



Camden Town Hall Annexe Construction Management Plan

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1. INTRODUCTION

This Construction Management Plan (CMP) has been prepared in order to explain the practical aspects of undertaking the project known as Camden Town Hall Annexe.

The CMP focuses on the measures which will be put in place to ensure that the scheme is delivered in an organised, safe and professional manner, and with minimum disruption to the immediate neighbours and other local residents, retailers and Argyle Primary School.

The plan has been prepared with the support of the Client and professional team and has included site visits so we have a full understanding of the project and the local environment. Our team has also had access to the current drawings and reports and in particular the structural engineer's plans for the new three floor extension and the refurbishment of the existing building.

At this stage, our team has not entered into direct dialogue with the relevant stakeholders such as, TFL, the local council (Camden Council), the surrounding retailers, local residents associations or Argyle Primary School. We envisage this discussion naturally forming part of the next stage to enable these initial plans to be developed further to take on board feedback from all of the above so that an agreed strategy can be established.

The CMP has been produced by Knight Harwood who have been selected due to their experience of undertaking similar refurbishment projects located in the local Camden and Westminster areas. A proportion of our portfolio is structurally remodelling and restoring existing buildings and heritage buildings in conservation areas, many of which are located in dense, residential areas in central London.

The current scheme comprises creating a new hotel which includes the extension of the existing building by a further 3 floors above the roof, the refurbishment and remodeling of the existing building interior and finally fitting out the building to a high luxury specification. Construction is expected to start in August 2015, with investigative works and a soft-strip out preceding it.

The main demolition works to the western stair core will form part of the construction process and will form the preliminary works necessary to release the construction. Construction will commence with internal structural reinforcement works and the installation of the new structure to from the new roof extension; the implementation of the structural works are expected to take 30wks. This will be followed by the installation of the plant roof and cladding works to achieve a weather tight building. Internal works and finishes will then commence. The expected duration of the overall construction is 22 months, hence with a projected completion in May 2017.

The essential challenge is to establish the optimal method for the movement of a relatively large volume of materials on and off site with the associated labour resource and plant that these operations involve. This is to be undertaken as safely, quickly, quietly and cleanly as possible and all of the processes identified in this plan will be aligned with the Camden Considerate Contractors guidance. We will also liaise with the local community to refine any elements of the plan that require it.

Logistics

Logistics

Our initial thoughts on a logistics strategy to service this prestigious project have been carefully considered to address any likely concerns of Transport for London (TFL) and Camden Council. The approach is also designed to minimise the impact on the passing pedestrians, traffic, local businesses, schools and local residents whilst ensuring the efficient delivery of the scheme to meet our proposed programme.

Some elements of our initial logistics solution have 'options' due to the limited information at this stage; these will require further unlocking with the professional team once more is known about the scheme. It will also be critical to meet with all third party stakeholders to understand their requirements and obtain their agreement to our plans before they are finalised.

The proposed logistics solution is outlined below under the following headings and should be read in conjunction with the traffic management and logistics drawings enclosed on pages 9 and 10.

- Site opening hours
- Security and personnel access and egress
- Project accommodation
- Site deliveries materials movements and storage
- Waste removal
- Specialist hazardous waste
- Scaffolding
- Hoisting
- Craneage
- Noisy works
- Fire safety
- Environmental considerations
- Presentation and image

Site opening hours

The normal site working hours for activities that will be audible at the site boundary will be between 8am – 6pm Monday to Friday. Weekend working will take place if required on a Saturday between 8am – 1pm with the exception of excavation works which will be limited to weekdays only. The site will only be open on Sundays in exceptional circumstances with prior arrangement with Camden Council noise team.

Security and personnel access and egress

Access to the site will be through the existing entrance in Argyle Street which will be controlled by a pair of biometric turnstiles and it is the intention to keep the access in the location for the duration of the project. The office and welfare facilities will be located in the courtyard area to the side of the existing building and access to these will also be in Argyle Street through a separate pedestrian access door. Throughout the project, simple signage will clearly identify the work zones and safe routes, so both site operatives and visitors are aware of 'no go' areas, safe routes and escape routes.

