

PEOPLE WHO BUILD



CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN

PROJECT NAME

**TWEED VALLEY HOSPITAL PROJECT –
HEALTH HUB**

PROJECT NO.

**CLIENT – HI21816
ADCO - 3581**

CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN



VERSION CONTROL

Rev. No.	Issue Date	Approved By	Position	Details
1	21/06/2022	██████████	HSE Manager	Issued for Construction
2	09/08/2022	██████████	Project Manager	Issued for DPIE Approval

ADCO PROJECT PERSONNEL CONSULTATION AND SIGN OFF

We, the undersigned, confirm that we have been consulted on the contents of this document, read and understood the contents of this document, and agree to implement the requirements of this Plan on this project site

Name	Position	Signature	Date

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1.0 INTRODUCTION

PURPOSE

ADCO Constructions (ADCO) implements an integrated safety and environmental management system on all projects. Our HSE (Health, Safety and Environment) Management System, documents the manner in which construction-related activities are required to be completed on ADCO project sites. This Management Plan provides information on how workplace health, safety and environment will be managed on this project to provide a safe, injury and incident free workplace for workers and the general community.

MANAGEMENT SYSTEM AND DOCUMENTATION

System documents which are referenced in this Plan or any associated Plan or Risk Register can be sourced by accessing the ADCO Constructions Intranet. (ADCO personnel only). Additional information can be obtained from the HSE Manager in each State.

ADCO PERSONNEL SIGN OFF

ADCO project personnel will be inducted into the requirements of this Plan and any associated Plan or Risk Register by the relevant Project Manager. Evidence of induction and discussion will be recorded within section ADCO Project Personnel Consultation and Sign off.

INFORMATION SUPPLY TO SUBCONTRACTORS

This Plan and any associated Plan or Risk Register (including any future revisions) will be supplied to subcontractors for review through the Aconex portal or another approved format.

PLAN REVIEW

This document will be reviewed on a periodic basis, not exceeding 6-monthly, to ensure its compliance to legislative and operational requirements of the project. Review and updates to this plan will initiate a change to the plan revision number and be recorded in the "Version Control" section of the document. Superseded Plans will be marked as such and will be located within the Management Plan Folder located in the Site Office.

SITE FILING

A hard copy of this Plan and any associated Plan or Risk Register (including any future revisions) will be held on site

PLAN ARCHIVING

Copies of this and superseded Project Management Plans and associated Risk Registers will also be maintained (archived) by ADCO for a period of at least 24 months following an update completion.

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2.0 REFERENCE TO CONDITIONS OF DETERMINATION

The Department of Planning has issued the approved Development Consent conditions for the SSD-10353.

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

DESCRIPTION	REFERENCE
PART B CONDITIONS SATISFIED	
CEMP	
B13. Prior to the commencement of construction, the applicant must submit a Construction Environmental Management Plan (CEMP) to the certifier and provide a copy to the Planning Secretary. The CEMP must include, but not be limited to the following	Plans to be submitted for Approval
(a) Details of: (i) work hours	Section 4
(a) Details of: (ii) 24hr contact details of Site Manager	Section 4
(a) Details of: (iii) Management of dust and order to protect the amenity of the neighbourhood	Section 15 Section 5 Section 7 Section 8
(a) Details of: (iv) Stormwater Control and Discharge	Section 16
(a) Details of: (v) Measure to ensure that sediment and other materials are not tracked onto the roadway by vehicles leaving site	Section 7 Section 16
(a) Details of: (vi) Groundwater management plan including measures to prevent groundwater contamination	Section 16
(a) Details of: (vii) external lighting in compliance with AS 4282-2019 Control of the obtrusive effects of outdoor lighting	N/A – No external Building Lighting
(a) Details of: (viii) Community consultation and complaints handling	Section 21
Construction Traffic and Pedestrian Management Sub-Plan (Condition B15)	Section 17
Construction Noise & Vibration Management Sub-Plan (Condition B16)	Section 15
Construction Waste Management Sub-Plan (Condition B17)	Section 18
Construction Soil and Water Management Sub-Plan (Condition B18)	Section 16
Flood Emergency Response Sub-Plan (Condition B19)	Section 19
Construction Air Quality Management Sub-Plan (Condition B20)	Section 15
Be Consistent with the CEMP of Stage 1 of SSD-9575	Note
Details of location of protective fencing (exclusion fence) to protect the vegetation on the site, identified for retention in the approved plans in condition A2	N/A under the HH project
Unexpected finds protocol for contamination and associated communication procedure (Condition B7)	Section 20

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3.0 PRINCIPAL CONTRACTORS DETAILS

Name	State Address	ABN	
ADCO Constructions Pty Ltd	Address	L2, 7-9 West Street	46 001 044 391
	Suburb	North Sydney, 2040	
	State	NSW	
	Phone	(02) 8437 5000	

4.0 PROJECT INFORMATION

Project Description

The Project objective is to provide specialist out-patient services including Aboriginal health services, HARP, Oral Health and a separate Learning Development and Research (LDR) building along with associated infrastructure. The Project consists of:

- / Oral Health Department
- / HARP / HARM Department
- / Aboriginal Health Service
- / Learning, Research and Development
- / Connection and integration with the Main Hospital Building (MHB)

The core project objectives are to:

- / Improve self-sufficiency of services and minimise the need for patients to travel interstate for treatment
- / Support contemporary models of care to improve health outcomes
- / Deliver patient-centred healthcare, supported by an environment that fosters integrated service delivery
- / Improve utilisation of the workforce and develop an environment that will attract and retain a skilled and motivated workforce

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/ Support development of increased clinical capability through learning, development, research and innovation

The Heath Hub scope will generally deliver two linked buildings of approximately 3,500m² total area, as well as external landscaping, carparking and associated works.

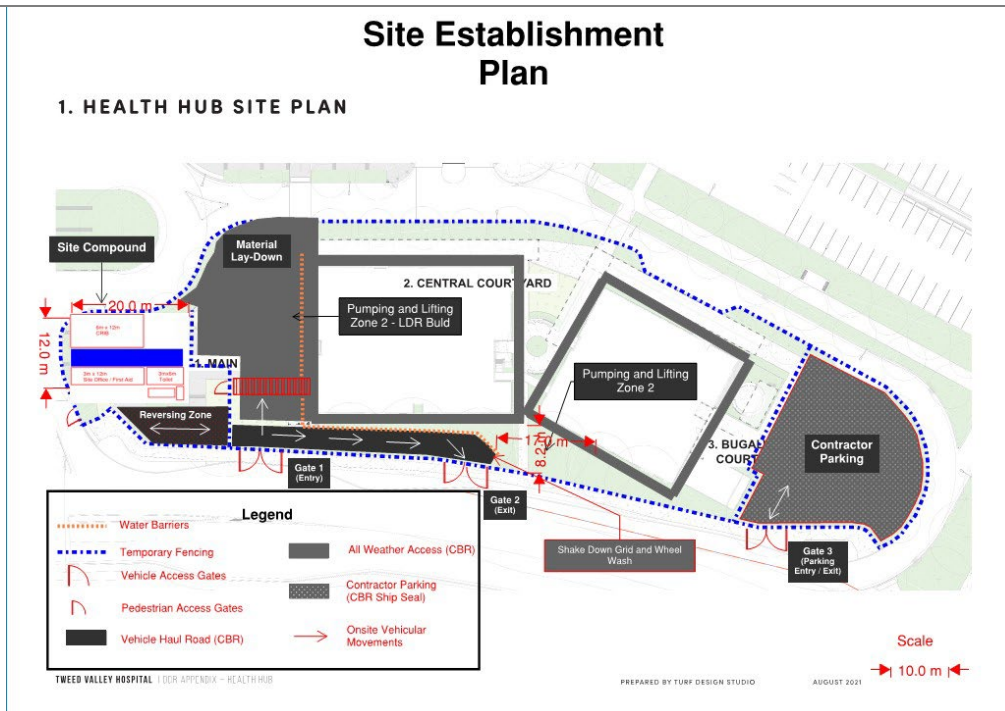
Project Address 771 Cudgen Road, Kingscliff, NSW, 2487

