Vibration: a technical guideline* (DEC, 2006) (as may be updated or replaced from time to time).	Appendix I
C18	Vibratory compactors must not be used closer than 30 metres from residential buildings unless vibration monitoring confirms compliance with the vibration criteria specified in condition C17.	4.4
C19	The limits in conditions C17 and C18 apply unless otherwise outlined in a Construction Noise and Vibration Management Sub-Plan, approved as part of the CEMP required by condition B29 of this consent.	Appendix I

4.4 Controls Used to Manage Noise

Controls to minimise noise are implemented before any relevant works commence. Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Table 4-4: Noise and Vibration Controls

Ref.	Control	Accountability
NV01	Consider alternative construction methodologies and stakeholder consultation programs where predictive modelling indicates potential noise or vibration impacts will exceed contractual or approval obligations.	Construction Manager
NV02	Undertake consultation with affected receivers and other key stakeholders regarding construction activities that may cause disruption/ high noise or vibration impacts. Consultation shall comply with project specific contractual and legal requirements.	Community Manager
NV03	Ensure all noise and vibration associated risks are considered as part of the development of Construction Area Plans.	Project Engineers
NV04	Undertake construction activities within the nominated hours of work to comply with contractual and legal requirements. Construction, including the delivery of materials to and from site, may only be carried out between the following hours: (a) between 7am and 6pm, Mondays to Fridays inclusive; and (b) between 8am and 1pm, Saturdays. No work may be carried out on Sundays or public holidays.	Construction Manager and Site Supervisors

Ref.	Control	Accountability
NV05	Works that need to occur outside of standard construction hours will be approved by the Project Manager and Project Environmental Representative via an Out of Hours Permit.	Project Engineers
NV06	Notify the Supervisor and Project Environment Representative of unexpected / unplanned noise or vibration increases immediately.	All
NV07	All equipment will be serviced and maintained according to manufacturer's recommendations.	Plant and Construction Managers
NV08	Rock breaking, rock hammering, sheet piling, pile driving and similar activities may only be carried out between the following hours: (a) 9am to 12pm, Monday to Friday; (b) 2pm to 5pm Monday to Friday; and (c) 9am to 12pm, Saturday.	Site Supervisors
NV09	Where practicable and without compromising the safety of construction staff or members of the public, 'quackers' are to be used to ensure noise impacts on surrounding noise sensitive receivers are minimised.	Project Engineers and Site Supervisors
NV10	Configure the construction site and haulage routes to minimize the need for reversing of heavy vehicles and mobile plant.	Project Engineers
NV11	Construct and maintain noise barriers to shield high noise generating activities or plant in accordance with contractual and approval obligations including: (a) no third-party advertising is permitted to be displayed on the subject hoarding/ fencing; and (b) the construction site manager must be responsible for the removal of all graffiti from any construction hoardings or the like within the construction area within 48 hours of being mad aware of its application.	Project Engineers and Site Supervisors
NV12	Develop Traffic Management Plans to minimize noise impacts.	Project Engineers
NV13	Undertake monitoring to assess compliance in accordance with project requirements.	Project Environmental Representative
NV13	Conduct task observations as per Project schedule to ensure ongoing effectiveness of noise and vibration control measures.	All
NV14	If the above-stated controls are found to be insufficient in achieving contractual and approval requirements, reassess all reasonably practical mitigation measures. Additional mitigation to consider includes: ▪ re-programming of high noise or vibration impact construction activities ▪ revised construction methodologies ▪ installation of operational noise treatments early such as air conditioners and double-glazing windows ▪ offers of respite	Construction Manager
NV15	Pre-construction surveys and dilapidation reports *Public Infrastructure* Prior to the commencement of construction, the following will occur: (a) consult with the relevant owner and provider of services and infrastructure that are likely to be affected by the development to make suitable arrangements for access to, diversion, protection and support of the affected infrastructure. (b) prepare a Pre-Construction Dilapidation Report identifying the condition of all public (non- residential) infrastructure and assets in the vicinity of the site (including roads, gutters and footpaths) that have potential to be affected; (c) submit a copy of the Pre-Construction Dilapidation Report to the asset owner, Certifier and Council; and A copy of the Pre-Construction Dilapidation Report will be provided to the Planning Secretary with 48 hours when requested. *Adjoining Properties* Prior to the commencement of any construction, pre-construction survey will be offered to owners of buildings that are likely to be impacted by the development. Where the offer for a pre-construction survey is accepted a survey will be undertaken by a suitably qualified and experienced expert prior to the commencement of vibration generating works that could impact on the identified buildings. Prior to the commencement of any vibration generating works that could impact on the buildings surveyed, the following will occur: (a) provide a copy of the relevant survey to the owner of each residential building surveyed in the form of a Pre-Construction Survey Report;	Construction Manager

Ref.	Control	Accountability
	(b) submit a copy of the Pre-Construction Survey Report to the Certifier A copy of the Pre-Construction Survey Report will be provided to the Planning Secretary within seven days when requested.	
NV16	Vibratory compactors must not be used closer than 30 metres from residential buildings unless vibration monitoring confirms compliance with the vibration criteria	Site Supervisors

4.5 Working Hours

4.5.1 Standard Working Hours

Construction, including the delivery of materials to and from site, may only be carried out between the following hours:

- between 7am and 6pm, Mondays to Fridays inclusive; and
- between 8am and 1pm, Saturdays.

No work may be carried out on Sundays or public holidays.
Provided noise levels do not exceed the highly noise affected construction noise management levels at any residential receiver as outlined in Table 4-1, works may also be undertaken during the following hours:

- between 7am and 8am, and 1pm and 7pm, Saturdays.

Rock breaking, rock hammering, sheet piling, pile driving and similar activities may only be carried out between the following hours:

(d) 9am to 12pm, Monday to Friday;
(e) 2pm to 5pm Monday to Friday; and
(f) 9am to 12pm, Saturday.

4.5.2 Out of Hours Works

Works outside of these hours must be approved but the Project Manager and Project Environmental Representative via an Out of Hours Permit. Works may be as followed.

- where predicted noise levels do not exceed the background noise level plus 5dB, between the following hours:
  - between 6pm and 7pm, Mondays to Fridays inclusive; and
  - between 1pm and 4pm, Saturdays.
- As required by the Police or a public authority for the delivery of vehicles, plant or materials;
- in an emergency to avoid the loss of life, damage to property or to prevent environmental harm;
- where the works are inaudible at the nearest sensitive receivers;
- for the delivery, set-up and removal of construction cranes, where notice of the crane-related works is provided to affected residents at least seven days prior to the works;
- where a variation is approved in advance in writing by the Planning Secretary or his nominee if appropriate justification is provided for the works;
- 24/7 works in the following defined areas during specified periods as necessary;
  - L01 Superstructure east extension (at the RPAH Loading dock);
  - John Hopkins Drive, Lambie Dew Drive and Gloucester House;
  - Grose Street (high noise works to only occur 7am – 10pm weekdays and 8am – 7pm on Saturdays / Sundays / Public holidays); and
  - Internal fit-out and refurbishment works, provided that:
    - management and mitigation measures are implemented in accordance with the practices outlined in Table 44 of '*Noise and Vibration Impact Assessment for SSDA AC07'*, (Revision K), prepared by ARUP and dated 27 June 2023;
    - the façade near where the works are being conducted is entirely closed during extended construction hours; and
    - deliveries for the internal fit-out works are undertaken during the standard working hours.

- Additional ad hoc out of hours works will be sought on a case-by-case basis where necessary to minimize impacts to the hospital.

Notification of such construction activities as referenced in condition C5(a), C6, and C7 must be given to affected residents before undertaking the activities or as soon as is practical afterwards.

4.6 Consultation

The following table outlines key stakeholders consulted in the development of this plan.

Table 4-5: Noise and Vibration Consultation

Stakeholder	Personnel	Date	Summary
SLHD/TSA	Lachlan Abood (Acoustic Logic) Mark Mittiga (CPB) Zach Foster (CPB) Alasdair Dunlop (TSA) Chris Batch (SLHD) Katherine Bennett (SLHD)	Ongoing in Weekly Disruption Notice Meetings	Review of all sensitive receivers within the campus requiring Baseline Monitoring prior to commencement of construction, and monitoring required throughout the project Completion of Baseline Monitoring throughout the campus
Centenary Institute	Zach Foster (CPB) Lachlan Abood (Acoustic Logic) Katherine Bennett (SLHD) Kristina Zarkos (SLHD) Chris Batch (SLHD) Oliver Gibson (TSA) Nick Pearce (Centenary Institute) Peter O'Donnell (Centenary Institute)	08/03/2023	CPB ran through additional areas for vibration and noise monitoring. This included areas in the Centenary building. These were mainly animal house areas - Level 4 whole floor. This includes floor as well as tables on which the animals sit. Nick noted that this will need to be assisted access as highly restricted area. CPB outlined the noise and vibration process. Nick noted might be possible to put equipment on rack or put on trolley. Will figure this out and be prepared on Friday. Kristina requested preferred time from Nick - no preference - asked to get a time from CPB/SLHD by tomorrow to coordinate. Nick noted will talk to imaging team to understand if need to do laser driven microscope rooms on L1 or L2 as these are sensitive to vibration. From discussions Nick agreed to organise access to these spaces on Friday as it was agreed that these spaces would be necessary ahead of future CPB works.
Sydney University	June Chiew (USYD) Frank Sgambellone (CPB) Zach Foster (CPB) Alasdair Dunlop (TSA) Chris Batch (SLHD)	03/08/2023	Review of Early Works staging and methodology Discussed Staging of works, particularly excavation works along John Hopkins Drive/Lambie Dew Drive. Site walk through Basement levels of Centenary Institute to identify Sensitive receivers that may be impacted by excavation works. Developed plan for completion of further Baseline Monitoring and installation of Noise and Vibration Monitors

4.7 Monitoring

Noise and vibration monitoring is performed that complies with legal and contract requirements.

Where monitoring determines a non-conformance has occurred, a non-conformance report and/or incident report and corrective actions will be raised.

Monitoring and analysis of data will be carried out by a competent person. Evidence of competence will be retained.

It is the accountability of the Project Environmental Representative (or delegate) to ensure all monitoring is performed according to these requirements.
Regular Noise and Vibration Monitoring will be completed throughout the project, and will be implemented to monitor Noise and Vibration at expected sensitive receivers. Monitoring will be Location and Activity specific, to ensure that adequate monitoring is in place to address all sensitive receivers as conditions on site change. Any requirements for Noise & Vibration Monitoring will be identified during the development of Work Packs and will be highlighted on any Out of Hours Permits.
Baseline Noise and Vibration monitoring has been completed during the ECI stage to identify existing conditions prior to the commencement of the redevelopment.

5. Heritage Management Sub-plan

5.1 Background / Context

Non-Aboriginal Heritage

A Statement of Heritage Impact (SOHI) has been prepared by Heritage 21. It has been prepared to consider the impact on RPA Hospital heritage items and the heritage items and Conservation Areas in the immediate vicinity of the works, including The University of Sydney, University Colleges and Victoria Park.

The site is a core part of the University of Sydney Heritage Conservation Area (HCA). While RPA Hospital contains contributory, neutral and detracting elements, the subject site is considered overall as a contributory item within the HCA.

RPA Hospital was established at a time when the University of Sydney was exploring options for the establishment of a School of Medicine. It was agreed on this basis that the farmland located adjacent to the University would be the most suitable site for the hospital. This is a historic relationship which has endured through to the present day and is reflected in the heritage values of the two sites and the emphasis placed on the need to retain and enhance historical connections and views between them.

Aboriginal Cultural Heritage

An Aboriginal Cultural Heritage Assessment Report (ACHAR) was prepared by Biosis. Background research confirms that the study area is underlain by the Ashfield Shale formation with a gradual westward sloping topography. Although there are currently limited natural water sources remaining in the vicinity of the study area, Blackwattle Creek previously made up the surrounding area prior to being reclaimed in the 1800s. This swampland would have provided significant plant and animal resources for Aboriginal people occupying the land.

Biosis noted that the presence of the Blacktown soil landscape and the former Blackwattle Creek could indicate subsurface archaeological potential, however it is likely that the study area has been too disturbed by previous development to contain intact archaeological deposits.

In addition to a review of historical records, Biosis contacted members of the Aboriginal community and Registered Aboriginal Parties (RAPs) to provide them with an overview of the proposal and seek their feedback and knowledge of the site.

The proposed development does replace the cultural gardens at their current location. The Metropolitan LALC will be invited to complete a smoking ceremony prior to ground disturbing works and will be present during works for monitoring.

5.2 Scope

This Sub-plan addresses Heritage management on the project and the management of potential impacts to the environment and/or community.

Activities conducted on the project that have the potential to impact heritage values are listed below.

Table 5-1: Heritage Hazards and Impacts

Proposed Element of the Project	Assessment of Heritage Impact
Proposed Demolition of the Tissue Pathology and Diagnostic Oncology Building (Building 94)	The Tissue Pathology and Diagnostic Oncology Building (Building 94) has been assessed as having high significance. The footprint of the East Wing is in direct conflict with Building 94. Heritage 21 advised during the design process that the wholesale demolition of a heritage building of high significance in the context of the subject site, would be highly undesirable. During the concept design phase, the design team explored options for mitigating this loss. It was noted by Heritage21 that the significance of the building is tied to the primary façade, its setting within the broader hospital campus, and the form of the building. Given the building has been substantially modified over time to the extent that the interiors no longer display any significant building fabric, with the exception of the original layout of the front three rooms. The exterior, although subject to modifications and additions over time, still is largely intact. During the design competition, the competition brief requested competitors to design options that minimise impact on the heritage significance of the site and retain heritage items. Heritage 21 encouraged submissions that considered the full retention of Building 94. The winning scheme presented by Bates Smart retained the Pathology Building in situ, incorporating this building as a showcase entry space at the ground plane. While the Chapel and Morgue and Rear Gardens were to be demolished, the retention of the Pathology

Proposed Element of the Project	Assessment of Heritage Impact
	Building was highlighted in the scheme as a balanced heritage approach. Subsequent to this the Competition Jury expressed concerned with the clinical planning outcome in the East Wing, namely the location of the support and vertical transportation connections in the centre of the built form and the impact this would have on the clinical operations of the new building. The Jury commended the intent of retention of the Pathology Building however was not convinced of the proposed solution which encased the heritage item and disrupted its setting, diminishing the benefits of retention, in particular noting that its value was tied partly to its setting within the campus. As such, options for relocation of the building or partial relocation were considered. This option was later discounted as the setting and curtilage of the item in its existing location is a pivotal component of its significance, as such the relocation or partial relocation would be inappropriate and set as a poor precedent for heritage management. In summary the loss of Building 94 results in a significant loss of heritage value to the subject site, especially in considering that physical evidence from the early stages of the RPA Hospital's development is already limited. The implementation of the interpretation strategy as well as other recommended mitigation measures including archival recording and salvaging of significant fabric is critical to ensure that the building, and early history of the RPA Hospital, can be continued to be enjoyed.
Proposed demolition of the RPA Chapel (Building 95)	The Chapel has been assessed as possessing moderate heritage significance. Similarly, to the assessment above, Heritage 21 acknowledges that the wholesale demolition of a heritage building would be an undesirable outcome of the redevelopment. During the design competition, Heritage 21 encouraged submissions that considered the full retention of Building 95. The Fitzpatrick & Partners scheme sought to retain Building 95 but was discounted on the basis of other issues including poor heritage interface. The Chapel is not considered to possess the same degree of heritage significance as the Tissue and Oncology Building (Building 94) and other buildings within the eastern campus.
Proposed tree removal at the rear gardens (Precinct 4) and compensatory tree planting	The mature trees contribute to the general setting of the eastern portion of the site and are linked to the historical development of the RPA Hospital. It was noted by the arborist, that many of the remaining trees have a limited remaining lifespan. In order to mitigate the impact of this tree removal, a compensatory tree planting strategy was recommended by Heritage21. The proposed replantation strategy aims to preserve the landscaped setting and focusses on creating a vegetated buffer along the eastern boundary of the site, adjacent to the University Oval No. 1. The proposed replanting strategy primarily incorporates native species (Crows Ash and Deciduous Fig), which are suitable options, noting that form c. 1970s new plantings were predominantly native, as opposed to introduced. Heritage21 and the design team discussed the feasibility or 'like for like' species replacement however it was determined that not all the existing species would be suitable for replanting. As such, Heritage21 recommended the incorporation of a few more unusual specimen trees that pay homage to the early, somewhat experimental design approach. The large-scale removal of mature trees from this area would result in a loss of heritage value to the subject site. It would ultimately fragment the Rear Gardens precinct. Heritage21 acknowledges that whilst a replantation strategy would not prevent the loss of this heritage, it would assist in mitigating this impact. Heritage21 believes the replantation strategy would capture and reinterpret the intention of this heritage perspective.
Proposed East Wing	As a new contemporary structure on the subject site, Heritage21 notes that the addition would alter the general setting of the rear portion of the site. It is noted that the Eastern wing would be of a substantial scale, bulk and verticality comparatively to the surrounding architectural landscape. However, Heritage 21 notes that whilst this has the potential to overwhelm or dwarf surrounding heritage items, it has been strategically placed at the rear of the site, adjacent to buildings of little significance. Due to its generous setback from Missenden Road, it is off the opinion of Heritage 21 that the siting of the building is acceptable, and the visual impact would be minimised. However, this proposed building is located adjacent to the University of Sydney Heritage Item (Item No: 01974) – which is located on the NSW State Heritage Register. Heritage21 notes that the proposed building would aim to blend more cohesively into the landscape and align with the general character and heritage context of the area
Proposed East Expansion	As a new contemporary structure on the subject site, Heritage 21 notes that the addition would alter the general setting of the rear portion of the site.

Proposed Element of the Project	Assessment of Heritage Impact
	Heritage 21 has provided advice during the design development period that the proposed extension must be designed in materiality, form, bulk and scale to respect the heritage significance of significant elements in the vicinity, and the general setting of the RPA Hospital. Detail on the heritage influence on the chosen materiality and facades is provided in Section 6.1 of this EIS.
Proposed Northern expansion to the Clinical Services Building (Building 89)	Building 89 is a contemporary structure on the subject site, Heritage 21 notes that the addition would alter the general setting of the rear portion of the site. Heritage21 has provided advice during the design development period that the proposed extension must be designed in materiality, form, bulk and scale to respect the heritage significance of significant elements in the vicinity, and the general setting of the RPA Hospital. Detail on the heritage influence on the chosen materiality and facades is provided in Section 6.1 of this EIS.
Proposed enhanced northern arrival, involving landscaping works to Johns Hopkins Drive (Precinct 2) and the Quadrangle (Precinct 6)	The proposed landscaping to Johns Hopkins Drive (Precinct 2) would have a positive impact to the general area. The proposed works to 'The Quadrangle" would have a neutral impact to the precinct. The removal of the brick masonry arched wall to the east of the courtyard. Heritage21 notes that the works is acceptable from a heritage perspective – particularly the removal of the masonry wall.
Proposed emergency department upgrade to the Albert Pavilion (Building 63)	The proposed upgrade to the Emergency Department involves alterations and additions to the Albert Pavilion (Building 63). The inclusion of a new public entrance involves the removal of significant fabric to accommodate a new opening in the primary façade. Whilst not ideal, the design has proposed the opening to an area which would not remove any key or unique architectural features although it does disrupt the presentation of the façade. It is the view of Heritage21 that the heritage impact is minor and acceptable to ensure the functional requirements of the emergency department are met.
Proposed landscaping works to Missenden Road – Main front garden (Precinct 1)	The proposed upgrade to the Emergency Department involves alterations and additions to the Missenden Road – Main Front Garden (Precinct 1). The proposed works to this area are minor. There would be no alterations or modification to the sandstone masonry boundary fence, nor the mature trees which line the western boundary of the eastern campus.
Proposed internal refurbishment	The internal refurbishment works are predominantly focused to buildings of little significance within the RPA Hospital eastern campus – including the Clinical Services Building (Building 89) and Edinburgh Building (Building 75). The proposed internal works create a north-south pedestrian spine to increase the accessibility and openness of the eastern precinct of the hospital. From a heritage perspective, this would create a connection between the two historical precincts adjacent to the RPA Hospital: St Andrew's College to the south and St John's College to the north. This is considered a positive aspect of the design. Internal works are also proposed within Albert Pavilion (Building 63). The interiors of this building have already been substantiality altered. Consideration should be given to retain original masonry internal walls and any remnant fabric of significance. Detailed plans for this area of refurbishment are still being developed and will be subject to further heritage assessment by Heritage21 in the future.
Proposed ancillary works to the western campus	These proposed works would not impact any heritage building or result in the loss or modification of any heritage fabric. As such, these works would not have any impact to the heritage value of the subject site.

5.3 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 5-2: Heritage Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B18	Prior to the commencement of demolition of any heritage item, a photographic archival record of the external and internal areas of the heritage items on site and all other items of heritage significance on the site identified in 'Statement of Heritage Impact' (Issue 7), prepared by Heritage 21 and dated 3 November 2022, and addendum prepared by Heritage21 dated 8 June 2023, must be prepared in accordance with the NSW Heritage Branch guidelines titled Photographic Recording of Heritage Items using Film or Digital Capture. A digital copy must be submitted to Council, any relevant local studies collection in the locality and made available on the Applicant's website prior to the commencement of demolition of any heritage item.	5.5
B19	Prior to the commencement of construction works for internal refurbishment of the Albert Pavilion (Building 63), detailed architectural plans for internal works must be submitted to the Certifier. The plans must be accompanied by a written statement from a suitably qualified and experienced heritage professional, confirming that adequate consideration has been given to the retention of original masonry internal walls and any remnant fabric of significance, where feasible.	5.5
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (b) an unexpected finds protocol for Aboriginal and non-Aboriginal heritage and associated communications procedure;	5.4
C27	Construction must be undertaken in accordance with the recommendations of the Aboriginal Cultural Heritage Assessment Report prepared by Biosis dated 1 November 2022, as amended by the Archaeological Report prepared by Biosis and dated 13 June 2023.	5.5
C28	All works must be carried out in accordance with the mitigation measures outlined in Section 8.2 of '*Statement of Heritage Impact*' (Issue 7), prepared by Heritage21 and dated 3 November 2022, and addendum prepared by Heritage21 and dated 8 June 2023.	5.5
C29	In the event that surface disturbance identifies a new Aboriginal object: (a) all works must halt in the immediate area to prevent any further impacts to the object(s); (b) a suitably qualified archaeologist and the registered Aboriginal representatives must be contacted to determine the significance of the objects; (c) the site is to be registered in the Aboriginal Heritage Information Management System (AHIMS) which is managed by Heritage NSW under Department of Premier and Cabinet and the management outcome for the site included in the information provided to AHIMS; (d) the Applicant must consult with the Aboriginal community representatives, the archaeologists and Heritage NSW to develop and implement management strategies for all objects/sites; and (e) works may only recommence with the written approval of the Planning Secretary.	5.4
C30	If any unexpected archaeological relics are uncovered during the work, then: (a) all works must cease immediately in that area and notice is to be given to Heritage NSW and the Planning Secretary; (b) depending on the possible significance of the relics, an archaeological assessment and management strategy may be required before further works can continue in that area as determined in consultation with Heritage NSW; and (c) works may only recommence with the written approval of the Planning Secretary	5.4

5.4 Unexpected finds

The following processes are to be followed in the event of a suspected unexpected find of a heritage item.

5.4.1 Aboriginal Object

All Aboriginal objects and Places are protected under the National Parks and Wildlife Act 1974 (NPW Act). It is an offence to disturb an Aboriginal site without a consent permit issued

by Heritage NSW, Department of Planning and Environment (Heritage NSW). Should any unanticipated Aboriginal objects be encountered during works;

1. All works must halt in the immediate area to prevent any further impacts to the object(s);
2. A suitably qualified archaeologist and the registered Aboriginal representatives must be contacted to determine the significance of the object(s);
3. The site must be registered in the Aboriginal Heritage Information Management System (AHIMS) which is managed by Heritage NSW under Department of Premier and Cabinet and the management outcome for the site included in the information provided to AHIMS;
4. The Applicant must consult with the Aboriginal community representatives, the archaeologists and Heritage NSW to develop and implement management strategies for all objects/sites; and
5. Works may only recommence with the written approval of the Planning Secretary.

5.4.2 Non-Aboriginal relics

Relics are historical archaeological resources of local or State significance and are protected in NSW under the Heritage Act 1977 (Heritage Act). Relics cannot be disturbed except with a permit or exception/exemption assessment. Should unanticipated historical archaeology be discovered during the course of the project, then;

1. All works must cease immediately in that area and notice is to be given to Heritage NSW and the Planning Secretary;.
2. Depending on the possible significance of the relics, an archaeological assessment and management strategy may be required before further works can continue in that area as determined in consultation with Heritage NSW; and
3. Works may only recommence with the written approval of the Planning Secretary.