All site personnel on entering the site for the first time will be asked to undertake a site induction and have their details added to the security system. On a project of this nature we would use a biometric turnstile system which will clock all personnel in and out; this also allows an accurate roll call to be taken in the event of an emergency. Following their induction, operatives will be permitted to enter the construction site to carry out their works.

Visitors to the site for the first time will report to the Knight Harwood project office (which will be clearly sign posted) to sign the visitor's record book and will be requested to undertake a brief visitors' induction.

Prior to works commencing, a neat plywood hoarding will be provided to the perimeter of the site; please see drawing KH01 for details of the hoarding. This will contain the works being undertaken on the site from the neighbours and public and ensure no unauthorised access. The hoarding will be alarmed with any activation monitored remotely and attended by a mobile security unit.

Project accommodation

The project accommodation will be located in the courtyard to the side of the existing building and will take the form of double stacked cabins on a steel foundation / low gantry. This set up will be installed very early in the project works and will be maintained for the duration of the works. It will provide suitable accommodation for the numbers of operatives expected at the peak of the project and it will be located outside the building, thus avoiding any impact on the construction process. This set up will also provide space for subcontractors' own office for the main, larger package contractors.

Site deliveries, materials movement and storage

There are three areas where deliveries can be made to the project; these are all identified on the Knight Harwood logistics plan KH01.

Area 1

We will set up two loading bays next to the building in Argyle Street in dedicated agreed areas. Area 1 will involve suspending the two existing disabled parking bays immediately outside the building entrance. This area will allow lorries to stop and to be loaded with waste from the site or materials to be lifted into the project using the tower crane.

During the strip out, high sided 40 yard lorries will be able to pull up next to the gantry and could be carefully filled from the gantry. During the structural phase of the project lorries will pull up in the designated areas and will be quickly serviced using the tower crane allowing them to exit the project from Argyle Street and onto the Euston Road.

Area 2

Area 2 will be designated and agreed with the Council; it will also involve suspending parking bays but this time opposite the loading area and will be the two *car club* bays and one *parking meter* bay. This will allow lorries to stop outside the site and be unloaded using the tower crane.

The final area for deliveries will be for small lorries and vans and will be for shorter/ quicker deliveries, taken down the existing ramp and into the basement.

Area 3

This will be a large area of gantry set up within the site boundary (See Logistics drawing KH01). The gantry will be constructed in scaffolding and will have two lifting beams constructed above it. There will be a hole in the gantry below the lifting beams which will allow delivery or waste away lorries to pull in off the road and onto the site under the gantry and be serviced using the lifting beams through the holes. All of the lorries bringing or taking materials away will be managed by our logistics manager and banked into position. This option will avoid many of the delivery lorries having to pull up and be serviced in Argyle Street and interfacing with the general public and traffic.

The final area for deliveries will be as with option 1 for small lorries and vans and will be for a shorter/ quicker deliveries, taken down the existing ramp and into the basement.

Materials deliveries will be booked in and managed by our Logistics Manager and will be permitted within normal working hours of 8am – 6pm Monday – Friday and 8am – 1pm Saturday in accordance with the working hours restrictions of Camden Council. A traffic management plan will be prepared in consultation with the other planned works in the area. The plan will specify the details of how deliveries will be safely undertaken and the supervision required to ensure safety to delivery drivers, site staff and members of the public.

Materials deliveries will be restricted to elements which are being installed within the following 48 hour period due to the tight nature of the site, thus ensuring the site will not become congested by materials that will need to be moved to allow other works to continue. Each subcontractor will be given a designated area on the site to store their materials.

Delivery route

All materials and waste will be delivered from lorries and vans using the routes identified on the diagram found later in this document. We have extensively checked the local area to establish the delivery routes identified and they are the only routes available to the project. There is no access route directly into Argyle Street from either Euston Road or Grays Inn Road because Argyle Street is a one way street onto both of these major roads.

Waste removal

Waste will be removed from the site periodically to maintain a clear and tidy environment. It will be removed by a specialist contractor and will be sorted at a waste transfer station to maximise recycling. For the earlier strip out and demolition phase of the project, high sided 40 yard skip lorries will be used to remove demolition rubble and waste materials from the site, for the fit out phase wheelie bins will be utilised.