Working Hours Monday – Friday: 07:00 am – 06:00 pm (*application for early start possible via approval with HI / DPIE*)

Saturday – 08:00am – 01:00pm

Sunday / Public Holiday – Closed

24hr Emergency Contact [REDACTED] (Project Manager) – [REDACTED]



SITE VIEW

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5.0 SITE REQUIREMENTS

OBJECTIVES AND TARGETS

Environmental Management	<p>On all projects, ADCO will manage construction activities and operations conducted in a manner which, so far as is practicable, minimises any impact upon natural or heritage protected environments. In general, construction activities will seek to:</p> <ul style="list-style-type: none">Minimise land disturbance.Where required (e.g. DA conditions), restore the area to pre-disturbed conditions.Protect flora and fauna ecosystems.Implement controls to prevent the pollution of surface and ground water quality.Implement air quality control measures (e.g. dust suppression, contained work area).Implement waste control / management strategies including (where practicable) recycling, recovering and re-using resources from waste.Implement noise and vibration reduction strategies (where practicable).Ensure compliance with all laws, regulations and rules pertaining to the environment that are applicable to the site.
Incident Management	<p>Zero reportable incidents.</p> <p>All incidents are reported to ADCO site management immediately on occurrence.</p> <p>Incidents investigated within two hours of notification.</p> <p>Corrective actions are implemented according to the ADCO risk management time frame.</p> <p>Incident reports are completed within 7 days of occurrence.</p> <p>Incident reports are closed out within 28 days of occurrence.</p> <p>Preventative actions implemented across the project and noted in Incident Reports.</p>
Waste Management	<p>A form of waste minimisation, recycling and reuse program is established and promoted throughout the project period.</p> <p>Where waste minimisation is a requirement of project compliance (e.g. green star), waste strategies are included in the site induction program.</p>

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Work activities are monitored for compliance through the Weekly Site Inspection.

Fauna and
Flora
Management

Where fauna and flora minimisation is a requirement of project compliance, work activities are completed with consideration and protection of the same.

Management requirements are included in the site induction program.

Work activities are monitored for compliance through the Weekly Site Inspection.

Air / Water
and Vibration
Management

Work activities are completed with nil to minimal impact on air and water quality in and around the site.

Mitigation strategies (e.g. dust suppression, nominated trade waste wash off areas and refuelling locations) are identified for the project and per work activity (i.e. SWMS).

Management requirements are included in the site induction.

Work activities are monitored for compliance through the Weekly Site Inspection.

Monitoring devices shall be installed to report on and warn the project team where levels exceed permitted volumes

Cultural
Heritage
Management

Where heritage management is a requirement of project compliance, work activities are completed with due consideration and protection

Management requirements are included in the site induction program.

Work activities are monitored for compliance through the Weekly Site Inspection.

Employee
Health and
Wellbeing

Work activities which may impact on employee health and well-being are identified at project design / tender / commencement / construction stages.

Information and management requirements are included in the site induction program.

Work activities are monitored for compliance through the Weekly Site Inspection.

TRAINING REQUIREMENTS

Based on construction and project information identify any additional training that is required for the works:

Environmental Activities Nil additional training from those detailed in the ADCO HSE Management System has been identified to carry out the works

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6.0 LEGAL AND OTHER REQUIREMENTS

COMPLIANCE

Risks, hazards and controls on this project will be implemented in accordance with legislation, Codes of Practice and Standards applicable in this State. Legislation, Codes of Practice and Standards which will be applied to this project are noted in the Environmental Risk Register.

IDENTIFICATION

The identification and assessment of environmental risks (aspects and impacts) that could eventuate during construction of the project will be completed by ADCO at all the following project stages:

- / Design
- / Tender
- / Project planning
- / Project construction

Aspects and impacts will be assessed relative to:

- / The potential to cause the discharge or release of pollutants to water, air, or land.
- / The impact on flora, fauna or heritage.
- / The potential to impact on the surrounding neighbourhood (e.g. noise, vibration).

The identification, assessment and risk mitigation of environmental risks is documented in the Risk Register (Environmental).

MONITORING

Actions taken to mitigate environmental risks must be reviewed for ongoing compliance by the Project Manager, Site Manager and HSE Adviser. Verification of monitoring should be noted on the Weekly Site Inspection form

7.0 RISK AND HAZARD MANAGEMENT

The Project Manager, Site Manager and HSE Adviser are responsible for ensuring that all site personnel comply with environmental risk mitigation requirements.

NOISE AND VIBRATION

ADCO will implement working hours that are compliant with legislative requirements. To ensure that plant and equipment used throughout construction is the quietest reasonably available ADCO Constructions will:

- / Ensure that Plant is inspected at first entry to site and then at regular intervals. Refer to Procedure: Operating Plant (mobile plant).
- / Where practicable, position Plant / equipment (e.g. start-up, parking, refuelling) away from noise-sensitive areas and security sensitive areas.
- / Where practicable, avoid simultaneous operation of noisy Plant /or equipment.

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- / Ensure that Plant / equipment is serviced as per the manufacturer's instruction and maintained in good working order.
- / Ensure that Plant / equipment is switched off when not in use.
- / Where practicable, select alternative Plant or equipment to complete the activity.

The ADCO Project team will ensure compliance to noise management controls through:

- / Carrying out works within approved Construction Hours.
- / Regular inspections (documented in the Weekly Site Inspection) and completion of corrective actions where required.
- / Inclusion of noise, vibration and air quality awareness and control requirements through consultative forums and monitoring devices.
- / The use of the daily Pre-Start Meeting to discuss awareness, control compliance and requirements.
- / Ensuring, so far as is practicable, that personnel involved in or working near noise generating activities on the construction site, wear PPE applicable to the activity.
- / Ensuring, that signage advising of the hazard/s are posted in visible locations around the work activity area.
- / Where construction activities may result in noise / vibration impacts, notification will be provided to the affected parties.

Refer to Section 15, Construction Noise and Vibration Management Sub-Plan for further information

DUST

ADCO will prevent any nuisance occurring through the discharge of dust, dirt, water, fumes and the like on to persons or property. Strategies to be implemented to prevent dust generation and potential nuisance includes but is not limited to:

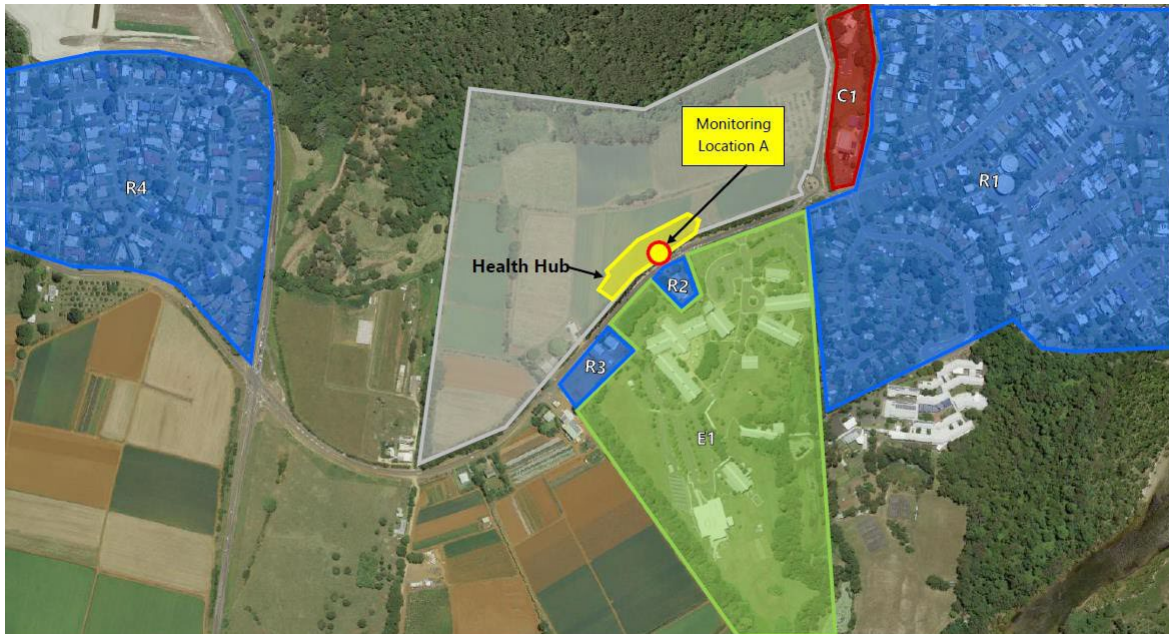
- / Restrict vehicle movements to designated routes.
- / Apply water truck services to earthwork locations as required during periods of dry weather, strong winds or dust generating activities.
- / In the event that excavated materials will be stockpiled, onsite stockpile management practices will be carried out. These include water sprinklers and locating stockpiles away from public and residential properties as much as is reasonably practicable.
- / Minimise dust generating construction activities during periods of high winds or adverse weather.
- / Cease relevant construction activities should they be found to be generating excessive dust until effective control measures are implemented.
- / As required, implement regular sweeping (including road sweeping) and cleaning activities.
- / Monitor and manage the incidence of dust deposition from construction activities and construction vehicles.
- / Daily and Weekly visual monitoring of dust and dust management controls will be carried out by the Site team.
- / Ensure that subcontract personnel adopt work methods to include dust minimisation practices.
- / Implement corrective action in response to diminished air quality as a consequence of construction activities or vehicles.
- / Restrict construction traffic to designated / sign posted traffic routes.

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- / No burning off will occur on the site.
- / Site amenities areas will have nil dust generating activities that will require additional dust management strategies in place.



Indictive Location of Dust and Vibration Monitoring:

Refer to Section 15, Construction Noise and Vibration Management Sub-Plan for further information

WASTE

Waste categories / types on the project will consist of:

1. Solid Waste;
2. Liquid Waste; and
3. Food waste.

Waste management of the project will consist of co-mingled bins to collect waste material. All waste (excluding hazardous waste) will be collected in a single waste bins onsite and will be separated into different waste streams at an offsite recycling facility. The project will manage waste by:

- / Designating waste storage areas.
- / Waste storage areas will be located in accessible areas for both vehicles and personnel to allow for easy access for collection and transport.
- / Waste bins will be maintained in good condition to prevent leaks and spills.

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- / Defective containers will not be used for waste storage or transport.
- / Hazardous waste will be contained and separated from other waste categories.
- / If applicable – Material contaminated by spills i.e. fuel, oil, lubricants etc. will be stored in sealed containers and disposed of at an approved facility.
- / Generate a Waste Management Report detailing percentage waste recycled and waste to landfill to determine if construction targets have been achieved
- / Actively encouraging Contractors and Suppliers to use non-toxic or recycled products and recycled packaging.
- / Encouraging Contractors and Suppliers to reduce the amount of packaging materials brought on to site.
- / Ensuring that all persons working on our projects are made aware of their responsibility for achieving a green working environment.

Food waste will be managed to prevent birds and vermin accessing the waste.

- / Lidded food waste bins will be located in the site amenities areas i.e. offices / lunchrooms.
- / Designated food waste bins will be emptied on a daily basis.
- / Food waste bins are to be kept covered
- / Food waste will be contained in bags which will be secured / tied when emptied
- / Work areas are to be kept free of rubbish and other debris at all times.
- / No food waste to be deposited directly into external construction waste skips.
- / Active rodent control established on the site i.e. baits around site perimeter.

Refer to Section 18, Construction Waste Management Sub-Plan for further information

MATERIALS STORAGE

Construction material required to carry out project works will be stored within designated storage areas within the site compound. Prior to any delivery of materials, mobile plant or tools, subcontractors to consult with ADCO Site Management on the following:

- / Permissible items permitted on site including DG/Hazardous Substances.
- / Storage areas for trades / materials / substances / Plant.
- / Permits or pre- entry inspections including documentation (e.g. Safety Data Sheets, Validation Certificates etc.) required for Plant, tools or substances.
- / Hazardous substances and flammable goods to be stored in an approved lockable storage cage. Subcontractors to provide their own lockable cages.
- / Pre- delivery inspections to ensure that materials are in accordance with SHE requirements.
- / Items found not to be conforming are to be secured and removed from site.

In relation to the storage of substances the following applies:

- / Documentation (SWMS and current SDS) to be supplied to and approved by ADCO prior to the storage and use of such items on site.
- / Register for substances to be maintained on site by user company and supplied to ADCO on request.
- / Substances and containers to be compliant and correctly labelled.

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- / Substances only to be stored in approved locations on site. No storage within shipping containers permitted.
- / Bunds to be of sufficient size and capacity to accommodate substances stored in the event of a spill.
- / Persons using the substance to have knowledge of, and training in the use of the substance.
- / "DANGER" signage to be placed in visible positions to warn of dangers (flammable substances).
- / Fire suppression equipment to be located with the substances.
- / Spill management requirements to be implemented.

HAZARDOUS SUBSTANCES AND DANGEROUS GOODS

ADCO will have appropriate measures in place to use and store hazardous substances / dangerous goods to prevent accidental or intentional release to the natural environment leading to environmental harm, including impacts to air and water. The following management protocols will be implemented and monitored for implementation on a daily basis:

- / Maintaining a limit of 250 litres of each substance on site at any one time. Note: Any requirement to use or store more than this quantity, requires a ATW Permit issued.
- / Subcontractors providing a site-specific SWMS detailing the work activities, risks and control measures. (No work will proceed until ADCO Constructions has accepted the SWMS).
- / Current MSDS for each substance will be available for reference. MSDSs are to be Australian and issued within the previous 5 years. MSDS information will be located in the Site Office.
- / Current Register for such substances as used on the site. (The Register detailing the nature, quantity and location of all hazardous material must be maintained and regularly updated).
- / Ensuring that the substances and their containers are correctly labelled and contained.
- / Storing the substances in a manner which complies with the Code (and with AS 1940, AS 4332 and any other applicable legislation or standards) and which does not endanger the work area or storage area of other subcontractors or ADCO Constructions. (i.e. not stored in the back of containers).
- / Erection of appropriate warning/emergency panel signage to warn of the location of the substance.
- / Ensuring that the substances are safe from use or access by other parties.
- / Completing regular inspections of vehicles, containers, bunding and equipment to check for any leaks or spills.
- / Providing appropriate fire suppression equipment.
- / Providing details for ensuring that at the completion of the works, all residual stocks of substances are guaranteed to be removed from the construction area.

REFUELLING

The following management protocols will be implemented to ensure that target performance is achieved:

- / Fuels, oils and chemicals are to be stored in accordance with the relevant Standards and all appropriate measures taken to ensure that environmental performance is being fulfilled
- / Regular inspections of vehicles, containers and equipment to be completed to check for any leaks or spills.
- / Ensure that appropriate storage facilities and fire suppression, spill management is used.
- / Ensure that containers are correctly labelled and that minimal quantities are stored on site.
- / Where possible, request substitution of substance with less harmful substances.

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- / Major servicing of machinery to be completed off site.
- / Refuelling to occur in a designated area and not within 30m of a water body.
- / Hoses to be fitted with a stop valve
- / Spill response kit to be readily available during refuelling activities.