5.4.3 Human Remains

If any suspected human remains are discovered during any activity works, all activity in the vicinity must cease immediately. The remains must be left in place and protected from harm or damage. The following contingency plan describes the immediate actions that must be taken in instances where human remains or suspected human remains are discovered. Any such discovery at the study area must follow these steps:

1. Discovery: If suspected human remains are discovered all activity in the vicinity must stop to ensure minimal damage is caused to the remains; and the remains must be left in place and protected from harm or damage.
2. Notification: Once suspected human skeletal remains have been found, the Coroner's Office and the NSW Police must be notified immediately. Heritage NSW Environmental Line is to be notified on 131 555 as soon as practicable and provide details of the remains and their location
3. Not recommence work at that location unless authorised in writing by Heritage NSW.

5.5 Controls Used to Manage Heritage

Controls that are adequate to manage heritage impact risks are implemented before any relevant works commence.

Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Table 5-3: Heritage controls

Ref	Control	Accountability
H1	Ensure all risks to heritage features of the project are considered as part of the development of Construction Area Plans and Work Packs.	Project Engineers
H2	All site personnel will undertake a Site Induction which includes Aboriginal cultural awareness and project heritage training, including any project specific management obligations. Site specific heritage management controls training will be provided for personnel who are likely to work near protected heritage items or areas.	Project Environment Manager / Construction Manager
H3	Obtain relevant pre-commencement work permits (e.g., Permit to Clear, Permit to Dewater, Permit to enter No Go zone, Out of Hours Work Permit) All necessary approvals will be obtained prior to commencing any works in areas of known or potential heritage items.	Project Engineers and Site Supervisors

Ref	Control	Accountability
H4	All cultural heritage items and places to be protected will be fenced/flagged and sign posted as No-go zones. These sites shall be shown on site plans and communicated to relevant workforce. Entry to protected areas shall only be permitted following Project Environmental Representative approval.	Project Engineers and Site Supervisors All
H5	Work will cease upon the discovery of any object which may be a heritage item within the meaning of the relevant legislation, or suspected human remains. The Supervisor and Project Environmental Representative will be notified immediately. No works will be allowed to continue until a permit or clearance has been received from the relevant authority (as applicable) and Project Environment Representative.	All
H6	If required by project obligations/ or risk assessment, vibration monitoring shall be undertaken for works near heritage areas.	Project Environmental Representative
H7	Formal documented engagement will be maintained with relevant heritage groups or traditional owners throughout the project.	Project Environmental or Community Representative
H8	Construction works at or near heritage locations will be inspected and monitored in accordance with project obligations. A heritage architect or suitable qualified heritage consultant is on site full time to monitor the demolition of the Tissue Pathology and Diagnostic Oncology (Building 94) and RPA Chapel (Building 95). This is to ensure that the demolition is performed in a manner that does not damage any significant fabric that is to be salvaged. During the remainder of the project, including the demolition of Buildings 94 & 95 following completion of the heritage salvage, heritage monitoring would be required, at a minimum, on a fortnightly basis or as required to meet hold/witness point, as established by the heritage architect	Project Environmental Representative
H9	**Photographic Archival Recording (PAR):** a photographic archival record of the external and internal areas of the heritage items on site and all other items of heritage significance on the site identified in 'Statement of Heritage Impact' (Issue 7), prepared by Heritage 21 and dated 3 November 2022, and addendum prepared by Heritage21 dated 8 June 2023, must be prepared in accordance with the NSW Heritage Branch guidelines titled Photographic Recording of Heritage Items using Film or Digital Capture. A digital copy must be submitted to Council, any relevant local studies collection in the locality and made available on the Applicant's website prior to the commencement of demolition of any heritage item.	Project Environmental Representative
H10	**Detailed Architectural Drawings**: In order to more accurately record the Tissue Pathology and Diagnostic Oncology Building (Building 94) and RPA Chapel (Building 95) prior to demolition, detailed architectural drawings should be prepared including plan, elevation and section views.	Project Environmental Representative
H11	**Salvage Strategy**: Significant fabric of the Tissue Pathology and Diagnostic Oncology (Building 94) and RPA Chapel (Building 95) should be savaged and stored following the demolition activities. The potential reuse of these materials should form part of the interpretation strategy	Project Environmental Representative
H12	**Interpretation Strategy**: A detailed Interpretation Strategy should be prepared and implemented that expands on the Preliminary Heritage Interpretation Framework included in this application.	Project Environmental Representative
H13	**Temporary Protection Measures**: Prior to the commencement of any work, consideration shall be given to the development of temporary protection measures that would identify potential risks and outline methodologies to negate any physical impact on significant fabric located in the vicinity of the area of works on the subject sites.	Project Environmental Representative
H14	**Heritage Architect Monitoring**: A Heritage Architect should be engaged to periodically monitor the works on site, give necessary advice, and sign off upon conclusion.	Project Environmental Representative
H15	**Qualified Tradesmen**: Any works to the fabric of heritage significant buildings on the subject site should be carried out by qualified tradesmen who will work under the supervision of qualified heritage professionals.	Project Environmental Representative
H16	Prior to the commencement of construction works for internal refurbishment of the Albert Pavilion (Building 63), detailed architectural plans for internal works must be submitted to the Certifier. The plans must be accompanied by a written statement from a suitably qualified and experienced heritage professional, confirming that adequate	Project Environmental Representative

Ref	Control	Accountability
	consideration has been given to the retention of original masonry internal walls and any remnant fabric of significance, where feasible.	
H17	A smoking ceremony will be completed prior to ground disturbing works consultation with Metropolitan LALC	Project Environmental or Community Representative
H18	Project induction will include detail on heritage including: ▪ Relevant legislation ▪ Location of identified Aboriginal heritage sites, areas of archaeological potential, and areas of archaeological sensitivity. ▪ Basic identification skills for Aboriginal and non-Aboriginal artefacts and human remains. ▪ Procedure to follow in the event of an unexpected heritage item find during construction works. ▪ Procedure to follow in the event of discovery of human remains during construction works. ▪ Penalties and non-compliance.	Project Environmental or Community Representative

5.6 Monitoring

Heritage monitoring is performed that complies with legal and contract requirements.
Where monitoring determines a non-conformance has occurred, a non-conformance report and/or incident report and corrective actions will be raised.
Monitoring and analysis of data will be carried out by a competent person. Evidence of competence will be retained.
It is the accountability of the Project Environmental Representative (or delegate) to ensure all monitoring is performed according to these requirements.

6. Waste Management Sub-plan

6.1 Scope

This Sub-plan addresses the management and reporting of waste streams generated on the project.

Activities conducted on the project that have the potential to generate waste are provided below. These have been extracted from the project work flow, including activities and materials used.

Table 6-1: Hazards and Risks

Project Hazard	Potential Environmental Impact
Construction and operational processes	Soil and water contamination
Plant maintenance	Soil and water contamination
Operation and maintenance of offices, crib huts and camp facilities	Unnecessary load on landfill availability

6.2 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 6-2: Waste Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (e) Construction Waste Management Sub-Plan (see condition B30);	This plan
B30	The Construction Waste Management Sub-Plan (CWMSP) must address, but not be limited to, the procedures for the management of waste including the following: (a) the recording of quantities, classification (for materials to be removed) and validation (for materials to remain) of each type of waste generated during construction and proposed use for materials to remain; (b) information regarding the recycling and disposal locations; and (c) confirmation of the contamination status of the development areas of the site based on the validation results.	This plan
C23	The Applicant must: (a) ensure that only VENM, ENM, or other material that meets the requirements of a relevant order and exemption issued by the EPA, is brought onto the site; (b) keep accurate records of the volume and type of fill to be used; and (c) make these records available to the Certifier and/or the Planning Secretary within seven days upon request.	6.4
C31	All waste generated during construction must be always secured and maintained within designated waste storage areas and must not leave the site onto neighbouring public or private properties.	6.5
C32	All waste generated during construction must be assessed, classified and managed in accordance with the Waste Classification Guidelines Part 1: Classifying Waste (EPA, 2014).	6.5
C33	The Applicant must ensure that concrete waste and rinse water are not disposed of on the site and are prevented from entering any natural or artificial watercourse.	6.5
C34	The Applicant must record the quantities of each waste type generated during construction and the proposed reuse, recycling and disposal locations for the duration of construction.	6.6

Relevant Condition	Limit/Requirement	Where it's met
C35	The Applicant must ensure that the 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 is in accordance with the requirements of the relevant legislation, codes, standards and guidelines.	6.5
GC21 – General Conditions of Contract	implement waste minimisation and management measures, including: ▪ recycling and diverting from landfill surplus soil, rock, and other excavated or demolition materials, wherever practical; ▪ separately collecting and streaming quantities of waste concrete, bricks, blocks, timber, metals, plasterboard, paper and packaging, glass and plastics, and offering them for recycling where practical. Ensure that no waste from the Site is conveyed to or deposited at any place that cannot lawfully be used as a waste facility for that waste.	6.5
GC21 – General Conditions of Contract	Monitor and record the volumes of waste and the methods and locations of disposal. Submit a progress report every two months, and a summary report before Completion, on the implementation of waste management measures, including the total quantity of material purchased, the quantity purchased with recycled content, the total quantity of waste generated, the total quantity recycled, the total quantity disposed of and the method and location of disposal in the form of a Waste Recycling and Purchasing Report available on the ProcurePoint website. With the Waste Recycling and Purchasing Report, submit waste disposal certificates and/or company certification confirming appropriate, lawful disposal of waste	6.7

6.3 Waste Streams

The following waste streams and waste classifications have been identified below.

Table 6-3: Waste Streams

Waste	Classification	Potential Recovery/Reuse	Disposal (all tracked)
Green waste from pruning and clearing	General Solid Waste (Non-Putrescible)	▪ Green waste to be reused as mulch onsite	▪ Green waste from pruning to be removed by subcontractor. ▪ Timber off cuts to be segregated and removed by licensed contractor to licensed waste facility for mulching or composting
Excavated Natural Material (ENM)	General Solid Waste (Non-Putrescible) Resource recovery order	▪ Where possible all suitable fill materials will be reused on site	▪ Any ENM unable to be reused on site will be transferred to an appropriately approved site requiring ENM
Mixed Spoil	General Solid Waste (Non-Putrescible)	▪ Any spoil not classified as VENM/ENM or another material under a resource recovery order/exemption will not be suitable for reuse	▪ Spoil unsuitable for reuse will be classified and disposed of at a facility appropriately licensed to receive it
Construction Waste (concrete, metal, steel, timber, fittings plastic, electrical and plumbing)	General Solid Waste (Non-Putrescible)	▪ Stockpiled and transferred to recycling center and recycled for project construction activities	▪ Any excess or non-recyclable material will be transferred to recycling center and recycled.
General office waste – paper, cardboard, used printer cartridges	General Solid Waste (Non-Putrescible)	▪ Office waste such as paper, cardboard boxes, commingled waste (cans, plastic bottles etc.) and used printer cartridge would be recycled.	▪ non-recyclables will be sent to appropriately licensed facility
Asbestos or Asbestos containing material	Special Waste	▪ Encapsulation on site in accordance with remediation action plan (RAP), if feasible.	▪ Careful segregation and further sampling and analyses of this material should be undertaken to avoid

Waste	Classification	Potential Recovery/Reuse	Disposal (all tracked)
			cross contamination. Asbestos waste must be reported and tracked via the NSW EPA's Waste Locate tracking program, in accordance with Clause 79 of the POEO (Waste) Regulation 2014.

6.4 Material Import

Where fill material is required, beneficial reuse of VENM or ENM generated by the Project will be prioritised. Where this is not possible due to construction staging or material availability, material may be imported which is;

- VENM;
- ENM; or
- Other material approved in writing by the NSW EPA.

Where material is proposed to be imported, a waste classification should be provided by the supplier to confirm suitability. Waste classifications will be reviewed by the Project Environmental Representative or delegate.

6.5 Controls Used to Manage Waste

Waste management controls are planned before any relevant works commence. Elimination of the waste is the first preference of control, followed by reuse and recycling. Typical controls used on this project include:

Table 6-4: Waste controls

Ref	Control	Accountability
W1	All relevant licences are to be obtained for waste management activities including handling or storage of waste, reuse or disposal.	Project Environment Representative
W2	Waste management requirements shall be considered when developing Construction Area Plans and Work Packs.	Project Engineers
W3	All wastes will be classified, stored, tracked, transported and treated in accordance with contractual requirements and Waste Classification Guidelines Part 1: Classifying Waste (EPA, 2014)., including the use of licensed transporters and treatment facilities	Project Environment Representative
W4	Storage containers (bins, skips, tanks, etc.) shall be provided at each work area in sufficient numbers to facilitate segregation of waste at the source of generation. Waste storage areas to be located outside of TPZ.	Construction Manager
W5	Containers are clearly sign posted to inform all project personnel of the correct material to be placed within each bin type. Containers are emptied regularly to ensure good housekeeping and minimize waste contamination of project sites. If a bin needs to be collected contact your Site Supervisor.	Construction Manager/ Site Supervisors All
W6	Waste concrete management measures shall be implemented in accordance with contractual and approval obligations, including the establishment and use of concrete washout facilities. An adequate number of washout pits relevant to the amount of concreting works occurring will be maintained to ensure waste and rinse water are not disposed of on the site and are prevented from entering any natural or artificial watercourse.	Site Supervisors
W7	The 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 will be in accordance with the requirements of the relevant legislation, codes, standards and guidelines.	Project Environment Representative
W8	All waste data will be collated and tracked using Material Tracking Forms.	All
W9	Conduct task observations as per project schedule to ensure ongoing effectiveness of waste management measures.	Construction Manager, SH&E Manager and/or Subcontractor Supervisor
W10	All material imported onto Project will be either; ▪ VENM; ▪ ENM; or ▪ Other material approved in writing the NSW EPA	Project Engineers
W12	All site personnel will undertake site specific induction. The site specific induction will include relevant aspects of this waste management plan including; ▪ the waste hierarchy and associated management principles (avoid, reuse, recycle); ▪ NSW EPA Waste Classification Guidelines. ▪ Procedures for handling and storage of wastes. ▪ Location of waste disposal and storage facilities. ▪ Actions to be undertaken in the event of a hazardous material spill. ▪ Staff and contractors with specific responsibilities for waste ▪ management including for the handling and disposal of hazardous waste will be given additional training as required.	All

6.6 Monitoring

Waste data is collected on the project to allow monthly reporting of the following:

- The quantity of each type of waste sent to landfill
- The quantity of each type of waste recycled
- The quantity of each type of waste reused
- The quantity of each type of hazardous/regulated waste generated on the project and:
- Its method of treatment and disposal

- The location of treatment and disposal
- Copies of records confirming the legal transport, treatment and disposal
- Measurement of any reduction in waste generation that has been achieved
- The quantity of each type of material imported onto site

The quantity of waste in each solid waste stream is measured by weight and liquid waste stream by volume, with records provided by the waste transport contractor. Alternative measures may only be used when an economical alternative is not available.

All relevant information including disposal certificates and/or company certification confirming appropriate, lawful disposal of waste will be included in the Waste Recycling and Purchasing Report, to be submitted every two months.

Periodic audits are to take place to check compliance with this waste management plan.

6.7 Waste Management Licences

A waste contractor will be selected to separate wastes for recycling and disposal of wastes (that cannot be recycled). This plan will be updated with details on waste licences once the contract has been awarded. Waste processing facilities will be reviewed to ensure the facility is appropriately licenced to receive the waste prior to contract award, potential facilities in the vicinity of the project have been listed below:

- BINGO Recycling Centre Alexandria - EPL No. 4679
- Cleanaway Rockdale Resource Recovery Centre – EPL No. 4557

7. Contamination Management Sub-plan

7.1 Background / Context

Detailed site investigations undertaken at the Project site identified the presence of contamination present and requiring remediation consisting of asbestos and B(α)P TEQ found to exceed human health criteria, and copper, zinc and B(α)P found to exceed ecological criteria. A remediation action plan (RAP) has been developed by Cardno (Appendix AM of the EIS) to outline the procedures required to remediate the site for the proposed development.

Section 7.3 of the RAP outlines the preferred remedial strategy for this site as offsite disposal of contaminated soils for the human health exceedances and in-situ encapsulation for fill material exceeding the ecological criteria. The following brief remediation strategy is recommended for implementation:

1. Preliminaries and site establishment;
2. Visual Inspection and asbestos clearance inspection of soil surface soils across all areas of Eastern Development area post hardstand removal;
3. Investigation of Lambie Dew Drive (north and south extensions); Whale Garden extension; EBA area; and University of Sydney land;
4. Eastern Area post-demolition investigation of building(s) footprint soil assessment;
5. Remedial excavation of contaminated soils and waste classifications;
6. Preparation of encapsulation cells, where required and onsite encapsulation works;
7. Validation of remedial excavations following the removal of contaminated materials; and
8. Reporting.

Refer to RAP (Appendix AM of the EIS) for full detail.

During the ECI stage of the project, CPB and JBS&G have completed the necessary Data Gap investigations as required by the RAP. Further exceedances of BaP and Asbestos were located throughout the site. JBS&G will provide an updated RAP in consultation with the site Auditor, prior to the commencement of Main Works activities.

During any Early Works excavations, site monitoring will be completed, and any contaminated materials which are identified will be managed through an unexpected finds protocol.

7.2 Scope

This Sub-plan addresses Contaminated Land management on the project and the management of potential impacts to the environment and/or community.

Activities conducted on the project that have the potential to create contamination are listed below.

Table 7-1: Contamination Hazards and Impacts

Project Hazard	Potential Environmental Impact
Demolition and excavation works	Unexpected finds of contamination: ▪ exposing workers to asbestos fibres ▪ contamination of land

7.3 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 7-2: Contamination Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
C35	The Applicant must ensure that the 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 is in accordance with the requirements of the relevant legislation, codes, standards and guidelines.	7.4
B42	Prior to the commencement of construction, the Applicant must engage a NSW EPA-accredited Site Auditor to provide advice throughout the duration of works to ensure that any work required in relation to soil or groundwater contamination is appropriately managed.	7.4
C38	Prior to the commencement of any work that would result in the disturbance of potential or contaminated soils, materials, groundwater or sediments, the Applicant must conduct site investigations to confirm the full nature and extent of the contamination at the project area and comply with the following requirements: (a) the site investigations must be undertaken, and the subsequent report(s), must be prepared in accordance with relevant guidelines made or approved by the EPA under section 105 of the *Contaminated Land Management Act 1997*; (b) the reports must be prepared, or reviewed and approved, by consultants certified under either the Environment Institute of Australia and New Zealand's Certified Environmental Practitioner (Site Contamination) scheme (CEnvP(SC)) or the Soil Science Australia Certified Professional Soil Scientist Contaminated Site Assessment and Management (CPSS CSAM) scheme; and (c) the recommendations of '*Remediation Action Plan 304100230'*, (Version 0), prepared by Cardno and dated 10 November 2022, and *'Interim Site Audit Advice No 01, BE167, Royal Prince Alfred Hospital, Remediation Action Plan review'* prepared by AECOM and dated 14 November 2022.	7.4
C39	The unexpected finds procedure within *'Remediation Action Plan 304100230'*, (Version 0), prepared by Cardno and dated 10 November 2022, must be updated following results of further site investigations undertaken in accordance with condition C38 and implemented throughout duration of project work.	7.6
C40	Remediation of the site must be carried out in accordance with '*Remediation Action Plan 304100230'*, (Version 0), prepared by Cardno and dated 10 November 2022 and any variations to the Remediation Action Plan approved by an NSW EPA-accredited Site Auditor.	7.4
C41	Where remediation is carried out / completed in stages, a NSW EPA-accredited Site Auditor must confirm satisfactory completion of each stage by the issuance of Interim Audit Advice(s).	7.4
C42	The Applicant must ensure the proposed development does not result in a change of risk in relation to any pre-existing contamination on the site that would result in significant contamination.	7.4
GC21 – General Conditions of Contract	The Environmental Management Plan must address the following risks: ▪ Erosion and sediment control ▪ Protection of existing trees ▪ Noise, Dust and vibration control measures including monitoring inside and outside the Hospitals and Community HealthCentres, and any other key areas nominated by the Principal ▪ Removal and remediation of any discovered asbestos, lead, or synthetic fibrous containing materials	This plan
M-D8	Where remediation is carried out / completed in stages, a NSW EPA-accredited Site Auditor must confirm satisfactory completion of each stage by the issuance of Interim Audit Advice(s) prior to the use / operation of the remediated area(s).	7.4
M-D9	A long-term environmental management plan (LTEMP) would be prepared for remaining fill material, if deemed required subsequent to site remediation.	7.4

7.4 Controls Used to Manage Contamination

Controls that are adequate to manage Contamination and to reduce risk to the lowest acceptable rating achievable are implemented before any relevant works commence.

Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Table 7-3: Contamination controls

Ref	Control	Accountability
C1	Contaminated land & general contamination risks shall be considered when developing Construction Area Plans and Work Packs.	All
C2	When contaminated materials are discovered or suspected, works will cease, and the Supervisor and Project Environmental Representative notified immediately. The Project Environmental Representative shall advise if testing by a competent person will be conducted and a management strategy developed.	All
C3	Ensure contaminated land is handled, stockpiled, reused and/or disposed of as per the project's contamination management strategy (as applicable).	Site Supervisor
C4	The movement of materials will be tracked via a Materials Tracking form/system.	Project Engineers
C5	Contaminated water runoff from suspected or actual contaminated land and stockpiles will be contained, treated and managed in accordance with contractual and approval obligations.	Site Supervisor
C6	All vehicles, plant and other machinery operating in contact with contaminated soil will be decontaminated prior to leaving site.	Site Supervisors
C7	Testing shall comply with the contractual and legislative requirements. (Insert project specific requirements) E.g., Testing by a competent person as identified in Section 381 of the Qld Environmental Protection Act occurs whenever contaminated material is present or believed to be present at the project.	Project Environment Manager / Construction Manager
C8	Soil, and soil leachate, containing contaminant concentrations below the relevant environmental investigation level will be assessed for unrestricted reuse, subject to other site restrictions and excluding any geotechnical requirements. This assessment will be undertaken by a competent person.	Project Environment Manager
C9	Soil, and soil leachate, containing contaminant concentrations above the relevant environmental investigation level will be assessed for controlled reuse in non-environmental sensitive areas of the site	Project Environment Manager
C10	Where the above outcomes are not acceptable, other options such as (re)treatment, off-site disposal or a site-specific risk assessment be considered, as determined by Regulators and Competent Assessors.	Project Environment Manager
C11	All remediation of contaminated areas is to be undertaken in accordance with Remediation Action Plan (RAP)	Project Environment Manager
C12	The following documentation must be prepared by the licenced contractor to ensure the specifics of excavation, on-site encapsulation, and human health and environmental protection during all remediation works at the site: ▪ A Health and Safety Management Plan / Asbestos Removal Control Plan / Hazardous Materials Removal Control Plan and Safe Work Method Statement detailing the proposed works and site-specific control measures including decontamination requirements. All works involving asbestos or hazardous materials must be undertaken in accordance with approved plans, and the recommendations in Section 9. ▪ A Soil Excavation, Encapsulation, and Disposal Management Plan (or similar) must be prepared to coordinate the works required to meet the remediation and validation requirements set out in this RAP. It is recommended that this plan is reviewed by the environmental consultant to flag any unresolved issues. ▪ A Construction Environmental Management Plan detailing the environmental controls required, including the temporary relocation of the Emergency Bay Area so that the field works can be completed. Further details are provided in Section 9. ▪ A notification to SafeWork NSW of the Intention to Remove Friable and Non-Friable Asbestos must be lodged with sufficient notice time.	Project Environment Manager

Ref	Control	Accountability
	Notification to stakeholders in accordance with DPIE protocols.	
C13	Where remediation is carried out / completed in stages, a NSW EPA-accredited Site Auditor must confirm satisfactory completion of each stage by the issuance of Interim Audit Advice(s) prior to the use / operation of the remediated area(s).	Project Environment Manager
C14	A long-term environmental management plan (LTEMP) would be prepared for remaining fill material, if deemed required subsequent to site remediation.	Project Environment Manager
C15	The 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 must be in accordance with the requirements of the relevant legislation, codes, standards and guidelines.	Project Engineers
C16	Asbestos found in Buildings 64, 75, 89, 94, 95 and the multi-storey carpark will be removed by a licensed asbestos removalist prior to refurbishment or demolition works.	Project Engineers
C17	Lead Containing Paint found in Building 94 will be removed prior to demolition of this building	Project Engineers

7.5 Monitoring

Contaminated Land monitoring is performed that complies with legal and contract requirements.
Where monitoring determines a non-conformance has occurred, a non-conformance report and/or incident report and corrective actions will be raised.
Monitoring and analysis of data will be carried out by a competent person. Evidence of competence will be retained.
It is the accountability of the Project Environmental Representative (or delegate) to ensure all monitoring is performed according to these requirements.

