Southstudio

Appendix 8

Draft Construction Management Plan (DCMP)
'The Cottage', Spaniards Road, London, NW3 7JH

July 2014

by:

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Introduction

The following draft construction management plan demonstrates that the proposed development both manages and mitigates any potential impact the amenity of neighbours and on the ecology during the construction phase. In producing the document, account is taken of guidance related to Camden's Core Strategy Policy CS5, and policies PD20 and DP26.

Special Considerations

Due to the constraints imposed by the location and site configuration, special consideration must be made for vehicle movements, deliveries and removal of waste materials. Where possible the works will be carried out using small plant and equipment and any construction traffic will be directed to approach the site from the west to avoid conflict with local traffic where the width of the road adjacent to the site is reduced.

Access to the site will be via the existing brick arched vehicle gate, to improve ingress / egress whilst the construction works are in progress the arch above and brick pier will be carefully removed before works commence and will be reinstated upon completion in accordance with the proposed boundary details.

Draft Demolition, Construction and Management Plan - Transport Considerations

a) Start and End Dates

It is anticipated that the demolition, site clearance and preparatory works will start 14 – 16 weeks after Planning Permission is granted and will take approximately 10 weeks. During this period the detailed design will be developed, the tender process for the main construction works will be undertaken and a Principle Contractor will be selected and appointed.
The length of the construction period is anticipated to be between 12 and 15 months, but is an estimate and the length of the final programme may vary.
The construction period will be agreed with the appointed contractor prior to starting on site and it will be a priority to stress that every effort will be made to reduce the duration of the works in order to minimise disruption to the neighbouring properties.
The programme period may be greater than would normally be expected as a result of the special measures required to minimise the impact on the operation and safety of the Public Highway, access, constraints and the restrictive nature of the site confines.

b) Working Hours

Camden requirements (8:00am to 6:00pm Monday to Friday, 8:00am to 13.00pm Saturday) will be complied with. No works to be carried out on Sundays or Bank Holidays.

c) Access Arrangements for Vehicles

A full time banksman will be employed on site and will be responsible for managing traffic movements including road, rigid transport and restriction of delivery times. All suppliers and subcontractors must be made aware of traffic restrictions and their compliance to be agreed as part of their appointment. The selected Principal Contractor will be required to develop their programme and proposed sequencing of the works in such a way that there is only one delivery to site at a time in order to minimize congestion and allow sufficient space for the vehicle to turn.

d) Vehicle Routes Affecting the Transport for London Road Network (TLRN)

It is anticipated that all delivery vehicles will approach and depart the site from the west along the B519, Spaniards Road. See Diagram 1 which illustrates the direction of the main access route.
It is also proposed that appropriate signage, including contact

