APPENDIX F

Parking Consultation Letters

Rydon House
Station Road
Forest Row
East Sussex
RH18 5DW

01342 825151

www.rydon.co.uk

Our ref: RC/935/MG/mp RES00

Dear Resident or Business,

14 April 2014

Notification on changes to parking on Prince of Wales Road and Vicars Road

Rydon are working with Camden Council to build new homes on the Bacton Low Rise Estate as part of the Community Investment Programme (CIP) which is a long-term programme (15 years) bringing together a range of work considering how best to use the Council's assets to improve, shape and transform key places and services within Camden, whilst simultaneously addressing a critical capital funding gap. The programme is and will continue to make an important contribution to the delivery of objectives within the Camden Plan, particularly harnessing the benefits of economic growth, tackling inequality, investing in our communities to ensure sustainable neighbourhoods and delivering value for money.

The renewal of the Bacton Low Rise Estate is an important early project within the CIP. It is a resident led project based on the need for a radical option to address the poor conditions of the estate. The renewal of Bacton Low Rise is currently planned over three phases. The first phase has commenced on the former Gospel Oak District Housing Office (DHO) site in Wellesley Road which extends down to Vicars Road with an access gate on Grafton Road. The new homes for existing Bacton Low Rise tenants will create empty blocks that can be demolished for the second phase of building.

The construction of the new homes for Camden tenants will begin at the Wellesley Road end of the DHO site and work back along the edge of the railway then Vicars Road and finally the corner of Grafton Road and Vicars Road. The construction programme for Phase 1 began in March 2014 and will complete in October 2015. Use of the existing building material that has been crushed on site to use as hard core has already significantly reduced the number of construction vehicle journeys and use of crossed laminated timber (CLT) panels further reduces construction vehicle journeys by more than two thirds.

In developing the construction route to the DHO site a number of considerable constraints have been encountered, these range from the existing width restriction at the North of Grafton Road, structural concerns relating to the St. Martins Church tower on corner of Vicars Road and finally the Queens Crescent Street Market. Each of these constraints has reduced the number of vehicle route options to only one available route to bring construction traffic into the site being via Grafton Road and Prince of Wales Road. There is only one exception to this route and that relates to the use of articulated vehicle movements when they are needed to deliver plant to site, for these minimal vehicle numbers Queens Crescent will be used under supervision on non-market days.

As a consequence of having to use Grafton Road, safety considerations are paramount and in order to minimise the impact of construction vehicle movements passing each other whilst travelling along on Grafton Road to or from the DHO site, is to provide two vehicle holding areas considered the best option.

This construction vehicle holding area has been discussed and agreed in principle to be provided on Prince of Wales Road and Vicars Road. In specific consideration of the proposed holding area, connected to the Phase 1 development of Bacton Low Rise, the area on Prince of Wales Road will be approximately 40 metres and the area on Vicars Road will be approximately 30 metres. To reduce the impact on local residents the vehicle holding area will be concentrated on the temporary removal of the pay and display parking bays for a period of 18 months. The location of the holding area is indicated on the attached plan for information.

As a further consideration on safety a number of conversations have been held with Carlton School, and it has been agreed that construction traffic movements will be suspended between 08.30am to 09.30am and 3.10pm and 4.00pm along Grafton Road.

The proposed holding area is currently proposed to be used from 28 April 2014 to 08 July 2015 and construction vehicles will use the area from 7.30am to 5.30pm, Monday to Friday. Engines will be turned off whilst vehicles are waiting.

A formal temporary traffic order will be progressed by Camden Council to facilitate this change, but if you have any queries please e-mail m.gammon@rydon.co.uk or alternatively: telephone 01342 825151.

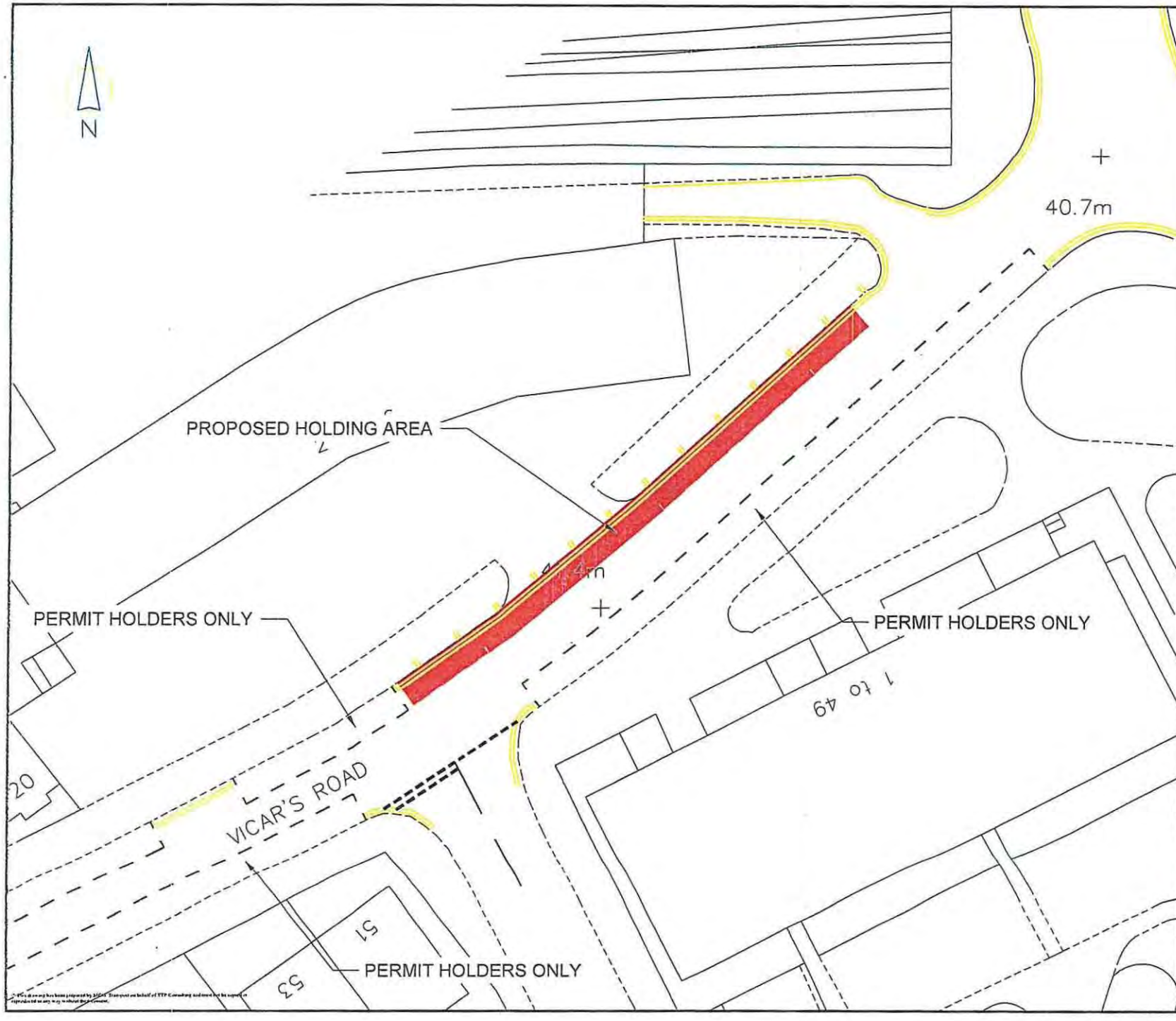
If you require this letter in another language please call freephone **0800 292 2312.**