7.6 Unexpected Finds Protocol

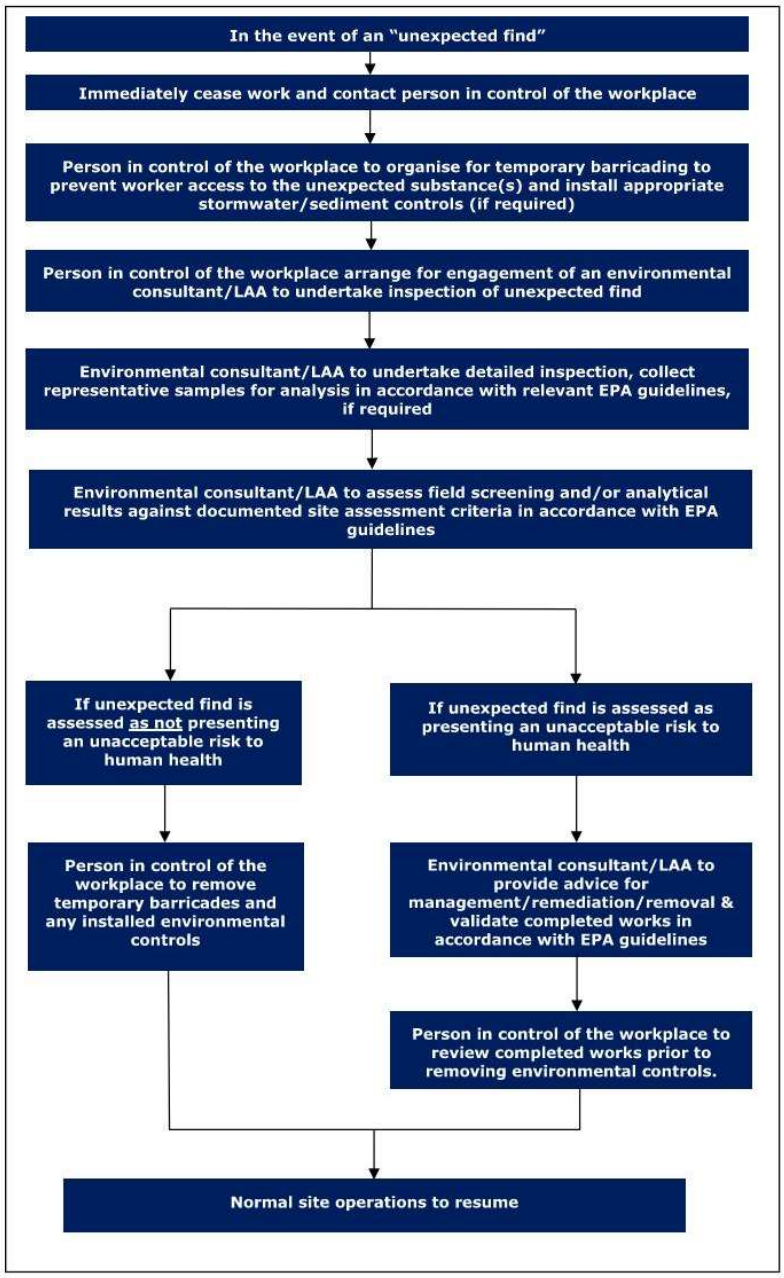
Unexpected finds protocol was outlined in Section 9.6 of the RAP (Appendix AM of EIS) and summarised below. Unexpected Finds protocol has bene updated by JBS&G following further investigations during the ECI process.
Unexpected finds may include, but are not limited to, odour, visual contamination, ASS or PASS, deleterious material inclusions (i.e., biological matter), asbestos containing material, Underground Storage Tanks (USTs) or any other suspect materials.

- Any unexpected finds will be reported to the Contractor's on-site manager immediately. Additionally, the site owner/occupier should be informed as soon as practical following an unexpected find. If hazardous or biological materials are uncovered / discovered during excavations the Contractor shall: > Cease all work in that vicinity (and fence the area if safe to do so and appropriate);
- Remove workers from the vicinity;
- An experienced environmental consultant should be contacted to assess the potential risks associated with the Unexpected Finds and provide appropriate management options;
- Investigate the nature of the risk of the materials, determine the appropriate response and document the actions in accordance with contractual obligations.

In the event of a serious unexpected find, which could cause immediate harm to human health and/or the environment, the City of Sydney Council and the NSW EPA may need to be informed.
The risks posed by the removal works to Aboriginal or European heritage are expected to be minimal. However, in the event potential heritage items are encountered during excavations, works will cease and the Site Supervisor notified.
In the case of observations of biological, clinical and/or related waste (clinical waste, cytotoxic waste, pharmaceutical drug or medicine waste, and/or sharps waste) as defined in the NSW EPA Waste Classification Guidelines (2014) and/or defined by NSW Health (https://www.health.nsw.gov.au/environment/clinicalwaste/Pages/default.aspx) all works

should stop. Clinical and related wastes discovered within soil (as buried) may be deemed an incident and may be subject to other legislative requirements regarding who must be informed if there is an incident. Cardno considers that the highest risk area for potentially encountering this sort of contaminant are buildings currently and historically associated with pathology and clinical waste management. Mainly due to the type of activities that have been completed there.

Flowchart 10.1 – Unexpected Finds Protocol



8. Hazardous Substances Management Sub-plan

8.1 Scope

This Sub-plan addresses Hazardous substances management on the project and the management of potential impacts to the environment and/or community.
Activities conducted on the project that have the potential to create impacts associated with hazardous substances are provided below.

Table 8-1: Hazardous Substances Hazards and Impacts

Project Hazard	Potential Environmental Impact
General plant operation Refueling of plant and vehicles	Spill of hydrocarbons leading to contamination of land and/or water
Fit-out activities	Spill of chemicals leading to contamination of land and/or water

8.2 Controls Used to Manage Hazardous Substances

Controls to manage hazardous substances are implemented before any relevant works commence.
Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Table 8-2: Hazardous Substances controls

Ref	Control	Accountability
HZ1	Prior to purchasing hazardous chemicals, a risk assessment shall be completed, and approval provided to purchase. Workers are to be consulted when considering the introduction of a hazardous chemical into a work task. Refer to Tool: Hazardous Materials & Dangerous Goods Risk Assessment	Senior Project Engineer, Project Engineer or Subcontractor
HZ2	Establish and maintain: 1. A register of approvals for the use of hazardous chemicals on the Project 2. An Emergency Services Register that is accessible at all times by Emergency Services, of all hazardous chemicals and their locations and quantities 3. A file that includes the relevant Safety Data Sheet (SDS) and the hazardous chemicals risk assessment, for all hazardous chemicals approved for purchase and use on the project Refer to Tool: SHE Register System Refer to Application: ChemAlert	Project Safety and Environment Managers
HZ3	Ensure all workers who will be required to purchase, use, store or dispose of hazardous chemicals are trained in the Hazardous Materials & Dangerous Goods Risk Assessment and SDS including: ▪ The use, storage and disposal of the Hazardous Chemical ▪ The signage and emergency provisions ▪ Any health surveillance or atmospheric monitoring required. ▪ Spills containment and management, including the use of land and aquatic spill kits Refer to Procedure: Manage Worker Competence Refer to Knowledge: Hazardous Material Dangerous Goods Refer to Knowledge: Hazardous Chemicals Training	Construction Manager
HZ4	Hazardous chemicals are to be stored in a bunded area with a minimum holding capacity of 110% of the largest container within the bund or 25% of the total capacity of all containers within it, whichever is the greatest Refer to Knowledge: Hazardous Substance Incompatibility Guide The required placarding to be installed at the entrance to the Project and storage areas Refer to Procedure: Undertake Construction Area Risk Review Refer to Knowledge: Hazardous Material Dangerous Goods	Construction Manager and Senior Project Engineer
HZ5	As part of the Work Pack Risk Assessment, incorporate relevant controls from the Construction Area Risk Review, identify additional hazards, assess the	Project Engineers

Ref	Control	Accountability
	risks and further develop controls to eliminate/minimize risks to workers when working with hazardous substances. Refer to Procedure: Undertake Work Pack Risk Assessment	
HZ6	Ensure spill kits: ▪ are of adequate type and volume for materials stored, as well as potential operational spills ▪ are located adjacent to all hazardous substance storage units, in refuelling and maintenance areas ▪ are located at worksites in close proximity to waterways and are specific for aquatic use ▪ locations are identified on the Site Environment Plan and other emergency response documentation	Project Environmental Representative and Site Supervisors
HZ7	Refueling will not occur within 30m of a waterway (without appropriate controls in place).	Site Supervisors
HZ8	Containment devices, including bunds, separators and catch trays, will be used where there is a risk of spillage.	Site Supervisors
HZ9	Regular inspections will be carried out [e.g., daily by supervisors, and weekly by HSE representatives] to assess the storage and handling of hazardous materials.	Construction Manager / Project Engineers
HZ10	Undertake routine maintenance of plant and equipment for prevention of fuel leaks, visible exhaust emissions or other maintenance issues.	Construction Manager / Project Engineers
HZ11	An Emergency Response Plan which incorporates a spill response procedure shall be maintained for the project	Project HSE Representatives

8.3 Monitoring

Hazardous substances monitoring is performed that complies with legal and contract requirements.

Where monitoring determines a non-conformance has occurred, a non-conformance report and/or incident report and corrective actions will be raised.

Monitoring will be carried out by a competent person. Evidence of competence will be retained.

It is the accountability of the Project Environmental Representative (or delegate) to ensure all monitoring is performed according to these requirements.

9. Energy Management Sub-plan

9.1 Scope

This Sub-plan addresses the potential and actual use of energy sources and the emission of greenhouse gases (GHG) by Project activities. The following items will be documented:

- The identification of sources
- Measurement and reporting of use and emissions
- Identification, assessment and implementation of opportunities to improve energy efficiency and reduce GHG emissions

Activities conducted on the project that have the potential to use significant amounts of energy or emit significant quantities of GHG are:

Table 9-1: Activity and Fuel / Emission Type

Project Activity	Type of Fuel/Emission
Plant and equipment	Diesel and petrol
Construction operations	Electricity and water
Light vehicles	Diesel and petrol

9.2 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 9-2: Energy Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (a) Details of: (vii) external lighting in compliance with AS 4282-2019 Control of the obtrusive effects of outdoor lighting;	9.5
C36	The Applicant must ensure that all external lighting is constructed and maintained in accordance with AS 4282-2019 Control of the obtrusive effects of outdoor lighting.	9.5
GC21 – General Conditions of Contract	Apply strategies to maximise the achievement of ecologically sustainable development in the design, construction and operation of the Works, including reducing pollutants, greenhouse gas emissions and demand on non-renewable resources such as energy sources and water. Incorporate applicable strategies and objectives in the Environmental Management Plan.	9.5

9.3 Energy Reporting

'Operational Control' identifies which companies need to report in accordance with the National Greenhouse and Energy Reporting Act 2007 and is determined as part of the CPB project start-up process.

A copy of the operational control determination assessment is obtained by the Project Environmental Representative from the CPB Group Environment Team, completed with project specific details and returned to the Group Environment Team.

All CPB project teams and teams working within a joint venture will report on energy consumption monthly, regardless of which company has operational control.

Where subcontractors provide their own fuel for use on a project, they will provide a monthly fuel consumption report to the project commercial team along with their claim. This data is then entered into the JDE NGER Module.

Subcontractor reporting is tracked by the Commercial Team. If a project is not using CPB JDE, both invoiced and contractor energy use will be collated and entered into Synergy monthly by the Project Environmental Representative.
All energy (fuels, oils, greases, gases, electricity, solvents) purchased by CPB Contractors and processed through JDE are captured centrally at the Group level.

9.4 Processes / Controls Used to Manage Energy

Processes adequate to ensure compliance with all requirements and to ensure energy is used efficiently and GHG emissions are minimised are implemented. Typical processes / controls used on this project include:

Table 9-3: Energy and emissions controls

Ref	Control	Accountability
E1	As part of the Project Start-up process, complete the NGER Operational Control Determination Scorecard to determine which party has Operational Control of the project for the purposes of legislated energy reporting requirements. Submit completed form to the CPB Group Energy & Sustainability Representative/ CPB Group Environment and Sustainability Team. ▪ Refer to Tool: NGER Operational Control Determination Scorecard ▪ Refer to Procedure: Report on Subcontractor Fuel Use Note that where Operational Control rests with another organization, projects are still required to capture and report on all energy data.	Project Environmental Representative
E2	Energy reduction and management requirements shall be considered when developing Construction Area Plans and Work Packs.	Project Engineers
E3	Energy efficiency principles will be communicated through toolbox talks and other site communication forums and tools. The workforce, including subcontractors, will be trained to minimize energy use, including switching off machines and equipment when not in use and purchasing energy efficient plant and equipment.	Project Environmental Representative
E4	An energy opportunities assessment will be undertaken to identify opportunities for energy efficiency in both construction and operation. As a minimum, this shall involve the use of the Energy Opportunities Calculator.	Tender Bid Manager
E5	Energy savings initiatives and outcomes will be reported to the BU Environmental Representative at least annually using the Tool 'Energy Case Study'.	Project Environmental Representative
E6	Subcontractor fuel reporting will be tracked by the Project commercial team, with reporting percentages included in the Project Monthly Environment Report in Synergy. Subcontractor fuel use shall be captured and entered into JDE by the 10th of each month.	Project Commercial Manager
E7	Procurement decisions will include energy efficiency and greenhouse gas considerations of the product or service.	Project Manager / Procurement Manager
E8	All external lighting will be in compliance with AS4282-1997 Control of the obtrusive effects of outdoor lighting	Project Engineer

9.5 Monitoring

Monitoring of energy use complies with legal and contractual requirements and which is sufficient to identify sources of use and emissions, and opportunities for improved energy efficiency.
Energy and GHG monitoring is conducted in line with the CPB Contractors reporting approach outlined above. It is the accountability of the Project Manager to ensure all data is captured and reported according to these requirements.
Monitoring and analysis of data will be carried out by a competent person.

10. Flood Emergency Response Sub-Plan

10.1 Scope

This Sub-plan addresses Flood Response management on the project and the management of potential impacts to the environment and/or community.
Activities conducted on the project that have the potential to create impacts associated with flood management are provided below.

Table 10-1: Flooding Hazards and Impacts

Project Hazard	Potential Environmental Impact
Works within an area of significant risk of flooding	Construction activities may lead to the destruction of natural habitats, disrupting ecosystems and endangering wildlife populations.
Soil erosion and sedimentation	Excavation and earthmoving can cause soil erosion, leading to sedimentation in water bodies, degraded water quality, and loss of aquatic habitats
Water pollution	Spills of hazardous materials, runoff from the construction site carrying sediment, chemicals, and pollutants can contaminate water bodies harming aquatic life and ecosystems

10.2 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 10-2: Hazardous Substances Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (h) Construction Flood Emergency Management Plan (see condition B33).	10.3, This Plan, Flood Emergency Response Plan
B33	The Construction Flood Emergency Management Sub-Plan must address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced person(s); (b) address the provisions of the *Floodplain Risk Management Guidelines* (EHG); (c) include details of: (d) the flood emergency responses for both construction phases of the development; i. predicted flood levels; ii. flood warning time and flood notification; iii. assembly points and evacuation routes; iv. evacuation and refuge protocols; and v. awareness training for employees and contractors, and users/visitors.	10.3, Flood Emergency Response plan, Emergency Response Plan

10.3 Controls Used to Manage Flood Emergencies

Controls for Flood Management are implemented before any relevant works commence. Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Ref	Control	Accountability
F1	Information about the worksite's flood risk and the flood protocols & procedures are to be included in the project's induction and on signage at 'at risk' locations.	Project Safety Representative
F2	A Flood Emergency Kit is to be made available on site establishment and regularly checked to ensure that supplies within the kit are sufficient and in working condition. This check will form part of each emergency drill or actual evacuation. The kit should be in a waterproof container and should include as a minimum: ▪ Two-way radio with spare batteries ▪ Torch with spare batteries ▪ First aid kit and other medicines ▪ Waterproof bags ▪ A copy of the Flood Emergency Response Sub-Plan ▪ Emergency contact numbers	Project Safety Representative
F3	The Site Manager is to monitor the severe weather and thunderstorm warnings issues by the Bureau of Meteorology (BOM), with a focus on flood alerts, advice, and watches or the Johnston Creek catchment.	Site Manager
F4	Despite the above, the overall coordination of flood evacuation warnings and orders will be conducted from the Evacuation Coordination Desk at the NSW SES. The SES Incident Controller will provide early notice to the hospital should the hospital need to be evacuated. CPB shall adhere to any Hospital-raised evacuation warning, following instructions of the Hospital's Incident Manager.	SES RPA Hospital All
F5	Education via staff awareness training for employees and contractors, briefings and signage for visitors.	Project Safety Representative Site Manager
F6	Designation of staff roles during event as below: Emergency Response Team Leader — Danny Ayoub — 0477 716 535 Construction Manager — Mark Mittiga — 0417 265 489 Project HSE Manager — John Takos — 0418 286 373	Emergency Response Team, Project Manager
F7	The Emergency Assembly Points are to be located on high enough ground such as to minimise risk during a PMF event. The northern entry and the entry to Gloucester House are two such options. Evacuation maps are located onsite, in accordance with Appendix A, of the Emergency Response Plan. The Emergency Assembly Points are located above the predicted flood level RL 24.10.	Project Safety Representative
F8	In the event of a flood, the flood emergency response during construction is stated as a Code Yellow, and will be handled exclusively by the emergency response team. The emergency response team has been established within Appendix B of the Emergency Response Plan.	Emergency Response Team, Project Manager All
F9	A Flood Emergency Response Plan is to be incorporated into an overall Emergency Management Plan for the hospital. It would include procedures such as: – Education via staff awareness training, briefings and signage for visitors – Designation of staff roles during an event, including a chief warden, safety manager / first aid officer and flood / building wardens – Evacuation drills to be completed at a minimum every 12 months. – A flood emergency kit to be available prior to a flood event taking place and regularly checked to ensure that supplies within the kit are sufficient and in working condition. The Kit would include two-way radios, torches, batteries, waterproof bags, a first aid kit and other items	Emergency Response Team, Project Safety Representative

10.4 Flood Response Actions

When a Flood Watch is issued:

1. Ensure the emergency kit is ready to use.
2. Listen to the local radio station for updates on forecasted flood heights and timings.
3. Call SES for an update and possible evacuation advice.
4. Notify all staff, workers, and visitors of the flood watch and assist availability of staff to assist with emergency actions if required.
5. Non-essential staff and visitors recommended to return home (if safe to do so).
6. Ensure staff are familiar with the safe flood evacuation route.

When a Flood Warning is issued:

1. Undertake the actions nominated under the ‘flood watch’
2. Liaise flood response procedures with SES ON 132500. For life-threatening emergencies phone 000 immediately.
3. Coordinate the cancellation of all non-essential operations/procedures.
4. Direct all staff, workers and visitors to the Assembly Point
5. Evacuate staff, workers, and visitors (if safe to do so).

NOTE: avoid driving or walking through floodwaters.

10.5 Monitoring

Monitoring of the Flood Emergency Response will be undertaken to ensure that it complies with legal and contractual requirements and is sufficient to address the flood risk at the project site.

This is to be conducted as part of the regular emergency drills conducted by the project and will be at a minimum of every 12 months including just following site establishment.

Monitoring and analysis of data will be carried out by a competent person.

11. Traffic and Pedestrian Management Sub-Plan

Refer to the Construction Traffic and Pedestrian Management Sub-Plan (CTPMSP) (Appendix H) developed by PTC Consultants (PTC) which addresses traffic and pedestrian management on the Project and the management of impacts to the environment and/or community.

11.1 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 11-1: Traffic and Pedestrian Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (c) Construction Traffic and Pedestrian Management Sub-Plan (see condition B28);	This plan
B28	The Construction Traffic and Pedestrian Management Sub-Plan (CTPMSP) must be prepared to achieve the objective of ensuring safety and efficiency of the road network and address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced person(s); (b) be prepared in consultation with Council and TfNSW; (c) detail: (i) measures to ensure road safety and network efficiency during construction in consideration of potential impacts on general traffic, cyclists and pedestrians and bus services; (ii) measures to ensure the safety of vehicles and pedestrians accessing adjoining properties where shared vehicle and pedestrian access occurs; (iii) heavy vehicle routes, access and parking arrangements; (iv) the swept path of the longest construction vehicle entering and exiting the site in association with the new work, as well as manoeuvrability through the site, in accordance with the latest version of AS 2890.2; and (v) arrangements to ensure that construction vehicles enter and leave the site in a forward direction unless in specific exceptional circumstances under the supervision of accredited traffic controller(s).	Appendix H
B34	A Driver Code of Conduct must be prepared and communicated by the Applicant to heavy vehicle drivers and must address the following: (a) minimise the impacts of earthworks and construction on the local and regional road network; (b) minimise conflicts with other road users; (c) minimise road traffic noise; and (d) ensure truck drivers use specified routes.	Appendix H
B35	Prior to the commencement of any construction, the Applicant must provide sufficient parking facilities on-site or within any approved works zones for construction vehicles and machinery, including for heavy vehicles, to ensure that construction traffic associated with the development does not utilise public and residential streets or public parking facilities.	Appendix H
B36	Prior to the commencement of any construction, the Applicant must submit a Construction Worker Transportation Strategy to the Certifier. The Strategy must detail the provision of sufficient parking facilities or other travel arrangements for construction workers in order to minimise demand for	Appendix H

Relevant Condition	Limit/Requirement	Where it's met
	parking in nearby public and residential streets or public parking facilities. A copy of the strategy must be published on the Applicant's website in accordance with condition A22. This condition cannot be staged.	
C11	All construction vehicles (excluding site personnel vehicles) are to be contained wholly within the site, except if located in an approved on-street work zone, and vehicles must enter the site or an approved on-street work zone before stopping.	12.2
C13	The public way (outside of any approved construction works zone) must not be obstructed by any materials, vehicles, refuse, skips or the like, under any circumstances.	12.2
C15	The Applicant must ensure construction vehicles (including concrete agitator trucks) do not arrive at the site or surrounding residential precincts outside of the construction hours of work outlined under condition C4, C5, and C6.	Appendix H

11.2 Controls Used to Traffic and Pedestrians

Controls to manage hazardous substances are implemented before any relevant works commence.

Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Table 11-2: Traffic and Pedestrian controls

Ref	Control	Accountability
TP1	Construction workers are not to park within the hospital site.	All
TP2	All staff and subcontractors engaged on site will be required to undergo a site induction. The induction will cover the Driver Code of Conduct, permitted ingress/egress routes to and from the construction site for all vehicles, as well as standard environmental, WH&S, driver protocols and emergency procedures	All
TP3	Construction traffic activity shall only occur within the permitted hours of work to minimise road traffic noise	Site Supervisors
TP4	Construction vehicle activity, including the loading/unloading of trucks and all materials handling to be provided within the construction site boundaries or within proposed works zones at all times	Site Supervisors
TP5	The movement of trucks to/from the construction site is to be managed and controlled by accredited traffic control personnel with no through traffic to be affected during construction.	Site Supervisors
TP6	All heavy vehicle drivers are required to follow the ingress and egress routes in a "forward in, forward out" manner, whilst adhering to all road rules and regulations	Site Supervisors
TP7	Any traffic controllers engaged on-site shall be accredited by RMS, and act in accordance with RMS Conditions, including: ▪ No stopping of traffic on public roads; and ▪ No stopping of pedestrians in anticipation of truck movements. Pedestrians may only be held for short periods, for their safety, whilst a truck is entering or leaving the site.	Site Supervisors
TP8	No marshalling or queuing of trucks shall be permitted on public roads	Site Supervisors
TP9	Any interfaces between pedestrian movements and construction activity will be mitigated by the use of appropriate hoarding and fencing to contain all activities to occur wholly within the site.	Site Supervisors
TP10	The site will be secured by perimeter fencing (complying with SafeWork NSW codes of practice) and hoardings with designated vehicle and pedestrian entry gates	Site Supervisors
TP11	Vehicle entry points will be manned while in operation to ensure protection of the public when vehicles are entering or leaving the site. All gates will be appropriately secured after hours.	Site Supervisors
TP12	All other relevant controls as specified in the *Construction Traffic and Pedestrian Management Sub Plan* (Appendix H) will also be adhered to.	Site Supervisors

11.3 Consultation

The following table outlines key stakeholders consulted in the development of this plan.

Table 11-3: Traffic and Pedestrian Consultation

Stakeholder	Personnel	Date	Summary
City of Sydney Council	Jane Jansen (PTC) Zach Foster (CPB) City of Sydney (Email)	04/10/2023	Email submission of CTMP To **cru@cityofsydney.nsw.gov.au**
TfNSW	Jane Jansen (PTC) Zach Foster (CPB) TfNSW CTMP Development (Email)	04/10/2023	Email submission of CTMP To TfNSW Development Address: **development.ctmp.cjp@transport.nsw.gov.au**

12. Aviation Management Sub-Plan

Refer to the Royal Prince Alfred Hospital Aviation Report for State Significant Development (SSD) (Appendix U of Submissions and Amendment Report) which addresses aviation management on the Project and the management of impacts to the environment and/or community.

