



Cola Holdings Limited
Kingsway Hall Hotel, Great Queen Street
Draft Construction Management Plan

March 2014



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1. INTRODUCTION

1.1 This Draft Construction Management Plan has been produced by Transport Planning Practice for the construction of 20 additional rooms at the Kingsway Hall Hotel in Great Queen Street, Covent Garden, WC2B 5BX. The site location is shown in Figure 1.

Proposed Programme

1.2 The timetable will be dependent on the planning outcome to determine the exact start and finish dates. However the target dates for the project are:

Main Contract Works

- Commence: [TBC] 2014
- Duration: 40-44 weeks

1.3 The hotel is operational and will remain so throughout the construction process.

2. EXISTING SITUATION

- 2.1 Great Queen Street is a northeast-southwest route between Kingsway and Drury Lane. Double yellow lines are in force between Kingsway and the junction with Newton Street. A taxi stand for three vehicles is provided outside Kingsway Hall Hotel between the entry and exit of the port-cochere. A single yellow line is in operation from the end of the port-cochere to the farthest boundary of the adjacent Grand Connaught Rooms, enabling servicing to be undertaken on street to the shared access between the two buildings. The majority of the southern side of Great Queen Street is parking for permit holders only, with some pay by phone bays closer to Drury lane. Parking on the northern side is a mix of disabled, permit and pay by phone bays.
- 2.2 Kingsway is a north-south route between Aldwych and High Holborn, subject to a 30mph speed limit. It has a minimum of three traffic lanes as well as bus lanes in both directions for the entire length of the road. Kingsway and Great Queen Street are located within controlled parking zone CA-C where parking is controlled between 8.30am and 6.30pm Monday to Saturday. Resident bays are controlled 24 hours a day, seven days a week.
- 2.3 There are no banned turns at the junction of Kingsway and Great Queen Street.

3. CONSTRUCTION TRAFFIC MANAGEMENT PROPOSALS

- 3.1 The traffic management proposals take into account local highway conditions as outlined previously and the need to access the site efficiently, safely and with the least disruption to surrounding residents and businesses. The construction programme for the entire project has been estimated to be 10 months.
- 3.2 To minimise the potential for significant disruption, contractors and suppliers will wherever possible make deliveries in transit type vehicles up to 5.5m in length. Larger vehicles, including the use of articulated vehicles will be limited to one or two vehicles per month to minimise the impact on Great Queen Street.
- 3.3 The traffic management proposals are set out in the following paragraphs.

Proposed hours in which vehicles will arrive and depart

- 3.4 In general the hours in which vehicles will arrive and depart will be 8.00am to 6.00pm in the evening.

Delivery booking system

- 3.5 The timing of deliveries will be controlled and enforced through the use of a 'just-in-time' system. Wherever practicable, components will be pre-fabricated and assembled off-site in order to reduce the number of deliveries as far as possible.
- 3.6 The delivery booking system will be produced and operated by the contractor's traffic manager, with a view to managing the following potential issues:
- Arrival of unscheduled deliveries.
 - Deliveries failing to arrive.
 - Ensuring the proactive management of deliveries where practicable to reduce the number and size of vehicle movements (i.e. a single full load is delivered instead of two half loads and minimize the size of the vehicle where appropriate).
 - Providing greater control on the type of vehicles used wherever possible in order to improve sustainability.
 - Preventing vehicles from arriving early on the off chance that they can be unloaded early.

- Ensuring that appropriate banksmen and personnel are available to facilitate the delivery.
- 3.7 There will be no waiting up areas for construction vehicles on Great Queen Street or the roads around the site. Vehicle drivers will be expected to arrive within their allocated time slot. Most vehicles will be fitted with an in-cab communication system which will aid the control of vehicle movements to and from site.
- 3.8 With the above in mind, the delivery booking system will contribute towards mitigating any negative potential transport related implications associated with the construction of the redevelopment on local businesses and residents.
- 3.9 It is expected that the majority of deliveries will take place during the working week within the site's operating hours. Any irregular deliveries will be discussed and agreed with London Borough of Camden (LBC) Highways department in advance.