SEDIMENT CONTROL AND WATER QUALITY

To control the risk of erosion or sediment impacting on the natural environment, ADCO will:

- / Install erosion and sediment control devices to mitigate and manage the impact of excess soils on nearby roads, surface water quality, air quality, fauna and flora.
- / Erosion and sedimentation controls to be monitored on a weekly basis or immediately following a rainfall event.
- / Ensure that the handling and placement of excavated material is in accordance with WMS, Client instructions, EPA requirements etc.
- / Complete daily inspections of stockpiles, excavated areas and control methods for erosion and sediment management.
- / Residue to be disposed of in an appropriate manner.
- / Complete water testing of local water courses northwest of site
- / Monthly environmental reports on site condition and impact

ADCO Constructions will ensure that all drains and gutters leading to the storm water system within the Site have sediment control measures installed to prevent sediment entering into the drainage system and waterways.

Entering Site

- / Identify vulnerable locations on site and install control devices to halt or alter course of water.
- / Inspections prior to a major weather event.

Exiting Site

- / Identify vulnerable drains, low points and stormwater runoff points.
- / Install control devices (i.e. silt fencing, bunding, diversion devices, sand bags, etc).
- / Daily inspections and maintenance of control
- / Shake down and wheel wash down station

Refer to Section 16, Construction Soil and Water Management Sub-Plan for further information

FOREIGN OBJECT DAMAGE

All materials handling and storage on the Site will be in accordance with the Site Management Plan, WHS Management Plan and Environmental Management Plan.

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Site Compound

- / Area to be fully contained.
- / Appropriate storage containers based on the nature of the product being stored will be provided and located in a designated area.
- / Containers must be closed except for when personnel are accessing or working within the container.
- / Items within containers must be secured.
- / Waste must be placed into supplied receptacles fitted with lids.
- / Waste lids are to be closed at all times.
- / Material or equipment stored external to site sheds or containers must not have any fittings, fixtures or wrapping which could come loose and cause a hazard.

Work Areas

- / Material or equipment transported to the work area must be secured to ensure that no fittings, fixtures or wrapping could come loose and cause a hazard during transportation
- / Work areas are to be maintained with a high standard of housekeeping at all times and must be free of loose material, packaging, debris etc. at the close of each shift.

HAULAGE

To ensure that no fuel, lubricant, mud, dirt, stones or other materials is spilled, or other materials is spilled or deposited onto roads or footpaths resulting in damage, loss, injury or nuisance ADCO will:

General

- / Install control measures (i.e. water spraying, rumble grids, road sweepers) which limit the opportunity for dust, noise or spillage to occur.
- / Limit site speed Limits.
- / Loads to be covered prior to leaving the site.
- / Daily inspections of control measures to be conducted and immediately rectified as required.
- / Work activity requirements to be included in the Site Induction.

Traffic Management / Movement

- / Comply with any approved Traffic Management Plan for external site traffic management.
- / Where practicable, co-ordinate deliveries and site activities with out of peak traffic hours.
- / Monitor traffic flows and implement corrective actions in response to traffic impacts as a consequence of construction activities.
- / Daily inspections of control measures to be conducted and immediately rectified as required.
- / Work activity requirements to be included in the Site Induction.
- / If required under planning, inform local community about the timing and scale of construction traffic impacts.

Refer to Section 17, Traffic and Pedestrian Management Sub-Plan for further information

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Roads and Footpaths

- / Protect footpaths, kerbs and roads from damage through (e.g.) use of metal plates, restriction of heavy vehicles, prohibition for storing equipment or material on roads and footpaths etc.
- / Daily inspections of control measures to be conducted and immediately rectified as required.
- / Work activity requirements to be included in the Site Induction.

8.0 COMPLAINT MANAGEMENT

Complaints can be raised for issues such as, but not limited to:

- / Noise
- / Vibration
- / Dust
- / Pollution
- / Harassment
- / Perceived safety or environmental management issues.
- / Breaches of legislation, DA/BA conditions

A person wishing to register a complaint with ADCO directly through verbal or consultative forums.

Information relating to complaints is documented on the ADCO Constructions Complaints Form. Complaints are registered on the Register - Project Complaints.

Complaints must:

- / Immediately - Be reviewed and Investigated by the Project Manager, Site Manager and/or HSE Adviser.
- / 48 Hours - Be actioned by the Project Manager, Site Manager and/or HSE Adviser. Actions to be noted on the form. This includes a response (email or verbal) to the person generating the complaint.
- / Notify TSA of subject complaint and actions taken to rectify

In general, the below recommended actions should be followed:

- / Respond to the complainant in an objective, polite and courteous manner.
- / Engage with the complainant to correctly understand the complaint.
- / Seek clarification and confirm the issues, relevant information, and outcomes sought (i.e. summarise the main points).
- / Clarify the application of any relevant legislation, policies or procedures.
- / Resolve the complaint and acknowledge the complainant.
- / If the complaint cannot be resolved within a reasonable time frame, advise the complainant about the complaints process and indicative response.
- / Take reasonable action to prevent similar complaints in the future.

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9.0 INCIDENT MANAGEMENT

REPORTING

The reporting of all incidents is mandatory on ADCO project sites.

Workers are advised at the site induction that all incidents – irrespective of type or severity – must be reported to the Site Manager or HSE Adviser immediately upon occurrence.

ADCO shall notify TSA immediately following any site incidents and advice upon corrective actions taken. Whatapp to be used as requested by HI with adherence to the below HI Incident Management Framework.

3. Incident Management Framework

Category 4 – Notifiable Incident Trigger: Minor incident and/or safety breach on worksite For example: first aid treatment or non-conformance on site not likely to lead to an LTI	Category 3 – Minor Incident Trigger: Incident involving Medical Treatment Injury (MTI), potential for LTI, or on-site environmental impact, or minor near miss or non-conformance likely to lead to LTI	Category 2 – Significant Incident Trigger: Incident involving major detrimental impact to project, including damage to civil structures, extreme weather impacts, and threats to life or property or major environmental impact, or significant impact to critical hospital operations or any LTI, significant near-miss or external environmental breach.	Category 1 – Critical Incident Trigger: Incident involving fatality or severe injury or major impact to critical hospital operations or incident resulting in potential severe corporate reputational damage.
Step 1 – Within 4 hours Contractor sends WhatsApp message on established project channel: Project Manager HI Project Directors/Senior Project Directors/Regional Director /Construction Managers	Step 1 – Within 1 hour Contractor sends WhatsApp message on established project channel: Project Manager HI Regional Director / Senior Project Director/Project Directors/Construction Managers Contractor informs Regulators	Step 1 – Immediate Contractor sends WhatsApp message on established project channel: Project Manager HI Regional Director / Senior Project Directors/Project Directors/Construction Managers Contractor informs Regulators and Emergency Services if required	Step 1 – Immediate Contractor sends WhatsApp message on established project channel: Project Manager HI Regional Director / Senior Project Directors/Project Directors/Construction Managers Contractor informs Regulators and Emergency Services if required
Step 2 – Within 8 hours Project Director/Senior Project Director: Engage with HI Communications Business Partner and Director Communications and Engagement	Step 2 – Within 1 hour Regional Director / Senior Project Director / Project Director informs: Executive Director Western Region/Executive Director Northern Region/Executive Director Rural & Regional HI Communications Business Partner and Director Communications and Engagement	Step 2 – Immediate Regional Director informs: HI Chief Executive Executive Director Western Region/Executive Director Northern Region/Executive Director Rural & Regional HI Communications Business Partner and Director Communications and Engagement	Step 2 – Immediate Regional Director informs: HI Chief Executive Executive Director Western Region/Executive Director Northern Region/Executive Director Rural & Regional HI Communications Business Partner and Director Communications and Engagement
Step 3 – Within 3 working days Incident report submitted with recommended mitigation to Executive Director Incident Management Team not required Managed through routine project governance and reporting	Step 3 – Within 2 hours Executive Director: Informs CE and Leadership Team	Step 3 – Immediate At discretion of CE and ED. Chief Executive and Executive Director inform Secretary (and Minister if instructed), Ministry, Local Health District/s Informs the HI Board Chair Engage with Director Communications and Engagement	Step 3 – Immediate Chief Executive and Executive Director: Inform Secretary (and if instructed to the Minister), Ministry, Local Health District/s Inform the HI Board Chair Engage with Director Communications and Engagement
Step 4 – Within 24 hours Stakeholder Communications Plan implemented Media Management Plan implemented, as required	Step 4 – Within 24 hours Stakeholder Communications Plan implemented Media Management Plan implemented, as required	Step 4 – Immediate At discretion of CE and ED HI Chief Executive / Executive Director officially declare incident	Step 4 – Immediate HI Chief Executive / Executive Director officially declare incident as detailed in the NSW health Incident Management Policy
Step 5 – Within 3 working days Incident report submitted with recommended mitigation to Executive Director Incident Management Team not required Managed through routine project governance and reporting Employee status monitored and incident escalated if condition becomes serious	Step 5 – Within 3 working days Incident report submitted with recommended mitigation to Executive Director Incident Management Team not required Managed through routine project governance and reporting Employee status monitored and incident escalated if condition becomes serious	Step 5 – Within 1 hour Upon CE / ED officially declaring incident, a HI Incident Management Team is formed – see Section 2 below	Step 5 – Within 1 hour Upon CE / ED officially declaring incident, a HI Incident Management Team is formed – see Section 2 below
		Step 6 – Ongoing Incident Management Team assumes control of incident response Media and stakeholder communication managed in line with Section 3 – Stakeholder Relationship Managers and Appendix 1 – Incident Media Protocols	Step 6 – Ongoing Incident Management Team assumes control of incident response Media and stakeholder communication managed in line with Section 3 – Stakeholder Relationship Managers and Appendix 1 – Incident Media Protocols