12.1 Project Compliance Requirements

The following requirements are sourced from:

- Environmental Impact Statement Royal Prince Alfred Hospital Redevelopment 13 January 2023
- Amendment and Submissions Report Royal Prince Alfred Hospital Redevelopment 28 June 2023
- Contract: HI22300EW
- SSD- 47662959 Minister's Conditions of Approval Development Consent 26th September 2023

Table 12-1: Aviation Project Compliance Requirements

Relevant Condition	Limit/Requirement	Where it's met
B22	Prior to the commencement of construction, helipad / helicopter operations at the site are to be reviewed by a suitably qualified and experienced aviation professional in consultation with relevant stakeholders. A report summarising the outcome of the review must be submitted to the Certifier and provided to stakeholders. The review must consider: (a) the proposed construction methodology including plant and equipment to be used (including lighting and cranes) and recommend changes to the construction methodology and / or flight paths where required to ensure safe ongoing helicopter operations at the site; and (b) any additional fire safety requirements as approved by NSW Fire & Rescue, to be designed by a suitably qualified and experienced accredited practitioner (fire safety).	Table 12-2, Royal Prince Alfred Hospital Aviation Report SSD
B23	Prior to the construction of each helipad, a report prepared by a suitably qualified and experienced aviation professional must be submitted to the Certifier which states that the design of the helipad incorporates the relevant details outlined in the Civil Aviation Safety Authority publication Advisory Circular AC 139R-01 v1.0 Guidelines for heliports - design and operation and other relevant National and International guidelines. Any additional fire safety compliance requirements as approved by NSW Fire & Rescue are to be designed by a suitably qualified and experienced accredited practitioner (fire safety).	Table 12-2, Royal Prince Alfred Hospital Aviation Report SSD
B24	Prior to the construction of the temporary helipad, it must be considered safe and fit for purpose by the operator in accordance with the Civil Aviation Safety Regulation, Reg 91.410.	Table 12-2, Royal Prince Alfred Hospital Aviation Report SSD
B25	Prior to construction of the permanent helipad, future ongoing helicopter operations to the site are to be reviewed by a suitably qualified and experienced aviation professional. Proposed flight paths to the helipad must be identified in consultation with relevant stakeholders in accordance with Civil Aviation Safety Authority publication Advisory Circular AC 139R-01 v1.0 Guidelines for heliports - design and operation and other relevant National and International guidelines. A report summarising the outcome of the review and a Three-dimensional Visual Flight Rules Approach and Departure Path and Survey must be submitted to the Certifier and Council, and made available on the Applicant's website.	Table 12-2, Royal Prince Alfred Hospital Aviation Report SSD
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (a) Details of: (viii) existing helipad / helicopter operations during construction, as required by condition B22;	This Plan

Relevant Condition	Limit/Requirement	Where it's met
D11	Prior to the commencement of operation of the temporary helipad at the roof of the Staff and Visitor Carpark, the Applicant must prepare and provide to the Certifier a detailed Temporary Helipad Management Plan. The plan must incorporate: (a) measures to prioritise helicopter arrivals and departures during daytime hours where feasible, unless relating to an emergency that occurs during night-time hours; (b) detailed procedures to clear hazardous areas of people when a helicopter is planned to arrive or depart; (c) an operational brief for the Helicopter Emergency Medical Service (HEMS) operators, providing all available detail on approach and departure angles and preferred directions; (d) the recommended noise monitoring and management measures outlined in Section 6.3 of '*Social Impact Assessment V4 – RTS'* prepared by Urbis and dated 8 June 2023; and (e) the recommended dust management measures outlined *in 'RPA – Helicopter rotorwash and particulate matter transport*', prepared by Arup and dated 15 May 2023.	Table 12-2

12.2 Controls Used to Manage Aviation

Controls to manage hazardous substances are implemented before any relevant works commence.

Elimination of the hazard is the first preference of control, followed by engineering, then administrative controls. Typical controls used on this project include:

Table 12-2: Hazardous substances controls

Ref	Control	Accountability
AV1	Concrete tower booms will be positioned below, and within the arcs of, the tower cranes.	Project Engineer
AV2	Mobile cranes will operate clear of existing approach and departure paths during construction and post-construction phase	Subcontractor Supervisor
AV3	The flight paths and construction activity (cranes and construction site) have been considered and will be detailed in the required 'crane/helicopter operations procedure' to manage concurrent construction activities and helicopter operations	Project Engineer
AV4	Notify Airspace authorities details to ensure the construction activity does not impact prescribed airspace or any formal aircraft instrument flight path: • The dates of crane erection and disassembly, • The location (in MGA94 reference) of the crane base, • The type of crane • The RL of the base, • The RL of the top of the crane, • The RL of the highest point ASB development	Project Engineer
AV5	In addition to the crane/helicopter operations procedure, crane illumination is essential and will be over and above the requirements of the Civil Aviation Safety Authority (CASA) Manual of Standards (MOS Part 139).	Project Engineer
AV6	The development of the crane/helicopter operations procedure will ensure all stakeholders are aware of the necessary steps that are required to be undertaken to ensure the mitigation of the effects of rotorwash and reduce the impact of construction activities on helicopter operations.	Project Engineer
AV7	Prior to the commencement of construction, helipad / helicopter operations at the site will be reviewed by a suitably qualified and experienced aviation professional in consultation with relevant stakeholders. A report summarising the outcome of the review will be submitted to the Certifier and provided to stakeholders. The review will consider: (c) the proposed construction methodology including plant and equipment to be used (including lighting and cranes) and recommend changes to the construction methodology and / or flight paths where required to ensure safe ongoing helicopter operations at the site; and (d) any additional fire safety requirements as approved by NSW Fire & Rescue, to be designed by a suitably qualified and experienced accredited practitioner (fire safety).	Project Engineer

Ref	Control	Accountability
AV8	Prior to the construction of each helipad, a report prepared by a suitably qualified and experienced aviation professional will be submitted to the Certifier which states that the design of the helipad incorporates the relevant details outlined in the Civil Aviation Safety Authority publication Advisory Circular AC 139R-01 v1.0 Guidelines for heliports - design and operation and other relevant National and International guidelines. Any additional fire safety compliance requirements as approved by NSW Fire & Rescue are to be designed by a suitably qualified and experienced accredited practitioner (fire safety).	Project Engineer
AV9	Prior to the construction of the temporary helipad, it will be considered safe and fit for purpose by the operator in accordance with the Civil Aviation Safety Regulation, Reg 91.410.	Project Engineer
AV10	Prior to construction of the permanent helipad, future ongoing helicopter operations to the site will be reviewed by a suitably qualified and experienced aviation professional. Proposed flight paths to the helipad will be identified in consultation with relevant stakeholders in accordance with Civil Aviation Safety Authority publication Advisory Circular AC 139R-01 v1.0 Guidelines for heliports - design and operation and other relevant National and International guidelines. A report summarising the outcome of the review and a Three-dimensional Visual Flight Rules Approach and Departure Path and Survey will be submitted to the Certifier and Council, and made available on the Applicant's website.	Project Engineer
AV11	Prior to the commencement of operation of the temporary helipad at the roof of the Staff and Visitor Carpark, a Temporary Helipad Management Plan will be prepared and provided to the Certifier. The plan will incorporate: (a) measures to prioritise helicopter arrivals and departures during daytime hours where feasible, unless relating to an emergency that occurs during night-time hours; (b) detailed procedures to clear hazardous areas of people when a helicopter is planned to arrive or depart; (c) an operational brief for the Helicopter Emergency Medical Service (HEMS) operators, providing all available detail on approach and departure angles and preferred directions; (d) the recommended noise monitoring and management measures outlined in Section 6.3 of '*Social Impact Assessment V4 – RTS'* prepared by Urbis and dated 8 June 2023; and (e) the recommended dust management measures outlined *in 'RPA – Helicopter rotorwash and particulate matter transport*', prepared by Arup and dated 15 May 2023.	Project Engineer

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Environment Policy

Purpose

This Policy sets out our environmental management commitments for managing environmental risks, exceeding our environmental compliance obligations, and avoiding environmental impacts.

Application

This Policy applies to all employees, and third parties controlled by the business, including alliances, joint ventures and consortia where the business exerts management control. It applies to all sections of the organisation.

To achieve our environmental management objectives, we will:

- Demonstrate a visible commitment to our One HSE Cultural Framework and take all reasonably practicable measures to prevent pollution and protect the environment.
- Ensure adequate environmental management resources are assigned, and continually improve the CPB Management System and our environmental performance.
- Set environmental objectives, targets and key performance indicators that are monitored at least annually.
- Identify, document, control, and monitor our Significant Environmental Aspects.
- Procure goods and services to maximise sustainable opportunities and innovate to reduce greenhouse gas emissions and implement climate change mitigation
- Evaluate our environmental performance through regular inspections and audits.
- Measure, record and optimise energy & water re-use efficiencies, together with maximising circular economy opportunities.
- Report and investigate environmental incidents with the aim of preventing a recurrence.
- Implement contingency planning and emergency response strategies to avoid environmental damage.
- Communicate and educate our teams to enable a good understanding of their environmental legal obligations.

Policy Information

Owner:	Group Manager, Environment, CPB Contractors
Approved By:	General Manager – SHEQS & Rail Safety, CPB Contractors
Effective date	31 August 2022

Certificate AU14/4487

The management system of

CPB Contractors Pty Limited

Level 18, 177 Pacific Highway North Sydney, NSW 2060, Australia

has been assessed and certified as meeting the requirements of

ISO 14001:2015

For the following activities

The provision of project management and related services including design, procurement, construction, traffic management at roadworks, completion, commissioning and maintenance of civil Infrastructure (including site preparation, road and bridge construction, non-building construction, plant hire and leasing), building, rail, water, utilities, tunnelling, energy, marine, mine infrastructure, structural, mechanical, piping and electrical engineering and related industries delivered under varying forms of contract including joint ventures and alliances. The scope of registration also includes the maintenance and repair of fixed and mobile plant and the manufacture of precast concrete units for major infrastructure works.

This certificate is valid from 26 December 2022 until 30 November 2025 and remains valid subject to satisfactory surveillance audits.

Issue 13. Certified since 06 December 1995
Certified activities performed by additional sites are listed on subsequent pages.

Last certificate expiry date 30 November 2022
Recertification audit date 21 October 2022

Authorised by
Sham McAulley
Authorised Officer

SGS Australia Pty. Ltd.
10/585 Blackburn Road Notting Hill VIC 3168
t (61-3) 9574 3200 - www.au.sgs.com

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Certificate AU14/4487, continued

CPB Contractors Pty Limited

ISO 14001:2015

Issue 13
Sites
Business Unit Operation CPB Contractors Pty Limited Level 18, 177 Pacific Highway North Sydney, NSW 2060, Australia
CPB Contractors Pty Limited Level 2, 177 Pacific Highway, North Sydney, NSW 2060, Australia
CPB Contractors Pty Limited Level 6, 567 Collins Street, Melbourne, VIC 3000, Australia
CPB Contractors Pty Limited Level 6, HQ South Tower, 520 Wickham Street, Fortitude Valley, QLD 4006, Australia
CPB Contractors Pty Limited 202 Pier Street, Perth, WA 6000, Australia
CPB Contractors Pty Limited Level 1, 167 Denham Street, Townsville, QLD 4810, Australia
CPB Contractors Pty Limited 136 Frome Street, Adelaide, SA 5000, Australia
CPB Contractors Pty Limited Level 2, 19 Hargreaves Street, Auckland, 1011, New Zealand
CPB Contractors Pty Limited 14-64 Industrial Avenue, Bohle, QLD 4818, Australia
Plant Facilities CPB Contractors Pty Limited 8a Hereford Street, Berkeley Vale, NSW 2261, Australia
CPB Contractors Pty Limited 67 Bernoulli Street, Darra, QLD 4076, Australia
CPB Contractors Pty Limited 158 Cherry Lane, Laverton North, VIC 3026, Australia

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Certificate AU14/4487, continued

CPB Contractors Pty Limited

ISO 14001:2015

CPB Contractors Pty Limited 19-21 Casino Street, Welshpool, WA 6106, Australia
Pre-cast facility CPB Contractors Pty Limited Corner Engineering & Industrial Drive, North Boambee, NSW 2450, Australia

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Appendix B: Environmental Roles and Responsibilities

Listed project-specific roles, after responsibilities in Part B have been assigned

	Project Manager	Project	Engineering	Engineers	Construction	Supervisors	Line Manager	HR Manager	Commercial	Comm & S' hold	H&S Manager	Other positions
Element 1: Leadership, Accountability and Culture												
1.1. Environmental accountabilities, roles and responsibilities for managers, staff, employees and subcontractors are clearly defined, documented and communicated		C					C	R				
1.2. Environmental leadership and commitment are demonstrated through measurable participation in environmental management	R	C				C	C					
1.3. Environmental expectations are clearly defined with appropriate reward and disciplinary processes in place.	R	C					C					
Element 2: Planning												
2.1. Adequate resources are provided to effectively implement the EMP	R	C						C	C			
2.2. Business systems are defined and established		R										
2.3. Environmental Sub-plans are prepared and maintained		R										
Element 3: Legal and Other Requirements												
3.1. Relevant legal, contractual and other requirements are identified and maintained in a legal and other obligations register	C	R										
3.2. All necessary environmental approvals are obtained prior to commencing relevant works and surrendered on completion	C	R		C								
3.3. Work is planned and executed to ensure compliance		C	C	C	R	C						
3.4. Inspections, observations and monitoring are performed		C		C		R						
3.5. All non-compliances are recorded and corrective/preventative actions implemented.		R										
3.6. All energy and greenhouse data are collected and entered into JDE	C	R							C			
3.7. Personnel on the site have access to current versions of relevant legislation, standards and codes of practice		C										R
Element 4: Risk and Opportunity Management												
4.1. Systematic processes are implemented for identifying environmental risks and opportunities at all stages of the Project	R	C	C	C		C						
4.2. Identified risks and opportunities are evaluated according to agreed criteria and recorded	R	C		C								C
4.3. Environmental controls appropriate to the level of risk are identified, documented and implemented	C	C		C								R
4.4. Feasible opportunities are implemented	R											C
4.5. Identified environmental risks and controls are communicated to all relevant personnel	R	C		C		C		C			C	
4.6. Environmental risks and controls are regularly reviewed.	R	C		C								
Element 5: Change Management												
5.1. Changes to planned operations that have potential environmental consequences are identified	R	C	C	C		C						
5.2. Risks associated with identified changes are assessed and controlled before changes are implemented	R	C				C						C
5.3. All changes with environmental consequences are authorised before they are implemented	R		C		C	C						
5.4. Controls associated with change are communicated to all affected personnel						C						R
Element 6: Communication and Consultation												
6.1. External Environmental stakeholders are identified		C								R		
6.2. Relationships with external stakeholders are effectively managed		R								C		
6.3. Internal consultative forums are established with regular meetings scheduled, conducted, documented and communicated	R	C								C	C	
6.4. Environmental complaints and enquiries are recorded and responded to appropriately	C	C								R		
6.5. The effectiveness of internal and external stakeholder engagement is evaluated and improved.	R	C								C	C	
Element 7: Training and Competency												
7.1. All personnel have completed an induction containing relevant environmental information before they are authorised to work on the Project		R						C			C	
7.2. A training matrix is developed and documented		R						C				

	Project Manager	Project	Engineering	Engineers	Construction	Supervisors	Line Manager	HR Manager	Commercial	Comm & S' hold	H&S Manager	Other positions
7.3. Personnel are trained and assessed according to the training plan	R	C						C				
7.4. Training records are maintained and accessible to relevant personnel.		C						R				
Element 8: Subcontractor Relationships												
8.1. Selection processes ensure that subcontractors meet CPB Contractors' minimum environmental requirements		C		C					R			
8.2. Planning requirements of all subcontractor work scopes are completed and communicated prior to commencing work		C		R					C			
8.3. Compliance requirements for high risk environmental activities are identified and enforced		C		R					C			
8.4. Subcontractor documentation is submitted and reviewed to meet Project requirements		R		C					C			
8.5. Changes to the scope of work are managed as a Project change				C					R			
8.6. Subcontractors actively participate in environmental management and training on the Project		C		C					R			C
8.7. Subcontractors are reviewed to assess their performance and compliance with our minimum environmental requirements.		R		C		C						
Element 9: Incident Management												
9.1. All incidents are followed by appropriate response and notification	R	C		C		C				C		
9.2. All incidents are entered and managed in Synergy	C	R										
9.3. Incident investigations are conducted appropriate to the type of incident	R	C		C		C						
9.4. All personnel conducting incident investigations are trained to competently perform the task	R											
9.5. Corrective and preventive actions are taken after incidents and lessons are shared with other projects	R	C										
9.6. Repeat incidents are regularly reviewed by the project management team	C	R										
Element 10: Emergency Planning and Response												
10.1. Potential emergencies are identified using a formal risk assessment process	R	C										
10.2. Emergency response plans and procedures are developed and regularly reviewed	R	C									C	
10.3. Adequate resources are provided to effectively implement emergency response plans and procedures	R	C									C	
10.4. Environmental emergency response drills are conducted	R	C									C	
10.5. Employees, contractors and visitors are given appropriate emergency response training.		C						R			C	
Element 11: Document and Record Management												
11.1. Current versions of all relevant documents and records are available and controlled.	C	R										
11.2. Relevant documents and records will be maintained using corporate business applications and systems	R											
Element 12: Auditing, Review and Improvement												
12.1. Environmental performance trends are identified, and corrective actions are implemented as required	R	C										
12.2. A monthly environmental report is produced and distributed	C	R										
12.3. Regular management reviews are conducted to determine the continuing suitability, adequacy and effectiveness of the Environmental Management	R	C										C
12.4. Audits are undertaken to ensure compliance with the requirements of the EMP	R	C										C
12.5. All audits are undertaken in accordance with the conditions of consent and by suitably qualified and experienced personnel												R

R = Responsible, **C** = Key Contributor

Appendix C: Environmental Obligations Register

To be further developed prior to commencement of Main Works

Appendix D: MIRRA Schedule

(Monitoring, Inspections, Reporting, Review, Audit) Schedule

Example MIRRA Schedule provided below.

Name	Detail	Frequency	By Whom	Resources
MONITORING				
Water Quality	Water quality parameters including pH, EC, temp, Turbidity	Weekly	Project Environmental Representative	Environmental Monitoring form
INSPECTIONS				
Site Inspection	Environmental zone inspections	Weekly	Project Environmental Representative	Weekly Environmental Inspection Checklist
REPORTING				
Environmental Report	Detail on Environmental achievements, monitoring results, incidents, audit outcomes	Monthly	Project Environmental Representative	As part of Monthly Project Report
REVIEW				
EMP Review	Review of Sub-plans and Appendices	Quarterly	Project Environmental Representative	EMP
Risk Register Review	Review risks in relation to changes to work activity onsite	Monthly	Project Environmental Representative	Risk Register
Site Env Plan	Review site environmental controls in relation to work activity onsite to ensure reflective of site conditions	Fortnightly	Project Environmental Representative	TBC
AUDIT				
CPB Contractors Internal SHEQ Audit	Review of EMP compliance to CPB Contractors EMS/ ISO14001		SHEQ Team	TBC

Appendix E: Indicative Site Environment Plans

Appendix F: State Significant Development Conditions of Approval - 47662959

Condition of Consent	Compliance Requirement
PART A ADMINISTRATIVE CONDITIONS	
Obligation to Minimise Harm to the environment	
A1	In addition to meeting the specific performance measures and criteria in this consent, all reasonable and feasible measures must be implemented to prevent, and, if prevention is not reasonable and feasible, minimise any material harm to the environment that may result from the construction and operation of the development.
A2	The development may only be carried out: a) in compliance with the conditions of this consent; b) in accordance with all written directions of the Planning Secretary; c) generally, in accordance with the EIS and Response to Submissions; d) in accordance with the approved plans in the table below:

Condition of Consent	Compliance Requirement

Architectural drawings prepared by *Jacobs, Bates Smart and Neeson Mercutt + Neille*			
Dwg No.	**Rev**	**Name of Plan**	**Date**
RPA-ARC-BSA-DRG-MW-DA0103	J	SITE PLAN – DEMOLITION	06/06/23
RPA-ARC-BSA-DRG-MW-DA0104	N	SITE PLAN – PROPOSED	16/06/23
RPA-ARC-BSA-DRG-MW-DA0301	N	GENERAL ARRANGEMENT – LEVEL 1	09/06/23
RPA-ARC-BSA-DRG-MW-DA0302	N	GENERAL ARRANGEMENT – LEVEL 2	09/06/23
RPA-ARC-BSA-DRG-MW-DA0303	N	GENERAL ARRANGEMENT – LEVEL 3	09/06/23
RPA-ARC-BSA-DRG-MW-DA0304	N	GENERAL ARRANGEMENT – LEVEL 4	09/06/23
RPA-ARC-BSA-DRG-MW-DA0305	N	GENERAL ARRANGEMENT – LEVEL 5	09/06/23
RPA-ARC-BSA-DRG-MW-DA0306	N	GENERAL ARRANGEMENT – LEVEL 6	09/06/23
RPA-ARC-BSA-DRG-MW-DA0307	N	GENERAL ARRANGEMENT – LEVEL 7	09/06/23
RPA-ARC-BSA-DRG-MW-DA0308	N	GENERAL ARRANGEMENT – LEVEL 8	09/06/23
RPA-ARC-BSA-DRG-MW-DA0309	N	GENERAL ARRANGEMENT – LEVEL 9	09/06/23
RPA-ARC-BSA-DRG-MW-DA0310	N	GENERAL ARRANGEMENT – LEVEL 10	09/06/23
RPA-ARC-BSA-DRG-MW-DA0311	N	GENERAL ARRANGEMENT – LEVEL 11	09/06/23
RPA-ARC-BSA-DRG-MW-DA0312	N	GENERAL ARRANGEMENT – LEVEL 12	09/06/23
RPA-ARC-BSA-DRG-MW-DA0313	N	GENERAL ARRANGEMENT – LEVEL 13	09/06/23
RPA-ARC-BSA-DRG-MW-DA0314	N	GENERAL ARRANGEMENT – LEVEL 14	09/06/23

RPA-ARC-BSA-DRG-MW-DA0315	N	GENERAL ARRANGEMENT – LEVEL 15	09/06/23
RPA-ARC-BSA-DRG-MW-DA0316	N	GENERAL ARRANGEMENT – LEVEL 16	09/06/23
RPA-ARC-BSA-DRG-MW-DA0317	M	GENERAL ARRANGEMENT – LEVEL 17	09/06/23
RPA-ARC-BSA-DRG-MW-DA0501	C	EXTERNAL WORKS – EMERGENCY DEPARTMENT ARRIVAL	06/06/23
RPA-ARC-BSA-DRG-MW-DA0502	C	EXTERNAL WORKS – EMERGENCY DEPARTMENT ARRIVAL	06/06/23
RPA-ARC-BSA-DRG-MW-DA0901	J	ELEVATIONS – NORTH & SOUTH	06/06.23
RPA-ARC-BSA-DRG-MW-DA0902	J	ELEVATIONS – EAST & WEST	06/06.23
RPA-ARC-BSA-DRG-MW-DA0904	D	ELEVATIONS – LAMBIE DEW DRIVE	06/06.23
RPA-ARC-BSA-DRG-MW-DA0905	D	ELEVATIONS – CENTRAL COURTYARD	06/06.23
RPA-ARC-BSA-DRG-MW-DA1001	J	SECTIONS – AA & BB	06/06.23
RPA-ARC-BSA-DRG-MW-DA1002	J	SECTION – CC & DD	06/06.23
RPA-ARC-BSA-DRG-MW-DA1101	I	FAÇADE TYPE 01 – 1 BED OUTBOARD ENSUITE	06/06.23
RPA-ARC-BSA-DRG-MW-DA1102	I	FAÇADE TYPE 02 – INTENSIVE CARE UNIT (ICU)	06/06.23
RPA-ARC-BSA-DRG-MW-DA1103	I	FAÇADE TYPE 03 – 1 BED ISOLATION	06/06.23
RPA-ARC-BSA-DRG-MW-DA1104	I	FAÇADE TYPE 04 – 2 BED INBOARD ENSUITE	06/06.23
RPA-ARC-BSA-DRG-MW-DA1105	I	FAÇADE TYPE 05 – 2 BED TOE TO TOE	06/06.23
RPA-ARC-BSA-DRG-MW-DA1106	I	FAÇADE TYPE 06 – NEONATES	06/06.23
RPA-ARC-BSA-DRG-MW-DA1107	I	FAÇADE TYPE 07 – PLANT LEVELS	06/06.23
RPA-ARC-BSA-DRG-MW-DA1108	I	FAÇADE TYPE 08 – OPERATING THEATRE (EAST EXTENSION)	06/06.23
RPA-ARC-BSA-DRG-MW-DA1109	I	FAÇADE TYPE 09 – LINK BRIDGE	06/06.23
RPA-ARC-BSA-DRG-MW-DA1110	I	FAÇADE TYPE 10 – NORTH ARRIVAL ENTRY	06/06.23
RPA-ARC-BSA-DRG-MW-DA1111	I	FAÇADE TYPE 11 – WINTER GARDEN	06/06.23
RPA-ARC-BSA-DRG-MW-DA1112	I	FAÇADE TYPE 12 – RAIN SCREEN – BUILDING 89	06/06.23
RPA-ARC-BSA-DRG-MW-DA1113	D	FAÇADE TYPE 13 – RADIOLOGY	06/06.23
RPA-ARC-BSA-DRG-MW-DA2101	I	SOLAR ANALYSIS – SUMMER SOLSTICE	06/06.23

