



**Kier Construction**

**Camden Care Homes  
Homes for the Elderly**

**Wellesley Road**

**Construction Management Plan  
Revision A 6.9.13**

## **Construction Management Plan**

### **Introduction**

The following statement aims to set out Kier Construction's approach to managing the construction-related impacts arising from the development of a 60no bed care home at Wellesley Road. Once the residents currently living in the existing care home on the site have been sensitively moved to Maitland Park Road, the London Borough of Camden will instruct Kier to take possession of the site in order to make preparations for the demolition of the existing home and the construction of the new home as part of Camden's Homes for Older People initiative.

The focus of the Construction Management Plan (CMP) is to address the construction processes that will be used and also how to manage the impact of the project on the local residents and surrounding community. The plan will address issues such as construction methodology but more importantly for the local community issues such as the impact on air quality from dust and vehicle emissions, noise impacts, traffic impacts, hours of operation and site security and hoardings.

As a reputable company Kier Construction takes its responsibility to our clients very seriously but more importantly we recognise the fact that we are visitors working within a residential community. We are aware that our presence although temporary will have an impact on the surrounding community, Kier are therefore committed to ensuring those impacts are minimised.

## **1 – Managing Construction Impacts**

Kier will take the following measures to ensure the potential impacts on neighbours and the community are appropriately managed.

### **1.1 – Good Neighbour Policy**

Kier strive on all sites to be 'Good Neighbours' and put systems in place to ensure we understand any local issues and effectively communicate with the local residents. The communications will commence before construction starts with a letter to all local residents giving information on the planned construction including time periods and contact details of a senior manager based on site.

All Kier sites are individually registered with the Considerate Constructor Scheme with audits of sites being reviewed by senior management. A good neighbourly policy is viewed as one element of our duties to act responsibly and help to elevate our Corporate Responsibility profile. We at Kier pride ourselves on how seriously we take the Considerate Constructor Scheme and this is borne out by the fact that our sites consistently win awards and recognition for our efforts from the Considerate Constructors Scheme.

In addition to the Considerate Constructors Scheme Kier have robust systems of site management and protocols covering everything from initial site set up, through the demolition and construction processes and through into the handover and aftercare of the completed projects.

### **1.2 - Conduct of Operatives**

Site specific inductions will focus on not only the onsite construction works but also the surrounding community. Operatives will be advised on how to behave on site and whilst interacting with the local area and its people. It will be made clear to all that they will be representing the site and therefore Kier. If staff or operatives were to be found or reported as having misbehaved whilst off of the site then it is a reflection on Kier and they will be asked to leave the site and not to return. Operatives will also be encouraged to engage the local community by using local public transport and amenities such as local cafes, shops, community gymnasiums etc. It has been the experience of Kier that our projects have had a positive effect on the community as the onsite operatives spend money in local businesses and can often help to give community services a much needed short term financial boost.

### **1.3 - Working Hours**

There is a planning restriction on working hours which are in line with Kier normal working practices:

0800hrs – 1800hrs – Monday to Friday

0800hrs – 1300hrs – Saturdays

No work on Sundays or bank holidays

No works will be planned to take place outside of these times however should something outside of our control happen requiring the site to work beyond the stipulated times then we would speak to the local Environmental Health Officer in order to get their guidance on how best to approach the out of hours working. It also ensures that should there be any concerns in the local community the Environmental Health Officer is aware of the site and our works enabling the EHO officer to answer any queries..

As a matter of course we always inform neighbours who will be directly affected or inconvenienced by our works in order to minimise the impact on them and to ensure that the have been considered in the process.

#### **1.4 - Noise**

In addition to managing the working hours we also adopt a policy of keeping noise levels as low as we can at all times, this is of course variable due to the works being carried out at any given time. We make it a policy on our sites of consideration for our surrounding community by requesting our operatives and delivery drivers that arrive on site early to take into account that our neighbours may still be in bed. Simple considerations such as:

- Keeping voices and conversations outside of site offices and perimeters to a minimum and low in volume. No shouting or swearing.
- No banging of doors, gates, scaffolding.
- No machinery starting up on site before the designated site start times.
- Include within material and subcontractor requisitions details of permitted vehicle arrivals i.e. not before 8.00am or after 5.00pm
- No engines left running on vehicles waiting to enter the site.
- Using low impact and low volume machinery and tools where possible. Noise suppression for all equipment to be a prime consideration in order to reduce the noise impact for the surrounding community.
- Demolition & Piling works – Please refer to section 1.9 below for specific construction methodology. These operations will be timed to try and minimise the noise and disruption to the surrounding community. In addition the local residents will be advised when these works are to commence and their durations. The dates for starting and finishing will be highlighted in our quarterly newsletters.