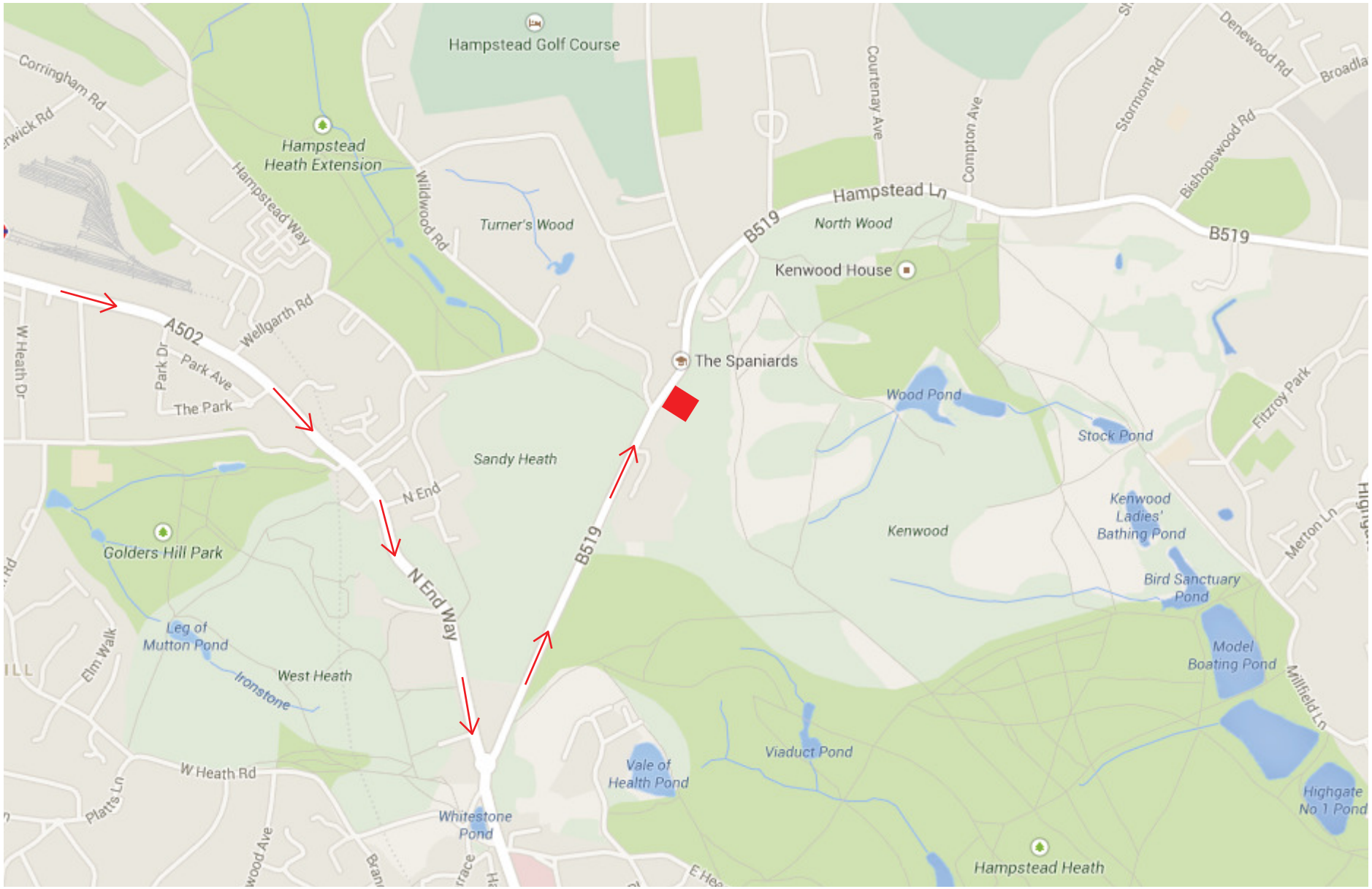

Diagram 1 - Access route for construction traffic only due to width restriction at Spaniards Road (from Google Maps)

details for the Site Agent, will be installed in the local vicinity to direct deliveries.

e) Sizes of Vehicles, Frequency, Times of Day etc

See Diagram 2 outlining size and type of vehicles proposed for delivery of materials. Frequency of delivery to and from site at various stages of the construction is not possible to accurately predict at this stage, but as part of the Contractors Tender Submission they will be required to provide a detailed programme that will require the inclusion of frequency of vehicles travelling to and from site.

f) Vehicle Manoeuvring Locations

It will be a requirement of the Appointed Contractor that the site will generally be served on a day to day basis by vehicles no larger than those described in Diagram 2, and it will be emphasised that the site will be mainly served by the first two, smaller vehicles, which can manoeuvre safely into the site entrance. A full time banksman will be employed on site and will be responsible for managing traffic movements including road, rigid transport and restriction of delivery times.
It is however recognised that in exceptional circumstances there maybe the need to accommodate specialist material deliveries

MAXIMUM DELIVERY VEHICLE DIMENSIONS

Typical Specifications

Luton Van

Loading Space:	L 4m
	W 2m
	H 2.2m
Payload:	1600 - 1800kg

Pickup / Drop Side Truck

Loading Space:	L 4.3m
	W 2.1m
	H 2.2m
Payload:	1800 - 2000kg

Flat Bed Rigid Vehicle

Loading Space:	L11.0m
	W 2.5m
	H 4.0m
Weight:	18 tonnes

Diagram 2 - Delivery Vehicle Dimensions

on vehicles larger than those outlined in Diagram 2 and the Pre Construction Phase Health and Safety Plan will require the Appointed Contractor to identify these and develop a detailed access statement in full consultation with the Local Authority.