RPA-ARC-BSA-DRG-MW-DA2102	I	SOLAR ANALYSIS – WINTER SOLSTICE	06/06.23
RPA-ARC-BSA-DRG-MW-DA2103	I	SOLAR ANALYSIS – EQUINOX	06/06.23
RPA-ARC-BSA-DRG-MW-DA2201	I	AREA CALCULATIONS	06/06.23
RPA-ARC-JAC-DRG-MW-150300	A	GENERAL ARRANGEMENT PLANS – LEVEL 3 (GROUND LEVEL) – EOT & BIKE PARKING FACILITY	21/06/23
RPA-ARC-BSA-DRG-MW-DA3001	B	SIGNAGE ZONES PLAN	15/07/23
RPA-ARC-BSA-DRG-MW-DA3002	A	SIGNAGE ZONES NORTH ELEVATION	15/07/23
RPA-ARC-BSA-DRG-MW-DA3003	A	SIGNAGE ZONES MISSENDEN RD ELEVATION	15/07/23
RPA-ARC-JAC-DRG-EW6-400101	G	ELEVATIONS & SECTION – PACKAGE 6	21/07/23
Landscaping plans prepared by *Turf Design Studio*			
Dwg No.	**Rev**	**Name of Plan**	**Date**
RPA-LAN-TDS-DRW-MW-150000	O	TREE MANAGEMENT PLAN	22/06/2023
RPA-LAN-TDS-DRW-MW-200000	O	Site Landscape Plan	22/06/2023
RPA-LAN-TDS-DRW-MW-200002	L	Soil Depth Plan	15/08/2023
RPA-LAN-TDS-DRW-MW-200101	N	General Arrangement Plan – Northern Arrival	22/06/2023
RPA-LAN-TDS-DRW-MW-200201	N	General Arrangement Plan – Northern Terrace	23/06/2023
RPA-LAN-TDS-DRW-MW-200301	N	General Arrangement Plan – L3 Sunken Gardens	22/06/2023
RPA-LAN-TDS-DRW-MW-200401	N	General Arrangement Plan – L4 Central Courtyard	22/06/2023
RPA-LAN-TDS-DRW-MW-200501	N	General Arrangement Plan – Eastern Gardens 1 of 2	22/06/2023
RPA-LAN-TDS-DRW-MW-200502	N	General Arrangement Plan – Eastern Gardens 2 of 2	22/06/2023
RPA-LAN-TDS-DRW-MW-200601	S	General Arrangement Plan – Eastern Green Roofs	15/08/2023
RPA-LAN-TDS-DRW-MW-200701	N	General Arrangement Plan – Missenden Arrival	22/06/2023
RPA-LAN-TDS-DRW-MW-520001	N	Overall Tree Planting Plan	22/06/2023
RPA-LAN-TDS-DRW-MW-520101	N	Planting Plan – Northern Arrival	22/06/2023
RPA-LAN-TDS-DRW-MW-520201	N	Planting Plan – Northern Terrace	22/06/2023
RPA-LAN-TDS-DRW-MW-520301	N	Planting Plan – L3 Sunken Garden	22/06/2023

Condition of Consent	Compliance Requirement
	<table><tr><td>RPA-LAN-TDS-DRW-MW-520401</td><td>N</td><td>Planting Plan – L4 Central Courtyard</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-520501</td><td>N</td><td>Planting Plan – Eastern Gardens</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-520601</td><td>M</td><td>Planting Plan – Eastern Wing Green Roofs</td><td>15/08/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-520701</td><td>N</td><td>Planting Plan – Missenden Arrival</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-520801</td><td>N</td><td>Planting Plan – USYD</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-540002</td><td>N</td><td>Proposed Tree Canopy Cover Plan</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700101</td><td>N</td><td>Section – Northern Arrival</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700201</td><td>I</td><td>Section – Northern Terrace</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700301</td><td>I</td><td>Section – L3 Sunken Gardens</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700401</td><td>I</td><td>Section – L4 Central Courtyard</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-700501</td><td>N</td><td>Section – Eastern Garden</td><td>22/06/2023</td></tr><tr><td>RPA-LAN-TDS-DRW-MW-900300</td><td>I</td><td>Details – Furniture</td><td>22/06/2023</td></tr></table>
A3	Consistent with the requirements in this consent, the Planning Secretary may make written directions to the Applicant in relation to: (a) the content of any strategy, study, system, plan, program, review, audit, notification, report or correspondence submitted under or otherwise made in relation to this consent, including those that are required to be, and have been, approved by the Planning Secretary; and (b) any reports, reviews or audits commissioned by the Planning Secretary regarding compliance with this approval; and (c) the implementation of any actions or measures contained in any such document referred to in (a) above.
A4	The conditions of this consent and directions of the Planning Secretary prevail to the extent of any inconsistency, ambiguity or conflict between them and a document listed in condition A2(c). In the event of an inconsistency, ambiguity or conflict between any of the documents listed in condition A2(c), the most recent document prevails to the extent of the inconsistency, ambiguity or conflict.
Limits of Consent	
A5	This consent lapses five years after the date of consent unless work is physically commenced.
Prescribed Conditions	
A6	The Applicant must comply with all relevant prescribed conditions of development consent under Part 4, Division 2 of the EP&A Regulation.
Planning Secretary as Moderator	

Condition of Consent	Compliance Requirement
A7	In the event of a dispute between the Applicant and a public authority, in relation to an applicable requirement in this approval or relevant matter relating to the Development, either party may refer the matter to the Planning Secretary for resolution. The Planning Secretary's resolution of the matter must be binding on the parties.
Evidence of Consultation	
A8	Where conditions of this consent require consultation with an identified party, the Applicant must: (a) consult with the relevant party prior to submitting the subject document for information or approval; and (b) provide details of the consultation undertaken including: (i) the outcome of that consultation, matters resolved and unresolved; and (ii) details of any disagreement remaining between the party consulted and the Applicant and how the Applicant has addressed the matters not resolved.
Staging	
A9	The project may be constructed and operated in stages generally in accordance with 'Preliminary Construction Management Plan (Revision 6.0)' prepared for Health Infrastructure and dated 20/06/2023. Where compliance with conditions is required to be staged due to staged construction or operation, a Staging Report (for either or both construction and operation as the case may be) must be prepared and submitted for the approval of the Certifier. The Staging Report must be submitted to the Certifier no later than 14 days before the commencement of construction of the first of the proposed stages of construction and 14 days before the commencement of operation of the first stage of the proposed stages of operation.
A10	A Staging Report prepared in accordance with condition A9 must: (a) if staged construction is proposed, set out how the construction of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when construction of each stage will commence and finish. (b) if staged operation is proposed, set out how the operation of the whole of the project will be staged, including details of work and other activities to be carried out in each stage and the general timing of when operation of each stage will commence and finish (if relevant); (c) specify how compliance with conditions will be achieved across and between each of the stages of the project; (d) specify how compliance with independent auditing requirements will be achieved across and between each of the operational stages of the project; and (e) set out mechanisms for managing any cumulative impacts arising from the proposed staging.
A11	Where a Staging Report is required, the project must be staged in accordance with the Staging Report, as approved by the Certifier.
A12	Where construction or operation is being staged in accordance with a Staging Report, the terms of this consent that apply or are relevant to the works or activities to be carried out in a specific stage must be complied with at the relevant time for that stage as identified in the Staging Report including independent auditing requirements.
Staging, Combining and Updating Strategies, Plans or Programs	
A13	The Applicant may: (a) prepare and submit any strategy, plan (including management plan, architectural or design plan) or program required by this consent on a staged basis (if a clear description is provided as to the specific stage and scope of the development to which the strategy, plan (including management plan, architectural or design plan) or program applies, the relationship of the stage to any future stages and the trigger for updating the strategy, plan (including management plan, architectural or design plan) or program); (b) combine any strategy, plan (including management plan, architectural or design plan), or program required by this consent (if a clear relationship is demonstrated between the strategies, plans (including management plan, architectural or design plan) or programs that are proposed to be combined); and

Condition of Consent	Compliance Requirement
	(c) update any strategy, plan (including management plan, architectural or design plan), or program required by this consent (to ensure the strategies, plans (including management plan, architectural or design plan), or programs required under this consent are updated on a regular basis and incorporate additional measures or amendments to improve the environmental performance of the development).
A14	Any strategy, plan or program prepared in accordance with condition A13, where previously approved by the Planning Secretary under this consent, must be submitted to the satisfaction of the Planning Secretary.
A15	If the Planning Secretary agrees, a strategy, plan (including management plan, architectural or design plan), or program may be staged or updated without consultation being undertaken with all parties required to be consulted in the relevant condition in this consent.
A16	Updated strategies, plans (including management plan, architectural or design plan), or programs supersede the previous versions of them and must be implemented in accordance with the condition that requires the strategy, plan, program or drawing.
Structural Adequacy	
A17	All new buildings and structures, and any alterations or additions to existing buildings and structures, that are part of the development, must be constructed in accordance with the relevant requirements of the BCA. *Note: Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021 sets out the requirements for the certification of the development*
External Walls and Cladding	
A18	The external walls of all buildings including additions to existing buildings must comply with the relevant requirements of the BCA.
Applicability of Guidelines	
A19	References in the conditions of this consent to any guideline, protocol, Australian Standard or policy are to such guidelines, protocols, Standards or policies in the form they are in as at the date of this consent.
A20	Consistent with the conditions of this consent and without altering any limits or criteria in this consent, the Planning Secretary may, when issuing directions under this consent in respect of ongoing monitoring and management obligations, require compliance with an updated or revised version of such a guideline, protocol, Standard or policy, or a replacement of them.
Monitoring of Environmental Audit	
A21	Any condition of this consent that requires the carrying out of monitoring or an environmental audit, whether directly or by way of a plan, strategy or program, is taken to be a condition requiring monitoring or an environmental audit under Division 9.4 of Part 9 of the EP&A Act. This includes conditions in respect of incident notification, reporting and response, non- compliance notification, Site audit report and independent auditing. *Note: For the purposes of this condition, as set out in the EP&A Act, "monitoring" is monitoring of the development to provide data on compliance with the consent or on the environmental impact of the development, and an "environmental audit" is a periodic or particular documented evaluation of the development to provide information on compliance with the consent or the environmental management or impact of the development.*
Access to Information	
A22	At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must:

Condition of Consent	Compliance Requirement
	(a) make the following information and documents (as they are obtained or approved) publicly available on its website: i. the documents referred to in condition A2 of this consent; ii. all current statutory approvals for the development; iii. all approved strategies, plans and programs required under the conditions of this consent; iv. regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent; v. a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs; vi. a summary of the current stage and progress of the development; vii. contact details to enquire about the development or to make a complaint; viii. a complaints register, updated monthly; ix. audit reports prepared as part of any independent audit of the development and the Applicant's response to the recommendations in any audit report; x. any other matter required by the Planning Secretary; and (b) keep such information up to date, to the satisfaction of the Planning Secretary and publicly available for 12 months after the commencement of operations.
Compliance	
A23	The Applicant must ensure that all of its employees, contractors (and their sub-contractors) are made aware of, and are instructed to comply with, the conditions of this consent relevant to activities they carry out in respect of the development.
Incident Notification, Reporting and Response	
A24	The Planning Secretary must be notified through the major projects portal immediately after the Applicant becomes aware of an incident. The notification must identify the development (including the development application number and the name of the development if it has one) and set out the location and nature of the incident.
A25	Subsequent notification must be given and reports submitted in accordance with the requirements set out in **Appendix 2**.
Non-Compliance Notification	
A26	The Planning Secretary must be notified through the major projects portal within seven days after the Applicant becomes aware of any non-compliance. The Certifier must also notify the Planning Secretary through the major projects portal within seven days after they identify any non-compliance.
A27	The notification must identify the development and the application number for it, set out the condition of consent that the development is non-compliant with, the way in which it does not comply and the reasons for the non-compliance (if known) and what actions have been, or will be, undertaken to address the non-compliance.
A28	A non-compliance which has been notified as an incident does not need to also be notified as a non-compliance.
Revision of Strategies, Plans and Programs	
A29	Within three months of: (a) the submission of an incident report under condition A25; (b) the submission of an Independent Audit under condition C43 or C45; (c) the approval of any modification of the conditions of this consent; or

Condition of Consent	Compliance Requirement
	(d) the issue of a direction of the Planning Secretary under condition A3 which requires a review, (e) the strategies, plans and programs required under this consent must be reviewed, and the Planning Secretary and the Certifier must be notified in writing that a review is being carried out.
A30	If necessary to either improve the environmental performance of the development, cater for a modification or comply with a direction, the strategies, plans, programs or drawings required under this consent must be revised, to the satisfaction of the Planning Secretary or Certifier (where previously approved by the Certifier). Where revisions are required, the revised document must be submitted to the Planning Secretary and / or Certifier for approval and / or information (where relevant) within six weeks of the review. *Note: This is to ensure strategies, plans and programs are updated on a regular basis and to incorporate any recommended measures to improve the environmental performance of the development.*
Missenden Road On-street Parking	
A31	Unless otherwise agreed by Council, the proposed four on-street parallel parking spaces along Missenden Road are not approved
Associated Roadway Costs	
A32	All costs associated with the construction of any new public road works associated with the development including kerb and gutter, road pavement, drainage system and footway are to be borne by the Applicant. The new public road works must be designed and constructed in accordance with Council's Sydney Streets Technical Specification, including amendments, and the Sydney Streets Design Code.
Cost of Signposting	
A33	All costs associated with signposting for any kerbside parking restrictions and traffic management measures associated with the development are to be borne by the Applicant.
Paving Materials	
A34	The surface of any material used for the paving of colonnades, thoroughfares, plazas, arcades and the like which are used by the public must be designed to comply with AS 4586:2004 Slip resistance classification of new pedestrian surface materials.
PART B PRIOR TO COMMENCEMENT OF CONSTRUCTION	
Notification of Commencement	
B1	The Applicant must notify the Planning Secretary in writing of the dates of the intended commencement of construction at least 48 hours before those dates.
B2	If the construction of the development is to be staged, the Planning Secretary must be notified in writing at least 48 hours before the commencement of each stage, of the date of commencement and the development to be carried out in that stage.
Design Excellence and Integrity	
B3	Prior to the commencement of construction of the building works set out in (a) and (b) below, the Applicant must prepare amended plans for the approval of the Design Integrity Panel (DIP). The amended plans, and evidence that they have been endorsed by the DIP, must be provided for the information of the Planning Secretary, Certifier and Council. The amended plans must include details of: (a) façade treatment at the existing ground-level Northern Arrival frontage (Level 3) of Building 89;

Condition of Consent	Compliance Requirement
	(b) the Missenden Road canopy at a scale of 1:20, prepared with input from a suitably qualified heritage specialist. The canopy must relate sympathetically to the context and setting of the Albert Pavilion with minimal interruption to primary view lines. Drawings must include details of materials, angle of canopy, the design of gutters and downpipes.
B4	Prior to the commencement of construction of above ground building works, the Applicant must provide evidence to the Planning Secretary and Certifier that the DIP has endorsed the external "For Construction" architectural drawings and samples of all external materials, including any revised 3D photomontages, as being consistent with the approved design.
B5	Any future 4.55(2) modification applications must be accompanied by a Design Integrity Report which details that the proposed changes have been reviewed and endorsed by the DIP. The Design Integrity Report must include a summary of feedback provided by the DIP and responses by the Applicant to this advice.
B6	Any future 4.55(1A) modification applications must be accompanied by a Design Integrity Report.
Certified Drawings	
B7	Prior to the commencement of construction, the Applicant must submit to the Certifier structural drawings prepared and signed by a suitably qualified practising Structural Engineer that demonstrates compliance with this development consent.
External Walls and Cladding	
B8	Prior to the commencement of construction, the Applicant must provide the Certifier with documented evidence that the products and systems proposed for use or used in the construction of external walls, including finishes and claddings such as synthetic or aluminium composite panels, comply with the requirements of the BCA. A copy of the documentation must be made available on the Applicant's website within 14 days after the Certifier accepts it.
Pre-Construction Dilapidation Report – Protection of Public Infrastructure	
B9	Prior to the commencement of construction, the Applicant must: (a) consult with the relevant owner and provider of services and infrastructure that are likely to be affected by the development to make suitable arrangements for access to, diversion, protection and support of the affected infrastructure. (b) prepare a Pre-Construction Dilapidation Report identifying the condition of all public (non- residential) infrastructure and assets in the vicinity of the site (including roads, gutters and footpaths) that have potential to be affected; (c) submit a copy of the Pre-Construction Dilapidation Report to the asset owner, Certifier and Council; and (d) provide a copy of the Pre-Construction Dilapidation Report to the Planning Secretary with 48 hours when requested.
Pre-Construction Survey – Adjoining Properties	
B10	Prior to the commencement of any construction, the Applicant must offer a pre-construction survey to owners of buildings that are likely to be impacted by the development.
B11	Where the offer for a pre-construction survey is accepted (as required by condition B10), the Applicant must arrange for a survey to be undertaken by a suitably qualified and experienced expert prior to the commencement of vibration generating works that could impact on the identified buildings.
B12	Prior to the commencement of any vibration generating works that could impact on the buildings surveyed as required by condition B11, the Applicant must: (a) provide a copy of the relevant survey to the owner of each residential building surveyed in the form of a Pre-Construction Survey Report; (b) submit a copy of the Pre-Construction Survey Report to the Certifier; and

Condition of Consent	Compliance Requirement
	(c) provide a copy of the Pre-Construction Survey Report to the Planning Secretary within seven days when requested.
Public Domain Plan	
B13	Prior to the commencement of construction of any public domain works on Council-owned land (excluding utility works), a detailed Public Domain Plan must be submitted to the Certifier. The plan must: (a) be endorsed by Council; (b) document all works required to ensure that the public domain upgrade work complies with Council's Public Domain Manual, Sydney Streets Code, Sydney Street Tree Masterplan, Sydney Lights: Public Domain Design Guide, Sydney Streets Technical Specification; (c) be based on an accurate survey, to scale and fully coordinated across all disciplines and submissions; and (d) include public domain levels and gradients documentation and public domain lighting design, including undergrounding where possible
Public Domain Works Security Bond	
B14	Prior to the commencement of construction of any public domain works on Council-owned land (excluding utility works), a Public Domain Security Bond is required for the public domain works and repairing damage that may be caused to Council's public domain in the vicinity of the site, in accordance with the City of Sydney's adopted fees and charges and the Public Domain Manual. Council will retain the bond until all public domain works, including rectification of damage to the public realm, are completed to Council's standards in accordance with condition D17. *Note: On satisfying the above requirements, Council will issue a Public Domain Works – Letter of Completion Operational Acceptance and 90 per cent of the bond will be released. The remaining 10 per cent will be retained for a six month defects liability period from the date of Completion, as nominated by Council and outlined in the Public Domain Works – Letter of Completion Operational Acceptance*
B15	Prior to the lodgement of the bond required in accordance with condition B14, the Applicant must contact Council to determine the bond amount. The bond must be lodged with Council prior to an approval being issued for Public Domain Plan required in accordance with condition B13.
Ecologically Sustainable Development	
B16	Prior to the commencement of construction, unless otherwise agreed by the Planning Secretary, the Applicant must demonstrate to the Certifier that the ESD initiatives recommended by the ESD report ('SSDA Report – Sustainability (Revision 04)', prepared by Climatewise Design and dated 31/10/22) have been incorporated into the design of the development.
B17	The project is to achieve compliance with section 2.5.6 of the Health Infrastructure Engineering Services Guidelines dated 6 August 2021 (including Design Guidance Note No. 058) by attaining a minimum of 60 points in accordance with the ESD Evaluation Tool.
Heritage Photographic Archival Recording	
B18	Prior to the commencement of demolition of any heritage item, a photographic archival record of the external and internal areas of the heritage items on site and all other items of heritage significance on the site identified in 'Statement of Heritage Impact' (Issue 7), prepared by Heritage 21 and dated 3 November 2022, and addendum prepared by Heritage21 dated 8 June 2023, must be prepared in accordance with the NSW Heritage Branch guidelines titled Photographic Recording of Heritage Items using Film or Digital Capture. A digital copy must be submitted to Council, any relevant local studies collection in the locality and made available on the Applicant's website prior to the commencement of demolition of any heritage item.
Heritage – Albert Pavilion Internal Works	

Condition of Consent	Compliance Requirement
B19	Prior to the commencement of construction works for internal refurbishment of the Albert Pavilion (Building 63), detailed architectural plans for internal works must be submitted to the Certifier. The plans must be accompanied by a written statement from a suitably qualified and experienced heritage professional, confirming that adequate consideration has been given to the retention of original masonry internal walls and any remnant fabric of significance, where feasible.
Outdoor Lighting	
B20	Prior to commencement of lighting installation, evidence must be submitted to the Certifier that all outdoor lighting to be installed within the site has been designed to comply with AS 1158.3.1:2005 Lighting for roads and public spaces – Pedestrian area (Category P) lighting – Performance and design requirements and AS 4282-2019 Control of the obtrusive effects of outdoor lighting.
Demolition	
B21	Prior to the commencement of construction, demolition work plans required by AS 2601-2001 The demolition of structures (Standards Australia, 2001) must be accompanied by a written statement from a suitably qualified person that the proposals contained in the work plan comply with the safety requirements of the Standard. The work plans and the statement of compliance must be submitted to the Certifier and Planning Secretary.
Existing Helipad / Helicopter Operations During Construction	
B22	Prior to the commencement of construction, helipad / helicopter operations at the site are to be reviewed by a suitably qualified and experienced aviation professional in consultation with relevant stakeholders. A report summarising the outcome of the review must be submitted to the Certifier and provided to stakeholders. The review must consider: (a) the proposed construction methodology including plant and equipment to be used (including lighting and cranes) and recommend changes to the construction methodology and / or flight paths where required to ensure safe ongoing helicopter operations at the site; and (b) any additional fire safety requirements as approved by NSW Fire & Rescue, to be designed by a suitably qualified and experienced accredited practitioner (fire safety).
Helipad Design	
B23	Prior to the construction of each helipad, a report prepared by a suitably qualified and experienced aviation professional must be submitted to the Certifier which states that the design of the helipad incorporates the relevant details outlined in the Civil Aviation Safety Authority publication Advisory Circular AC 139R-01 v1.0 Guidelines for heliports - design and operation and other relevant National and International guidelines. Any additional fire safety compliance requirements as approved by NSW Fire & Rescue are to be designed by a suitably qualified and experienced accredited practitioner (fire safety).
Helipad Operations	
B24	Prior to the construction of the temporary helipad, it must be considered safe and fit for purpose by the operator in accordance with the Civil Aviation Safety Regulation, Reg 91.410.
B25	Prior to construction of the permanent helipad, future ongoing helicopter operations to the site are to be reviewed by a suitably qualified and experienced aviation professional. Proposed flight paths to the helipad must be identified in consultation with relevant stakeholders in accordance with Civil Aviation Safety Authority publication Advisory Circular AC 139R-01 v1.0 Guidelines for heliports - design and operation and other relevant National and International guidelines. A report summarising the outcome of the review and a Three-dimensional Visual Flight Rules Approach and Departure Path and Survey must be submitted to the Certifier and Council, and made available on the Applicant's website.
Environmental Management Plan Requirements	

Condition of Consent	Compliance Requirement
B26	Management plans required under this consent must be prepared having regard to the relevant guidelines, including but not limited to the Environmental Management Plan Guideline: Guideline for Infrastructure Projects (DPIE April 2020). Notes: • *The Environmental Management Plan Guideline is available on the Planning Portal at: https://www.planningportal.nsw.gov.au/major-projects/assessment/post-approval* • *The Planning Secretary may waive some of these requirements if they are unnecessary or unwarranted for particular management plans.*
Construction Environmental Management plan	
B27	Prior to the commencement of any construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and must be published on the Applicant's website in accordance with condition A22. The CEMP must include, but not be limited to, the following: (a) Details of: (i) hours of work; (ii) 24-hour contact details of site manager; (iii) management of dust and odour to protect the amenity of the neighbourhood; (iv) stormwater control and discharge; (v) measures to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving the site; (vi) groundwater management plan including measures to prevent groundwater contamination; (vii) external lighting in compliance with AS 4282-2019 Control of the obtrusive effects of outdoor lighting; (viii) existing helipad / helicopter operations during construction, as required by condition B22; (b) an unexpected finds protocol for Aboriginal and non-Aboriginal heritage and associated communications procedure; (c) Construction Traffic and Pedestrian Management Sub-Plan (see condition B28); (d) Construction Noise and Vibration Management Sub-Plan (see condition B29); (e) Construction Waste Management Sub-Plan (see condition B30); (f) Construction Soil and Water Management Sub-Plan (see condition B31); (g) Biodiversity Management Sub-Plan (see condition B32); and (h) Construction Flood Emergency Management Plan (see condition B33).
B28	The Construction Traffic and Pedestrian Management Sub-Plan (CTPMSP) must be prepared to achieve the objective of ensuring safety and efficiency of the road network and address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced person(s); (b) be prepared in consultation with Council and TfNSW; (c) detail: (i) measures to ensure road safety and network efficiency during construction in consideration of potential impacts on general traffic, cyclists and pedestrians and bus services; (ii) measures to ensure the safety of vehicles and pedestrians accessing adjoining properties where shared vehicle and pedestrian access occurs; (iii) heavy vehicle routes, access and parking arrangements;