#### **1.5 – Dust and Mud**

Control of onsite dust during the warm/ dry weather and offsite mud being tracked onto the road during wetter periods is a prime concern for all construction projects. Kier has a dust suppression policy for all of our projects in order to minimise any dust migrating beyond the site boundary. This applies to an operative drilling a hole to dust being blown about the site in dry weather. Our site management we will constantly monitor and review to ensure effective dust suppression is being used.

We will ensure that at all times vehicles leaving our site do so with clean wheels and make sure that mud is not tracked onto local roads causing both a nuisance and a danger to members of the public.. The site will have designated loading and offloading areas which will also be used as a wash down area for vehicles leaving the confines of the site . Vehicles will be permitted from leaving the site before having their wheels cleaned and checked.

#### **1.6 – Site Security and Hoarding**

The entire site will be enclosed with timber hoardings to a height of 2.4 metres. A meeting has been held with the LBC Highways representative with regards to the location of the hoardings and the requirement to gain a hoarding licence.

The hoarding will have-

- There will be 1no set of double vehicular gates onto Wellesley Road (for smaller deliveries) along with 2no pedestrian gates, (1no for access/ egress to the site compound and a further gate for emergency egress); there will also be a pair of vehicle gates (for larger lorry access / egress) onto Malden Road, which will incorporate a single pedestrian gate. A facial recognition unit will control and monitor access and egress to the site

## 1.7 – Traffic and Deliveries

Local traffic, transport and parking impacts are very sensitive subjects for all construction projects, and managing the potential impacts is a key priority for Kier. Potential impacts include on-street congestion causing traffic delays and potentially increasing road hazards, noise from vehicles and air quality impacts from vehicle exhausts and dust.

### *Parking for Cars and Delivery Vehicles*

The site will be unable to provide any onsite parking due to its size and location. All of the surrounding streets are either controlled by parking permit systems or parking meters. The site will therefore have a designated short term loading/offloading/delivery point (refer to site logistics plan for location). We will ensure all deliveries to site are planned with all sub-contractors obliged to co-ordinate their deliveries through the site/works manager. When planning deliveries the following shall be considered:

- All deliveries to site will be subject to our site hours of working
- Defined unloading areas will be prepared.
- Material storage areas shall be prepared in order to minimise the delay when unloading vehicles.
- Kier will ensure that there is a policy of staggering deliveries in order to minimise any queuing or waiting vehicles adjacent to the site.
- Kier operates a “just in time” delivery system which maximises site storage space and distribution, and provides greater control of vehicular deliveries and scheduling.
- Planned deliveries ensure the correct lifting procedure is in place complying with the manual handling assessment.

### *Unplanned deliveries*

Unplanned deliveries will be addressed by the site manager and site traffic marshal/ gateman. If the delivery area is clear and space available the vehicle may be permitted to unload, if however there is no room and the site cannot accept further deliveries then the vehicle will be turned away and advised to return to site at their pre-arranged delivery time. If no pre-arranged delivery time has been made then the driver will be told to arrange a delivery time through their company. Unplanned deliveries will not be allowed to wait outside the site boundary or impede any of the surrounding roads.

### *Staff Transport*

Operatives will be encouraged to use local public transport. They will also where possible be encouraged to walk or cycle to site. If possible the site will endeavour to provide showering facilities that operatives cycling or running to work can make use of.

### *Air Quality*

Dust impacts are referred to separately in section 1.5

### *Vehicle Emissions*

All vehicles used on site will only be left running during use. If a vehicle or piece of equipment is not being used then it is to be turned off to reduce both emissions and on site noise levels. With proper planning and delivery schedules unnecessary vehicle trips to site can be kept to a minimum.

### **1.8 - Local Authorities, Services, and Schools**

The introduction of any large construction project to a community could have an impact on local services, particularly emergency services. To this end as a matter of course we make contact to the local fire station, police station and hospital A&E before construction works commence. We will provide site details such as location, how long it will be in operation, working hours, labour levels and the type of work being carried out.