g) Highway Works Necessary to Enable Construction

No construction works are envisaged on the Public Highway and the footpath immediately outside the site will be maintained throughout the construction period.
It is proposed that the existing services including gas, water, electricity, telecom etc serving the site will be retained. A full survey to establish the position and current condition of the various services will be undertaken prior to commencement of the demolition phase and if required the relevant Statutory Undertakers will be engaged to undertake any remedial works or upgrades identified.

h) Parking and Loading Arrangements

It is envisaged that all materials will be off loaded and distributed by a small machine or hand within the confines of the site. Also see note above relating to the requirement to have a full time Banksman overseeing traffic, pedestrians and deliveries.

i) Parking Bay Suspensions / Traffic Management Orders

Spaniards Road is designated within Camden's Waiting and Loading Restrictions as 'No Loading at All Times' on both sides of the road in the vicinity of the site. Vehicle waiting and offloading from the highway will therefore be prohibited, and enforced by the banksman's role, as stated above.

j) Proposed Overhang of Public Highway

Not applicable.

k) Details of Any Temporary Buildings Outside the Site Area

Not applicable.

l) Hoardings Required

The existing brick walls along the public footpath at the front of the site are to be retained, with a movable timber section and gate in the section of the removed wall. Likewise, the boundary to the neighbouring Mount Tyndal residential property to the west of the site is to be retained and will be protected as necessary for the duration of the construction works.
A temporary 1.8m high timber hoarding is proposed along the

site boundary to Kenwood House up to the vicinity of the Luscome Oak and rear garden area, which is hoarded off from the construction area of the site. Details to develop by the Appointed Contractor, in accordance with the tree protection strategy of the Landscape proposals.

m) Pedestrian and Cyclist Safety

As noted above the public footpath at the front of the site will be maintained throughout the duration of the works. There are no designated cycle ways along Spaniards Road but a Banksman at the roadside will manage pedestrian and cyclist safety when vehicles are entering and leaving site.
Discussions will be held with the Highways Authority, and appropriate signage and guarding will be erected as required.

n) Reduction of Traffic Congestion

The construction programme will carefully identify site activities that generate vehicular ingress and egress to the site, and in particular will quantify haulage vehicles numbers with regard to removal of waste material and excavated spoil, together with frequency and timing of bulk material deliveries.
A timetable for vehicular movement will thus be produced to properly coordinate the arrival of delivery vehicles at site to prevent queuing on the road, while awaiting access into the site. In-cab communications will be considered to prevent this and monitored by the site foreman.

o) Control of Movement of Large/Heavy Goods Vehicles

Please see points above.

p) Construction Material Consolation Centres

Construction material is to be consolidated to reduce bulk. Where appropriate and possible hardcore is to be reused, as will surplus arising, to minimise transport movements.

q) Dirt and Dust on the Highway

All materials and waste will be bagged and the Public Highway outside the site, in particular the vehicle entrance, will be swept and kept clean at all times.
It will be a requirement that the Appointed Contractor employs water sprays, and if necessary wheel washers, to remove and suppress dust before vehicles leave site.
No skips will be deposited on the Public Highway.

r) Construction Working Group

The selected Principal Contractor will hold be available to hold regular meetings with the residents, updating them with their programmes and schedules, to keep all parties informed of the construction activities and address concerns and anxieties. The selected principal Contractor will have a dedicated site manager (and/or site foreman) who will be present on site at all times during the working hours, and who will be available to communicate with the residents of Mount Tyndal on a day to day basis. When selecting the Principal Contractor, the design team will place great importance on their previous experience in community liaison and dealing with projects of a similar nature and site constraints.

s) Considerate Constructors Scheme (CCS)