Alternatively you can email us at: yourcommunity@rydon.co.uk

Yours faithfully

For Rydon Construction Ltd

Malcolm Gammon
Project Manager



Rev	Details	Drawn	Checked	Date
A	Holding area added.	MW	NB	03.04.14
B	Holding area and parking updated.	MW	NB	11.04.14

Notes:
1. This is not a construction drawing and is intended for illustrative purposes only.

Client
Rydon Construction

Project
Bacton Low Rise

Drawing Title
Proposed Vicar's Road Parking, Waiting & Loading Restrictions

Scale 1:250

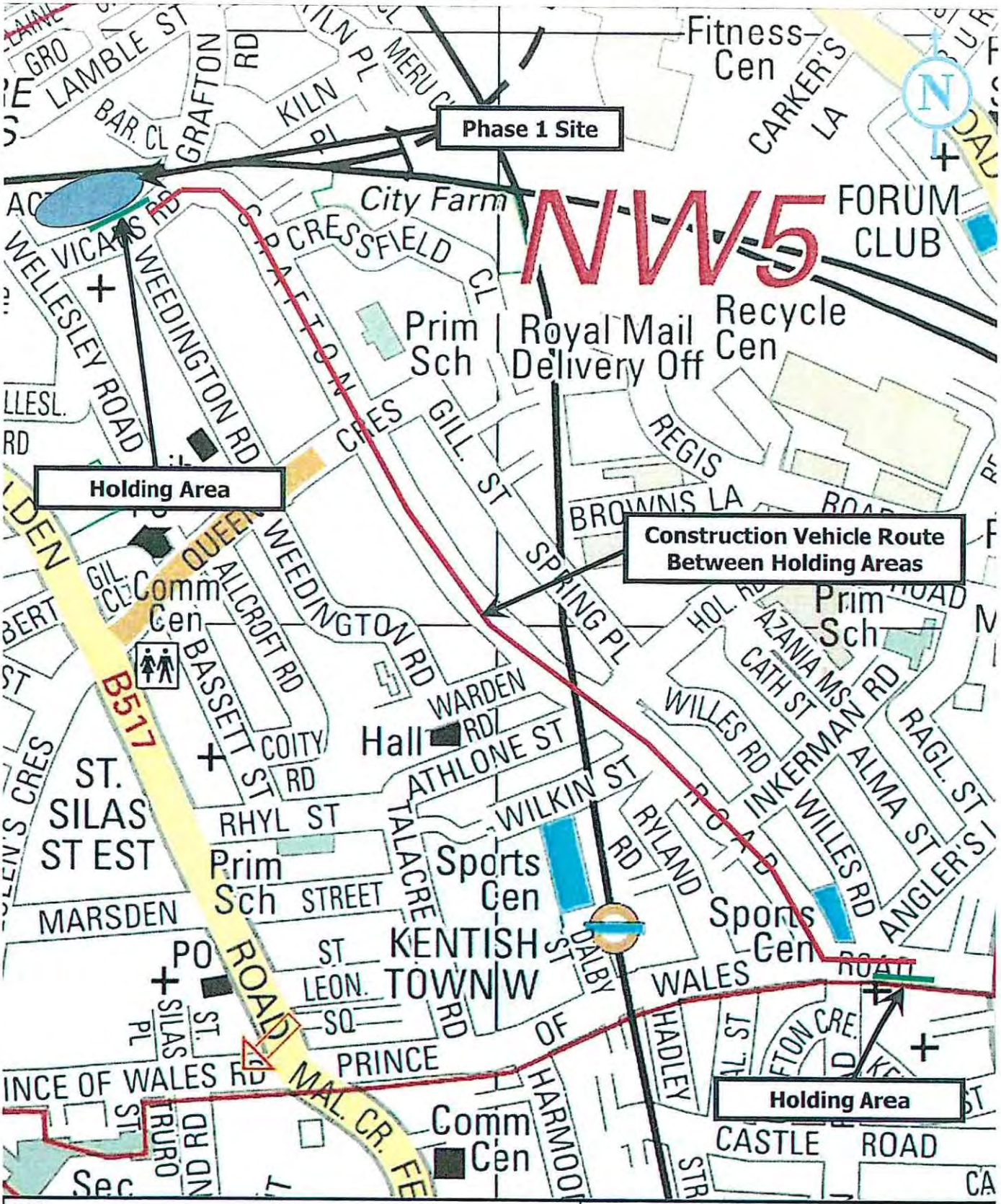
Drawn	MW	13.03.14
Checked	NB	13.03.14

ttp consulting
transport planning specialists

111 - 113 Great Portland Street
London
W1W 6QQ
Tel. No. 0207 1000 753

Drawing Number 2013-1636-DWG-102

Rev B



TITLE:

Phase 1 Main Construction Vehicle Route

PROJECT:

Bacton Low Rise

CLIENT:

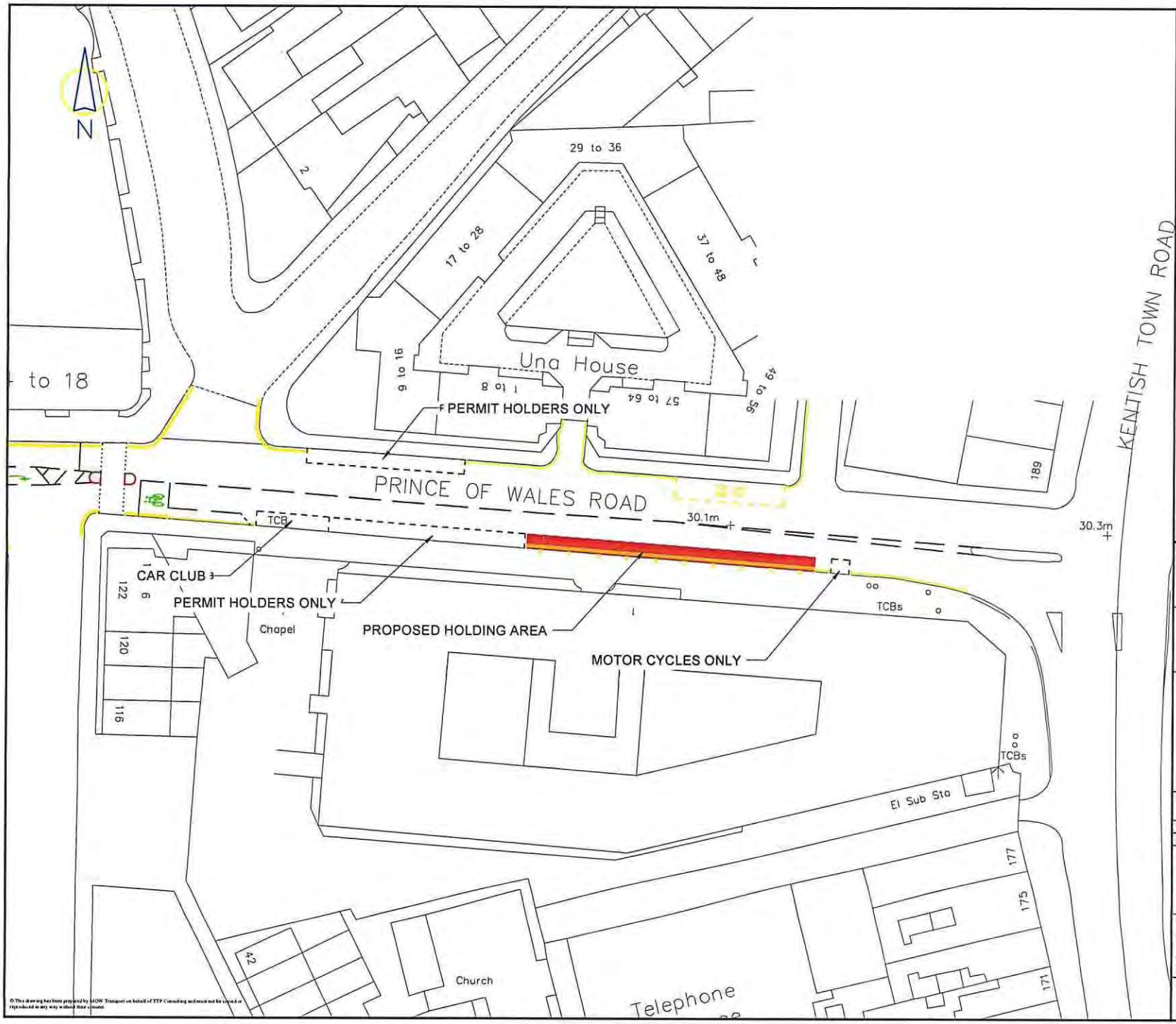
Rydon Construction

ttp consulting

transport planning specialists

111-113 Great Portland Street
London W1W 6QQ
Tel: 0207 100 0753
www.ttp-consulting.co.uk
Registered in England: 7441800

DRAWN:	CHECKED:	DATE:	SCALE:	DRAWING REFERENCE:	REVISION:
N.B		07.04.14	NTS	Figure 1	.



Rev	Details	Drawn	Checked	Date
A	Holding area added.	MW	NB	03.04.14

Notes:
1. This is not a construction drawing and is intended for illustrative purposes only.

Client
Rydon Construction

Project
Bacton Low Rise

Drawing Title
Proposed Prince of Wales Road Parking, Waiting & Loading Restrictions

Scale
1:500

Drawn	MW	20.03.14
Checked	NB	20.03.14

ttp consulting
transport planning specialists
111 - 113 Great Portland Street
London
W1W 6QQ
Tel. No. 0207 1000 753

Drawing Number
2013-1636-DWG-106

Rev
A

Camden Care Homes
Homes for the Elderly

1 Wellesley Road
London
NW5 4PN

Construction Management Plan

Revision	Date	Comments
0	04/06/13	Issued to Planning.
A	06/09/13	Updated & reissued following comments received.
B	01/10/13	Reissued in revised format as requested.
C	09/10/13	Predicted Traffic Estimates Added
D	18/10/13	Updated & reissued following comments received.
E	01/11/13	Updated & reissued following comments received.
F	13/12/13	Noise, Vibration & Dust Control Information Updated
G	28/03/14	Kier Vulnerable Road Users Policy Added
H	12/05/14	Updated to include Wellesley Road access
I	14/07/14	Updated to include crane activity at Wellesley Road loading bay.

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Contents

Section 1

1.1 Introduction

Kier Construction has been appointed as the main contractor for the redevelopment of the Wellesley Road Home for Older People. The project is being carried out by Shaw Healthcare on behalf of the London Borough of Camden, to provide a new 60 bed care home to replace the existing building which is no longer suitable for use as a modern care facility. The redevelopment of the Wellesley Road site forms phase 2 of the overall scheme, following construction of a new care home on Maitland Park Villas and relocation of the residents to Maitland Park.

Demolition commenced in October 2013, followed by the new construction beginning in November 2013 with the piling works to form the new foundations. Once the piling is complete the concrete superstructure, external walls and roof will be constructed using a tower crane. Completion of the building is due in May 2015.