As part of our ongoing liaison with the local community we have in the past often offered the local fire stations the use of our tower cranes for emergency practice drills where they simulate rescues from tower cranes. The intention to use a tower crane on this site would lend itself to this type of interaction with the local fire station.

Kier has a good track record interacting with local schools and would look to contacting the local schools with a view to providing a presentation to the students on aspects of our business including the dangers of entering construction sites unsupervised. Where appropriate/possible we have had small groups of students visit site to view and better understand the construction processes and methods. These have always been positive and fun experiences for both the students and the site teams. In some cases when possible we have offered limited work experience placements to local students and in fact some of our permanent staff joined the company following initial work experience placements on site.

### **1.9 - Piling**

Piling is generally used as a result of the ground conditions found in and around London, piling is also reasonably quick and whilst the plant can be a little noisy (no noisier than excavators) bored piling causes minimal vibration. In addition bored piling reduces the amount of spoil created on site and hence the amount of vehicles required to remove surplus material from site.

The piling operations will be controlled by the same onsite working hours and noise control restrictions as the rest of the site.

#### **1.9.1 - Demolition**

The demolition of the existing building shall be carried out in a controlled manner and will be subject (as all other site activities) to site specific Risk Assessments and Safe Systems of Working (method statements). Kier shall employ a specialist demolition company for these works, a company taken from our supply chains who has a good Health & Safety record and has experience of working within residential areas. Building of the height and type currently on site will be demolished using excavators. The demolition rubble will be reused on site for the piling mat therefore reducing the number of lorry movements to and from site.

#### **1.10 – Tower Cranes**

The tower crane will be a 'luffing jib' type so as not to over sail beyond the boundary of the site, it will only be in use during normal site working hours. Outside of site hours the crane will be left in free slue mode for safety reasons, but the jib of the crane will be restricted so that it does not swing beyond the site boundary. The crane will be controlled by the operator and banks man at all times whilst in use and there are strict protocols and guidance for crane use that will be adhered to at all times. Whenever the crane is not in use it will be left in a safe neutral position as if it were out of use for the evening or weekend.

### **1.11 – Community Liaison Meetings**

Contact with the local community is vital for any project. We shall look to make contact with the local community liaison officer and establish protocols for community interaction and communication that will carry on throughout the life of the projects. The Kier site team will form the core of any interaction with the local community with back up from our client, the designers and Kier senior management.

A Resident Liaison Meeting was held 4.9.13 attended by representatives from the Kier project team, local neighbours and local neighbours groups along with the London Borough of Camden representatives. The meeting was arranged to give an overview of the works to be carried out. Further meetings will be arranged as the works progress (as detailed in approved planning condition 23 – community working group) Refer email dated 5.9.13 for details of the meeting.

Kier will provide regular newsletters and updates to inform the local community of our progress and more importantly to notify local residents of significant upcoming works. This helps to keep the local community engaged and allows them to monitor progress and removes the element of surprise. Newsletters are generally a single A4 page and will contain pertinent site information such as names of the site managers and contact numbers.

In addition to the above Kier also operate an open door policy whereby members of the local community can speak to the site management if they have specific concerns or complaints. This type of interaction is taken very seriously by Kier. We maintain a complaints register throughout the life of the project and at our internal and client monthly meetings any comments/ incidents added to the register are reviewed and discussed with the aim of closing out all complaints to the satisfaction of the individual making the observation/ complaint.

Simple devices such as vision panels in the site hoarding and viewing points help to remove the mystery of the site as it allows people to look in on the site without actually having to come onto the site. It helps to remove the element of suspicion regarding what exactly is happening behind closed site hoardings.

## 2. Approach to Construction

### 2.1- Development Approach

On completion of the demolition works the site works commencing with the piling has been planned to commence in the northwest corner of the site working east around the site exiting via the gates out to Malden Road. The following trades, ground-works, concrete frame, brickwork etc. will follow a similar sequence.

### 2.2 - Site Logistics

Due to the site restraints (limited storage etc.) this has prompted the decision to deploy a tower crane in the early weeks of the construction programme. The decision to deploy the tower crane so early in the construction process will enable trades such as the ground worker to move materials around the site more easily than by using more traditional methods of either wheeled or tracked machinery. A hard-standing area to the south of the site off of Malden Road within the site hoarding has been designated as the principle unloading area.