The site is to be registered under the CCS scheme and the Principal Contractor must demonstrate experience and previous good compliance levels under the above scheme.
Contractors will also be required to follow the "Guide for Contractors Working in Camden" also referred to as "Camden's Considerate Contractor's Manual".

t) Accumulative Effect of other Developments

The selected Principal Contractor will be required to coordinate the construction work with other developers around Spaniards Road, Whitestone Pond, and Hampstead Lane areas, to plan traffic movements and minimise congestion.

u) CMP Statement

The Principal Contractor will be required to be appointed under the Construction Design & Management Regulations 2007 and comply fully with the legislation. The agreed contents of the CMP must be complied with unless otherwise agreed with the Council. The person responsible for implementing the CMP shall work with the Council to review this CMP if problems arise in relation to the construction of the development. Any future revised plan must be approved by the Council and complied with thereafter.

v) Any Other Relevant Information

In particular attention will be given to the measures proposed to control the impact of site operations likely to cause disturbance to the local environment including noise, dust, vehicle movements etc.
The selected Principal Contractor will provide the residents with the

principal staff's contact details, emergency telephone numbers and email addresses to streamline communications. If the council require, it can also be requested that the principal staff associated with the construction works provide their CV's.

Draft Demolition, Construction and Management Plan - Controlling Environmental Impacts

a) Requirements of Camden's Considerate Contractor Manual

In accordance with item s) above, the site will be registered as a CCS.

b) Air Quality, Dust and Other Emissions

Dust

Good environmental practice demands that dust emissions are controlled at all stages of demolition and construction, to be implemented through the BMP. Methods will include controlling dust at source through use of fine-water spray, screening and damping down during all demolition activities, preventing areas of waste to build up on site.

Air Pollution

Under the Clean Air Act it is an offence to burn anything that produces dark smoke. Vehicle and machinery emission are potential sources of air pollution and all construction vehicles will meet the current Euro Standards, by use of low emissive fuels on site. Similarly, abatement technology such as diesel particle traps and

oxidation trays will be fitted to reduce exhaust emissions.

c) Noise and Vibration

Essential building operation that cause noise and vibration, will be restricted to the core working hours (as above) and will be governed by the 'Best Practice Means' to reduce negative effects and increase beneficial effects on the environment by controlling noise, vibration or other nuisance which may cause offence to the local community or environment.
For example, impact-driven piling will not be used, where possible electrically driven machinery will be used, infrequently used machinery will be switched off or throttled down, vehicles and machinery will be fitted with effective exhaust silencers.

d) Hours of Operation

The Council requirements will be strictly adhered to, see item b) above reagrding Transport Considerations.

e) Location of Equipment

Both for site operational logistics and to protecting the existing ecology on site, the areas of site adjacent to Spaniards Road, will be designated for site set up and storage. It is also envisaged that part of the new ground floor slab will provide temporary space for material storage and waste management. This will leave the rear part of the site intact and ecologically undisturbed during the construction phase. Refer to the description of hoarding l) above for reference.

f) Site Waste Management Plan

The appointed Principle Contractor will be required to prepare and implement a Site Waste Management Plan prior to starting on site - in accordance with Site Waste Management Plan Regulations 2008 legislation. The plans must record details of the construction project, estimates of the types and quantities of waste that will be produced, and confirmation of the actual waste types generated and how they have been managed.

g) Construction Logistics Plans

In accordance with Planning Policy Guidance 13 and the Traffic Management Act, the London Plan, the Principal Contractor will be required to demonstrate how construction materials are to be delivered and waste removed in a safe, efficient and environmentally friendly way. The Principal Contractor will monitor CO2 deliveries to and from site and produce documentation in compliance with ISO 14001 policy, with the aim to cut congestion on London's roads and ease pressure on the environment.

Special Considerations

a) Demolition/Excavation

These works will be carried out substantially by hand using small mechanical plant and equipment suitably attenuated to ensure noise audible at the boundary would be significantly less than the maximum permitted by Camden. All materials arising will either be utilized within the construction or carted away on medium to light truck sized vehicles (see Diagram 2).
There will be no burning on site.

b) Piling

This will be executed using a mini-piling rig capable of passing through the entrance gate. The piles will be flight auger bored in preference to driven or 'vibro' type. Arisings will be dealt with as above and concrete will be for the most part, pre-bagged, mixed on site and introduced into the bores using a tremie method of concrete pouring.