Special and hazardous waste

Any waste needing to be removed as special/ hazardous waste will be notified to Knight Harwood who will organise specialist waste removal contractors to remove the waste to the correct and appropriate licensed tips.

Scaffolding

An independent access scaffold will be erected on all elevations of the existing building and will continue up around the extension as it is constructed. On three sides of the building the scaffold will be erected off a gantry, this is to avoid blocking the pavement and to allow pedestrians to pass under the scaffold safely. Along the pavement parallel to the Euston Road the scaffold will be based out on the pavement due to its width. The scaffold will provide safe access and egress to the external work face for operatives and will be fully enclosed in monoflex type sheeting to screen off the works being undertaken from the surrounding buildings. The details of the monoflex to the scaffolding will be agreed with the Client.

All scaffolding required for the project will be fully designed and signed off by the temporary works engineer prior to installation.

Hoisting

The movement of materials around the site will be critical to the success of the project and the three hoists we have identified will need to be installed from the beginning of the build period.

The majority of the deliveries will be pulled in off of the road and under a large gantry constructed in the existing buildings courtyard. Lifting beams set up on top of the gantry will then lift materials from the lorries parked below and up onto the gantry for distribution into 3no hoists set up on the gantry. The hoists will then lift the materials up onto the buildings floors for installation.

We have proposed three hoists to handle the volume of materials and waste that will be generated on the project. The first hoist will be a goods passenger hoist which will transport materials and site operatives vertically throughout the project. The second hoist will be a goods only hoist which will transport only new materials into the building and the third hoist will also be a goods only hoist and will handle only waste going out of the building.

Craneage

A tower crane will be required on the project to construct the additional three levels above the existing roof. The crane will be a luffing jib tower crane which has been chosen to avoid/ eliminate any over sailing issues with the neighbours. (See logistics plan KH-01) The crane will be positioned next to the existing ramp in the rear courtyard and will pass down through the existing vents and be founded on the existing basement slab. The fixing of the tower crane to the slab will need to be designed by a temporary works structural engineer.

Noisy works

Noisy works will need to be carefully monitored. It should be acceptable to work through the day with typical site noise from general plant such as piling rigs and excavation machines. If there is a need for especially heavy noise created by breaking or drilling, we would propose to restrict this to 8am-10am, 12pm-2pm and 4pm-6pm Monday to Friday and 8am-1pm on Saturdays, in agreement with Camden Council.

Fire safety

The site will conform to the Joint Code of Practice: Fire Prevention on Construction Sites. The project's work area will have fire points consisting of a 'Screamer' call point, CO² and water fire extinguishers positioned in suitable locations and easily accessible to the work areas. These positions will be highlighted on the Emergency Plan.

All operatives will be inducted before commencing work on site and during this induction they will be briefed on the project emergency procedure and the location of the muster point.

Environmental considerations

Knight Harwood will minimise the environmental impact of the project wherever possible. The key points to focus on are:

- Noise pollution
- Air pollution

- Minimising waste and recycling
- Aesthetic impact of the works

The following will be implemented to help reduce the impact:

- The noisy working restrictions as mentioned earlier will be implemented if required following consultation with Camden Council.
- Where possible, activities that have an impact on the neighbours will be minimised.
- Good practices will be observed at all times during the excavation phase to control dust including damping down.
- A strict daily regime of cleaning the pavement and public areas.
- It is important to present a clean and presentable image to both the public and any visitors.