The site welfare compound will be located in the lay-by in front of the site on Wellesley Road (refer attached location plan) Discussions continue with various stakeholders within Camden (Highways, Parks & Tree Officer) with regards to citing the site office compound on the corner of the adjacent park land directly to the east of the site on Wellesley Road. The site offices / welfare have been sized to accommodate the anticipated workforce of a 100 plus personnel.

Attached to this Construction Management Plan is our Site Logistics Plan indicating our proposals for the site set-up. The plan has taken full account of site security, access control, traffic management, welfare, temporary power and water supplies, emergency procedures, deliveries, waste removal, storage and safe access to all work areas with a full perimeter scaffold included in the plan.

### 2.3 – Sequence of Works

The outline, planned sequence of works is described below and will be subject to review and amendment. Currently the projected site start date is early October 2013; the total programme of constructions works is 82 weeks

A description of the components of the Construction Programme is given below:-

#### 2.3.1 – Demolition

Demolition including an intrusive asbestos survey is programed to take approximately 11-weeks, this includes a period for crushing the demolition material to be used for the piling mat.

#### 2.2.3 - Enabling Works & Site Set Up – 3-weeks

We have not specifically identified in detail the Enabling Works and Site Set Up, the works are standard to any contract and will, as a minimum, consist of-

- **Existing Services** – Trace and accurately mark out and plot the existing services terminated by others and drains crossing the site.
- **Party Wall Agreements** – Assist our client with any outstanding party wall agreements by providing required information.
- **Licences** - Ensure all hoarding, scaffold licences required to complete the security hoarding to the site are in place.



### 2.2.3 - Enabling Works & Site Set Up (continued)

- **Permissions** – Ensure all dispensations and permissions to suspend/close footpaths to Wellesley Road & Malden Place are sought and agreed with the London Borough of Camden and communicated to the local residents.
- **Accommodation** – Place and install temporary connections to the site accommodation targeting early completion to ensure the site welfare is to a good standard within the first days on site. A temporary generator will be used should the temporary builder electrical connection be delayed. It may be necessary to use an Oasis unit during the initial days on site to ensure we can guarantee good welfare facilities from day one.
- **Security, Access and Traffic Management** – Erect the site hoarding to control site access and egress, ensuring the safety of the public, and implement a Traffic Management Plan controlling safe pedestrian and vehicular access and egress to/from site.
- **Signage** – Erect signage to clearly show the extent of any permissions/closures agreed with the London Borough of Camden's Highways Department.
- **Resident Liaison** – Being aware that we are new to the area and ensuring our actions minimise the impact our works have on the local residents.
  - Being considerate, and try and think of all of the interfaces that are likely to occur between us, and the local residents and ensure we implement all measures to minimise our impact.
  - Being quiet. Ensure all plant is well maintained, properly baffled and that the site working hours are strictly adhered to.
  - Clean and tidy. Make sure all vehicles and personnel leaving site are properly cleaned to avoid muddy boots for example being scraped on kerbs and that the site appearance portrays a company that cares. Because we do!
  - Being safe. Carry out the works safely and with care.
  - Being responsible. Control the site activities and ensure site personnel work to the site rules.
  - Being accountable. Erect a large contact board and actively communicate with the public.
  - Site inductions. Make sure that all persons working on and visiting the site are made aware of the site rules with the site rules embedded within the site induction.

### 2.2.4 – Piling – 5-weeks

The first construction operation following demolition will be the installation of the piling mat design will be checked by the Kier Engineering Services Department following receipt of the Plate Bearing Tests on the soil beneath the piling mat.

During this period, soil samples will be taken from various locations and depths to ascertain the classification of the spoil to be removed from site.

The piling works will be carried out using a bored piling rig working from the engineered piling mat.

The spoil removed from site during the piling process will have been categorised and if required separated from other material prior to removal and tracked and recorded disposal by a suitably licensed haulier.

The piling works will generally commence at the north-west corner and shall work towards the site vehicular entrance off of Malden Road.

#### **2.2.5 - Substructure Works – 12- weeks**

Once the piling has progressed and the piling rig and other equipment has been removed from the north-west corner of the site the work will be segregated thereby safely allowing the substructure ground works to start on site. The groundwork contractor will commence excavating for and forming the pile caps leading directly to the formation and installation of the ground beams, retaining walls and drainage works up to and including the ground floor concrete over site slab.

The sequence will be maintained, by commencing in the northwest corner and progress across the site towards the entrance off of Malden Road.