Condition of Consent	Compliance Requirement
	(iv) the swept path of the longest construction vehicle entering and exiting the site in association with the new work, as well as manoeuvrability through the site, in accordance with the latest version of AS 2890.2; and (v) arrangements to ensure that construction vehicles enter and leave the site in a forward direction unless in specific exceptional circumstances under the supervision of accredited traffic controller(s).
B29	The Construction Noise and Vibration Management Sub-Plan must address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced noise expert; (b) describe procedures for achieving the noise management levels in EPA's Interim Construction Noise Guideline (DECC, 2009); (c) describe the measures to be implemented to manage high noise generating works such as piling, in close proximity to sensitive receivers; (d) include strategies that have been developed with stakeholders for managing high noise generating works; (e) describe the consultation undertaken to develop the strategies in condition B29(d); (f) include a complaints management system that would be implemented for the duration of the construction; and (g) include a program to monitor and report on the impacts and environmental performance of the development and the effectiveness of the implemented management measures in accordance with the requirements of condition B26.
B30	The Construction Waste Management Sub-Plan (CWMSP) must address, but not be limited to, the procedures for the management of waste including the following: (a) the recording of quantities, classification (for materials to be removed) and validation (for materials to remain) of each type of waste generated during construction and proposed use for materials to remain; (b) information regarding the recycling and disposal locations; and (c) confirmation of the contamination status of the development areas of the site based on the validation results.
B31	The Applicant must prepare a Construction Soil and Water Management Sub-Plan (CSWMSP) and the plan must address, but not be limited to the following: (a) be prepared by a suitably qualified expert, in consultation with Council; (b) measures to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving the site; (c) describe all erosion and sediment controls to be implemented during construction, including as a minimum, measures in accordance with the publication Managing Urban Stormwater: Soils & Construction (4th edition, Landcom 2004) commonly referred to as the 'Blue Book'; (d) direct all sediment laden water in overland flow away from the leachate management system and prevent cross-contamination of clean and sediment or leachate laden water. (e) 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); (f) detail all off-site flows from the site; and (g) 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 5-year ARI and 1 in 100- year ARI.
B32	The Biodiversity Management Sub-Plan (BMSP) must address, but not be limited to, the following: (a) be prepared by a suitably qualified and experienced person/s; and (b) set out the measures identified in 'Streamlined Biodiversity Development Assessment Report', (version Final v3.0), prepared by Narla Environmental and dated 2 November 2022, to minimise, mitigate and manage impacts on biodiversity, including timing and responsibility for delivery of the measures.
B33	The Construction Flood Emergency Management Sub-Plan must address, but not be limited to, the following:

Condition of Consent	Compliance Requirement
	(a) be prepared by a suitably qualified and experienced person(s); (b) address the provisions of the *Floodplain Risk Management Guidelines* (EHG); (c) include details of: (d) the flood emergency responses for both construction phases of the development; i. predicted flood levels; ii. flood warning time and flood notification; iii. assembly points and evacuation routes; iv. evacuation and refuge protocols; and v. awareness training for employees and contractors, and users/visitors.
B34	A Driver Code of Conduct must be prepared and communicated by the Applicant to heavy vehicle drivers and must address the following: (a) minimise the impacts of earthworks and construction on the local and regional road network; (b) minimise conflicts with other road users; (c) minimise road traffic noise; and (d) ensure truck drivers use specified routes.
Construction Parking	
B35	Prior to the commencement of any construction, the Applicant must provide sufficient parking facilities on-site or within any approved works zones for construction vehicles and machinery, including for heavy vehicles, to ensure that construction traffic associated with the development does not utilise public and residential streets or public parking facilities.
B36	Prior to the commencement of any construction, the Applicant must submit a Construction Worker Transportation Strategy to the Certifier. The Strategy must detail the provision of sufficient parking facilities or other travel arrangements for construction workers in order to minimise demand for parking in nearby public and residential streets or public parking facilities. A copy of the strategy must be published on the Applicant's website in accordance with condition A22. This condition cannot be staged.
Flood Management	
B37	Prior to the commencement of construction, the Applicant must prepare and implement for the duration of construction: (a) flood warning and notification procedures for construction workers on site; and (b) evacuation and refuge protocols.
B38	Prior to the commencement of construction, details must be provided to the Certifier confirming that all new habitable floors Level 2 and above are no lower than the 1% Annual Exceedance Probability flood plus 500mm of freeboard, and that the development achieves the required flood planning levels outlined in *'Response to Submissions: Infrastructure Delivery, Management and Staging Plan – Flooding and Stormwater'* (Revision 9), prepared by Taylor Thomson Whitting and dated 9 June 2023.
B39	Prior to the commencement of construction, details must be provided to the Certifier confirming that any new structures below the 1% Annual Exceedance Probability plus 500mm of freeboard are constructed from flood compatible building components.
Operational Noise – Design of Mechanical Plant and Equipment	
B40	Prior to installation of mechanical plant and equipment:

Condition of Consent	Compliance Requirement
	(a) a detailed assessment of mechanical plant and equipment with compliance with the relevant project specific noise levels as recommended in '*Noise and Vibration Impact Assessment for SSDA, AC07 (Rev K)'* prepared by Arup and dated 27 June 2023, must be undertaken by a suitably qualified person; and (b) evidence must be submitted to the Certifier that any noise mitigation recommendations identified in the assessment carried out under (a) have been incorporated into the design to ensure the development will not exceed the project specific noise levels identified in 'Noise and Vibration Impact Assessment for SSDA, AC07 (Rev K)' prepared by Arup and dated 27 June 2023.
Public Domain Works	
B41	Prior to the commencement of any footpath or public domain works, the Applicant must consult with Council and demonstrate to the Certifier that the streetscape design and treatment meets the requirements of Council, including addressing pedestrian management. The Applicant must submit documentation of approval for each stage from Council to the Certifier.
Site Contamination	
B42	Prior to the commencement of construction, the Applicant must engage a NSW EPA-accredited Site Auditor to provide advice throughout the duration of works to ensure that any work required in relation to soil or groundwater contamination is appropriately managed.
Tree Protection	
B43	Prior to the commencement of construction, a revised Arboricultural Impact Assessment Report and Tree Protection Specification must be prepared by a suitably qualified professional, in accordance with the final design drawings for construction. The report must be submitted to the Certifier and incorporate: (a) the recommendations outlined in Section 6.0 of *'Arboricultural Impact Assessment Report'*, (Revision E), prepared by Martin Peacock Tree Care and dated 22 June 2023; and (b) a detailed specification for tree sensitive construction methods to be utilised to minimise the impact of the works upon the trees.
PART C DURING CONSTRUCTION	
Site Notice	
C1	A site notice(s) must be prominently displayed at the boundaries of the site during construction for the purpose of informing the public of project details and must satisfy the following requirements: (a) minimum dimensions of the site notice(s) must measure 841 mm x 594 mm (A1) with any text on the site notice(s) to be a minimum of 30-point type size; (b) the site notice(s) must be durable and weatherproof and must be displayed throughout the works period; (c) the approved hours of work, the name of the builder, Certifier, structural engineer, site/ project manager, the responsible managing company (if any), its address and 24-hour contact phone number for any inquiries, including construction/ noise complaint must be displayed on the site notice(s); and (d) the site notice(s) must be mounted at eye level on the perimeter hoardings/fencing and must state that unauthorised entry to the site is not permitted.
Operation of Plant and Equipment	
C2	All construction plant and equipment used on site must be maintained in a proper and efficient condition and operated in a proper and efficient manner.
Demolition	

Condition of Consent	Compliance Requirement
C3	Demolition work must comply with the demolition work plans required by Australian Standard AS 2601-2001 The demolition of structures (Standards Australia, 2001) and endorsed by a suitably qualified person as required by condition B21.
Construction Hours	
C4	Construction, including the delivery of materials to and from the site, may only be carried out between the following hours: (a) between 7am and 6pm, Mondays to Fridays inclusive; and (b) between 8am and 1pm, Saturdays. No work may be carried out on Sundays or public holidays.
C5	Notwithstanding condition C4, provided noise levels do not exceed the highly noise affected construction noise management levels at any residential receiver as outlined in Table 27 of *'Noise and Vibration Impact Assessment for SSDA AC07*', (Revision K), prepared by ARUP and dated 27 June 2023, works may also be undertaken during the following hours: between 7am and 8am, and 1pm and 7pm, Saturdays.
C6	Construction activities may be undertaken outside of the hours in condition C4 and C5 if required: (a) where the works relate to construction activities 3a, 3b, 3c, 3d, 5 and 7a as identified in Table 39 of '*Noise and Vibration Impact Assessment for SSDA AC07'*, (Revision K), prepared by ARUP and dated 27 June 2023; or (b) by the Police or a public authority for the delivery of vehicles, plant or materials; or (c) in an emergency to avoid the loss of life, damage to property or to prevent environmental harm; or (d) where the works are inaudible at the nearest sensitive receivers; or (e) for the delivery, set-up and removal of construction cranes, where notice of the crane- related works is provided to the Planning Secretary and affected residents at least seven days prior to the works; or (f) here a variation is approved in advance in writing by the Planning Secretary or her nominee if appropriate justification is provided for the works.
C7	Construction activities relating to internal fit-out works may be undertaken outside of the hours in condition C4 and C5 if required, provided that: (a) management and mitigation measures are implemented in accordance with the practices outlined in Table 44 of '*Noise and Vibration Impact Assessment for SSDA AC07'*, (Revision K), prepared by ARUP and dated 27 June 2023; (b) the façade near where the works are being conducted is entirely closed during extended construction hours; and (c) deliveries for the internal fit-out works are undertaken during the approved construction hours in condition C4.
C8	Notification of such construction activities as referenced in conditions C5(a) and C7 must be given to affected residents before undertaking the activities or as soon as is practical afterwards.
C9	Rock breaking, rock hammering, sheet piling, pile driving and similar activities may only be carried out between the following hours: (a) 9am to 12pm, Monday to Friday; (b) 2pm to 5pm Monday to Friday; and (c) 9am to 12pm, Saturday.
Implementation of Management Plans	
C10	The Applicant must carry out the construction of the development in accordance with the most recent version of the CEMP (including Sub-Plans).

Condition of Consent	Compliance Requirement
Construction Traffic	
C11	All construction vehicles (excluding site personnel vehicles) are to be contained wholly within the site, except if located in an approved on-street work zone, and vehicles must enter the site or an approved on-street work zone before stopping.
Hoarding Requirements	
C12	The following hoarding requirements must be complied with: (a) no third-party advertising is permitted to be displayed on the subject hoarding/ fencing; and (b) the construction site manager must be responsible for the removal of all graffiti from any construction hoardings or the like within the construction area within 48 hours of being made aware of its application.
No Obstruction of Public Way	
C13	The public way (outside of any approved construction works zone) must not be obstructed by any materials, vehicles, refuse, skips or the like, under any circumstances.
Construction Noise Limits	
C14	The development must be constructed to achieve the construction noise management levels detailed in the Interim Construction Noise Guideline (DECC, 2009). All feasible and reasonable noise mitigation measures must be implemented and any activities that could exceed the construction noise management levels must be identified and managed in accordance with the management and mitigation measures identified in the approved Construction Noise and Vibration Management Sub-Plan.
C15	The Applicant must ensure construction vehicles (including concrete agitator trucks) do not arrive at the site or surrounding residential precincts outside of the construction hours of work outlined under condition C4, C5, and C6.
C16	The Applicant must implement, where practicable and without compromising the safety of construction staff or members of the public, the use of 'quackers' to ensure noise impacts on surrounding noise sensitive receivers are minimised.
Vibration Criteria	
C17	Vibration caused by construction at any residence or structure outside the site must be limited to: (a) for structural damage, the latest version of *DIN 4150-3 (1992-02) Structural vibration - Effects of vibration on structures* (German Institute for Standardisation, 1999); and (b) for human exposure, the acceptable vibration values set out in the *Environmental Noise Management Assessing Vibration: a technical guideline* (DEC, 2006) (as may be updated or replaced from time to time).
C18	Vibratory compactors must not be used closer than 30 metres from residential buildings unless vibration monitoring confirms compliance with the vibration criteria specified in condition C17.
C19	The limits in conditions C17 and C18 apply unless otherwise outlined in a Construction Noise and Vibration Management Sub-Plan, approved as part of the CEMP required by condition B29 of this consent.
Tree Protection	
C20	For the duration of construction works:

Condition of Consent	Compliance Requirement
	(a) street trees must not be trimmed or removed unless it forms a part of this development consent or prior written approval from Council is obtained or is required in an emergency to avoid the loss of life or damage to property; (b) all street trees immediately adjacent to the approved disturbance area / property boundary/ies must be protected at all times during construction in accordance with Council's tree protection requirements. Any street tree, which is damaged or removed during construction due to an emergency, must be replaced in accordance with any relevant Council policy; (c) all trees on the site that are not approved for removal must be suitably protected during construction as per the recommendations of the Arboricultural Impact Assessment Report required by condition B43 of this consent; and; (d) if access to the area within any protective barrier is required during the works, it must be carried out under the supervision of a qualified arborist. Alternative tree protection measures must be installed, as required. The removal of tree protection measures, following completion of the works, must be carried out under the supervision of a qualified arborist and must avoid both direct mechanical injury to the structure of the tree and soil compaction within the canopy or the limit of the former protective fencing, whichever is the greater.
Air Quality	
C21	The Applicant must take all reasonable steps to minimise dust generated during all works authorised by this consent.
C22	During construction, the Applicant must ensure that: (a) activities are carried out in a manner that minimises dust including emission of windblown or traffic generated dust; (b) all trucks entering or leaving the site with loads have their loads covered; (c) trucks associated with the development do not track dirt onto the public road network; (d) public roads used by these trucks are kept clean; and (e) land stabilisation works are carried out progressively on site to minimise exposed surfaces.
Imported Fill	
C23	The Applicant must: (a) ensure that only VENM, ENM, or other material that meets the requirements of a relevant order and exemption issued by the EPA, is brought onto the site; (b) keep accurate records of the volume and type of fill to be used; and (c) make these records available to the Certifier and/or the Planning Secretary within seven days upon request.
Disposal of Seepage and Stormwater	
C24	Adequate provisions must be made to collect and discharge stormwater drainage during construction to the satisfaction of Certifier. The prior written approval of Council must be obtained to connect or discharge site stormwater to Council's stormwater drainage system or street gutter.
Emergency Management	
C25	The Applicant must prepare and implement awareness training for employees and contractors, including locations of the assembly points and evacuation routes, for the duration of construction.
Stormwater Management System	

Condition of Consent	Compliance Requirement
C26	Within three months of the commencement of construction, the Applicant must design an operational stormwater management system for the development and submit it to the satisfaction of the Certifier. The system must: (a) be designed in consultation with, and in accordance with the requirements of, the owner/s of the relevant stormwater asset/s in which the development connects; (b) be designed by a suitably qualified and experienced person(s); (c) be generally in accordance with the conceptual design outlined in '*Response to Submissions: Infrastructure Delivery, Management and Staging Plan – Flooding and Stormwater'* (Revision 9), prepared by Taylor Tomson Whitting and dated 9 June 2023; (d) incorporate Water Sensitive Urban Design measures designed in accordance with the results of a revised MUSIC Link model; (e) be in accordance with applicable Australian Standards; and (f) ensure that the system capacity has been designed in accordance with *Australian Rainfall and Runoff* (Engineers Australia, 2016) and *Managing Urban Stormwater: Council Handbook* (EPA, 1997) guidelines.
Aboriginal Cultural Heritage	
C27	Construction must be undertaken in accordance with the recommendations of the Aboriginal Cultural Heritage Assessment Report prepared by Biosis dated 1 November 2022, as amended by the Archaeological Report prepared by Biosis and dated 13 June 2023.
Historic Heritage	
C28	All works must be carried out in accordance with the mitigation measures outlined in Section 8.2 of '*Statement of Heritage Impact'* (Issue 7), prepared by Heritage21 and dated 3 November 2022, and addendum prepared by Heritage21 and dated 8 June 2023.
Unexpected Finds Protocol – Aboriginal Heritage	
C29	In the event that surface disturbance identifies a new Aboriginal object: (a) all works must halt in the immediate area to prevent any further impacts to the object(s); (b) a suitably qualified archaeologist and the registered Aboriginal representatives must be contacted to determine the significance of the objects; (c) the site is to be registered in the Aboriginal Heritage Information Management System (AHIMS) which is managed by Heritage NSW under Department of Premier and Cabinet and the management outcome for the site included in the information provided to AHIMS; (d) the Applicant must consult with the Aboriginal community representatives, the archaeologists and Heritage NSW to develop and implement management strategies for all objects/sites; and works may only recommence with the written approval of the Planning Secretary.
Unexpected Finds Protocol – Historic heritage	
C30	If any unexpected archaeological relics are uncovered during the work, then: (a) all works must cease immediately in that area and notice is to be given to Heritage NSW and the Planning Secretary; (b) depending on the possible significance of the relics, an archaeological assessment and management strategy may be required before further works can continue in that area as determined in consultation with Heritage NSW; and works may only recommence with the written approval of the Planning Secretary
Waste Storage and Processing	

Condition of Consent	Compliance Requirement
C31	All waste generated during construction must be always secured and maintained within designated waste storage areas and must not leave the site onto neighbouring public or private properties.
C32	All waste generated during construction must be assess, classified and managed in accordance with the Waste Classification Guidelines Part 1: Classifying Waste (EPA, 2014).
C33	The Applicant must ensure that concrete waste and rinse water are not disposed of on the site and are prevented from entering any natural or artificial watercourse.
C34	The Applicant must record the quantities of each waste type generated during construction and the proposed reuse, recycling and disposal locations for the duration of construction.
C35	The Applicant must ensure that the 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 is in accordance with the requirements of the relevant legislation, codes, standards and guidelines.
Outdoor Lighting	
C36	The Applicant must ensure that all external lighting is constructed and maintained in accordance with AS 4282-2019 Control of the obtrusive effects of outdoor lighting.
Crane Lighting	
C37	The Applicant must ensure that all cranes are lit in accordance with NSW Health GL2020_014 Guidelines for NSW Hospital HLS.
Site Contamination	
C38	Prior to the commencement of any work that would result in the disturbance of potential or contaminated soils, materials, groundwater or sediments, the Applicant must conduct site investigations to confirm the full nature and extent of the contamination at the project area and comply with the following requirements: (a) the site investigations must be undertaken, and the subsequent report(s), must be prepared in accordance with relevant guidelines made or approved by the EPA under section 105 of the *Contaminated Land Management Act 1997*; (b) the reports must be prepared, or reviewed and approved, by consultants certified under either the Environment Institute of Australia and New Zealand's Certified Environmental Practitioner (Site Contamination) scheme (CEnvP(SC)) or the Soil Science Australia Certified Professional Soil Scientist Contaminated Site Assessment and Management (CPSS CSAM) scheme; and (c) the recommendations of '*Remediation Action Plan 304100230'*, (Version 0), prepared by Cardno and dated 10 November 2022, and *'Interim Site Audit Advice No 01, BE167, Royal Prince Alfred Hospital, Remediation Action Plan review'* prepared by AECOM and dated 14 November 2022.
C39	The unexpected finds procedure within *'Remediation Action Plan 304100230'*, (Version 0), prepared by Cardno and dated 10 November 2022, must be updated following results of further site investigations undertaken in accordance with condition C38 and implemented throughout duration of project work.
C40	Remediation of the site must be carried out in accordance with '*Remediation Action Plan 304100230'*, (Version 0), prepared by Cardno and dated 10 November 2022 and any variations to the Remediation Action Plan approved by an NSW EPA-accredited Site Auditor.
C41	Where remediation is carried out / completed in stages, a NSW EPA-accredited Site Auditor must confirm satisfactory completion of each stage by the issuance of Interim Audit Advice(s).
C42	The Applicant must ensure the proposed development does not result in a change of risk in relation to any pre-existing contamination on the site that would result in significant contamination.

Condition of Consent	Compliance Requirement
Independent Environmental Auditing	
C43	Independent Audits of the development must be conducted and carried out in accordance with the Independent Audit Post Approval Requirements.
C44	Proposed independent auditors must be agreed to in writing by the Planning Secretary prior to the commencement of an Independent Audit.
C45	The Planning Secretary may require the initial and subsequent Independent Audits to be undertaken at different times to those specified in the Independent Audit Post Approval Requirements, upon giving at least 4 week's notice (or timing) to the Applicant of the date upon which the audit must be commenced.
C46	In accordance with the specific requirements in the Independent Audit Post Approval Requirements, the Applicant must: (a) review and respond to each Independent Audit Report prepared under condition C43 of this consent, or condition C45 where notice is given by the Planning Secretary; (b) submit the response to the Planning Secretary; and (c) make each Independent Audit Report, and response to it, publicly available within 60 days of submission to the Planning Secretary, unless otherwise agree by the Planning Secretary.
C47	Independent Audit Reports and the Applicant's response to audit findings must be submitted to the Planning Secretary within two months of undertaking the independent audit site inspection as outlined in the Independent Audit Post Approval Requirements unless otherwise agreed by the Planning Secretary.
C48	Notwithstanding the requirements of the Independent Audit Post Approval Requirements, the Planning Secretary may approve a request for ongoing independent operational audits to be ceased, where it has been demonstrated to the Planning Secretary's satisfaction that an audit has demonstrated operational compliance.
PART D PRIOR TO OCCUPATION OR COMMENCEMENT OF USE	
Notification of Occupation	
D1	At least one month before commencement of operation, the date of commencement of the operation of the development must be notified to the Planning Secretary in writing. If the operation of the development is to be staged, the Planning Secretary must be notified in writing at least one month before the commencement of each stage, of the date of commencement and the development to be carried out in that stage
External Walls and Cladding	
D2	Prior to commencement of operation, the Applicant must provide the Certifier with documented evidence that the products and systems used in the construction of external walls including finishes and claddings such as synthetic or aluminium composite panels comply with the requirements of the BCA.
D3	A copy of the documentation given to the Certifier must be made available on the Applicant's website within seven days after the Certifier accepts it.
Works as Executed Plans	
D4	Prior to the commencement of operation, works-as-executed plans signed by a registered surveyor demonstrating that the stormwater drainage and finished ground levels have been constructed as approved, must be submitted to the Certifier.
Warm Water Systems and Cooling Systems	

Condition of Consent	Compliance Requirement
D5	The installation of warm water systems and water cooling systems (as defined under the *Public Health Act 2010*) must comply with the *Public Health Act 2010*, Public Health Regulation 2012 and Part 1 (or Part 3 if a Performance-based water cooling system) of *AS/NZS 3666.2:2011 Air handling and water systems of buildings – Microbial control – Operation and maintenance* and the NSW Health Code of Practice for the Control of Legionnaires' Disease.
Outdoor Lighting	
D6	Prior to the commencement of operation, the Applicant must submit evidence from a suitably qualified practitioner to the Certifier that demonstrates that installed lighting associated with the development achieves the objective of minimising light spillage to any adjoining or adjacent sensitive receivers and: (a) complies with the latest version of AS 4282-2019 - **Control of the obtrusive effects of outdoor lighting** (Standards Australia, 1997); and (b) has been mounted, screened and directed in such a manner that it does not create a nuisance to surrounding properties or the public road network.
Mechanical Ventilation	
D7	Prior to commencement of operation, the Applicant must provide evidence to the satisfaction of the Certifier that the installation and performance of the mechanical ventilation systems complies with: (a) *AS 1668.2-2012 The use of air-conditioning in buildings – Mechanical ventilation in* buildings and other relevant codes; and (b) any dispensation granted by Fire and Rescue NSW
Operational Noise – Design of Mechanical Plant and Equipment	
D8	Prior to the commencement of operation, the Applicant must submit evidence to the Certifier that the noise mitigation recommendations in the assessment undertaken under condition B40 have been incorporated into the design of mechanical plant and equipment to ensure the development will not exceed the project specific noise levels identified in '*Noise and Vibration Impact Assessment for SSDA, AC07 (Rev K)*' prepared by Arup and dated 27 June 2023.
Fire Safety Certification	
D9	Prior to commencement of occupation, a Fire Safety Certificate must be obtained for all the Essential Fire or Other Safety Measures forming part of this consent. A copy of the Fire Safety Certificate must be submitted to the relevant authority and Council. The Fire Safety Certificate must be prominently displayed in the building.
Structural Inspection Certificate	
D10	Prior to the commencement of occupation of the relevant parts of any new or refurbished buildings, a Structural Inspection Certificate or a Compliance Certificate must be submitted to the Certifier.
Temporary Helipad Management Plan	
D11	Prior to the commencement of operation of the temporary helipad at the roof of the Staff and Visitor Carpark, the Applicant must prepare and provide to the Certifier a detailed Temporary Helipad Management Plan. The plan must incorporate: (a) measures to prioritise helicopter arrivals and departures during daytime hours where feasible, unless relating to an emergency that occurs during night-time hours; (b) detailed procedures to clear hazardous areas of people when a helicopter is planned to arrive or depart; (c) an operational brief for the Helicopter Emergency Medical Service (HEMS) operators, providing all available detail on approach and departure angles and preferred directions; (d) the recommended noise monitoring and management measures outlined in Section 6.3 of '*Social Impact Assessment V4 – RTS'* prepared by Urbis and dated 8 June 2023; and