Kier is committed to providing a working environment that is safe and healthy for all our employees and those affected by our activities, including our neighbours and the public. 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. We are an associate member of the Considerate Constructors Scheme, set up to monitor the impact of construction activity on the local neighbourhood, and the image of the industry as a whole.

The following Construction Management Plan aims to set out Kier Construction's approach to managing the construction-related impacts arising from the development of the new care home at Wellesley Road. 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 the 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.

The agreed contents of the Construction Management Plan must be complied with unless otherwise agree with the Council. The Project Manager shall work with the Council to review the Construction Management Plan if problems arise in relation to construction of the Development. Any future revised plan must be approved by the Council and complied with thereafter.

1.2 Site History

The site is currently occupied by the existing 2 storey care home formed mainly of brick construction. The main entrance to the building is off Wellesley Road, with a vehicular entrance to a small car park also off Wellesley Road. The site is located in a densely populated residential area comprising of medium to high rise social housing. The site is bounded by timber fencing and brick walls. Adjacent to the site on the east boundary is a park used by the local community, and to the south a former petrol station is currently used as a car wash and MoT centre.

1.3 Pre-Application Engagement

The project has been granted a Planning Consent reference 2010/4890/P dated 25th November 2010. Within this consent Condition 23 states that a Construction Management Plan must be submitted and approved.

Section 2

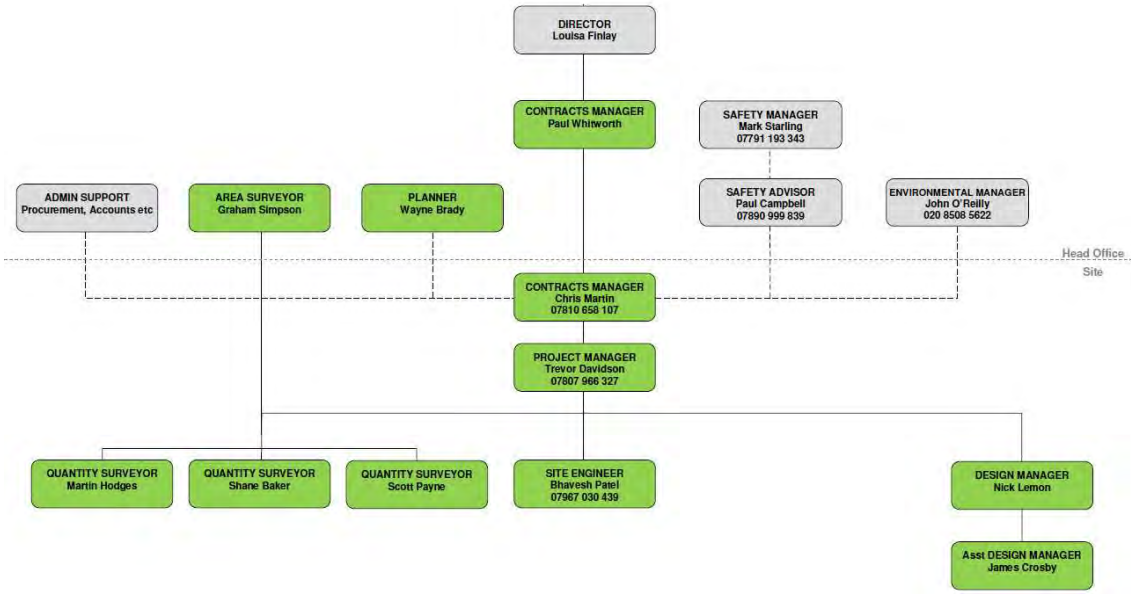
2.1 Programme and Construction Methodology

Outline Programme (subject to change as works progress).

Works Package	Duration (weeks)	Planned Start Date
Site Mobilisation and Establishment	4	26/08/13
Asbestos Removal and Demolition	12	23/09/13
Piling Works	9	09/12/13
Groundworks	6	30/01/14
Tower Crane Installation	2	13/02/14
Superstructure	16	27/02/14
External Envelope	20	19/05/14
Internal Fit Out and Finishes	37	10/06/14
External Landscaping	14	07/11/14
Commissioning and Handover	17	29/10/14
Final Completion	-	13/04/15

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 developed a Site Logistics Plan for the project. The plan is included in Appendix E.

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. Below is our project organisation structure.



The team identified above will be supported as follows:-

- The site management will be supported from Kier's Loughton office, in Essex, with the full range of back-up services including Health, Safety & Environmental advice, guidance and assistance. 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.
- 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 is understood and achieved.
- Trained and experienced construction personnel ranging from Crane Operators, 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.

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 statements 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.

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.

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. A temporary generator will be used should the temporary builder electrical connection be delayed. It may be necessary to use a site start welfare unit during the initial days on site to ensure we can guarantee good welfare facilities from day one.

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. 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 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 a separate hazardous waste area and be categorized prior to specialist removal.

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 directly 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.

2.2 Demolition

Demolition including an intrusive asbestos survey is programed to take approximately 12 weeks, this includes a period for crushing the demolition material to be used for the piling mat. 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 and buildings of the height and type currently on site. The demolition rubble will be reused on site for the piling mat therefore reducing the number of lorry movements to and from site.

2.3 Excavation & Foundations

The first construction operation following demolition will be the installation of the piling mat. This will be designed by Kier Engineering Services Department and checked 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 generally commence at the north-west corner and shall work towards the site vehicular entrance off of Malden Road. The piling works will be carried out using a bored piling rig working from the engineered piling mat. 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.

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.

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 sub-structure 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 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 assist in the distribution and placement of materials.

2.4 Superstructure, Frame and Envelope

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 team will implement the following controls:

- Permit to load check. The formwork will be checked to ensure it has been erected as per the design and 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 test cube results have been received on site and meet the required 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.

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 adaptions will be undertaken to suit the construction of the facing brickwork and other external finishes.

2.5 Internal Finishes

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 1st fix services installation will 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.

2.6 Landscaping

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

2.7 Commissioning and Handover

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.