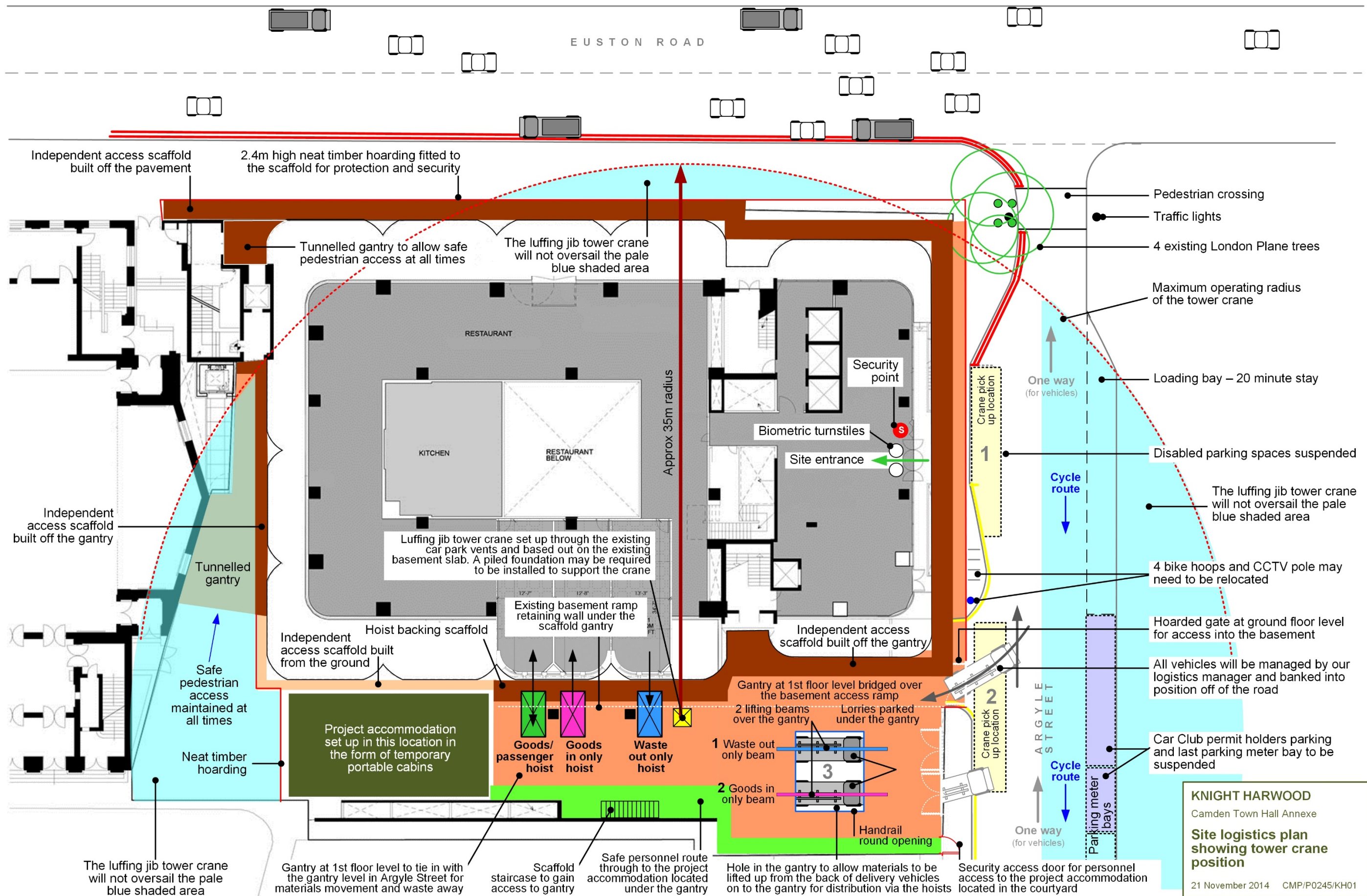
Much of the material from the building to be removed from the site can be recycled, and where possible this will be done.

A Waste Management Plan will be produced and agreed with the local council. The project will be registered with the Environmental Agency and any waste classified as special or hazardous will be separated from normal waste and arrangements will be made for collection by specialist contractors.

Presentation and image

As Main Contractor we will present a clean and presentable image to the local residents/ retailers and indeed anyone passing by the site. Safety and cleanliness is at top of our agenda and a good neighbour policy may need to extend to holding open evenings for local residents and retailers, issuing regular newsletters and notices to keep the neighbours up to speed with what is happening now and what is being planned for the future.

Our logistics drawings KH01 and KH02 are enclosed overleaf.



