

Torrington Place Ltd and Whitbread Group Plc



Proposed Hotel Development Brook House, 2-16 Torrington Place

**Draft Construction
Management Plan**
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1) Project Overview

The proposed development consists of a refurbishment to convert and extend the existing commercial offices (Use Class B1) into a new format 179 bedroom hotel by Whitbread (Use Class C1). The proposals include the retention of the existing glazing and introduction of a single storey extension set back from the existing frontage.

In order to enable a successful conversion the following main works would be carried out:

- Internal alterations
- An extension to create a new 6th floor
- New external roof plant
- And associated alterations to building entrance and other minor external works.

A Main Contractor is to be nominated to carry out these works. This draft Construction Management Plan establishes some key principles relating to construction methodology at this early stage.

2) Overall Approach to Construction Management

Standards

The works shall be carried out, as far as is reasonably practicable, in compliance with the following standards:

- British Standard BS:5288 'Noise Control on Construction and Open Sites',
- The guidance contained in the BRE publication 'BRE Pollution Control Guide – Controlling particles, vapour and noise pollution from construction sites'
 - Part 1 – 'Pre project planning and effective management'
 - Part 2 – 'Site preparation, demolition, earthworks and landscaping'
 - Part 3 – 'Haulage routes, vehicles and plant'
 - Part 4 – 'Materials handling, storage, stockpiles, spillage and disposal'
 - Part 5 – 'Fabrication processes and internal and external finishes'

Statutory Requirements

The relevant statutory requirements are listed below:

- Control of Pollution Act 1974
- Environmental Protection Act 1990
- Clean Air Act 1993
- Environmental Protection (Duty of Care) Regulations 1991
- Special Waste Regulations 1997
- Pollution Prevention Control Act 1999
- Pollution Prevention and Control Regulations 2000
- Control of Pollution (Oil Storage) (England) Regulations 2001
- The Control of Noise (Codes of Practice for Construction and Open Sites) (England) Order 2002
- Building Act 1984

All Contractors are expected to have a working knowledge of all relevant Acts and Regulations (some of which are listed below) and so be able to promote, stimulate and encourage a high standard of health and safety during their work:

- Health and Safety at Work etc Act 1974
- The Health and Safety (First Aid) Regulations 1981
- Construction (Head Protection) Regulations 1989
- Manual handling Operation Regulations 1992
- Workplace (Health, Safety and Welfare) Regulations 1992
- Construction (Design Management) Regulations 2007
- Personal Protective Equipment at Work Regulations 1992
- Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) Regulations 1995
- Construction (Health, Safety and Welfare) Regulations 1996
- Confined Spaces Regulations 1997
- The Provision and Use of Work Equipment Regulations 1998
- The Lifting Operations and Lifting Equipment Regulations 1998
- Health and Safety (Enforcing Authority) Regulations 1998
- Control of Substances Hazardous to Health (COSHH) Regulations 2002
- Management of Health and Safety at Work Regulations 1999

Both lists are not exhaustive.

Health and Safety Guidance

The Contractor shall maintain an updated copy of 'Construction Site Safety – Safety Notes GE-700' (CITB Publication) and 'Successful Health & Safety Management' (HSE Publication) which provides guidance on construction activities, use of plant and equipment and PPE, etc.

This publication shall be readily referred to by the Project Manager or Supervisor of the Works as and when additional information is required in respect of associated activities (e.g. working with asbestos). Specific health and safety issues relating to the site shall be dealt with by the Construction Health and Safety Plan which shall be maintained throughout the project commencement and shall be updated as required.

A Construction Health and Safety File shall be prepared and submitted upon the completion of the construction phase in accordance with the CDM Regulations 2007.

Site Set Up

Site set up and position is to be agreed with the local authority. Ideally the site welfare facilities will be located within the building.

Temporary services connections will be maintained to the site office accommodation and welfare facilities, including:

- Electricity supply
- Water supply
- Drainage
- Telephone and communication

The Contractor will provide and maintain welfare facilities (including toilet facilities along with hot and cold water, soap/hand cleanser and towels, drinking water, rest facilities to change, store and dry clothing) in accordance with legislation during normal site hours for the use of its contractors.

The Contractor shall ensure that these facilities are cleaned on a regular basis and that regular checks are undertaken to ensure they are kept in a clean and tidy condition.