MANAGEMENT

All incidents will be recorded by the Site Manager or HSE Adviser.

/ Environmental incidents will be recorded in the Incident Report located on HammerTech.

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INVESTIGATION

Incidents recorded in an Incident Report must be investigated by the Site Manager and HSE Adviser. The investigation is intended to:

- / Collate information / documentation associated with the incident.
- / Identify non-conformances leading to the incident.
- / Identify corrective and preventative action to mitigate recurrence of the incident.
- / The extent to which additional positions (e.g. Project Manager, HSE Manager, Construction Manager) are involved in the investigation of an incident is dependent on the severity and complexity of the incident and the requirements for participation are noted within the ADCO Corporate HSE Management System.

NOTIFICATION

Where an incident is notifiable under the WHS/ Environmental legislation of the state in which it occurred, notification to the regulator will be made by any of the following positions: HSE Manager, Construction Manager, State Manager.

10.0 MONITORING AND REVIEW

MONITORING

Progress against project targets is monitored by the project team (Project Manager, Site Manager, HSE Adviser) through:

- / Regular daily visual inspections of work activities.
- / Completion of the Weekly Site Inspection report.
- / Close out of identified actions for non-conformances.

REVIEW

Confirmation of achievement of project targets is reviewed through:

- / Project audits.
- / Other internal or external audits (e.g. client, FSC).
- / HammerTech Reporting
- / A reduction in incident and non-conformances across the State and nationally.

INSPECTIONS

ADCO will complete daily and weekly workplace inspections to review and confirm compliance to approved work practices and controls.

- / Regular daily visual inspections of work activities and work areas will be completed by the Site Manager, HSE Adviser and Health and Safety Representative (if applicable)

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- / Formal inspections will be completed by the Project Manager, Site Manager, HSE Adviser using the Weekly Site Inspection form.

The inspection is required to reflect the project's level of compliance to:

- / Control measures required per active work permits.
- / Accepted subcontractor SWMS for high risk work activities.
- / General site conditions.

AUDITS

Project audits completed by the HSE Manager are a formal a review of project compliance against select criteria of the Corporate HSE Management System.

Applicable projects are required to be audited against national and project criteria listed on the Audit Report which is located in HammerTech.

The level of compliance to the requirements of the Corporate HSE System is determined by the audit score achieved. Any corrective action (e.g. non-conformances) identified in the audit must, depending on the level of risk associated with the non-conformance, be addressed by the site team within a maximum of seven working days of receipt of the audit report.

Corrective actions and supporting evidence must be attached to the Audit Report in HammerTech.

11.0 PROJECT MANAGEMENT STRUCTURE

TBC

12.0 POSITION DESCRIPTION

Chief Executive Officer Provide commitment, leadership and direction in the development, implementation and management of the Corporate Management Systems, including but not limited to:

- / Development of a corporate strategic plan incorporating safety, environment, quality and health management risks and controls.
- / An assessment of the effectiveness of the Corporate Management Systems. (e.g. review of incidents and non-conformances to identify non-conformance trends and areas of improvement to the Corporate Management Systems.)
- / Full management obligations including continual improvement of the Corporate Safety, Environment and Quality Management Systems.
- / Ensure that appropriate resources are allocated to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.
- / Ensure that resources are competent to deliver the requirements of the Corporate Management Systems.

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State Manager Ensure that:

- / Corporate Management Systems are implemented at all levels in the State.
- / Appropriate resources are allocated to project teams to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.
- / Project operations are in compliance with applicable state or federal legislation.
- / A review of the safety, environment, quality and health management performance of the State is completed regularly to identify non-conformances, trends and areas of improvement.

Construction Manager Ensure that:

- / Corporate Management Systems are implemented on projects within the State.
- / HSE requirements have been identified and accounted for during project tender processes.
- / Project operations are in compliance with applicable state or federal legislation.
- / Appropriate resources are allocated to project teams to ensure compliance legislative requirements and the requirements of the Corporate Management Systems.
- / Project team personnel have received training to fulfil their duties and responsibilities with the Corporate Management Systems.
- / A review of the safety, environment, quality and health management performance of the State is completed regularly to identify non-conformances, trends and areas of improvement.

Health, Safety & Environment (HSE) Manager or Senior HSE Adviser Ensure that:

- / Legislative requirements for HSE management are implemented and maintained on project sites.
- / The requirements of the Corporate HSE Management System are implemented on project sites.
- / Where required, project HSE requirements and risks are identified during project tender and/or trade tender processes and incorporated into project management plans.
- / Reviews of HSE performance are completed on all projects to ensure compliance with legislative and corporate requirements.

Project Manager Ensure that:

- / HSE requirements are identified and assessed during trade tender evaluations.
- / In conjunction with the HSE Manager, project management plans are developed and implemented on projects.
- / Resources are allocated to implement and maintain the HSE requirements on the project.
- / ADCO project personnel have received training to fulfil their HSE responsibilities.
- / Project personnel are aware of current HSE legislation and their obligations.
- / HSE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.

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- Site Manager Ensure that:
- / Legislative requirements for HSE management are implemented and maintained on the project site.
 - / The requirements of project HSE Management Plans are implemented and managed on the project.
 - / The requirements of the Corporate Management Systems are implemented and managed on the project.
 - / Any issues which may arise over HSE requirements (legislative or Corporate) are managed on site.
 - / Employees and subcontractors complete their work in compliance with legislative and Corporate Management System requirements.
 - / Open lines of communication and consultation are maintained with the HSE Adviser and other parties (i.e. subcontractors, employee representatives) to ensure that the site operates in a safe manner and in compliance with regulatory and corporate requirements.
 - / HSE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.

- HSE Adviser Ensure that:
- / Legislative requirements for HSE management are implemented and maintained on project sites.
 - / The requirements of the Corporate Management Systems are implemented on project sites.
 - / HSE performance on the project is reviewed and non-compliant activities by employees and subcontractors are addressed.