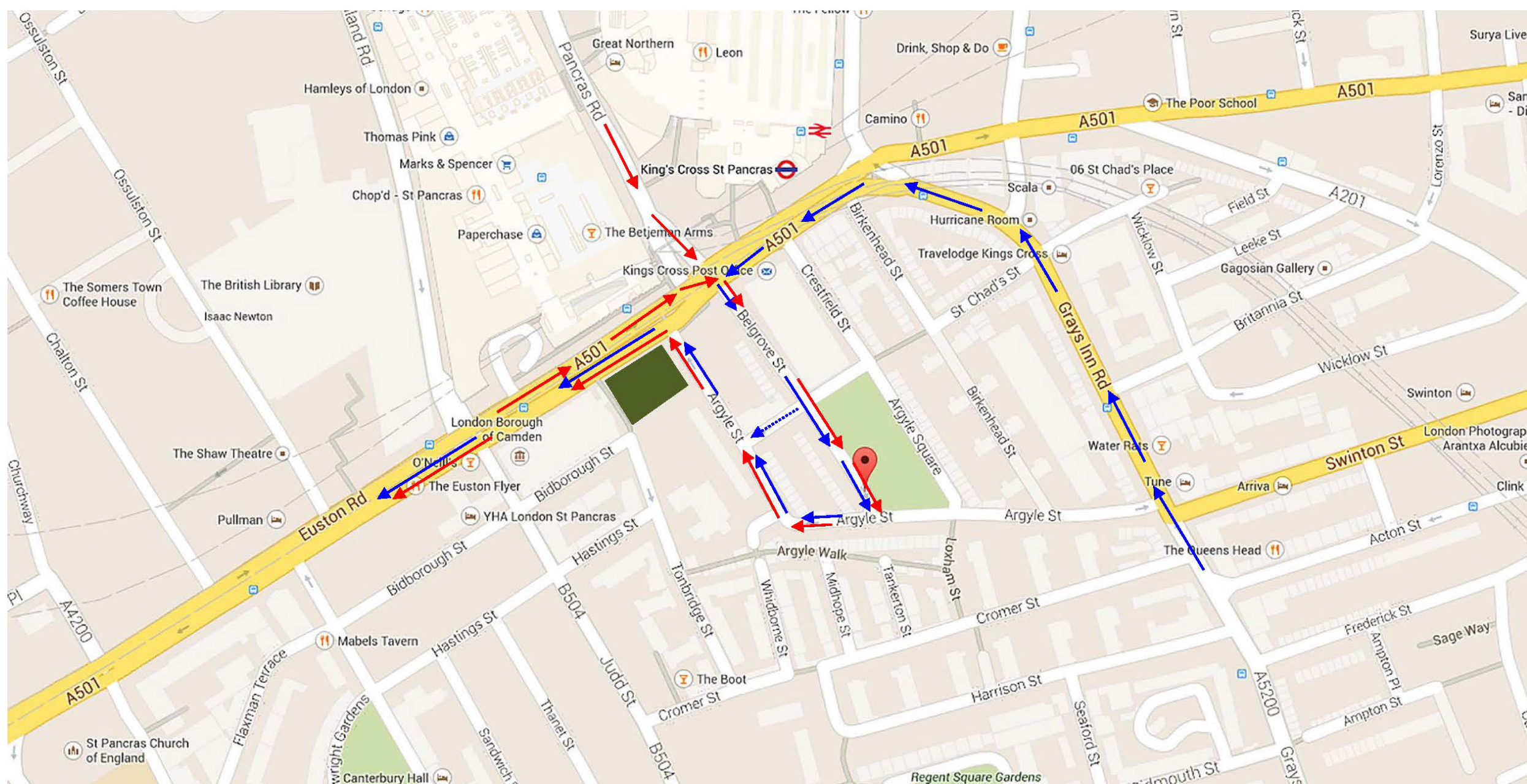
KNIGHT HARWOOD
Camden Town Hall Annexe
Site logistics plan showing tower crane position
21 November 2014 CMP/P0245/KH01

Delivery vehicle route to and from the project



- Large lorries can approach via Euston Road and turn into Belgrove Street or from Pancras Road and go over the Euston Road and into Belgrove Street. When in Belgrove Street they continue to the end of the road, turning right into Argyle Street and to the site.
- Small vans approach the same way, however additionally can approach from Grays Inn Road, turn left into Belgrove Street, then have the option to turn right into St Chad's Street or continue to the end of the road and turning right into Argyle Street and to the site.