These facilities will be in accordance with Construction Information Sheets 18 (and 46) 'Provision of welfare facilities at fixed (and transient) construction sites'.

Sequence of Work

- Secure site and set up compound
- Form access through existing entrance
- Strip out on a floor by floor basis, waste management plans and methodology for removal from site to recycling depots will be further considered upon the appointment of a contractor.
- Erect scaffolding and hoist
- Disconnect services prior to site strip. (Maintain services for temporary electrics)
- Begin site strip on the roof, 5th floor and basement simultaneously. Sequence of working to be top-down concentrating on opening up works for design validation.
- Strip and remove existing external plant from roof.
- Internal walls and 1st fix services to follow sequence of demolition
- Finishing trades and services to follow sequence of first fix.

Traffic Management

Construction traffic associated with the works shall comply with the arrangement approved by Camden Council. At the time of writing the servicing strategy, site access and distribution of traffic during the construction phase, has yet to be agreed.

Temporary Electrics

The design, installation and maintenance of the temporary electrical system will be the responsibility of the Contractor to control and monitor compliance with legal and non-statutory regulations etc. A competent and accredited temporary electric subcontractor will be appointed to install and maintain the system, in accordance with HSE Guidance HSG141 Electrical Safety on Construction Sites. Temporary supplies from generator installations shall be subject to the same requirements. Where generators are utilised, the Contractors will be required to locate them away from residential sites and office sites and to provide noise barriers where appropriate.

Health and Safety Information

All Sub-Contractors shall submit to The Main Contractor the following prior to work commencement:

- A copy of the Company's safety policy document
- The name and CV of the Company's Safety Officers and details of any other duties he/she has if not full-time
- A Safety Plan for the work being tendered for and a Risk Assessment (as required by the Management of Health and Safety at Work Regulations, 1999) and job-specific safety statement, which identifies the principle hazards likely to be encountered, assesses the risk from these hazards, and details the means by which they will be removed or controlled.
- Fatal and major statistics for the organisation for the last three years
- Disclosure of health, safety and environmental enforcement action (notices, prosecutions etc) taken against the Contractor in the previous three years,
- Responses to the queries raised in the CDM Co-ordinator's Pre-Tender Construction H&S Plan
- A clear specification of resources and timescale to carry out the work safely and in accordance with the Construction H&S Plan.

Method Statements

All Sub-Contractors shall submit to The Main Contractor a method statement describing proposals to carry out the works. A preliminary method statement shall be provided at tender stage as necessary. Once appointed the Sub-Contractor shall provide a full statement supported by any drawings,

temporary works and calculations where required by The Main Contractor. The Contractor shall undertake a safety audit of the proposed method and the method shall be reviewed at least monthly or as necessary.

Working Hours

The working hours shall be:

- Monday to Friday - 08:00 to 18:00 hours
- Saturday - 08:00 to 13:00 hours

Site Clearance

Waste will be kept to minimum and will continuously seek opportunities for re-use and recycling where practical. Any waste shall be sorted and recorded. A Waste Management Plan shall be prepared and will be monitored and updated as required during the works.

Control of Scaffolding and Site Access

At the time of writing this Plan the façade access is still to be confirmed and is subject to design development.

All Contractors involved in the erection or dismantling of scaffolds shall have regard to the NASC Guidance Note SG4:00 'The Use of Fall Arrest Equipment whilst erecting, Altering and Dismantling Scaffolding' produced by the National Access and Scaffolding Confederation.

The Main Contractor shall ensure that appropriate netting is provided to scaffolds to minimise dust and to prevent falling objects where works are likely to affect adjoining occupiers or members of the public. When works involving the erection or dismantling of scaffolding are to be carried out adjacent to the public highway then the immediate area shall be barricaded off to prevent access for pedestrians for safety reasons.

PUWER

All Contractors bringing plant and equipment onto the site shall be responsible for ensuring that the plant and equipment and its use is in compliance with the Provision and Use of Work Equipment Regulations (PUWER) 1998.

All plant and equipment shall be properly tested and records of testing shall be made available to The Main Contractor. All plant and equipment shall be maintained on a regular basis and in accordance with Manufacturer's instructions and recommendations.

All operatives of plant and equipment shall, where necessary or appropriate, hold relevant a Certification of Training eg CITB or the Approved Trade Body.