Vehicle management and routeing

- 3.10 In all cases, access/egress for delivery and removal of materials will be planned, scheduled and coordinated by the contractor, and all vehicle movements will be controlled by competent and certified banksmen. Construction vehicle access to the site will only be allowed between 8am and 6pm Monday to Friday and between 8am and 1pm on Saturdays.
- 3.11 All site traffic during construction will be advised of the appropriate transport routes that should be used. All vehicles will enter Great Queen Street from Kingsway by first travelling on Euston Road and Southampton Row. Banksmen and traffic marshalls will be used to assist manoeuvring from Kingsway to the site loading area where necessary. Vehicles departing the site will use Drury Lane to access High Holborn and Tottenham Court Road. The proposed routeing is shown in Figure 2.
- 3.12 The main route to service the site will be through the loading bay. This access will be used for both hotel and site deliveries and will be properly coordinated between the site management and hotel logistics teams to ensure the hotel deliveries are not affected.
- 3.13 Deliveries will be unloaded and placed in the appropriate area and will be delivered on a 'just in time' basis to minimise site storage.

- 3.14 It is expected that a heavy duty goods and passenger hoist will be erected near the loading bay. All materials will be placed on the hoist to be hauled up to the works area. This hoist will be operated by a trained / certified operator.
- 3.15 The Construction Project Manager will have the responsibility of ensuring that all suppliers and contractors are informed of the appropriate route and the delivery booking system, which is discussed above. The access route and delivery arrangements will be a condition of all supply orders and subcontracts. In the event of non-compliance, the contractors and suppliers would be in breach of contract, allowing action to be taken against them.

Construction traffic flow

- 3.16 The flow of construction traffic on Great Queen Street resulting from the extension of the hotel will vary throughout the construction period depending on the work being carried out. Information provided by a contractor suggests that the maximum number of vehicles on-site for major deliveries will be 7-8 per day. The following types of deliveries will be undertaken during the construction:

- Skip - 2 per week (Maximum)
- Light weight Steel - 2 per month
- Precast Concrete - 1 per month
- Other general activities - 1-2 per day

- 3.17 It may be necessary to use a mobile crane to lift mechanical plant to the roof area at the final stage of the project. This will generally be carried out at the weekend. A lifting plan will be submitted for approval by LBC before undertaking this task.

Site access control

- 3.18 Any interaction with the public and the public highway will be minimised by the use of trained banksmen, as appropriate. The use of banksmen will ensure that:
- vehicle manoeuvres along Great Queen Street are monitored and assisted;
 - vehicles whenever possible do not stop at inappropriate locations on the highway causing disruption to traffic;
 - all loading / unloading is undertaken in the correct location.
- 3.19 If a requirement exists for the delivery of an abnormal load which is likely to cause a disruption to the surrounding highway network, or which requires lane or

road closures, then LBC will be informed and consent obtained in advance from LBC's highways department.