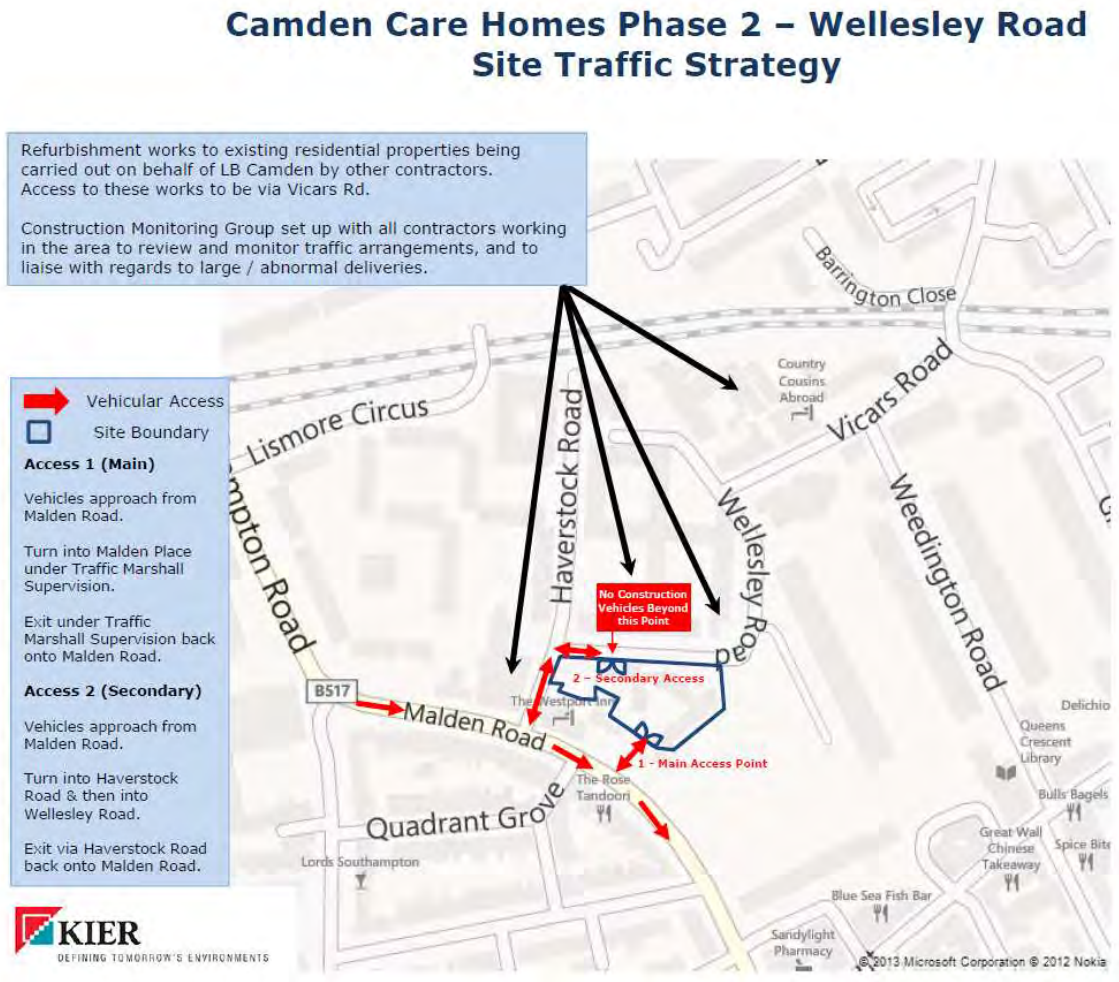
Section 3

3.1 Vehicular Access Routes

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.

Access to the site for all major deliveries will be via Malden Road, as shown on the plan below. A secondary access will be located on Wellesley Road, allowing smaller deliveries (vans and light goods vehicles) to access the site . Access will be permitted only for vehicles approaching from Malden Road and only at the stages of construction as set out in this plan. Vehicle access on Wellesley Road will only be permitted as far as the site entrance, as indicated on the plan below. No access will be permitted from the north side via Gospel Oak, and all deliveries will have this expressly noted on their orders. The vehicular access and loading bay on Wellesley Road will be utilised for the remainder of the construction works (up to May 2015).

In order to access the Wellesley Road entrance to the Site, vehicles will arrive from Malden Road and turn into Haverstock Road. It is anticipated that vehicles will reverse into the loading bay on Wellesley Road and exit onto Haverstock Road in forward gear. No construction traffic will route further along Wellesley Road than the Site entrance, nor will traffic route via Vicar's Road.



See appendix C for the TFL base map with site location and routes from the TLRN annotated. The primary access route will be via the A502 (Haverstock Hill), which provides access to Malden Road (B517) via the B518.The initial stages of the logistics plan indicate access and parking for small delivery vehicles in the existing care home car park adjacent to Haverstock Road, since the location of the existing care home building to be demolished prevents access and parking from the Malden Road entrance. It should be noted that the number of deliveries at this stage will be minimal (approx. 1-2 small vans per day). Once the existing care home building has been demolished, all access and on-site parking can then be gained from Malden Road, as shown from stage 3 onwards of the logistics plan. The intention of this is to eliminate the need for unloading from the road on Malden Road or Wellesley Road in the initial stages of the project.

During the final stages of the project, at a point when the final layout of the site is being completed (see Appendix B the proposed site layout), the entrance from Malden Road becomes the permanent pedestrian entrance to the new building, with the permanent vehicular access via the existing cross-over from Wellesley Road. At this stage of the project, vehicular access will have to revert to Wellesley Road to enable the new pedestrian entrance to be completed. However we have reviewed and revised our construction programme to enable the access from Malden Road to be maintained until as late as possible in the construction works. This includes leaving a section of the building down until as late as possible to enable this location to continue to be used for deliveries. Our logistics plan contained within Appendix E has been updated to illustrate this.

Control of Deliveries

The site will have a designated loading / off-loading point in the main site entrance as shown on the site logistics plan. A secondary loading bay will be located on-street on Wellesley Road, for use by smaller construction vehicles. No more than two rigid vehicles per day would utilise this loading bay, with each vehicle taking approximately one hour to unload. Approximately five smaller vehicles (cars or vans) will access the Site via the Wellesley Road entrance per day. In order to minimise disruption, no deliveries will take place at the Wellesley Road entrance during the morning and afternoon school pick up times of 08:15 to 09:15 and 15:00-16:00, Monday to Friday.