Condition of Consent	Compliance Requirement
	(e) the recommended dust management measures outlined *in 'RPA – Helicopter rotorwash and particulate matter transport'*, prepared by Arup and dated 15 May 2023.
Post-Construction Dilapidation Report – Protection of Public Infrastructure	
D12	Prior to the commencement of operation, the Applicant must engage a suitably qualified and experienced expert to prepare a Post-Construction Dilapidation Report. This Report must: (a) ascertain whether the construction works created any structural damage to public infrastructure by comparing the results of the Post-Construction Dilapidation Report with the Pre-Construction Dilapidation Report required by condition B9 of this consent; (b) have, if it is decided that there is no structural damage to public infrastructure, the written confirmation from the relevant public authority that there is no adverse structural damage to their infrastructure (including roads). (c) be submitted to the Certifier; (d) be forwarded to Council for information; and (e) e provided to the Planning Secretary within 48 hours when requested.
Repair of Public Infrastructure	
D13	Unless the Applicant and the relevant public authority agree otherwise, the Applicant must: (a) repair, or pay the full costs associated with repairing, any public infrastructure that is damaged by carrying out the construction works; and/or (b) relocate, or pay the full costs associated with relocating any infrastructure that needs to be relocated as a result of the development; and/or (c) pay compensation for the damage as agreed with the owner of the public infrastructure. *Note: This condition does not apply to any damage to roads caused as a result of general road usage or otherwise addressed by contributions of this consent*
Road Damage	
D14	Prior to the commencement of operation, the cost of repairing any damage caused to Council or other Public Authority's assets in the vicinity of the Subject Site as a result of construction works associated with the approved development must be met in full by the Applicant
Post-Construction Survey – Adjoining Properties	
D15	Where a pre-construction survey has been undertaken in accordance with condition B11, prior to the commencement of operation the Applicant must engage a suitably qualified and experienced expert to undertake a post-construction survey and prepare a Post-Construction Survey Report. This Report must: (a) document the results of the post-construction survey and compare it with the preconstruction survey to ascertain whether the construction works caused any damage to buildings surveyed in accordance with condition B11; (b) be provided to the owner of the relevant buildings surveyed; (c) be provider to the Certifier; and (d) be provided to the Planning Secretary within 48 hours when requested.
D16	Where the Post-Construction Survey Report determines that damage to the identified property occurred as a result of the construction works, the Applicant must repair, or pay the full costs associated with repairing the damaged buildings, within an agreed timeline between the owner of the identified property and the Planning Secretary. Alternatively, the Applicant may pay compensation for the damage as agreed with the property owner.
Public Domain Works Completion	

Condition of Consent	Compliance Requirement
D17	Prior to final occupation, evidence must be submitted to the Certifier demonstrating that a Public Domain Works – Letter of Completion Operational Acceptance has been obtained from Council, confirming that the relevant works have been constructed in accordance with the Public Domain Plan required by condition B13
Operational Access, Car Parking and Service Vehicle Arrangements	
D18	Prior to final occupation, evidence of compliance of the design of operational parking and access arrangements with the following requirements must be submitted to the Certifier: (a) a minimum of 2,561 on-site car parking spaces for use during operation of the development; and (b) the swept path of the largest service vehicle entering and exiting the Site in association with the new work, as well as manoeuvrability through the site, must be in accordance with the latest version of AS 2890.2.
Bicycle Parking and End-of-Trip facilities	
D19	Prior to the commencement of any operation, or other timeframe agreed in writing by the Planning Secretary, evidence of compliance with the following requirements for secure bicycle parking and end-of-trip facilities must be submitted to the Certifier: (a) the provision of a minimum 286 staff and visitor bicycle parking spaces, a minimum 208 of which must be provided for staff as Class 2 facilities in accordance with AS 2890.3; (b) the layout, design and security of bicycle facilities must comply with the minimum requirements of the latest version of AS 2890.3:2015 *Parking facilities - Bicycle parking*, and be located in easy to access, well-lit areas that incorporate passive surveillance; (c) the provision of end-of-trip facilities for staff; and (d) appropriate pedestrian and cyclist advisory signs are to be provided. *Note: All works/regulatory signposting associated with the proposed development shall be at no cost to the relevant roads authority.*
Green Travel Plan	
D20	Prior to the commencement of final occupation, or other timeframe agreed in writing by the Planning Secretary, the Applicant must implement measures to promote the use of active and sustainable transport modes, as outlined in the Green Travel Plan (GTP) detailed in '*Transport and Accessibility Impact Assessment and Green Travel Plan'*, (Version 8.0), prepared by SCT Consulting and dated 13 July 2023.
D21	Prior to the commencement of final occupation, or other timeframe agreed in writing by the Planning Secretary, details of the nominated employee(s) of the health services facility responsible for implementing the GTP and its ongoing review must be provided to Transport for NSW and the Planning Secretary and made available on the Applicant's website within 14 days. If at any point the nominated employee(s) subsequently changes, TfNSW must be notified and details must be updated on the Applicant's website within 14 days.
Heritage Interpretation Plan	
D22	Prior to the commencement of final operation, the Applicant must submit a Heritage Interpretation Plan to acknowledge the heritage of the site to the Planning Secretary. The plan must: (a) be prepared by a suitably qualified and experienced expert in consultation with Heritage NSW, Council the RPA Redevelopment First Nations Advisory Group and Registered Aboriginal Parties; (b) include details of locations and scope of heritage interpretation works across the redevelopment site; and (c) incorporate the measures outlined in 'Preliminary Heritage Interpretation Framework', dated 26 April 2023 and prepared by Bates Smart, Neeson Murcutt + Neille and Turf Design Studio.

Condition of Consent	Compliance Requirement
Utilities and Services	
D23	Prior to commencement of operation, the Applicant must obtain a Compliance Certificate for water and sewerage infrastructure servicing of the site under section 73 of the *Sydney Water Act 1994.*
Stormwater Operation and Maintenance Plan	
D24	Prior to the commencement of operation, a Stormwater Operation and Maintenance Plan (SOMP) is to be submitted to the Certifier. The SOMP must ensure the proposed stormwater quality measures remain effective and contain the following: (a) maintenance schedule of all stormwater quality treatment devices; (b) record and reporting details; (c) relevant contact information; and (d) work health and safety requirements
Signage	
D25	Prior to the commencement of operation, way-finding signage and signage identifying the location of staff car parking must be installed.
D26	Prior to the commencement of operation, bicycle way-finding signage must be installed within the site to direct cyclists from footpaths to designated bicycle parking areas.
D27	Prior to the installation and display of any building identification signage within the approved signage zones, details of signage (design, content and illumination) are to be submitted for the approval of the Planning Secretary.
Operational Waste Management Plan	
D28	Prior to the commencement of operation, the Applicant must prepare a Waste Management Plan for the development and submit it to the Certifier. The Waste Management Plan must: (a) detail the type and quantity of waste to be generated during operation of the development; (b) describe the handling, storage and disposal of all waste streams generated on site, consistent with the *Protection of the Environment Operations Act 1997, Protection of the Environment Operations (Waste) Regulation 2014* and the *Waste Classification Guideline* (Department of Environment, Climate Change and Water, 2009); (c) detail the materials to be reused or recycled, either on or off site; and (d) include the management and mitigation measures included in '*Waste Management Plan'* (Revision 1.0), prepared by TSA and dated 2 November 2022.
Site Contamination	
D29	Prior to commencement of operation, the Applicant must submit a Validation Report for the development to the Certifier. The Validation Report must: (a) be prepared, or reviewed and approved, by consultants certified under either the Environment Institute of Australia and New Zealand's Certified Environmental Practitioner (Site Contamination) scheme (CEnvP(SC)) or the Soil Science Australia Certified Professional Soil Scientist Contate Assessment and Management (CPSS CSAM) scheme; (b) be prepared in accordance with the relevant guidelines made or approved by the EPA under section 105 of the *Contaminated Land Management Act 1997*; and (c) include, but not be limited to: i. comment on the extent and nature of the remediation undertaken;

Condition of Consent	Compliance Requirement
	ii. if material is to remain in-situ and capped, describe the location, nature and extent of any remaining contamination on site as well as any ongoing management requirements; iii. sampling and analysis plan and sampling methodology undertaken as part of the remediation; iv. if treated material is to remain on the subject site, results of sampling of treated material, compared with the treatment criteria in the most updated Remediation Action Plan; v. results of any validation sampling, compared to relevant guidelines/criteria; vi. comment on the suitability of the area for the intended land use; and
D30	Prior to commencement of operation, the Applicant must obtain confirmation from the Certifier in writing that the requirements of condition D29 have been met.
D31	Where changes are made to '*Remediation Action Plan 304100230'*, (Version 0), prepared by Cardno and dated 10 November 2022, under condition C39, prior to the commencement of operation, the Applicant must submit a Section A1 Site Audit Statement or a Section A2 Site Audit Statement accompanied by an Environmental Management Plan prepared by a NSW EPA accredited Site Auditor. The Section A1 or A2 Site Audit Statement must verify the relevant part of the site is suitable for the intended land use and be provided, along with any Environmental Management Plan to the Planning Secretary and the Certifier.
Landscape Design	
D32	Prior to the commencement of installation of landscaping, an amended landscaping strategy prepared by a registered landscape architect must be submitted for the approval of the Certifier. The strategy must: (a) be prepared in consultation with Council and the RPA Redevelopment First Nations Advisory Group; (b) be endorsed by the DIP; (c) provide for the planting of a minimum 101 new trees; (d) provide a detailed planting palette that: i. maximises the use of locally indigenous species representative of the Plant Community Type 'PCT 1778: Smooth-barked Apple – Coast Banksia / Cheese Tree open forest on sandstone slopes on the foreshores of the drowned river valleys of Sydney'; and ii. incorporates specimens which gesture to the historical context of the precinct, as outlined in Section 8.2 of '*Statement of Heritage Impact*' (Issue 8), prepared by Heritage21 and dated 3 November 2022. (e) include details of tree heights at maturity and pot sizes of plants to be planted on-site, in accordance with the principles outlined in '*SSDA Landscape Report RPA-LAN-TDS-RPT- MW-000002 (Issue L)*' prepared by Turf Design Studio and dated 22 June 2023. (f) provide evidence of adequate soil volumes for the planting of all trees in accordance with Council's document 'Sydney Landscape Code Vol. 2' (2016); (g) include an engineering report confirming structural capacity of structures for green roof loads; (h) include details of drainage, waterproofing and irrigation systems, including overland flow provisions and water retention cells in the drainage layer; (i) include the provision of nest boxes suitable to native fauna likely to use the site. (j) incorporate a detailed green wall design including plans and details drawn to scale, and technical specification, including: i. analysis of the detailed site conditions, including access, light availability, sun and wind impacts; ii. details of the green wall construction, including proposed materials, webmesh trellis system, planter dimensions, fixings and structures; iii. details of the proposed growing medium, including soil depth and type; iv. location, numbers, type and size of plant species selected on the basis of the site conditions, and species that contribute to habitat and biodiversity;

Condition of Consent	Compliance Requirement
	v. details of drainage, irrigation and waterproofing; and vi. details of any additional lighting (where applicable).
Landscaping	
D33	Prior to the commencement of operation, landscaping of the site must be completed in accordance with landscape plan(s) approved under condition D32.
D34	Prior to the commencement of operation, the Applicant must prepare a Landscape Management Plan to manage the revegetation and landscaping on-site and submit it to the Certifier. The plan must describe: (a) the ongoing monitoring and maintenance measures to manage revegetation and landscaping; (b) green roof maintenance measures, including methodology for safe working at height such as access requirements, location of any anchor points, gates and transport of materials and green waste; (c) green wall maintenance measures, including methodology for safe working at height, access requirements, location of any anchor points, gates, and transport of materials such as green waste removal, and a detailed planting maintenance schedule; and (d) plans outlining intended strategies for decommissioning and rectification if planting works fail.
Constructed Floor Levels	
D35	Prior to the commencement of operation, a certification report prepared by a suitably qualified practitioner engineer (NER) must be submitted to the Certifier, stating that the development has been constructed in accordance with the flood planning levels required by condition B38.
Operational Flood Emergency Management Plan	
D36	Prior the commencement of the operation, a Flood Emergency Management Plan must be prepared and submitted to the Certifier that: (a) is be prepared by a suitably qualified and experienced person(s); (b) addresses the provisions of the *Floodplain Risk Management Guidelines* (EHG); (c) incorporates the flood emergency management measures outlined in '*Response to Submissions: Infrastructure Delivery, Management and Staging Plan – Flooding and Stormwater'* (Revision 9), prepared by Taylor Thomson Whitting and dated 9 June 2023, as amended by '*Response to SES Flooding Comments'* prepared by Taylor Thomson Whitting and dated 22 August 2023. (d) includes details of: i. the flood emergency responses for operational phase of the development; ii. predicted flood levels; iii. flood warning time and flood notification; iv. assembly points and evacuation routes; v. evacuation and refuge protocols; and vi. awareness training for employees and contractors, and visitors.
Public Art	
D37	Prior to the commencement of final occupation, the Applicant must prepare a public art strategy. The strategy must be developed in consultation with the RPA Redevelopment First Nations Advisory Group, to determine how the strategy can incorporate Aboriginal cultural heritage interpretation.

Condition of Consent	Compliance Requirement
D38	Within 12 months of the final occupation, or timing as otherwise agreed by the Planning Secretary, the Applicant must submit evidence to the Planning Secretary demonstrating that the public art envisaged by the public art strategy required by condition D37 has been installed.
Dangerous Goods	
D39	Prior to commencement of occupation, or within a timeframe otherwise agreed by the Planning Secretary, the Applicant must undertake and submit a compliance audit for dangerous goods storage and handling for both the existing and approved dangerous goods storage facilities across the hospital site. This audit must consider the findings of '*Preliminary Hazard Analysis RHS_001'* prepared by ARUP and dated 3 November 2022 and demonstrate the final design and operation of the entire hospital site can comply with all relevant Australian Standards.
PART E POST OCCUPATION	
Operation of Plant and Equipment	
E1	All plant and equipment used on site must be maintained in a proper and efficient condition operated in a proper and efficient manner.
Warm Water Systems and Cooling Systems	
E2	The operation and maintenance of warm water systems and water cooling systems (as defined under the Public Health Act 2010) must comply with the Public Health Act 2010, Public Health Regulation 2012 and Part 2 (or Part 3 if a Performance-based water cooling system) of AS/NZS 3666.2:2011 Air handling and water systems of buildings – Microbial control – Operation and maintenance and the NSW Health Code of Practice for the Control of Legionnaires' Disease
Long Term Environmental Management Plan	
E3	Upon completion of remediation works, the Applicant must manage the site in accordance with the Long Term Environmental Management Plan where required in accordance with '*Interim Site Audit Advice No 01, BE167, Royal Prince Alfred Hospital, Remediation Action Plan review'* prepared by AECOM Australia and dated 14 November 2022, and any on-going maintenance of remediation notice issued by EPA under the *Contaminated Land Management Act 1997.*
E4	Upon completion of remediation works, the Applicant must provide a copy of the Long Term Environmental Management Plan, where required, to Council.
Heritage Interpretation Plan	
E5	The Applicant must implement the most recent version of the Heritage Interpretation Plan approved under condition D22.
Environmental Management Plan	
E6	Upon completion of remediation works, the Applicant must manage the site in accordance with the Environmental Management Plan approved by the Site Auditor (if any) under condition D31 and any on-going maintenance of remediation notice issued by EPA under the *Contaminated Land Management Act 1997.*
Operational Noise Limits	
E7	The Applicant must ensure that noise generated by operation of the development does not exceed the noise limits in '*Noise and Vibration Impact Assessment for SSDA, AC07 (Rev* K)' prepared by Arup and dated 27 June 2023.
E8	The Applicant must undertake short term noise monitoring in accordance with the *Noise Policy for Industry* (2017) where valid data is collected following the commencement of use of each stage of the development. The monitoring program must be carried out by an appropriately qualified person and a monitoring report must be submitted to the Planning Secretary within two months of commencement use of each stage of the development or other timeframe agreed to by the Planning Secretary to

Condition of Consent	Compliance Requirement
	verify that operational noise levels do not exceed the recommended noise levels for mechanical plant identified in '*Noise and Vibration Impact. Assessment for SSDA, AC07 (Rev K)*' prepared by Arup and dated 27 June 2023. Should the noise monitoring program identify any exceedance of the recommended noise levels referred to above, the Applicant is required to implement appropriate noise attenuation measures so that operational noise levels do not exceed the recommended noise levels or provide attenuation measures at the affected noise sensitive receivers.
Temporary Helipad	
E9	The Applicant must implement the Temporary HLS Management Plan, as required by condition D11 of this consent, at all times during operation of the temporary helipad.
Unobstructed Driveways and Parking Areas	
E10	All driveways, footways and parking areas must be unobstructed at all times. Driveways, footways and car spaces must not be used for the manufacture, storage or display of goods, materials, refuse, skips or any other equipment and must be used solely for vehicular and/or pedestrian access and for the parking of vehicles associated with the use of the premises.
Green Travel Plan	
E11	The Green Travel Plan required by condition D20 of this consent must be updated annually and implemented unless otherwise agreed by the Planning Secretary.
Ecologically Sustainable Development	
E12	Unless otherwise agreed by the Planning Secretary, within six months of commencement of operation the Certifier and Planning Secretary are to be provided with a report from the Applicant by a suitably qualified and experienced expert demonstrating that the project attains the minimum number of ESD points as required by condition B17 of this consent.
Outdoor Lighting	
E13	Notwithstanding condition D6, should outdoor lighting result in any residual impacts on the amenity of surrounding sensitive receivers, the Applicant must provide mitigation measures in consultation with affected landowners to reduce the impacts to an acceptable level.
Landscaping	
E14	The Applicant must maintain the landscaping and vegetation on the site in accordance with the approved Landscape Management Plan required by condition D34 for the duration of occupation of the development.
Hazards and Risk	
E15	The Applicant must store all chemicals, fuels and oils used on-site in accordance with: (a) the requirements of all relevant Australian Standards; and (b) the EPA's *Storing and Handling of Liquids: Environmental Protection – Participants Manual'* if the chemicals are liquids.
E16	In the event of an inconsistency between the requirements of condition E15(a) and E15(b), the most stringent requirement must prevail to the extent of the inconsistency.
Dangerous Goods	
E17	Dangerous goods, as defined by the Australian Dangerous Goods Code, must be stored and handled strictly in accordance with: (a) all relevant Australian Standards;

Condition of Consent	Compliance Requirement
	(b) or liquids, a minimum bund volume requirement of 110% of the volume of the largest single stored volume within the bund; and (c) the Environment Protection Manual for *Authorised Officers: Bunding and Spill Management – technical bulletin* (EPA, 1997).
E18	In the event of an inconsistency between the requirements E17(a) to E17(c), the most stringent requirement must prevail to the extent of the inconsistency.
Discharge Limits	
E19	The development must comply with section 120 of the POEO Act, which prohibits the pollution of waters.
Stormwater Maintenance	
E20	The constructed stormwater structures and treatment measures must be maintained by the property owner in perpetuity.

Appendix G: EIS/ RTS Mitigation Measures

Item	Mitigation Measure	Timing	Where addressed
Design Excellence and Design Integrity			
	The development shall continue to be subject to a design integrity process with the Design Integrity Panel (DIP) (comprising for the former Design Jury established for the Architectural Design Competition) reconvened at key milestones where necessary during the design development and construction documentation processes, to certify that design excellence and design integrity is achieved.	During construction	Design/Construction Management Plan
Traffic			
Operational Traffic			
Green Travel	The Green Travel Plan within the Amended Traffic and Accessibility Impact Assessment (TIA) prepared by SCT Consulting at Appendix O includes several measures aimed at increasing the mode share of sustainable modes and decreasing car usage. These initiatives would improve parking outcomes overall: ▪ Provision of end of trip facilities and bicycle parking for staff; ▪ Increasing the visual presence of bicycle and end of trip facilities through wayfinding signage and dedicated access; ▪ Additional Redfern station shuttle buses; ▪ Reinstate parking fees as soon as permitted by the Ministry of Health (who suspended parking fees during the COVID-19 pandemic); ▪ Improved lighting on common pedestrian routes; ▪ Provision of wayfinding and local area walking maps; and ▪ Annual travel survey of staff to understand trends in travel patterns and opinions of staff on cycling to work to determine the effectiveness of the above measures during and after implementation. A Detailed Green Travel Plan will be developed for the project as a condition of consent for implementation during operation of the development.	During operation	Green Travel Plan to be developed prior to operation by SLHD
Parking	Precinct parking will be able to meet the expected hospital demand once the development is operational, with an occupancy rate of 92%. This occupancy rate highlights a few key things for parking at RPA: ▪ Parking facilities on site will need to be utilised efficiently: For example, there is currently a large difference in the occupancy rate between the two multi-storey carparks on site. The staff only carpark has a much lower occupancy rate (68%) compared to the publicly accessible Staff and Visitor carpark (96%). Underutilisation of some facilities may result in other facilities reaching capacity and changes to the way carpark access is provided to staff may need to be considered. ▪ Green travel plan initiatives are critical to manage parking: Increasing uptake of sustainable modes of transport and reducing dependency on car trips will be key to avoiding the need for more parking spaces. This is in line with the City of Sydney's vision of reduced car mode share. ▪ Parking on site should be considered as constrained: A surplus of parking will induce driving demand. Therefore parking will need to managed in a way that allows users who need to drive, such as patients or shift working staff to find parking, while encouraging those who can use alternative modes of transport to do so instead of driving	During operation	Green Travel Plan to be developed prior to operation by SLHD
Construction Traffic			

Item	Mitigation Measure	Timing	Where addressed
General	The Amended TIA prepared by SCT Consulting at **Appendix O** includes the following mitigation measures: ▪ Traffic controllers will be present at delivery zones and key conflict locations, to ensure safety of all user groups during construction.	During construction	Traffic and Pedestrian Management Sub-Plan
Parking	The following mitigations are recommended to be implemented to mitigate impacts to parking: Construction ▪ Construction workers will be discouraged from driving and to this end no parking will be provided on site for construction workers. Construction workers will be provided with information in relation to the public transport services available for transit to and from the site. Operation: ▪ Reinstate staff parking fees (which were temporarily suspended during the COVID-19 pandemic) to discourage car usage ▪ Increase flexibility in staff parking arrangements. Instead of fixed rates or pro-rata, consider not charging staff for days they choose not to drive, even for full time staff. ▪ Consider dividing parking demand by user groups. For example, increasing the cost for staff entering the carpark at regular work hours so that it is in line with public transport user costs, while subsidising those who park for night shift. ▪ Consider allocating a portion of existing parking revenue, or alternatively increase parking rates, to fund and subsidise public transport and cycling incentives. ▪ Investigate the potential of a carpooling incentive by reducing parking rates for those who carpool, with assistance from SLHD to match staff living in similar locations. ▪ Encourage use of non-car travel options, through the measures detailed in the Green Travel Plan. ▪ Increase the frequency of the Redfern station shuttle bus.	During construction / during operation	Traffic and Pedestrian Management Sub-Plan Green Travel Plan to be developed prior to operation by SLHD
CTMP	A Detailed Construction Pedestrian Traffic Management Plan (CPTMP) will be developed by the Principal Contractor	Prior to commencement of work	Traffic and Pedestrian Management Sub-Plan
Temporary HLS and Grose Street Circulation	The emergency vehicle bays servicing the temporary HLS will necessitate two-way traffic flow on a portion of Grose Street. This will be a change to Grose Street which is currently a one-way movement westbound, from Hospital Road to Church Street. Adequate signage and road markings will be required to ensure that drivers and pedestrians are aware of these changes.	Prior to operation of the temporary HLS	Traffic and Pedestrian Management Sub-Plan
Noise and Vibration			