Pile proving will be carried out by sonic methods, not by kentledge or drop testing. Reinforcement cages will be formed from short lengths delivered on small transport and joined on site.

c) RC Foundations, basement construction and Superstructure

The concrete and reinforcement materials will be similarly administered to those used for the piling above. Formwork will be constructed on site or pre-made sections capable of delivery on small transport and manual handling. Where possible the use of circular saws will be minimised with preference to cutting by hand to limit noise levels. The use of percussion tools will be limited to obviate unnecessary nuisance.

d) External Glazing, P.C. concrete units, and other Pre assembled Components

The design and specification intention is to achieve a speedy weather tight superstructure by use of pre-made offsite components. The dimension of these components will be specified to enable the components to be delivered on small to medium crane mounted trucks. Material handling within and around the site will utilize using trolleys or track ways thereby minimizing the need for craneage.

e) Vehicle Parking

No operatives or site personnel will be permitted to park in and

around the Spaniards. Any tools or equipment will be delivered to site and the vehicles moved away from the area and parked elsewhere. Operatives will be encouraged to use Public Transport where possible.

f) Traffic Management

A full time traffic management operative (banks man) will be engaged to control vehicle entry into the site and on site loading of the plant and materials.
Deliveries and materials to and from site will be confined to off peak times, but during working hours.

Philiam

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Introduction

2.1 Company profile

Philiam has over 25 years' experience in the construction industry. We began in 1984 as a carpentry contractor. After 8 years, we moved forward to become a principal contractor, offering a comprehensive range of construction services.

We also have a substantial base of private clients, consisting of architects and project managers, the vast majority of whom have come to us through recommendation. They include:

- Pringle Richards Sharratt Architects
- SUSD
- Boyarsky Murphy Architects
- PT Projects
- The RM Partnership
- Fereday Pollard Architects
- London Atellier
- Hodgkinson Design
- HHBR
- EC Harris
- McBains Cooper

These clients are repeat customers, who have seen us deliver consistently for them on time and within budget. The feedback we receive from our clients is that they continue to choose us because we maintain high quality standards in our work for them on a range of new build, refurbishment, conversion and maintenance projects.

Our progress and success have been achieved through a clear understanding of our clients needs, and our ability to work with them in close partnership to deliver high quality projects to their clients' satisfaction. As a result, Philiam has a strong financial base, with no borrowings and no overdraft. We own business premises, and we continue to grow in this tough economic climate.

2.2 Why we believe our company should be considered

Over the time we have worked with various Clients and Project Teams and have clearly demonstrated the following added value:

Familiarity with similar contracts and a proven commitment to partnership

- Working with the Clients on a wide variety of refurbishment, conversion, maintenance and repair projects for over 25 years, we have developed strong working relationships and a deep understanding of our Client's requirements and objectives.
- Delivering value and quality to our Client's end users, on time and to budget, has been our primary focus. We have achieved that by our close involvement at early design stages, providing proactive suggestions for improvement.
- Working alongside our Client's and their end users, we have understood the importance of helping them maintain a high level of service provision. We have maintained an excellent track record of success over those 25 years. We have produced a high quality of work and end-product, while keeping disruption of services to a minimum by our fast response.

Ability to execute fast track, high quality projects

- In a dynamic and challenging environment, with constant new challenges arising, we work in close partnership with our Client's, in order to deliver a fast track, high quality project for the end users.
- Over the years we have honed our skills and understanding in project planning, sensitivity to end users' time scales, full cooperation with planning and development, and clear communication throughout the works.
- We have demonstrated our ability over the years to work in sensitive areas open to the public, while working to very tight time frames. We pay great attention to ensuring there is no, or very minimal, disruption to the end users by avoiding revisits as well as reducing the frequency of maintenance.
- To deliver fast track projects with quality, on time and to budget, we have developed well-documented internal processes. We also have substantial knowledge and experience in achieving cost control.
- To deliver quality, we strive to understand the end users' requirements. In addition, we have developed a strong and committed supply chain who are very familiar with our Client's requirements. By involving them in the projects over many years, we have maintained supply chain standards, and motivated them to do their best for our Client's.