Works on and Affecting the Public Highway

All works carried out or affecting the Public Highway shall be carried out in accordance with:

- Highways Act 1980
- New Roads and Street Works Act 1991

The Highways Contractor shall give due regard to the publication published jointly by the Highways Agency and the Health and Safety Executive 'Guidance for Safer Temporary Traffic Management' HR7.

Safe Passage for Pedestrians

Where existing roads and footways are affected by the works, a safe passage will be maintained along all footways for pedestrians, or if this is not possible, a safe alternative means of passage around the works will be provided in accordance with the requirements of Chapter 8 of the 'Traffic Signs Manual' published by HMSO and any amendments thereto. A safe passage will also be maintained for all vehicles around the works and safe access will be provided for entrance to all properties in use, unless the consent of the occupier of the premises has been obtained. The Highway Contractor will provide all necessary traffic signs, cones, barriers and lighting. The Highway Contractor shall have regard to the HMSO publication 'Code of Practice on Safety at Street Works and Road Works'.

Provision for Disabled People

In particular the Highway Contractor will make all necessary provision to ensure that the needs of disabled people are met in the vicinity of the works by forming ramps if necessary and by giving clear visual warning to partially sighted pedestrians in accordance with Chapter 8 of the 'Traffic Signs Manual' published by the HMSO and any amendments thereto.

All openings or obstructions on the road will be barricaded off with a continuous rail which is strong enough to offer the necessary resistance should blind person walk into it. The rail will be one metre above the ground level. There will also be a tapping rail of minimum depth 150mm with a lower edge at ground level or up to a maximum height of 200mm above the ground.

Road Opening Permit

No works will interfere with existing public footways or carriageways without the Sub-Contractor supplying the Main Contractor with details of the named supervisor for the works, detailed Method Statements and all appropriate authorisation and approvals from the local Highway Authority prior to work commencement.

Workplace Transport and Slewing Plant

All activities involving Workplace Transport and slewing are regarded as high risk activities and The Contractor shall ensure that Sub-Contractors provide suitable and sufficient Risk Assessments and Method Statements indicating the precautions that may be taken.

The Contractor will provide up to date transport plans indicating safe designated pedestrian routes and areas, one way systems and designated reversing areas, details of pedestrian and vehicle separation at site entrance, and traffic management requirements for Contractors including use of competent and trained Traffic Marshals, use of high visibility jackets and other operational control measures as appropriate.

Regard shall be had to the following HSE publications:

- HS (G) 150 – 'Health and Safety in Construction'
 - HS (G) 144 – 'The Safe Use of Vehicles on Construction Sites'
 - Reversing vehicles IND (G) 148L.
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3) Specific Environmental Impact and Mitigation Measures

General Approach

The works will be carried out, as far as is reasonably practicable, in compliance with the following Standards:

The Guidance contained in the BRE Publication 'BRE Pollution Control Guide – Controlling particles, vapour and noise pollution from construction sites':

- Part 1 – 'Pre Project Planning and Effective Management'
- Part 2 – 'Site Preparation, demolition, Earthworks and Landscaping'
- Part 3 – 'Haulage Routes, Vehicles and Plant'
- Part 4 – 'Materials Handling, Storage, Stockpiles, Spillage and Disposal'
- Part 5 – 'Fabrication Processes and Internal and External Finishes'

Noise

The Contractor will ensure that all practical steps are taken in order to keep noise levels emanating from the site within acceptable levels, to reduce the noise impacts on adjoining residents, occupiers and members of the public.

Noise levels will be kept to a minimum by ensuring that all work is carried out within site working hours.

The db rating for all tools and machinery selected for use will be checked and replaced with an alternative if deemed excessive.

Contractors will be required to work in accordance with the requirements of 'The Control of Noise (Codes of Practice for Construction and Open Sites) (England) order 2002'. The Order approves the following Codes of Practice:-

- The Code of practice for basic information and procedures for noise and vibration control, numbered BS5228: Part 1 incorporating Amendment No. 1, which came into effect on 15th April 1999 (and which is concerned, amongst other things, with the carrying out of works to which section 60 of the Control of Pollution Act 1974 applies with).
- The Code of practice for noise and vibration control applicable to piling operations, numbered BS5228: Part 4, which came into effect on 1st May 1992 (and which is concerned, amongst other things, with the carrying out works to which section 60 of the Control of Pollution Act 1974 applies), as amended by Amendment No.1, which came into effect on 15th July 1993.