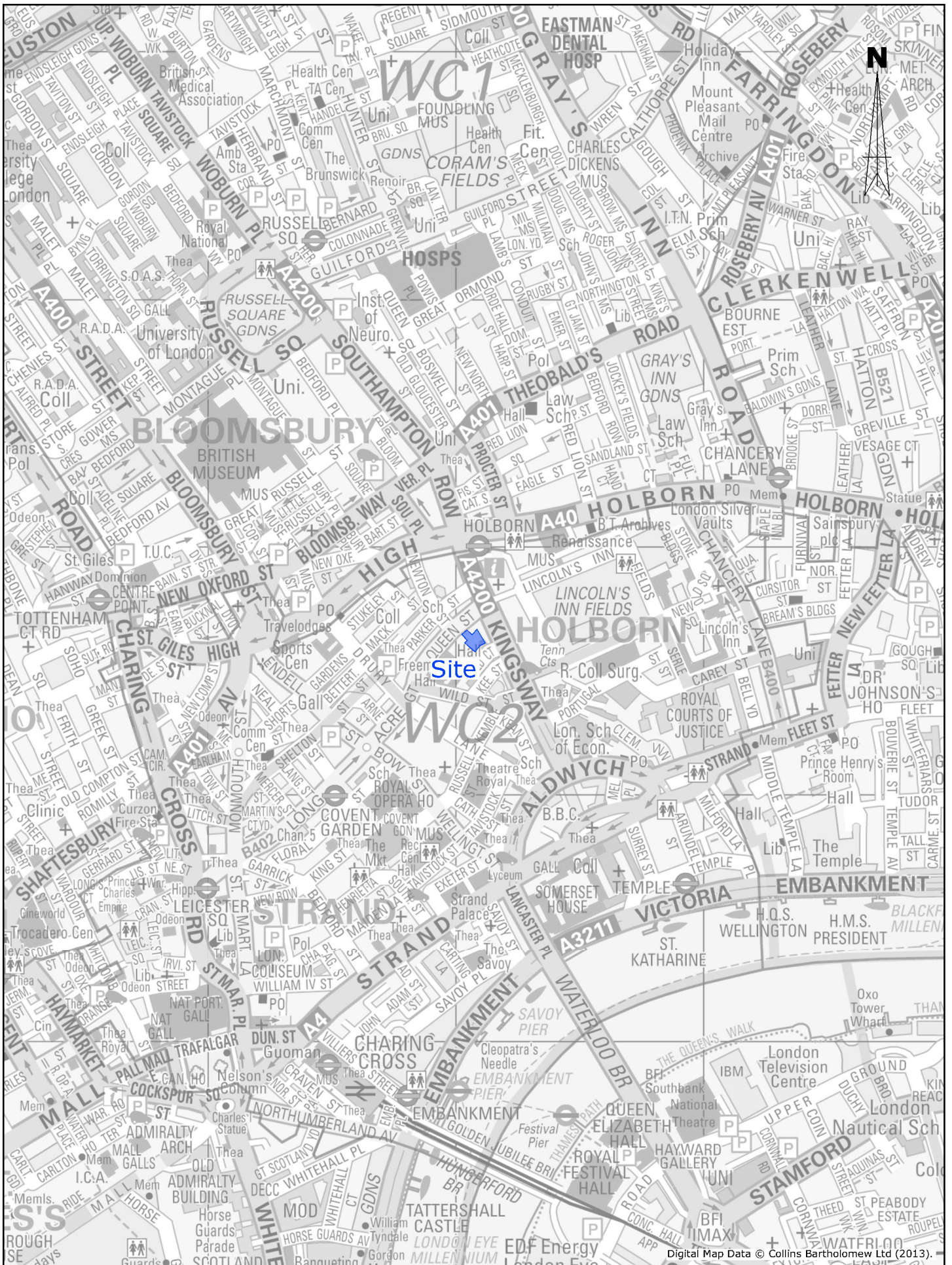
Workforce travel

- 3.20 Staff movements will also generally be outside of the AM peak hour, with a high proportion of staff arriving at site around 7.30am for an 8am start. Typically, a high proportion of staff will leave site prior to the PM peak hour.
- 3.21 It is expected that the majority of construction workers will travel on public transport, walk or cycle. The site is well located in terms of public transport (PTAL 6b) with Holborn underground station a short walk to the east of the site. There are 10 bus routes accessible within a short walk from the site and a further three underground stations. No car parking will be provided, however public car parking is available in the area for site workers who need to drive or drop-off tools.

Conclusion

- 3.22 The above construction traffic management plan will assist in minimising the impact of the construction of the development on the surrounding highway network and on the adjoining building occupiers.