All vehicles will exit left out onto Euston Road once their delivery is complete.



Waste management procedures

The hierarchy of waste control will be adopted at all times with the reduction of waste the main objective. Unavoidable waste would be segregated on site where reasonably practicable and necessary waste sent to a suitable recycling centre with the aim of achieving a high recycling rate wherever possible. Recycling reports are produced which detail the amounts recycled and the end users of the recycling processes. These include various manufacturers, schools and charities etc.

Adhering to the hierarchy of waste control as opposed to relying upon recycling materials that often should not have been generated as waste in the first place, can be achieved by sustainable and accurate procurement of materials. Measures also can include:

- Site Waste Management Plans can identify opportunities for reuse of materials prior to the need to for diverting waste from landfill via a recycling centre.
- The supply chain can implement 'just in time' deliveries thus reducing the risk of over ordering and this can have a significant positive impact of the amount of waste materials as a result of construction activities.
- Where practical loose materials delivered should be delivered in re-useable tonne bags as opposed in individually packaged items.
- Office copiers set to black and white and double sided copying which significantly reduces paper usage and waste.
- The installation of push taps (percussion taps) to reduce water wastage.



Once the waste has passed a variety of sieves, magnets and other processes it then passes through hand segregation units to maximise recycling.

3. PROTECTING THE LOCAL ENVIRONMENT

Protecting the local environment

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Protecting the local environment

Communications with our neighbours and local residents

Knight Harwood will have a site based project team who will manage every aspect of the construction process. Our Senior Construction Manager's responsibilities include ensuring that our site team are doing everything practically possible to minimise disruption to the neighbours and other local residents. He is in control of the site, our team and all of the subcontractors and their deliveries so he is in a position to influence what happens and when. He is closely supported by other members of staff on the ground including construction managers and a logistics manager.

Our approach is to encourage collaborative discussion with our neighbours and local residents so we are listening to their concerns and addressing them. Regular and accurate communication is a very important element of his role and this is implemented via the following plan:

- Our project manager, senior construction manager and site team's contact details are readily available including out of hours contact details.
- Regular liaison meetings to discuss the progress of the project and what may be changing in the coming days and weeks, to avoid surprises. Before the project commences we would organise open forums to introduce our team and explain our plans.
- Our delivery team are site based and are very easily contactable by phone or face to face on site throughout the day.
- Newsletters will be distributed regularly to keep all neighbours up to date on our plans, an example is attached in the appendix.

Managing and minimising noise, vibration, dirt and dust

The objective of our site team will be to keep the site and the surrounding area spotlessly clean at all times. This will include Argyle Street and the hoardings, the footpaths and the adjacent properties. Knight Harwood employ resources to focus on this activity alone, in addition to the subcontractors undertaking the main works. Regular patrols will be undertaken to ensure that this happens and our construction manager will be responsible for this activity. Part of our cleanliness approach is to ensure that food is not left on site in the eating or any other area, which reduces the risk of rodents on site. Rodent control is another process that is managed by our site team via a specialist contractor so that traps are set and poison laid on a regular basis to reduce the risks of rodents on site.

Dusty operations will be managed to reduce the amount of dust emitted in the first instance and to contain the dust within the confines of the site. For example, cutting of materials such as timber and plasterboard will not be permitted outside of the site area. All such operations will be confined to the site and suitable screening erected wherever possible. Spray water will be used whenever dusty works are being undertaken, to assist in damping down the dust and preventing it from becoming airborne, including for basic operations such as sweeping up and filling rubbish bins. Dust extraction

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plant will be utilised when appropriate to capture dust before it becomes airborne.