Any spoil removed from site will again have been tested and properly categorised prior to removal by a licensed haulier.

As early as possible during this process we intend to erect a tower crane which will greatly assist in the distribution and placement of materials.

#### **2.2.6 - Superstructure Works – 17 weeks**

At the point in time when the tower crane is erected the superstructure works will be able to safely start.

The superstructure works from ground to roof is an in-situ concrete construction with the columns and support walls generally carefully positioned in walls etc. External scaffold is not required for this element of the work with proprietary edge protection incorporated as a component of the formwork system. The safe system of works will identify that another proprietary edge protection system must be in place near the slab before the formwork system is struck, and moved. During this element of work, the site engineer and managers will implement the\_

- Permit to load check. The formwork will be checked to ensure it has been erected as per the manufacturers requirements and is adequate to support the load of in-situ concrete.
- Permit to strike check. Permission will only be given to strike the temporary concrete support when cube results have been received on site and come within pre agreed parameters set by Kier Engineering Services.

When the roof slabs are constructed additional temporary measures will be undertaken to provide a temporary waterproof environment to the floors below.

#### **2.2.7 – Roof & External Envelope – 21-weeks**

As the concrete works complete at roof level the proprietary edge protection will have been placed to all slab edges thereby permitting the scaffolder to start safely erecting the external scaffold. In addition to the roof level scaffold a scaffold working lift will be provided at each floor level allowing the removal of the edge protection and providing a safe working platform for the installation of the Metsec framing element of the external wall envelope.

The Metsec framing will be loaded from the floor slab and fixed from the scaffold platform. The system will be insulated and the windows and doors fitted before the scaffold is adapted to suit

the construction of the outside leaf of the external envelope. Scaffold adaptations will be undertaken to suit the construction of the facing brickwork and other external finishes.

### **2.2.9 - Internal Finishes – 38-weeks**

The construction of the internal blockwork walls is able to commence once the floor zone has been cleared of formwork. The intent being to construct as much as possible before the zone is watertight to-

- Avoid the chasing of the blockwork for services being undertaken by a 'dust less' chaser in a closed environment.
- Avoid the bricklayers - with internal scaffolds - interfacing too closely with other trades
- Provide easier and safer distribution of block materials on pallets using hydraulic trolleys or air mats.

Once the 2 layers of plasterboard are fixed to the Metsec framing in the external envelope the blockwork will be completed the 1<sup>st</sup> fix services installation take place and the wet plaster system started.

A wet plaster system will be applied to all internal masonry areas with the dry-lined sections receiving a plaster skim. The screed finish to the floor areas will incorporate underfloor heating. The mechanical & electrical installations will be co-ordinated with the building works, by the Site Management Team with the aid of the Services Manager. These key packages will be let as early as possible to ensure that the specialists are fully involved in the construction planning.

Second fixing will commence as soon as each floor is available, so as to leave sufficient time for inspection and commissioning at the completion of the project.

Final floor finishes will be left as late as possible in the traditional sequence to allow ceiling activities to be sufficiently advanced to minimise the risk of damage. Once floor finishes are installed they will be protected by suitable fire resistant sheeting material.

### **2.2.10 - External Works & Soft Landscaping – 20 weeks**

The completion of the external works, including hard and soft landscaping will be undertaken once all scaffolding has been removed.

### **2.2.11 - Completion & Commissioning- 12 weeks**

Inspection and commissioning of the new Care Home will need to be carefully co-ordinated to allow the maximum time to prove the systems and check the building before the systems are put to use.

A detailed commissioning programme from the specialist contractors, integrated and co-ordinated with each other, and complementing the main programme will be produced in consultation with our M&E Manager and is crucial to the successful commissioning of the buildings systems.

### **3. Managing the Works**

The following section outlines our approach to 'Managing the Works' giving a brief outline of the structure of Kier and the personnel who will be directly responsible for developing and delivering the project.

We have also developed a Site Logistics (and traffic management) Plan for the project. The plan is appended-

See appendix 1 – Site Logistics Plan

#### **3.1 Project Team**

Kier Construction – London is an autonomous company within the Construction Division of the Kier Group and is responsible for delivering projects in London within the M25 enclosure. Kier London serves the London area from our office at Loughton Essex, and is thereby able to provide local support to both planned and working sites leading on to the bespoke aftercare service.