Construction Noise	The Amended Noise and Vibration Impact Assessment prepared by Arup at **Appendix Q** includes the following mitigation measures for construction noise:
	▪ For all construction works, the contractor would be expected to prepare a detailed Construction Noise and Vibration Management Plan (CNVMP). This plan should include but not be limited to the following:
	  ○ Roles and responsibilities
	  ○ Noise and vibration sensitive receiver locations
	  ○ Areas of potential impact
	  ○ Mitigation strategy
	  ○ Monitoring methodology
	  ○ Community engagement strategy.
		During construction	Noise and Vibration Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	▪ Hoarding to perimeter of construction site subject to design development and to be reflected in the detailed NVIA. ▪ The smallest/quietest equipment for the works should be used where practicable. For example: o Hand tools instead of mechanised plant. o Slab demolition using alternate methods (avoiding hydraulic/pneumatic hammering wherever possible). These may include shear, pulveriser and ripper attachments fitted onto the excavators to progressively demolish the slab panels for later removal. o Where hydraulic/pneumatic hammers need to be used, acoustic barriers should be applied to the scaffolding between the works and the receivers, on the level where the works are occurring, and also the two levels below. This barrier should have minimum 4 kg/m2 surface mass – e.g. mass loaded vinyl. o Saw cut and ripping are recommended for excavation in rock work close to areas of concern, instead of breaking/jackhammering/etc. *Note: A 'safety distance' should be determined on-site, based on site noise measurement results to ensure the noise levels do not exceed the Management Levels where practicable.* o Use of lower noise construction equipment such as bored piling instead of driven piling. General mitigation measures to reduce construction noise impacts will be required, and may include: ▪ Adherence to the standard approved working hours as outlined in the Project; ▪ Approval, i.e., only approved out-of-hours activities should occur outside of standard working hours; ▪ Manage noise from construction work that might be undertaken outside the recommended standard hours; ▪ The location of stationary plant (concrete pumps, air-compressors, generators, etc.) as far away as possible from sensitive receivers; ▪ Using site sheds and other temporary structures or screens/hoarding to limit noise exposure where possible; ▪ Sealing of openings in the building (temporary or permanent) prior to commencement of internal works to limit noise emission; ▪ The appropriate choice of low-noise construction equipment and/or methods; ▪ Modifications to construction equipment or the construction methodology or programme. This may entail programming activities to occur concurrently where a noisy activity will mask a less noisy activity, or, at different times where more than one noisy activity will significantly increase the noise. The programming should also consider the location of the activities due to occur concurrently; ▪ Carry out consultation with the community during construction including, but not limited to; advance notification of planned activities and expected disruption/ effects, construction noise complaints handling procedures/ Note that while community consultation may be included in the Contractor's CNVMP; it is not required		
Construction Vibration	During development of the detailed CNVMP an investigation of vibration impact upon existing buildings on the subject site and on all nearby sensitive receivers should take place, including an assessment of any vibration sensitive equipment that could possibly be impacted by the works. Where the risk of disturbance due to vibration is predicted to be high, the following methods are recommended to control of mitigate impacts where possible: ▪ Use of alternative lower vibration construction methods, such as using bored piles over driven piles. ▪ Use of lower vibration equipment. In general equipment that operates higher frequency will result in lower vibrations for instance 40Hz compactor will generate lower vibration levels at a distance from the activity than a 12Hz compactor. ▪ In some instances, site planning can be used to keep vibration sources away from more sensitive receivers, for instance truck movements, unloading zones, demolition drop zones etc. ▪ Provide cushioning in demolition drop zones	Prior to construction	Vibration Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
Construction Staging & Activities	The detailed CEMP (which will be prepared by the appointed contractor post-SSDA approval) will need to be reviewed by an acoustic consultant, especially in relation to potential impacts on highly noise and vibration sensitive receivers (including imaging equipment); alternative construction equipment with lower noise or vibration emissions may be necessary.	Prior to construction	Noise and Vibration Management Sub-plan
Control of Noise following Exceedance	If noise management levels are exceeded, *feasible and reasonable* noise mitigation measures should be undertaken to minimise noise impacts are far as practicable. Preliminary feasible and reasonable work practices by project component are detailed in Table 44 in the Amended Noise and Vibration Impact Assessment.	During construction	Noise and Vibration Management Sub-plan
Control of Vibration following Exceedance	If measured vibration levels exceed the appropriate criteria, the following measures shall be taken by the Contractor: ▪ Modifications to construction equipment used ▪ Modifications to methods of construction ▪ Changes to hours of activities generating excessive vibration levels In the short term, relocating construction activity to a location further from the sensitive receivers may allow construction activity to continue minimising delays.	During construction	Vibration Management Sub-plan
Construction Hours	In addition to the ICNG [3] recommended standard construction hours, approval is being sought to extend Saturday construction hours in line with "Category 1" working hours as per the CoS Construction Code: ▪ Monday to Friday: 7am to 6pm; ▪ Saturday: 8am to 1pm; ▪ Saturday: 1pm to 7pm – excluding "high" impact noise works (demolition, excavation and piling) and excluding Temporary HLS works. ▪ Sunday and public holidays: No work. The additional Out of Hours Works are sought for the following works to be conducted 24/7 within the following defined areas during specified periods as necessary: ▪ L01 Superstructure east extension (RPAH Loading dock); ▪ John Hopkins Drive, Lambie Dew Drive and Gloucester House; ▪ Grose Street (high noise works to only occur 7am – 10pm weekdays and 8am – 7pm on Saturdays / Sundays / Public holidays); and ▪ Internal fit-out and refurbishment works. Additional ad hoc out of hours works will be sought on a case-by-case basis where necessary to minimize impacts to the hospital.	During construction	Noise and Vibration Management Sub-plan
Operation – Building Services	▪ Acoustic assessment of building services equipment should be undertaken during the detailed design phase of the development to ensure that the cumulative noise of all equipment does not exceed the Project Specific Noise Levels (Table 6). ▪ Building services noise emissions can be controlled by appropriate system design and implementation of common engineering methods, which may include: o Procurement of 'quiet' plant. o Acoustic louvres. o Commercially available acoustic attenuators for air discharge and air intakes of plant. o Acoustically lined and lagged ductwork. o Acoustic barriers between plant and sensitive neighbouring premises.	Prior to construction / during operation	Noise and Vibration Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	○ Partial or complete acoustic enclosures over plant.		
European Heritage			
	The Statement of Heritage Impact (SOHI) prepared by Heritage 21 at EIS **Appendix P** and Statement of Heritage Impact Addendum (**Appendix H**) includes the following mitigation measures for site specific buildings and the general subject site, heritage items, conservation area:	-	
	Photographic Archival Recording (PAR): A PAR should be undertaken by a suitably qualified Heritage Consultant prior to any development being carried out on site. The recording shall be undertaken in accordance with the guidelines for Photographic Recording of Heritage Items Using Film or Digital Capture (2006) prepared by the NSW Office of Environment and Heritage and copies should be retained in Council's Archives and Local Studies collection.	Prior to demolition	Heritage Management Sub-plan
	Detailed Architectural Drawings: In order to more accurately record the Tissue Pathology and Diagnostic Oncology and RPA Chapel should be salvaged and stored following the demolition activities. The potential reuse of these materials should form part of the interpretation strategy,	During construction	Heritage Management Sub-plan
	Salvage Strategy: Significant fabric of the Tissue Pathology and Diagnostic Oncology (Building 94) and RPA Chapel (Building 95) should be savaged and stored following the demolition activities. The potential reuse of these materials should form part of the interpretation strategy.	During construction	Heritage Management Sub-plan
	Interpretation Strategy: A detailed Interpretation Strategy should be prepared and implemented that expands on the Preliminary Heritage Interpretation Framework included in this application.	Prior to relevant construction	Heritage Management Sub-plan
	Conservation Management Plan: The Royal Prince Alfred Hospital Conservation Management Plan should be updated to reflect the recent development and the changed needs of the site. The updated Conservation Management Plan should generate policies to manage the ongoing conservation of the site.	Prior to operation	Heritage Management Sub-plan
	Temporary Protection Measures: Prior to the commencement of any work, consideration shall be given to the development of temporary protection measures that would identify potential risks and outline methodologies to negate any physical impact on significant fabric located in the vicinity of the area of works on the subject sites.	Prior to relevant construction work	Heritage Management Sub-plan
	Heritage Architect Monitoring: A Heritage Architect should be engaged to periodically monitor the works on site, give necessary advice, and sign off upon conclusion.	Prior to construction / during construction	Heritage Management Sub-plan
	Qualified Tradesmen: Any works to the fabric of heritage significant buildings on the subject site should be carried out by qualified tradesmen who will work under the supervision of qualified heritage professionals.	During construction	Heritage Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
Historical Archaeology	A Historical Archaeological Impact Assessment Report was prepared by Biosis and is appended at **Appendix J**, and includes the following mitigation measures for the proposed redevelopment: Works can proceed in the study area with caution as it has been assessed as possessing low archaeological potential. Should archaeological remains not included within this report be uncovered during the course of the proposed works, the following measure should be implemented. ▪ Relics are historical archaeological resources of local or State significance and are protected in NSW under the Heritage Act 1977 (Heritage Act). Relics cannot be disturbed except with a permit or exception/exemption assessment. Should unanticipated historical archaeology be discovered during the course of the project, work in the vicinity must cease and an archaeologist contacted to make a preliminary assessment of the find. Heritage NSW, Department of Planning and Environment (Heritage NSW) will require notification if the find is assessed as a relic. ▪ If any suspected human remains are discovered during any activity works, all activity in the vicinity must cease immediately. The remains must be left in place and protected from harm or damage. The following contingency plan describes the immediate actions that must be taken in instances where human remains or suspected human remains are discovered. Any such discovery at the study area must follow these steps: 3. Discovery: If suspected human remains are discovered all activity in the vicinity must stop to ensure minimal damage is caused to the remains; and the remains must be left in place and protected from harm or damage. 4. Notification: Once suspected human skeletal remains have been found, the Coroner's Office and the NSW Police must be notified immediately.	During construction	Heritage Management Sub-plan
Aboriginal Cultural Heritage	The Amended Aboriginal Cultural Heritage Report (ACHAR) by Biosis (**Appendix K**) includes the following mitigation measures:	-	
	Consultation with Metropolitan LALC should be continued by the RPA Project Team. Metropolitan LALC have requested that a smoking ceremony is completed prior to ground disturbing works and that a cultural sites officer is present during ground disturbing works. The RPA Project Team are to consult with Metropolitan LALC to arrange this.	Prior to ground disturbance works	Heritage Management Sub-plan
	As per the consultation requirements, it is recommended that the proponent provides a copy of this report to the Aboriginal stakeholders and considers all comments received. The proponent should continue to inform these groups about the management of Aboriginal cultural heritage sites within the study area throughout the life of the project.	Prior to construction and ongoing	Heritage Management Sub-plan
	Consultation with Kamilaroi Yankuntjatjara Working Group has also recommended that a cultural interpretation plan be implemented for the project. Interpretation can be achieved through native landscaping, Aboriginal art, digital displays, signage, edible and medicinal gardens, and apps educating about the history and use of the land by Aboriginal people. This may be incorporated into the Public Art Strategy and the Connecting with Country Strategy. The RPA Project Team are to consult with the registered Aboriginal parties (RAPs) for this.	Prior to construction	Heritage Management Sub-plan
	Heritage inductions for all site workers and contractors should be undertaken in order to prevent any unintentional harm to Aboriginal sites located within the study area and its surrounds. The heritage induction should include the following items: ▪ Relevant legislation. ▪ Location of identified Aboriginal heritage sites, areas of archaeological potential, and areas of archaeological sensitivity.	Prior to construction	Heritage Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	▪ Basic identification skills for Aboriginal and non-Aboriginal artefacts and human remains. ▪ Procedure to follow in the event of an unexpected heritage item find during construction works. ▪ Procedure to follow in the event of discovery of human remains during construction works. ▪ Penalties and non-compliance.		
	All Aboriginal objects and Places are protected under the *National Parks and Wildlife Act 1974* (NPW Act). It is an offence to disturb an Aboriginal site without a consent permit issued by Heritage NSW, Department of Planning and Environment (Heritage NSW). Should any unanticipated Aboriginal objects be encountered during works associated with this proposal, works must cease in the vicinity and the find should not be moved until assessed by a qualified archaeologist. If the find is determined to be an Aboriginal object the archaeologist will provide further recommendations. These may include notifying Heritage NSW and Aboriginal stakeholders.	During construction	Heritage Management Sub-plan
	Relics are historical archaeological resources of local or State significance and are protected in NSW under the *Heritage Act 1977* (Heritage Act). Relics cannot be disturbed except with a permit or exception notification. Should unanticipated relics be discovered during the course of the project, work in the vicinity must cease and an archaeologist contacted to make a preliminary assessment of the find. The Heritage Council will require notification if the find is assessed as a relic.	During construction	Heritage Management Sub-plan
	If any suspected human remains are discovered during any activity you must: 1. Immediately cease all work at that location and not further move or disturb the remains. 2. Notify the NSW Police and Heritage NSW Environmental Line on 131 555 as soon as practicable and provide details of the remains and their location. 3. Not recommence work at that location unless authorised in writing by Heritage NSW.	During construction	Heritage Management Sub-plan
Detailed Heritage Interpretation	The Amended Preliminary Heritage Interpretation Framework shall be further developed into a Detailed Heritage Interpretation Strategy that covers strategies and specific design measures to incorporate European heritage, aboriginal heritage and Connecting with Country in the proposed design.	Prior to commencement of relevant work	Heritage Management Sub-plan
Contamination	▪ Remediation of contaminated areas is to be undertaken in accordance with an approved Remediation Action Plan. ▪ Any variations to the Remediation Action Plan are to be approved by an NSW EPA-accredited Site Auditor.	Prior to commencement of relevant work	Contamination Management Sub-plan
Contamination	▪ Where remediation is carried out / completed in stages, a NSW EPA-accredited Site Auditor must confirm satisfactory completion of each stage by the issuance of Interim Audit Advice(s) prior to the use / operation of the remediated area(s). ▪ A long-term environmental management plan (LTEMP) would be prepared for remaining fill material, if deemed required subsequent to site remediation.	Subsequent to relevant work and prior to operation of relevant area	Contamination Management Sub-plan
Hazardous Materials	▪ Asbestos found in Buildings 64, 75, 89, 94, 95 and the multi-storey carpark will be removed by a licensed asbestos removalist prior to refurbishment or demolition works. ▪ Lead Containing Paint found in Building 94 will be removed prior to demolition of this building.	During construction	Contamination Management Sub-plan
Aviation & Downwash	An Amended Aviation Report has been prepared by AviPro at Appendix U and a Helicopter Rotorwash and Particulate Matter Transport Report has been prepared by Arup at **Appendix W**.	-	

Item	Mitigation Measure	Timing	Where addressed
New Permanent HLS	During the construction phase of the RPA Redevelopment, cranes are to be lit in accordance with NSW Health GL2020_014 Guidelines for NSW Hospital HLS. These lighting standards also enhance safety for civil aviation operators within Sydney's airspace.	During construction	Aviation Management Sub-Plan
New Permanent HLS	Prior to acceptance by NSW Ambulance, a VFR Approach and Departure Surface (Performance Class 1) survey combined with a Design Development Overlay (DDO) survey will need to be completed.	Prior to operation	Aviation Management Sub-Plan
Temporary HLS - operations	▪ Helicopter arrivals/departures will be prioritized during the day unless it is an emergency that occurs during nighttime hours. ▪ It will be necessary to develop strong local procedures for the arrival and departure of helicopters. ▪ Detailed procedures will be developed to clear hazardous areas of people when a helicopter is planned to arrive or depart. ▪ An operational brief will be prepared for the Helicopter Emergency Medical Service (HEMS) operators to provide all available detail on approach and departure angles and preferred directions assessed as part of the design of the temporary HLS.	Prior to operation / During operation	Aviation Management Sub-Plan
Temporary HLS - Air Quality / Dust	The following measures will be implemented on Lot 12 DP 809663 to manage the potential for transport of particulate matter in order of benefit: ▪ Seal the particulate matter in the open area to the immediate south of the car park; ▪ Include shade cloth to the perimeter fencing of the open area to the immediate south of the car park.	Prior to operation of temporary HLS	Aviation Management Sub-Plan Air Quality Management Sub-plan
Temporary HLS - Rotorwash	The following measures from the Helicopter rotorwash and particulate matter transport report are to be implemented: ▪ Limit pedestrian movements during helicopter operations in the safety areas, Figure 13, ▪ Include warning signage at the entrances and across the wider area; ▪ Monitor litter and light weight debris in the wider area, Figure 13, ▪ If the open area to the immediate south of the car mark is made accessible, provide an advanced warning of any helicopter operations.	During operation of temporary HLS	Aviation Management Sub-Plan Traffic and Pedestrian Management Sub-Plan
Operation – Helicopter Noise – Temporary HLS	SLHD to prioritise helicopter arrivals and departures during daytime hours where feasible.	During operation of temporary HLS	Aviation Management Sub-Plan
Flooding	A Flood Emergency Response Plan is to be incorporated into an overall Emergency Management Plan for the hospital. It would include procedures such as: ▪ Education via staff awareness training, briefings and signage for visitors ▪ Designation of staff roles during an event, including a chief warden, safety manager / first aid officer and flood / building wardens ▪ Evacuation drills to be completed at a minimum every 12 months.	Prior to operation	Emergency Management Plan to be updated to incorporate a Flood Emergency Response Plan prior to operation

Item	Mitigation Measure	Timing	Where addressed
	▪ A flood emergency kit to be available prior to a flood event taking place and regularly checked to ensure that supplies within the kit are sufficient and in working condition. The Kit would include two-way radios, torches, batteries, waterproof bags, a first aid kit and other items.		
Ecology	▪ A survey was undertaken for threatened microbats and no microbats, or evidence of microbats, were observed. However, additional surveys must be undertaken prior to the scheduling of the demolition works, so that if a roosting or breeding colony is found to be present, then the demolition can be appropriately scheduled. ▪ If microbats are found to be roosting or breeding in the buildings, demolition should also be undertaken outside of winter if possible when bats are likely to be in torpor (in addition to being undertaken outside of the breeding season). ▪ If a breeding colony is found to be present, a Microbat Management Plan should be prepared, and submitted to DPE.	Prior to demolition / during operation	Flora and Fauna Management Sub-plan
	Incorporate recommendations identified in the Amended BDAR in the detailed CEMP for implementation during construction.	Prior to construction / during construction	Flora and Fauna Management Sub-plan
Geotechnical	The placement of all structural fill and footing excavations are to be inspected, tested and certified where necessary, by a suitably qualified geotechnical engineer to ensure works are being conducted in accordance with the construction methods recommended in the Geotechnical Investigative Report prepared by Cardno (EIS **Appendix AH**). Should subsurface conditions other than those described in this report be encountered, Cardno should be consulted immediately and appropriate modifications developed and implemented if necessary.	During construction	Construction Management Plan

Construction Waste	The Preliminary Waste Management Plan (EIS **Appendix AT**) outlines the following mitigation measures:
	▪ The Principal Contractor will be responsible for developing a detailed waste management plan prior to commencement of the construction works. That plan must be consistent with the approach, principles and management methods outlined in this plan. The Contractor will also be responsible for:
	  ○ Inducting all contractors and visitors about the relevant aspects of this plan.
	  ○ Ensuring all waste management contractors have the necessary qualifications and licenses to remove waste from the site.
	  ○ Carrying out periodic audits to check compliance with the waste management plan.
	▪ During construction, all site personnel and subcontractors will be inducted into the requirements of this plan in accordance with their level of responsibility. As such, the induction is expected to include the following components:
	  ○ The waste hierarchy and associated waste management principles (avoid, reuse, and recycle).
	  ○ NSW EPA Waste Classification Guidelines.
	  ○ Procedures for handling and storage of wastes.
	  ○ Location of waste disposal and storage facilities.
	  ○ Actions to be undertaken in the event of a hazardous material spill.
	  ○ Staff and contractors with specific responsibilities for waste management including for the handling and disposal of hazardous waste will be given additional training as required.
		During construction	Waste Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
	A Detailed Waste Management Plan is to be prepared by the appointed construction contractor prior to construction.	Prior to commencement of works	Waste Management Sub-plan
Operational Waste	The existing SLHD Waste Management Policy for RPA Hospital will be updated to ensure ongoing improvements and compliance with policy and legislation in all aspects of waste management, including generation, handling, storage and disposal of all forms of waste.	During operation	SLHD Waste Management Policy to be updated prior to operation
Construction Management	A Detailed CEMP is to be prepared by the appointed construction contractor prior to construction and implemented during construction.	Prior to construction/ during construction	This Plan
Arboricultural	The Arboricultural Impact Assessment, prepared by Martin Peacock Tree Care (**Appendix N)** includes the following mitigation measures: ▪ Trees approved for removal shall be identified and marked on site by the Project Arborist prior to removal. Tree removal and pruning works shall be undertaken by a qualified Arborist (minimum AQF level 3) covered by adequate third party, public liability insurance. Pruning works shall be undertaken in accordance with Australian Standard AS4373 Pruning of Amenity Trees. Arborists and ground staff shall comply with the Work Cover Code of Practice for the Amenity Tree Industry. ▪ Further assessment of the proposal shall be undertaken by the Project Arborist as part of the detailed design stage, to determine the potential impact of development upon the trees proposed for retention. To minimise development impacts, tree sensitive design and construction methods shall be utilised within Tree Protection Zone (TPZ) areas. ▪ Prior to the commencement of construction works establish TPZ areas for trees; groups – 22, 23, 30, 54-57, 127, 590, 597, 598, 1191, 1237-1239 and 2001 -2003. ▪ TPZ areas shall be maintained and regularly inspected by the Project Arborist throughout the construction stage of the project. The TPZ shall not be used for storage of waste or construction materials, vehicle parking or any other construction related activities. The Project Arborist shall be notified prior to the undertaking of any approved development works within a TPZ area. All works within a TPZ area shall be supervised and documented by the Project Arborist. ▪ New trees shall be grown and supplied in accordance with AS2303 2018 Tree stock for landscape use. The planting and aftercare of the trees shall be undertaken by a qualified horticulturalist. ▪ Tree protection fencing is to be installed around all trees to be retained prior to any works commencing and the project arborist to supervise all works within Tree Protection Zones. TPZ areas shall be maintained and regularly inspected by the Project Arborist throughout the constructing stage of the project ▪ Following development approval, assessment of the detailed Landscape Plans shall be undertaken by the Project Arborist during the design stage. To minimise development impacts, tree sensitive design and construction methods shall be utilised within TPZ areas. ▪ An Arboricultural Impact Assessment Report & Tree Protection Specification shall be prepared based on the detailed Landscape Plans. The Report shall include a specification for tree sensitive construction methods which will be utilised to minimise the impact of the works upon the trees.	Prior to the commencement of relevant work/ During construction of relevant work	Flora and Fauna Management Sub-plan

Item	Mitigation Measure	Timing	Where addressed
Wind	A Pedestrian Wind Environment Assessment has been prepared by Arup (EIS **Appendix Z**) which includes the following mitigation measure: ▪ Install strong wind warning signage to two small areas in the undercrofts which are to be mainly used for maintenance access. These areas have a marginal exceedance of the pedestrian wind safety criterion.	Prior to operation	Design
Social Impact	An Amended Social Impact Assessment has been prepared by Urbis (**Appendix S**) which includes the following recommendations are provided to further manage the potential impacts from the proposal:	-	
	▪ As requested by Metropolitan Local Aboriginal Land Council (MLALC), provide a smoking ceremony onsite prior to ground disturbing works;	Prior to ground disturbance works	Heritage Management Sub-plan
	▪ Further enhance representation of Indigenous culture in the design of buildings and spaces through art and storytelling.	During design development / prior to relevant construction	Heritage Management Sub-plan
	▪ Continued engagement with USYD on construction activities and timelines for proposed works of the SBA building, particularly alignment of noisy activities	Ongoing / prior to operation	Community Engagement Plan
	▪ Monitor the noise and vibration impacts on nearby residents while the temporary HLS is in operation at this location. This should include implementing a complaints process for residents to raise any issues.	During operation of temporary HLS	Noise and Vibration Management Sub-plan Community Engagement Plan
	▪ Engage with the local Aboriginal community to discuss potential naming protocols for buildings and spaces within the redeveloped areas of the hospital.	Prior to operation / ongoing	Heritage Management Sub-plan
	▪ Implement wayfinding signage that is accessible for people with disabilities, impairments and for culturally and linguistically diverse populations.	Prior to operation /ongoing	Traffic and Pedestrian Management Sub-Plan Design
	▪ Continue working with USYD to enable better access between the hospital campus and University open space areas.	Ongoing	Noise and Vibration Management Sub-plan
	▪ In accordance with the landscape design statement, appoint a landscape maintenance contractor to prepare a proposed maintenance works program.	Prior to operation	Landscape maintenance contractor will be appointed prior to operation by SLHD

Item	Mitigation Measure	Timing	Where addressed
	▪ Implementing a replantation strategy to mitigate the loss of mature trees with the aim to retain a similar aspect of the vegetated, green buffer.	During construction	Flora and Fauna Management Sub-plan
	▪ Continue to engage with Indigenous groups throughout the detailed design of landscaped areas to ensure appropriate planting species and design decisions are aligned with Connecting with Country principles.	During design development / prior to relevant construction	Heritage Management Sub-plan
University of Sydney works	▪ The Applicant will continue to engage with the University of Sydney in relation to the works proposed on University land. ▪ The existing shed on the University land which is proposed to be demolished, will be replaced.	Prior to commencement of works / during construction	Community Engagement Plan
Visual Impact	None		

Appendix H: Construction Traffic and Pedestrian Management Plan

Appendix I: Construction Noise and Vibration Management Plan

Appendix J: Data Gap Investigation Report

Appendix K: Groundwater Management Plan Memo

Appendix L: Arboricultural Impact Assessment & Tree Protection Specification

Appendix M: Remediation Action Plan Addendum

Appendix N: Asbestos Management Plan