The vehicular access and loading bay on Wellesley Road will be utilised for the remainder of the construction works (up to May 2015). A traffic order and temporary parking suspension has been implemented on Wellesley Road to facilitate the on-street loading bay. The on-street loading bay and parking that is to be suspended are shown in drawing ST14351-01D in Appendix M. All Deliveries will be controlled by a strict booking-in system managed by the Site Manager and Gateman to spread deliveries across the week. Deliveries will not be accepted onto site outside of their allocated time-slot and will be instructed to re-book. Unplanned deliveries will be turned away and advised to return to site at a pre-arranged delivery time. Unplanned deliveries will not be allowed to wait outside the site boundary or impede the surrounding roads. A template weekly booking schedule is included in Appendix H.

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 will be prepared to minimise the time taken to unload.
- 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.
- Planned deliveries ensure the correct lifting procedure is in place complying with the manual handling assessment.

Unloading

Due to the considerable site constraints (limited storage space etc) this has prompted the decision to deploy a tower crane as early as possible in 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 principal unloading area. The Wellesley Road loading bay provides a secondary unloading area. As part of the site logistics strategy a section of the building will be left down for as long as possible to facilitate unloading from Malden Road (as indicated on the site logistics plan).

Temporary Site Cabins

The site welfare compound will be located in the lay-by in front of the site on Wellesley Road (refer attached location plan), with the site offices located in the adjacent park following agreement with various stakeholders within LB Camden (Highways, Parks & Tree Officer) and the Local Residents Association. The site offices / welfare have been sized to accommodate the anticipated workforce of a 100 plus personnel.

Appended 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.

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.

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.

3.2 Vehicle Size & Tracking

A schedule of predicted sizes and frequencies is included in Appendix F and vehicle tracking diagrams are included in Appendix G. The entrance from Malden Road has been assessed and checked to ensure that large vehicles are able to access the site via this route. As noted above, a section of the building will be left down to accommodate large deliveries. This entrance will be controlled by 2 dedicated traffic marshals, as detailed in Appendix G. A traffic marshal will be present at all times at the Wellesley Road entrance to assist vehicles manoeuvring into and out of the loading bay. The entrance on Wellesley Road is to accommodate vehicles up to a 10m long rigid vehicle, and a vehicle tracking exercise is presented in drawing ST14351-02revC in Appendix M demonstrating that a vehicle of this size can access the loading bay.

3.3 Vehicle Movements

A schedule of predicted sizes and frequencies is included in Appendix F. The site will operate a strict delivery booking system of 1 hour time slots to control deliveries to ensure as far as reasonably practicable that there are no delivery vehicles held waiting in the vicinity of the site. No deliveries will be organised or accepted prior to 08:00 hours or after 17:00 hours. All Deliveries will be controlled by a strict booking-in system as detailed in section 3.1.

The project team are also looking at means of reducing the number of vehicle movements to site. This has been achieved in some instances by 'designing-out' multiple deliveries, such as by off-site prefabrication of building elements including pre-cast concrete columns and stair sections.

3.4 Phasing & Peak Movements

A schedule of predicted sizes and frequencies is included in Appendix F. As noted above, deliveries will restricted to the hours of 08:00 – 17:00 as far as practicable. There are no particular premises in the vicinity of the entrance from Malden Road that would appear to impact on delivery times (such as schools, railway stations etc). There is a car wash immediately adjacent to the site entrance and a bus stop approximately 50m away. The impact of deliveries on these will be reviewed on a regular basis, and if it found that there are particularly problematic periods deliveries may be rescheduled to more suitable times. No deliveries will take place at the Wellesley Road entrance during the morning and afternoon school pick up times of 08:15 to 09:15 and 15:00-16:00, Monday to Friday, to minimise disruption to pedestrians.

A pedestrian survey was undertaken on Tuesday 4th March 2014 by an independent survey company at the junction of Haverstock Road and Wellesley Road to gain an understanding of the level and direction of pedestrian flow by time period, and to assist with identifying time periods during which deliveries should be restricted.

The survey identified peak pedestrian movements coinciding with school drop off times (08:30-08:45 and 15:30-15:45). During the morning peak, 39% of pedestrians travelled from Haverstock Road South, 28% from Wellesley Road, 18% from Haverstock Road North and 14% from the housing estate access.

During the afternoon peak, 36% of pedestrians travelled from the housing estate access, 25% from Haverstock Road South, 24% from Haverstock Road North and 15% from Wellesley Road.

Data and graphs from the pedestrian survey are contained in Appendix N.

3.5 Light Goods Vehicles (LGV)

Light goods vehicles will use both the Malden Road and Wellesley Road entrances.

3.6 Interface with Adjoining Sites

The Wellesley Road Care home is being constructed in close proximity to several other Council-led Residential Developments in the Gospel Oak area. Kier have met and liaised with the sponsors and developers of these schemes, and have amended our site logistics and traffic management plan following discussions at these meetings. We have an email distribution list of all stakeholders to whom we have issued our site logistics and traffic management plan, plus subsequent updates. We also use this email distribution list to inform all stakeholders of forthcoming works and activities in relation to the project.

As noted above, there are no particular premises in the vicinity of the entrance from Malden Road that would appear to impact on delivery times (such as schools, railway stations etc), however at the Wellesley Road entrance it is acknowledged that pedestrian activity does increase during school drop off and pick up times, hence the controlled hours referred to in section 3.4. There is a car wash immediately adjacent to the site entrance and a bus stop approximately 50m away. The impact of deliveries on these will be reviewed on a regular basis, and if it found that there are particularly problematic periods deliveries may be rescheduled to more suitable times.

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. The crane will not oversail the Site boundary except for the unloading of deliveries via the Wellesley road loading bay. Details of the crane to be used are included in Appendix I. Outside of site hours the crane will be left in free-slew 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 banksman at all times and there are strict protocols and guidance for crane use that will be adhered to at all times. Whenever the crane is not is use it will be left in a safe neutral position as if it were out of use for the evening or weekend.

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 on-going 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.

Kier has a good track record interacting with local schools and would look to contact 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 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.