See appendix 2 – Project team details

#### **Other Site Management**

The managers identified above will be reinforced by:-

1. Other managers directly employed by the trade sub-contractors who are specialists in their aspect of the works and integrated into the site delivery team to ensure the level of safety, production and quality required are clearly understood and achieved.
2. Other experienced trained construction personnel ranging from, Crane Supervisors, Banksmen, Traffic Marshalls, Hoist Drivers, Security and Gatemen. They will be fully inducted on to the site and made aware of specific site issues and are key to us delivering a successful project. These people will be our daily contact with the public and must be aware of, and be sensitive to local requirements.

#### **Head Office Support**

The site management will be supported from Kier's Loughton office, in Essex, with the full range of back-up services including buying, costing, subcontract procurement, health and safety advice and guidance and assistance with setting up quality assurance, environmental and management procedures. The Project Manager will report to the board of directors through a Contracts Manager who has the specific responsibility of overseeing the contract from the receipt of the tender enquiry documents through to the issue of the final certificate and beyond.

## **4 - Project Management Arrangements**

### **4.1 – Accommodation and Welfare**

The welfare accommodation will be provided for a mixed work force of in excess of 100 members of Kier staff and operatives. Allowance has been made for the changing profile of the workforce with male and female facilities. The location allows all personnel and visitors to access/egress the site directly from Wellesley Road into a controlled area segregated from the main site works and vehicle movements that does not require the wearing of PPE.

### **4.2 – Temporary Power and Water**

A temporary builder's power supply will be organised with the local power supplier sufficient to power the office and welfare accommodation and general site power and lighting. The tower crane will be powered by a sensitively placed generator.

Water for the site will be direct from the local mains with a builders supply agreement with Thames Water.

### **4.3 – Site Inductions and Training**

All personnel planning to work on site will undergo a health and safety site induction tailored to their requirement that will conclude with our check of their understanding of the local issues i.e. neighbours, noise, parking etc coupled with a check of their understanding of any method statement that have been formulated for their task/work. Should we be of the view that there understanding is limited they will not be allowed access on to site and further training planned and undertaken.

A separate visitor's induction will also be given to any visitor requesting access to the site. Anybody accessing the site with a visitor's induction only will have to be accompanied whilst on site at all times.

### **4.4 – Fire & Emergency Procedures**

A comprehensive common emergency plan for a major incident will be prepared and regularly reviewed with particular emphasis placed on a separate fire plan that will indicate emergency escape routes, fire points, material storage, fire marshals etc.

### **4.5 - Waste removal**

This is a process that will be defined prior to any subcontractor package being placed with a clear understanding of the level of waste anticipated and the best means of removal. This will be communicated to the site personnel by training, briefings, inductions and the understanding of method statements.

The general principle will be that all work areas will be kept free of debris. Waste will regularly be collected, sorted if agreed and taken to a defined collection point. The collection point will not obstruct any access or emergency escape route. The waste will be regularly moved to a collection skip that may be defined as general waste, metal, timber prior to collection and removal from site. All movement of waste on site will be in proprietary containers with personnel contact kept to a minimum to eliminate hazard. Hazardous waste will be taken to and separate hazardous waste area and be categorized prior to specialist removal.

#### **4.6 – Management of Waste**

The management of waste commences at the design stage of the scheme with a Site Waste Management Plan (SWMP) formulated and reviewed as the design develops and specialist trade input minimising the generation by trying to re-use off cuts etc in other areas of the site. The SWMP will continue to the construction stage during which Kier have adopted a web based measurement tool (Smart Waste) that aids the formation of targets and helps the site team accurately measure against the targets set.

#### **4.7 – Storage**

A storage plan will be developed for the site that will align the planned deliveries with the programme requirements and with the intention of placing as many materials as possible correctly in their final position when unloaded from the delivery vehicle, this is an added means of improving efficiency and minimising damage, and therefore waste.

Secure ventilated cages located in a safe area will be provided for the storage of gas bottles.

## **APPENDIX 1**

**Refer Site Logistics Plan**

## **APPENDIX 2**

### **Kier Staff**



**Kier London**

**Re: Planning reference number 2010/4890/P  
Camden Care Homes, Wellesley Road, NW3 2ET**

**9 September 2013**

**List of documents for discharging conditions:**

**Condition 23 – construction management plan**

Construction Management Plan - revision A

Project Team

Scaffold document

Responses to queries raised

Outline delivery document

Contacts for Construction in Gospel Oak area

Site Logistics Plan