General monitoring of the works shall be undertaken by the Health, Safety and Environmental Officer. The report is issued to the project manager, project surveyor and site manager for action. Site Health, Safety and Environmental is then reviewed at the company Health, Safety and Environmental meetings.

Noise Mitigation Measures

The Contractor shall require all contractors using plant or equipment to comply with the following requirements:

- All compressors shall be 'sound reduced' models fitted with properly lined and sealed acoustic covers which shall be kept closed whenever the machines are in use, and all ancillary pneumatic tools shall be fitted with mufflers or silencers of a type recommended by the manufacturers.
- Machines in intermittent use shall be shut down in the intervening periods between work, or where this is impractical, shall be throttled down to a minimum. Whilst in use engine covers shall be closed.

- Stationary plant will be sited away from any noise sensitive areas (ie residential accommodation and offices) where practicable. Any plant known to emit noise strongly in one direction shall be oriented so that the noise is directed away from noise sensitive areas.
- No plant shall be left running outside normal working hours for the site without the prior consent of the Director of Environmental Services.

Vibrations

The Contractor will adopt the following general approach in order to reduce and mitigate the effects of vibration by ensuring:

- Selection of plant and equipment on the basis of low levels of vibration characteristics.
- Maintenance of plant and equipment in order to maintain the design vibration profiles.
- Sitting and screening of plant and equipment away from vibration sensitive areas.

Site Activities

Water shall be used as dust suppressant where applicable during the site activities, and damping down will be undertaken as necessary to minimise dust transfer into neighbouring premises.

All stockpiles shall be enclosed or kept securely sheeted. Stockpiles of material for recycling should be damped down or otherwise suitably treated to prevent the emission of dust from the site. Stockpiles shall be planned to minimise the effects of attrition and wind action. They shall be sited and shaped to minimise the potential for dust generation.

The contractor shall sweep the site regularly and adequately to prevent any accumulation of dust from the site. Rubble chutes shall be watered where necessary to prevent dust emission.

Construction Traffic

All vehicles will switch off engines when stationary. No idling of vehicles, as far as it is practicable, will be allowed. All loads entering and leaving site shall be covered.

Emergency Procedures

The Contractor will liaise with the Emergency Services and maintain emergency access routes for the entire duration of the works to the following locations:-

- To the vehicle drop off point.
- To premises affected by the works.

The Contractor will liaise with Camden Council and the Health and Safety Executive and maintain a Health and Safety Plan, Fire Plan and Pollution Control Incident Plan for the duration of the construction work.

Site Liaison Arrangements and Promotion

All contractors and sub-contractors shall be required to attend meetings as required by the Contractors site manager in order to ensure that adequate arrangements are in place for:

- Programme and day to day arrangements.
- Scheduling site deliveries, unloading of materials, temporary storage arrangements and handling of materials and waste within the site.
- Requirements relating to noise and vibration levels of plant and equipment.
- Requirements relating to control measures for minimising nuisance from dust, vapours and airborne pollution.
- Provision of information to the workforce relating to minimising the impact of the works on adjoining premises.

- Temporary restrictions and prohibitions relating to work areas, barricades and safety signage.
- Specific hazards and works that may affect other persons working on the site or visitors to the site.

All Contractors will be required to attend a Pre-Contract meeting at which information relating to Health & Safety and Environmental issues will be provided to them. In addition, Contractors will be required to attend individual meetings at which specific issues will be discussed and the relevant control measures to achieve compliance agreed (including the standards set out in BS5228, BRE Pollution Control Guide, site safety rules etc.).

All Contractors shall be required to comply with the standards set out by The Main Contractor in this document, and where necessary The Main Contractor will provide Contractors with appropriate guidance on the application of these standards.

Considerate Contractor Scheme

Prior to commencement of the construction work, The Contractor shall provide information to residents, landowners, key local community services and local business including:

- The nature, timing and phasing of the works.
- Changes to the local roads – layout and temporary access arrangements.
- Changes to public parking availability.
- The likely impact of the works on adjoining residents and occupiers of local business premises.
- The arrangements being made by the Contractor to mitigate the effects of the changes and the works being undertaken.
- Arrangements for contacting the Contractor's 'Information Helpline'.

Traffic Management Plan

The Contractor will commission a company to prepare a Traffic Management Plan (TMP) for the servicing strategy during the construction phase. The TMP will be submitted to the Council highways Dept.