Figures



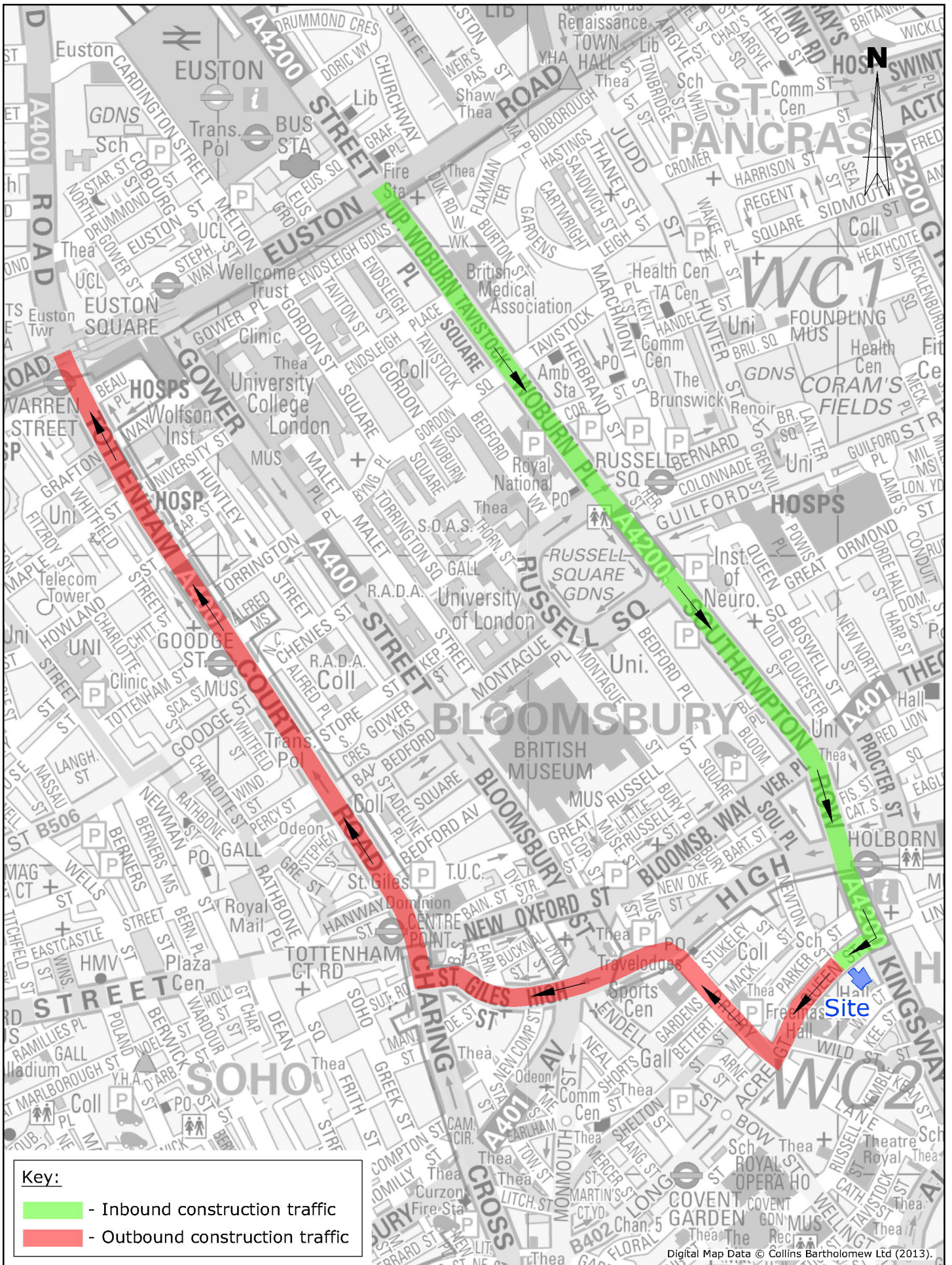
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Site location plan



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Figure 1



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Key:

- Inbound construction traffic
- Outbound construction traffic

Proposed construction traffic routing

Figure 2