- Health and Safety Representative (HSR) In general:
- / Participate in risk and hazard identification and control.
 - / Participate in incident investigations and management.
 - / Participate in workplace inspections (e.g. with the Committee, with the project team).
 - / Participate in project consultative forums. (e.g. HSE Committee)
 - / Consult with and represent workers (i.e. work group) in health and safety issues.

All Other Project Personnel All personnel are responsible for actively promoting and complying with Safety, Health and Environmental Management requirements as determined / advised / required by ADCO. Activities that all personnel are required to participate in include, but are not limited to:

- / Attend pre-start meetings.
- / Conduct pre-start tasks analysis.
- / Adhere to all permit requirements.
- / Report all hazards, near misses and incidents (including injuries).
- / Immediately stop any “at risk behaviour” identified during daily work activities.
- / Attend safety presentations and toolbox meetings.

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REFERENCE LEGISLATION

Acts and Regulations

- / Environment Protection and Biodiversity Conservation Act 1999
- / Environmental Protection and Biodiversity Conservation Regulations 2000
- / Environmental Protection Act 1994
- / Environmental Protection Regulation 2008
- / Contaminated Land Act 1991
- / Environmental Protection Regulation 1987
- / Environmental Protection (Noise) Regulations 1997
- / Contaminated Sites Act 2003
- / Contaminated Sites Regulations 2006

Policy

- / Environmental Protection (Waste Management) Regulation 2000
- / Environmental Protection (Air) Policy 2008
- / Environmental Protection (Waste Management) Policy 2000
- / Plant Protection Regulation 2002
- / Environmental Protection (Noise) Policy 2008
- / Nature Conservation Act 1992
- / Environmental Protection (Water) Policy 2009

Cultural Heritage

- / The Native Title Act 1993 (Cth)
- / Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (Cth)
- / Aboriginal Cultural Heritage Act 2003
- / Torres Strait Islander Cultural Heritage Act 2003
- / Queensland Heritage Act 1992

HSE System References

Procedure

- / Environmental Management

General Requirements

- / Erosion and Sediment Management
- / Air Quality Management
- / Water Quality Management
- / Noise and Vibration Management
- / Contaminants
- / Heritage Management
- / Waste Management
- / Spills Management

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- / Fauna and Flora Protection
- / Potable Water Management
- / Non-potable Water Management

13.0 RISK ASSESSMENT FRAMEWORK

Risk controls are implemented by ADCO and subcontractor companies through any or all of: SWMS, Authority to Work Permits, Risk Assessments, consultation mechanisms, engineering approvals, etc.

HIERARCHY OF CONTROL

Eliminate

Can the risk or hazard be eliminated or removed?

Substitute

Can the activity or product be substituted by something else (a substance or a process) that has less potential to cause injury or damage?

Engineer or Isolate

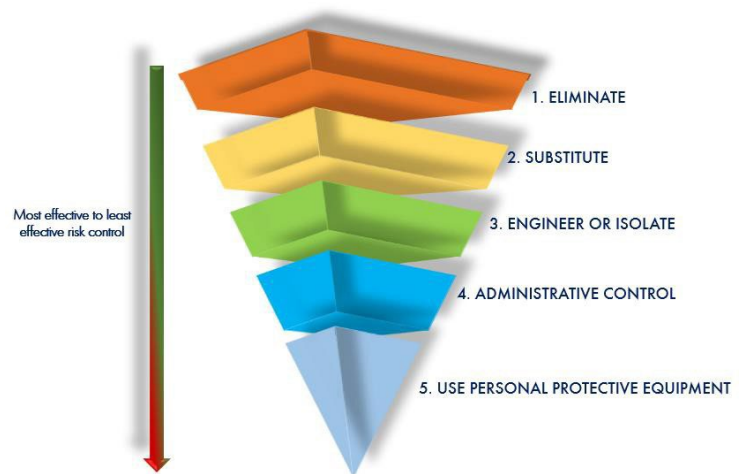
Can a structural change to the work environment or work process be made to interrupt the path between the worker and the risk?

Admin Control

Will an administrative change (i.e. by upgrading training, changing rosters) reduce the risk?

Personal Protective Equipment (PPE)

Can personal protective equipment (gloves, goggles, etc.) or clothing be worn to safe-guard against the hazard?



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RISK MATRIX

		CONSEQUENCE (C) - The outcome or impact of an event				
		1	2	3	4	
		SAFETY	Permanent disability or death.	Serious bodily injury.	Hospitalisation resulting in LTI.	External medical treatment. No LTI.
ENVIRONMENT	Toxic release off site with detrimental environmental impact	Offsite release contained with outside treatment/assistance. Minimal detrimental environmental impact.	On site release contained with outside treatment/assistance. No detrimental environmental impact.	On site release contained. No environmental impact		
(P) PROBABILITY - A measure of the chance of the occurrence	Expected to occur in most circumstances.	ALMOST CERTAIN	E	E	H	M
	Probably occur at some time.	LIKELY	E	H	M	M
	May occur at some time.	POSSIBLE	H	H	M	L
	Not likely to occur in normal circumstances.	UNLIKELY	H	M	M	L

ACTION TIME FRAME			
EXTREME (E)	HIGH (H)	MEDIUM (M)	LOW (L)
IMMEDIATE action required	Action IN THE SAME SHIFT .	Action in < 48 HOURS .	Action AS AGREED .
Involvement and approval of Construction Manager / SHE Manager National SHEQ Manager required.	Construction Manager / SHE Manager to be advised of actions to be taken, prior to continuation.	Site Manager and S&E Adviser to review and agree on actions to be taken, prior to continuation.	SWMS review by contractor supervisor. Observation by ADCO.

In accordance with the Standard, impacts resulting in a residual risk rating of (E) Extreme or (H) High will be defined as “Significant”. Communicating impacts falling into these categories will be undertaken through the following but not limited to; induction process, contractor meeting and client meetings.

14.0 PROJECT RISKS – ENVIRONMENTAL

ESTABLISHMENT AND USE OF PROJECT OFFICES

Description

Project operations, use of consumables - paper, cups, cutlery, Use of electricity – Lighting, Air-conditioning, Heating

IR	Potential Risks	Actions and Controls	RR
M	Increase in environmental impact and associated cost with disposal / recycling	/ Where possible; use electronic devices for communications. / Where possible; use recycled paper. / Lights only to be turned on as required.	L

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		<ul style="list-style-type: none"> / Use long life globes (low voltage where possible) / Switch off all lights on departure from office / Doors to be closed when cooling / heating is used. / General waste to be disposed of in appropriate designated waste facilities. / Use environmentally friendly cleaning products for amenities cleaning. 	
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VEGETATION CLEARING / REVEGETATION

Description

Clearing of vegetation (trees / shrubs) in accordance with planning / building approvals.

IR	Potential Risks	Actions and Controls	RR
H	<ul style="list-style-type: none"> / Decrease in air and water quality. / Build-up of sediment in water systems from land run off. 	<p>Clearing</p> <ul style="list-style-type: none"> / Clearing methods to follow approved (DA or other) procedures. / Trees (including root zones where possible) to be retained will be identified with visible warning tape (at 900 mm above ground) to ensure that workers are aware of their presence and they are not inadvertently damaged. / Limited disturbance of ground covers to excavation areas. / No burning off-on site. / Stockpile excavated material into areas which have no impact on the eco system. / Stockpiles to be vegetated (where practicable) to improve soil stability. / Vegetative material brought to site to meet appropriate standards and be free of debris, seeds, etc. / Noxious or banned vegetative material to be segregated and removed from site. / Appropriate control measures to be installed to ensure containment of disturbed areas and stockpiles. / Dust mitigation to be implemented as required (water truck). 	M

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		<ul style="list-style-type: none"> / Daily inspections and inspections following a major weather event (i.e. storm, high wind). / Work activity locations to be identified on the Traffic Movement Plan. / Environmental management requirements will be included in the Site Induction. / Installation of monitoring controls 	
	<ul style="list-style-type: none"> / Introduction of invasive species 	<p>Revegetation</p> <ul style="list-style-type: none"> / Vegetative material brought to site to meet appropriate standards and be free of debris, seeds, etc. / Landscaping so far as is practicable is to be completed as soon as possible after disturbance in accordance with the approved landscaping plans. / Revegetated areas to be excised to prevent unauthorised access or damage by animals, unauthorized persons or workers. / Areas of revegetation are to be inspected monthly by an accredited horticulturist to ensure that no weed infestation has occurred / Noxious or banned vegetative material prohibited from being brought to the project site. 	