Other issues we will consider are:

- 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 and Permissions
  Ensure all hoarding, scaffold licences required to complete the security hoarding to the site are in place. Ensure all dispensations and permissions to suspend / close footpaths to Wellesley Road & Malden Road are sought and agreed with the London Borough of Camden and communicated to the local residents.

- Security, Access and Traffic Management:
  Erect the site hoarding to control site access and egress, ensuring the safety of the public, and implement an agreed Traffic Management Plan controlling safe pedestrian and vehicular access and egress to/from site (as detailed in Appendix E).

- Signage
  Erect signage to clearly show the extent of any permissions/closures agreed with the London Borough of Camden's Highways Department.

Section 4

4.1 Nuisance Control

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.

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 financial boost.

There is a planning restriction on working hours which are:

- 08:00hrs – 18:00hrs – Monday to Friday
- 08:00hrs – 13:00hrs – 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 occur (such as the break-down of plant, eg the tower crane or concrete pumps), 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. We have already made contact with the LB Camden Environmental Health Officers and they have been provided with a copy of this Plan. To mitigate the risk of such occurrences, as stated elsewhere in this Plan, although the site hours as dictated by the Planning Consent allow working up to 18:00 hours, all works are planned to finish at 17:00, allowing an hour contingency period at the end of the day.

As a matter of course we always notify neighbours who will be directly affected or potentially inconvenienced by our works in order to minimise the impact we have on them and to ensure that they are fully informed at all times. These communications will be undertaken via our community email group and leaflet drops.

4.2 Dust Control

Control of dust, particularly during periods of dry and windy weather, is a prime concern for all construction projects. Kier has a hierarchical policy of prevention – suppression – containment with regards to dust control for all of our projects in order to prevent dust migrating beyond the site boundary. This applies to an operative drilling a hole to dust being blown about the site in dry weather.

Control of dust will be implemented following the guidelines set out in the best practice guidance 'The Control of Dust and Emissions from Construction and Demolition' produced by The Greater London Authority, together with the 'Dust and Air Mitigation Measures' guidance provided by the Institute for Air Quality Management (which is included in Appendix K).

During the demotion works water suppression will be utilised at the point of works by means of a 'Dust Boss' or similar equipment, as shown below.

Suitable inert demolition arisings will be crushed and screened on site to 6F2 in accordance with the Aggregate Protocol. The resulting recycled aggregate will be used as an engineering fill and also to form the piling platform. The treatment and use of ceramic building materials will dramatically reduce vehicle movements and, therefore, emissions and traffic on local roads. Stockpiles of aggregate will be enclosed within the site hoardings and located as far from sensitive receptors as reasonably practicable (taking into account the site constraints). Stockpiles may be sheeted or chemically bound should weather conditions necessitate further action.

Immediately following the completion of the demolition works the piling platform will be laid, thus minimising the length of time required to stockpile secondary aggregates on site. In addition to this, demolition and piling works at Wellesley Road are scheduled to take place over the autumn and winter months, which is the lowest risk time with respect to dry weather.

During the main construction works water dust suppression and / or local vacuum extraction will be utilised for the following typical activities: concrete cutting, grinding, sawing and scabbling; brick & block cutting, chasing works (for M&E services); timber cutting, external works and landscaping.

Dust emissions shall be monitored visually throughout the working day concurrently with the noise monitoring. Should dust be observed either in the air or deposited on vehicles or other sensitive receptors works shall be suspended and the working practice reviewed to determine a method to prevent a recurrence.

4.3 Mud on Roads - Wheel Wash

The site will have designated hard standing loading and offloading areas as indicated on the site logistics plans. These areas will also serve as wheel wash areas for vehicles leaving the confines of the site. The main exit point will be from Wellesley Place, leading onto Malden Road. This provides a paved area between the wheel wash and public highway which can be monitored and cleaned as required to prevent mud tracking onto Malden Road.

4.4 Noise & Vibration Control

The Best Practicable Means, as defined in Section 72 of the Control of Pollution Act 1974, shall be employed at all times to reduce and control noise and vibration, with reference to the general principles contained in British Standard BS5228: 2009 'Noise and Vibration Control on Construction and Open Sites', including:

- The quietest / lowest impact processes that are reasonably practicable will be employed on site to carry out the demolition and construction works.
- The quietest vehicles and plant shall be used as far as is reasonably practicable.
- No machinery starting up on site before the designated site start times.
- No engines left running on vehicles waiting to enter the site.
- Noise suppression / screening will be a prime consideration in order to reduce the noise impact for the surrounding community (eg around generators).
- Keeping voices and conversations to a low in volume. No shouting or swearing.
- No banging of doors, gates, scaffolding.
- Include within material and subcontractor requisitions details of permitted vehicle arrivals i.e. not before 8.00am or after 5.00pm

As far as reasonably practicable, demolition and piling methods will be selected to minimise noise and vibration. There will be no percussion piling at Wellesley Road. In addition, local residents will be advised when the above works are programmed to commence via our regular information updates.

Noise and vibration monitoring will be carried out at designated locations around the site boundary, as indicated in Appendix K. Noise monitoring will be carried out using a GEO Fennel FSM 130+ Noise Hand Held Type 2 Sound level Meter. Pre-construction ambient noise levels were measured by Anderson Acoustics on 28/10/13, an average daytime reading of 65.4dB was observed. A site target max noise level or 5dB above pre-construction ambient noise level has been set. Vibration monitoring carried out using a Vibrok 901 portable vibration monitor with remote reading, carried out by Southdowns Environmental Consultants Ltd.

4.5 Rodent / Vermin Control

The existing building will be assessed for the presence of rodents prior to demolition (thought to be unlikely as the existing care home was operational until shortly prior to commencement of demolition). Should any rodent or vermin issues arise and external contractor will be appointed to deal with these.

4.6 Site Security

The entire site will be enclosed with timber and metal hoardings to a height of 2.4 metres. The hoardings have been agreed with LB Camden Highways. One point that came out of these discussions is that the footpath has been kept open along Haverstock Road and along Wellesley Road up to the entrance cross-over to avoid the need for pedestrians to cross at the junction of Haverstock Road / Wellesley Road. The hoarding licence is included in Appendix J.