Experienced teams with a commitment to their development and training

- Our site managers, carpenters, brick layers, labourers are direct employees. They all have been with Philiam a long time, and are a strong team. They have a long term, enviable track record in working successfully and delivering a quality product.
- We are committed to making improvements in team working and communications. We conduct constant reviews and ensure all feedback is analysed and applied to improving how we do things, or investing in further training to improve each team member's skills.

Commitment to continuous improvement

- We are constantly looking for ways to achieve best value, by using reliable products, and increasing productivity. We have also shown our willingness to improve, responding to changes in our Clients procedures, independent checks on site and feedback.
- Acting on feedback, we have identified areas for improvement including health and safety training, communication of issues on site, and the development of waste management plans. We also are looking to place a greater emphasis on post end user liaison for completing outstanding or additional works.

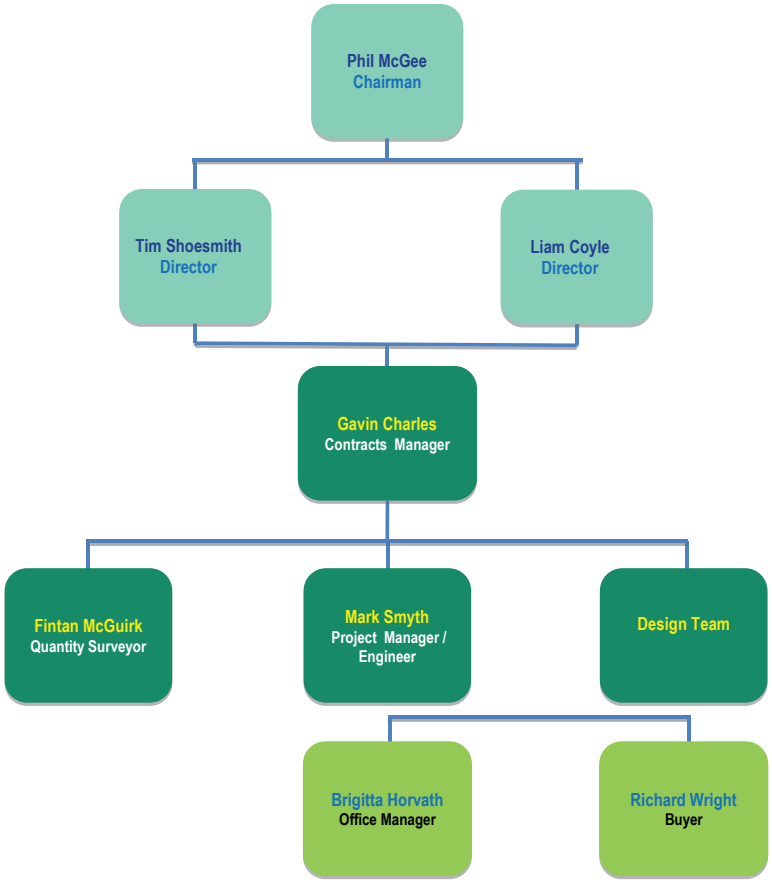
3 & 4 Team and Resources

Site set up

Due to site constraints all office and site welfare facilities will be located within the existing building.

Material storage will be located on an external gantry above the Public Highway.