EROSION AND SEDIMENT MANAGEMENT

Description

Construction works potentially impacting on the surrounding environment through the erosion of ground.

IR	Potential Risks	Actions and Controls	RR
H	<ul style="list-style-type: none"> / Dust emissions degrade air quality. / Degradation of water from contamination of watercourses through silt and sediment build-up. / Sediment impacting on the external environment / public areas. 	<p>General</p> <ul style="list-style-type: none"> / Determine control methods to mitigate against erosion and sediment creation. / Identify areas susceptible to erosion and sediment impacts and if required - Install erosion and sediment control devices to mitigate and manage the impact of excess 	M

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		<ul style="list-style-type: none"> soils on surface water quality, air quality, fauna and flora. / Complete inspections of stockpiles, excavated areas and control methods for erosion and sediment management. / Wheel wash / rumble grid etc. to be implemented to minimize tracking of soil into public areas. / Erosion and sedimentation controls to be monitored regularly and immediately rectified as required. / Erosion and sedimentation controls to be immediately inspected following a severe weather event. / Environmental management requirements will be included in the Site Induction. 	
	<ul style="list-style-type: none"> / Contamination of watercourses. / Potential dust emission which degrade air quality 	<p>Stockpile management</p> <ul style="list-style-type: none"> / Topsoil stockpiles to be located on flat areas, clear of drainage lines and at significant distance away from waterways, roads, and slopes of greater than 10%. / Stockpiles to be located at least 3 metres from tree drip lines. / Stockpiled materials not to be placed inside VPO areas or within 5 metres of retained trees. / Stockpiled materials not to be placed within 5 metres of waterways or stormwater inlets. / Clean topsoil and friable subsoil to be stockpiled separately and re-spread in areas to be revegetated / Weed infested topsoil to be stockpiled separately and removed from site or re-spread in a manner which mitigates the spread or re-introduction of weeds. / Install bunding/silt fencing around stockpiles to prevent against water runoff. / Dampen stockpiles by means of water sprays to management dust emissions. / Where practicable, vegetate stockpiles to improve soil stability. / Limit the height and volume of stockpiles so that control measures can be implemented. 	M

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	<ul style="list-style-type: none"> / Stockpiles and control measures to be monitored regularly and immediately rectified as required. / Environmental management requirements will be included in the Site Induction. 	
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FAUNA AND FLORA MANAGEMENT

Description

Impact on nearby flora and fauna

IR	Potential Risks	Actions and Controls	RR
M	<ul style="list-style-type: none"> / Loss, damage or harm to local and/or protected flora and fauna. / Environmental pollution 	<ul style="list-style-type: none"> / Manage in accordance with requirements of an applicable Act and/or DA requirements. / Where required, ADCO to engage a competent person to spot / manage Act / DA requirements. / Where applicable, complete a dilapidation / aerial survey of existing retained or removed plant to form a baseline comparison during construction works. / Implement approved protection controls around flora to be preserved or fauna to be protected. / Utilise accredited Spotters to assist with fauna identification and relocation. / Utilise accredited Personnel to identify and relocate protected species. / Daily inspections of control measures to be conducted and immediately rectified as required. / Environmental management requirements will be included in the Site Induction. 	L

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AIR QUALITY

Description

Dust generation, Plant emissions

IR	Potential Risks	Actions and Controls	RR
H	<ul style="list-style-type: none"> / Erosion of soil. / Discomfort to site personnel and neighbouring properties or persons. / Breach of legislation or development conditions 	<ul style="list-style-type: none"> / Monitor and manage the incidence of dust from construction activities / vehicles. / Minimise dust generating construction activities during periods of high winds or adverse weather. / Ensure that contract personnel adopt work methods to include dust minimisation practices. / Apply water sprays as required during periods of dry weather, strong winds or dust generating activities. / As required, implement regular sweeping (including road sweeping) and cleaning activities. / Vegetate, cover and/or dampen stockpiles. / Mobile plant on site to be in good working order. / Daily inspections of control measures to be conducted and immediately rectified as required. / Environmental management requirements will be included in the Site Induction. / Installation of monitoring controls (dust monitoring) 	M

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WATER QUALITY

Description

Potential for impact on water quality within the area due to poor construction practices

IR	Potential Risks	Actions and Controls	RR
M	<ul style="list-style-type: none"> / Deterioration of ground or storm water quality. / Increased disposal costs. / Increased housekeeping requirements to maintain the site in a clean and tidy condition. / Environmental pollution into waterways, roads etc. / Flora / Fauna impact due to contaminated water. 	<ul style="list-style-type: none"> / Where required, prior to major surface disturbances, install drainage structures for waterways, catch drains to intercept flow. / If required in approval conditions - monitor water quality and implement a testing regime (i.e. pH, solids, etc) where degrade water quality is suspected. / Identify vulnerable locations on site and install control devices to halt or alter course of water. (e.g. sand bags, hay bales, spoon drains etc.) / Take all reasonable and practicable measures to minimise the potential for the release of contaminants to surface waters that could adversely affect the environment. / Conducted a site inspection after significant weather events to check status of control measures / Ensure work areas as listed above are bunded. / Daily inspections of control measures to be conducted and immediately rectified as required. / Environmental management requirements will be included in the Site Induction. 	L

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NOISE AND VIBRATION

Description

Noise and Vibration attributed to building and construction activities

IR	Potential Risks	Actions and Controls	RR
E	/ Noise pollution. / Discomfort to site personnel and adjoining neighbours and properties.	/ Review equipment on an ongoing basis to ensure condition and suitability for use. / Plant, equipment and machinery to be fitted with noise reducing attachments (i.e. mufflers). / Plant, equipment and machinery to be maintained in accordance with manufacturers specifications. / Works (so far as is practicable) to be completed during approved work hours (i.e. per DA, Council or EPA conditions). / As applicable (e.g. condition of licence, complaint management), install noise and vibration monitors to measure and record discomfort levels. / Investigate noise complaints or causes of excessive noise and implement control measures as required to manage noise emissions. / Daily inspections of control measures to be conducted and immediately rectified as required. / Environmental management requirements will be included in the Site Induction. / Installation of monitoring controls (vibration monitors)	M

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WASTE MANAGEMENT

Description

Waste generated from building and construction activities

IR	Potential Risks	Actions and Controls	RR
E	<ul style="list-style-type: none"> / Environmental pollution into waterways, roads etc. / Contamination of ground soil, sewerage systems and storm water systems. / Health hazards to site personnel and other non-construction personnel. / Increased housekeeping and waste removal requirements and costs. 	<p>General</p> <ul style="list-style-type: none"> / Provide waste bins to accommodate construction waste (i.e. concrete, paint, plaster). / Where practicable, install waste bins for separate waste streams. / Ensure that regulated or contaminated waste is disposed of licensed disposal locations by licensed contractors. / All materials, packaging etc is to be made secure at all times and to be disposed of using allocated sealed waste bins. / No debris to be dropped/left outside of the waste skips. / Waste bins to be located in a suitable location with minimal impact from environmental conditions i.e. wind. / Include waste minimisation requirements in Subcontract Agreements, trade requirements and during trade tendering. / Daily inspections of control measures to be conducted and immediately rectified as required. / Environmental management requirements will be included in the Site Induction. 	M
	<ul style="list-style-type: none"> / Discomfort to site personnel and neighbouring properties or persons. / Health hazards to site personnel and other non-construction personnel. 	<p>Odour management</p> <ul style="list-style-type: none"> / Waste bins to be kept covered preventing odour and secured at all times. / Work areas are to be kept free of rubbish and other debris at all times. / No food waste to be deposited in external construction waste skips. (i.e. to prevent bird access) 	