4.7 Consultation with Local Residents

We have also consulted with the local residents as follows:

- 400 introductory letters posted to all local residents and businesses advising of the project. This included a copy of the traffic management plan on page 2.

- Kier's Contracts Manager, Chris Martin, has attended community liaison meetings on 4th September 2013 and 10th October, organised in conjunction with LB Camden. Kier have circulated the notes from these meetings to the community, including updates to the site logistics plan and other information as requested. Further meetings will be held on a regular basis.

- We have an email distribution list of all stakeholders to whom we have issued our site logistics and traffic management plan, plus subsequent updates.

- We also use this email distribution list to inform all stakeholders of forthcoming works and activities in relation to the project.

- A letter drop was undertaken by Kier in April 2014 to inform local residents of the secondary access and loading bay on Wellesley Road and the resulting temporary suspension of a section of on-street parking.

- A Community Working Group relating to the development has been established. The group meets on a monthly basis and will continue to do so throughout the duration of the construction works. These meetings are attended by all stakeholders involved in, and affected by, both the Wellesley Road Care Home site and the adjacent regeneration works within the Bacton Housing Estate (ie The Local Authority, Sponsors, Contractors, Local Community Representatives).

- An information board will be posted on the site hoarding, in a location agreed with the local residents.

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.

Site contact details and out of hours emergency contact details will be prominently displayed on the site hoardings as shown below:

KIER

KIER

We apologise for any inconvenience caused by the works to redevelop the Wellesley Road Care Home.

If you wish to contact the site team with regards to any problems, or have any general queries, please call into the site office located in the compound area in the park, or call us on the numbers below.

Chris Martin (Contracts Manager) – 07810 658 107

Trevor Davidson (Project Manager) – 07807 966 327

Matthew Phillipson (Site Manager) – 07785 341 965

4.8 Travel Plan

The site is unable to accommodate general 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 is well served by public transport with both Chalk Farm (Northern Line) and Gospel Oak (London Overground) stations within 10 minute's walk. There is also a bus stop approximately 50m from the site on Malden Road. 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 for operatives who cycle or run to work.

4.9 Ground Water and Surface Water Run-Off

All ground or surface water run-off will be strictly controlled in line with environmental legislation and best practice to prevent pollution of drains and watercourses. All fuel will be stored in bunded tanks, at least 10m from any drain or gully. Emergency spill kits will also be available on site. All concrete wash-out will be controlled and treated to prevent contamination by use of Siltbuster units, 'Concretesocks' etc.

Section 5

5.1 Pedestrian and Road User Safety

A Site Logistics & Traffic Management Plan has been prepared for the project. This forms a fundamental part of the Construction Phase Health & Safety Plan for the scheme and is based on a traffic management risk assessment which considers all potential hazards and risks to pedestrians and road users. The Logistics & Traffic Management Plan is included in Appendix E of this Construction Management Plan. This plan is a 'live' document which is regularly reviewed and audited, and alterations or improvements to site arrangements made where necessary.

The Wellesley Road footpath closure has been agreed LB Camden Highways and the Local Community Liaison Group to avoid pedestrians having to cross at the corner of Wellesley Road / Haverstock Road. There is a footpath on the opposite side of the road for pedestrians to use, and appropriate statutory signage will be displayed on the hoardings to warn of hazards such as site entrances, footpath closures etc. As noted in section 4.7, site contact details and out of hours emergency contact details will also be prominently displayed on the site hoardings. Daily inspections will be undertaken of the site perimeter and footpaths to check for potential hazards (such as blocked footpaths, build-up of rubbish, leaves etc).

The following requirements will be stipulated in sub-contractors and suppliers orders when operating large vehicles over 3.5 tonnes:

- Operators must be a member of TfL's Fleet Operator Recognition Scheme (www.tfl.gov.uk/fors) or similar at the Bronze level.
- All drivers must have undertake cycle awareness training such as the Safe Urban Driver module through FORS or similar.
- All vehicles associated with the construction of the Development must:
    - Have Side Guards fitted, unless it can be demonstrated to the reasonable satisfaction of the Employer, that the Lorry will not perform the function, for which it was built, if Side Guards are fitted.
    - Have a close proximity warning system fitted comprising of a front mounted, rear facing CCTV camera (or Fresnel Lens where this provides reliable alternative), a Close Proximity Sensor, an in-cab warning device (visual or audible) and an external warning device to make the road user in close proximity aware of the driver's planned manoeuvre.
    - Have a Class VI Mirror.
    - Bear prominent signage on the rear of the vehicle to warn cyclists of the dangers of passing the vehicle on the inside - This section has been incorporated within the shadow S106 CMP requirements and Kier are requested to confirm that vehicles used to access the site would comply with these safety requirements.

5.2 Current Utilisation of Wellesley Road & Malden Road

Wellesley Road provides access to a densely populated residential area comprising of medium to high rise social housing. Beyond the location of the site Wellesley Road is very narrow and congested, and is not suitable for goods vehicles. Malden Road (B517) is a 2-way wide road providing access towards Camden. It relatively lightly trafficked and provided for good access to the site.

5.3 Proposed Mitigation Measures

The following mitigation measures have been implemented:

- Liaison carried out with other construction schemes in the Gospel Oak area.
- Consultation carried out with local residents association.
- Logistics & Traffic Management plan updated following these meetings.
- All major deliveries restricted to access from Malden Road, with only small vehicles accessing the Site from Wellesley Road.
- 2 banskmen available to manage reversing vehicles.
- No access to be gained from north side of site via Gospel Oak.
- Construction sequence planned to facilitate all major vehicle access from Malden Road, including leaving a section of the building down for access.
- Design of building amended to reduce number of deliveries by pre-fabrication.

The above measures are in addition to the standard procedures that will be put in place to comply with current legislation and best practice.

Section 6

6.1 Summary

This Construction Management Plan has been prepared to assess the potential impact of the Wellesley Road Care Home project on the local community, and to eliminate these impacts as far as reasonably practicable. Where impacts cannot be eliminated they will be controlled and managed to minimise their impact on the local community, and this will be done in close consultation with the community stakeholders. This Construction Management Plan is also supported by specific risk assessment and method statements that will be prepared for each element of the project, which will also address issues such as site deliveries, noise, dust and other impact on the external environment beyond the site boundary.