Site Management Team



Project Structure and Integration

Name	Position	Qualifications & Experience	Length of service	Intended Role
Tim Shoesmith	Director	• MCIOB membership exams completed • BTEC Advanced Diploma in Building Studies • BTEC Higher National Diploma in Building Studies HND Quantity Surveyor • 3years as a director of Philiam • 30 years in construction industry	15 years	Overseeing project
Gavin Charles	Contracts Manager	• BSc (Hon's) in Quantity Surveying • BTEC Higher National Certificate in Building Studies • BTEC Ordinary National Certificate in Building Studies • 25 years in construction industry	11 years	Contracts Manager • Overall management of project • Liaison with key stakeholders
Mark Smyth	Project Manager	• B Eng (Civil Engineering) • 22 years in construction industry	13 years	Project Manager • Day to day site management • Programming • Quality control
Richard Wright	Buyer	• B Sc Business management • 8 years in procurement	2 years	Buyer
Fintan McGuirk	Quantity Surveyor	• B.B.S Hons – Industrial Purchasing and Materials Management • National Certificate in Business Studies administration, working with • 8 years in construction industry	5 years	Quantity Surveyor

Full CV's can be provided upon request.

General Information

Sub-contractors/supply chain

To ensure the highest standards from sub-contractors, we have developed stringent sub-contractor selection guidelines. These guidelines have evolved, based on our experiences over the past 25 years.

Our initial vetting process of sub-contractors, both domestic and nominated, includes:

- Completion of our quality questionnaire
- Interview with our buyer, directors and site manager
- References taken from previous projects
- Assessment of their Quality Statements
- Assessment of their Health & Safety Policy
- Assessment of Risk & Method Statements
- Compatibility with construction team
- Inspection of work samples on completed projects

We have developed a comprehensive database of suppliers and subcontractors, listed under a wide range of trade categories, including mechanical, electrical, floor coverings, joinery and decorations. Consequently, we are able to tailor the supply chain to the project's requirements.

Once a sub-contractor is part of our team, we have clear processes to establish the standard we require, as well as to monitor and control the quality standard of works they are carrying out.

We achieve this by ensuring pre-contract meetings are undertaken with our contracts manager and site foreman to establish that the subcontractor is aware of the following:

- Knowledge of project including all requirements and instructions
- Their need to work closely with our site team
- Work within our programme
- Assess the labour requirements and schedule of materials delivered
- Allowing us at all times access to inspect on or off-site materials
- Review of health and safety requirements

Where sub-contractor design requirements are being invoked, we ensure the drawings and specification provided accords with the design team's and our expectations.

Our aim on all projects is to have zero defects. To this end, each day we evaluate with the site foreman and the site team any areas of work that need attention.

As part of our commitment to continuous improvement we regularly review the performance of our sub-contractors both during and upon the completion of each project

Our core team of subcontractors have worked effectively with us over the last 25 years, with constant monitoring and feedback to ensure quality, achievement on time, and within budget.

This approach encourages sub-contractors to feel part of a team and allows them to pre-plan in advance their work loads, labour and resources to maintain a stable supply to the framework partners.

This approach adds value to the construction process by ensuring:

- Improved quality of work through reliable source of labour and materials
- Improved delivery times from an understanding of programme / deadlines
- Improved construction quality as a result of familiarity with design and the construction team
- Reduced overhead exposure for subcontractor, with repeat business, to achieve value for money
- Reduction in defects through retained knowledge within the supply chain of buildability of materials, and previous history of materials with defects
- Moving towards zero defects by sharing of information and knowledge and lessons learnt from previous projects
- Earlier identification of defects and resolution by use of established processes on site for test and inspection
- Focus on continuous improvement by encouraging feed back on each completed order

Quality Assurance

Our quality management and quality control procedures enable us to maintain a creative and fast track approach to project implementation. Our clients consider this approach to be of critical importance.

Quality is the responsibility of everyone on the project construction team. To make this a reality, we embed quality procedures into our daily working schedules, and report the results at our regular project meetings.

These quality procedures include:

- Pre-contract meeting with the project team, including subcontractors, to establish exactly what is included in each package and what is expected in terms of quality
- Review of working drawings and specifications to identify any potential problems
- Ensuring unrealistic programmes are not introduced, which may prevent the normal sequencing of the construction processes
- Assessment of work-in-progress and completed works prior to handover
- Use of established processes for early identification of potential defects on site
- Using known members of our supply chain with a quality track record
- Inspection of product for quality throughout the project
- Appropriate installation programming and protection during contract