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HAZARDOUS SUBSTANCES AND DANGEROUS GOODS

Description

Use of Hazardous Substances and Dangerous Goods

IR	Potential Risks	Actions and Controls	RR
H	Contamination of ground, air or water from spillage or leakage.	<ul style="list-style-type: none"> / Comply with the requirements of applicable legislation and Australian Standards. / Ensure that appropriate storage facilities are used. / Ensure that appropriate fire suppression and spill management is provided. / Ensure that containers are correctly labelled and that minimal quantities are stored on site. / Ensure that refuelling is completed in approved locations. / Where possible, request substitution of substance with less harmful substances. / Manage spills or leakage in a manner which inhibits further contamination. / Advise relevant personnel or authorities of reportable incidents. / Include substances management in the project Emergency Plan. / Ensure that substances use/storage has been included in worker SWMS. / Ensure that site personnel comply with the conditions of use of such substances. / Daily inspections of control measures to be conducted and immediately rectified as required. / Environmental management requirements will be included in the Site Induction. 	M

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HAULAGE

Description

Access and Egress of vehicles throughout project delivery.

IR	Potential Risks	Actions and Controls	RR
H	<ul style="list-style-type: none"> / Potential dust emission which degrade air quality. / Exhaust emissions which exceed accepted standards. / Noise generation. / Fuel/oil spills which impact on environment quality. 	<p>General</p> <ul style="list-style-type: none"> / Install control measures (i.e. water spraying, rumble grids, road sweepers) which limit the opportunity for dust, noise or spillage to occur. / Limit site speed Limits. / Loads to be covered prior to leaving the site. / Daily inspections of control measures to be conducted and immediately rectified as required. / Work activity requirements to be included in the Site Induction. 	L
	<ul style="list-style-type: none"> / Impact on other road users due to uncontrolled traffic management into/out of the site. / On site congestion, hazards or incidents due to uncontrolled haulage routes. 	<p>Traffic Management / Movement</p> <ul style="list-style-type: none"> / Comply with any approved Traffic Management Plan for external site traffic management. / If required under planning, inform local community about the timing and scale of construction traffic impacts. / Where practicable, co-ordinate deliveries and site activities with out of peak traffic hours. / Monitor traffic flows and implement corrective actions in response to traffic impacts as a consequence of construction activities. / Daily inspections of control measures to be conducted and immediately rectified as required. / Work activity requirements to be included in the Site Induction. 	M

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	<ul style="list-style-type: none"> / Degradation of surfaces and kerbs due to excessive force or weight of heavy vehicles and plant. / Impact on the safety of pedestrians and other road users from obstructions and degradation of surfaces. 	<p>Roads and footpaths</p> <ul style="list-style-type: none"> / Protect footpaths, kerbs and roads from damage through (e.g.) use of metal plates, restriction of heavy vehicles, prohibition for storing equipment or material on roads and footpaths etc. / Daily inspections of control measures to be conducted and immediately rectified as required. / Work activity requirements to be included in the Site Induction. 	M
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FOREIGN OBJECT DAMAGE

Description

Adverse impact from loose or windborne material

IR	Potential Risks	Actions and Controls	RR
H	<ul style="list-style-type: none"> / Loose or windborne material 	<p>Site Compound</p> <ul style="list-style-type: none"> / Within the site compound all material and equipment to be secured or securely stored. / Containers to be closed except for when personnel are accessing or working within the container. Items within containers to be secured. / Waste to be placed into supplied receptacles and with cover nets or lids fastened. / Material or equipment stored external to site sheds or containers must not have any fittings, fixtures or wrapping which could come loose and cause a hazard. 	M

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15.0 CONSTRUCTION NOISE, VIBRATION & AIR QUALITY MANAGEMENT SUB-PLAN

Refer to:

- Construction Air Quality and Dust Management Sub-Plan

Plan summarises:

- Clear distinction between trafficable and non-trafficable areas with speed limits implemented
- Use of water carts, dust suppressants and sprinklers to manage dust
- Avoid excavation during high wind and extreme weather conditions
- Periodic inspections of surrounding roads to ensure no construction contamination
- Stabilisation of temporary stockpiles
- Air Quality visual monitoring

16.0 CONSTRUCTION SOIL AND WATER MANAGEMENT SUB-PLAN

Refer to:

- Construction Soil and Water Management Sub-Plan
- Bornhorst + Ward – Tweed Valley HH – Erosion and Sediment Control Plan

Plan summarises:

- Installation of sediment control measures
- Regular site inspections and implementation of controls
- Management of sediment and other materials from vehicles leaving the site

17.0 CONSTRUCTION TRAFFIC AND PEDESTRIAN MANAGEMENT SUB-PLAN

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

Refer to:

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

Refer to the referenced for:

- Construction Traffic Circulation Environmental Management Diagram
- Access for vehicles and pedestrian into and with site
- Traffic and Plat movements, direction, and deliveries within site
- Heavy vehicle routes internal and external to site
- Mitigation measures to reduce traffic noise and conflicts
- Traffic control plans

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18.0 CONSTRUCTION WASTE MANAGEMENT SUB-PLAN

ADCO's waste management plan outlines strategies to reduce and manage waste streams on site. The plan details anticipated quantities of waste generated using examples from other projects of similar size and nature.

Refer to:

- Construction Waste Management Sub-Plan (CWMS)

19.0 FLOOD EMERGENCY RESPONSE PLAN SUB-PLAN

Flood and Emergency risks and actions are detailed in ADCO's site specific Emergency Response Plan.

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

Refer to:

- Flood and Emergency Response Sub-Plan

20.0 UNEXPECTED FINDS PROTOCOL SUB-PLAN

ADCO have developed a site-specific unexpected finds protocol for Asbestos in soil conditions.

Refer to:

- Asbestos in Soil Management Plan

21.0 COMMUNITY CONSULTATION AND COMPLAINTS HANDLING

ADCO will be actively and proactively supporting Health Infrastructure NSW in their lead role of stakeholder manager for the Tweed Valley Hospital project. ADCO's approach to managing enquiries for the Tweed Valley Hospital project is to create a strategic framework which enables a consistent and transparent guide to engaging stakeholder throughout both the initial project engagement and delivery phase. The key principles which underpin our proposed approach are:

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

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Our key messages with respect to stakeholder engagement are:

- ADCO are committed to minimising construction impacts through the implementation of appropriate mitigation measures
- ADCO will support HI NSW, the NNSWLHD and the HI TVH Management Teams ongoing relationship with stakeholder and will continue to respect their role in the process through proactive engagement
- ADCO are committed to a partnership approach by working with HI NSW, NNSWLHD and the HI TVH Management Team to ensure our communicated information is succinct, accurate and united
- ADCO's engagement with the NNSWLHD and the wider community will create a lasting legacy beyond the construction activities on the project

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ANNEXURE A - CONSTRUCTION NOISE, VIBRATION MANAGEMENT & AIR QUALITY SUB-PLAN

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ANNEXURE B - CONSTRUCTION SOIL AND WATER MANAGEMENT SUB-PLAN

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ANNEXURE C -CONSTRUCTION TRAFFIC AND PEDESTRIAN MANAGEMENT SUB-PLAN

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ANNEXURE D - CONSTRUCTION WASTE MANAGEMENT SUB-PLAN

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ANNEXURE E - FLOOD EMERGENCY RESPONSE PLAN SUB-PLAN

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ANNEXURE F - UNEXPECTED FINDS PROTOCOL SUB-PLAN

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