With regards noise, each operation will be assessed for Noise and Vibration Impact and the best methods and tools will be selected to keep noise and vibration to a minimum. For example, this will include bursting, cutting or diamond drilling out existing concrete which must be removed instead of using breaker machines. The site will not make any noise outside of the standard working hours and there will be a strict zero tolerance ruling in this respect. Our site team will also appreciate that there may be special times of the day or specific events when neighbours will require a completely noise free environment and we would discuss and agree these instances when they arise.

Site noise which can also be avoided is the unnecessary and unacceptable shouting made by operatives on site and use of radios. All of this behaviour will be ruled out and our managers will police this on site. If possible, temporary screens can be erected above the walls of the rear gardens, to an agreed height, which will contribute towards containing noise and dust, in addition to simply screening off the visual impact of the external works from neighbours.

Our team will aim to present a clean and professional project, minimising noise, vibration, dust and other disruption to our neighbours.

Respecting our neighbours and the environment we are working in

There is no doubt that a project such as the one planned can cause disruption to neighbours and other local residents. Knight Harwood's culture is founded on the principle of respecting all of the stakeholders in the project, from our Client and through to the neighbours and the operatives on site. We always aim to create an environment of cooperation and respect and this means going about our work as professionally and as diligently as possible, whilst taking care of all of those people we may be having an impact on. There are so many ways that we can make a difference in this respect and you can be assured that we will aim to take every practical action possible to achieve this aim. It is very typical for our site team to build a good relationship with neighbours and local residents.

An essential aspect is to ensure that we select subcontractor firms with the same ethos of respect as our company. We are fortunate to have a long standing and loyal portfolio of subcontractors whom we will employ. They in turn will employ operatives on site who are used to working in these sensitive locations. All of us together will work as a team to minimise noise and dust, prevent operatives from loitering or smoking outside of the site, avoid unnecessary noise being emitted such as shouting and site radios.

Appendix
Typical neighbour newsletter

Typical neighbour newsletter

We have included here a copy of a monthly newsletter sent to neighbours on a current project. We would plan to do the same for your project.

88 St James's Street Redevelopment Newsletter – March 2014



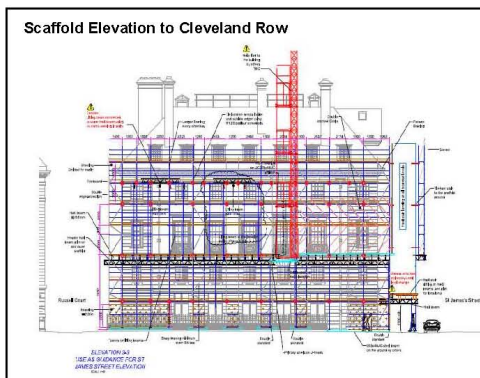
Dear Neighbour

Following on from our Newsletter issued in December we would like to take this opportunity to update you further on the proposed works taking place at St James's House.

Since our last correspondence we have completed the enabling works part of the project which included the strip out. The main project is now due to commence in mid March 2014, completing early 2016.

Our Project Office is set up on the 1st floor of the building and access into the site is established on St James's Street. Should you wish to come in and see us for any reason please feel free to call us on the Project Office number at the end of this letter; we will happily meet with you to discuss any details of the Project that may be of a concern.

The first activity to commence on site will be works to the existing pavement vaults along Cleveland Row and St James's Street. This will allow us to erect our perimeter scaffold gantry on St James's Street and Cleveland Row.



The works within the building will then commence in earnest. The scaffolding will ensure we can safely maintain the pedestrian use of the footpaths during our works and screen off the construction activity, thus minimising our visual impact on the surrounding area. The site perimeter will be alarmed, and there will be out of hour's security as well as monitored CCTV system, with a visiting mobile security patrol.

Some crane lifts will also be required as part of the initial works. These will be located on Cleveland Row. We will advise you of the details of these plans nearer the time.

As we have previously mentioned work of this nature can never go un-noticed, however all measures possible will be taken to minimise disruption. The site is registered with the Considerate Constructors Scheme, which will monitor and score our activities and performance in regard to neighbourly conduct. We will keep you posted on our progress with the scheme.

If you require any further information or details about the project please do not hesitate to contact us directly on the telephone numbers, or email address below.

We will be keeping you abreast of the works with regular newsletters throughout the Project.

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