

# Construction Management Plan

Zayed Centre for Research  
Great Ormond Street Hospital  
Children's Charity  
Phase 2 Basement Box  
Rev 3.0

Camden pro forma v2.0

# Contents

<b>Internal review sheet</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
<b>Timeframe</b>	<b>5</b>
<b>Contact</b>	<b>6</b>
<b>Site</b>	<b>8</b>
<b>Community liaison</b>	<b>16</b>
<b>Transport</b>	<b>26</b>
<b>Environment</b>	<b>38</b>
<b>Agreement</b>	<b>44</b>
<b>Appendices</b>	<b>A - N</b>

# Review

For Internal use only

Please initial and date in the relevant section of the table.

The highlighted areas of the Draft table will be deleted by their respective teams during pre app review if these sections are no longer applicable.

Pre app

Community liaison	
CLOCS	
Transport	
Highways	
Parking	
Environmental health	
Sustainability	
Sign off	

Draft

Community liaison	
CLOCS	
Transport	
Highways	
Parking	
Environmental health	
Sustainability	
Sign off	

# Introduction

The purpose of the Construction Management Plan (CMP) is to help developers to minimise construction impacts, and relates to both on site activity and the transport arrangements for vehicles servicing the site.

It is intended to be a live document whereby different stages will be completed and submitted for application as the development progresses.

The completed and signed CMP must address the way in which any impacts associated with the proposed works, and any cumulative impacts of other nearby construction sites, will be mitigated and managed. The level of detail required in a CMP will depend on the scale and kind of development. Further policy guidance is set out in Camden Planning Guidance ([CPG](#) [6: Amenity](#) and [CPG](#) [8: Planning Obligations](#)).

This CMP follows the best practice guidelines as described in [Transport for London's](#) (TfL's Standard for [Construction Logistics and Cyclist Safety](#) (CLOCS) scheme) and [Camden's Minimum Requirements for Building Construction](#) (CMRBC).

---

The approved contents of this CMP must be complied with unless otherwise agreed with the Council in writing. The project manager 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 also be approved by the Council and complied with thereafter.

It should be noted that any agreed CMP does not prejudice or override the need to obtain any separate consents or approvals such as for road closures or hoarding licences.

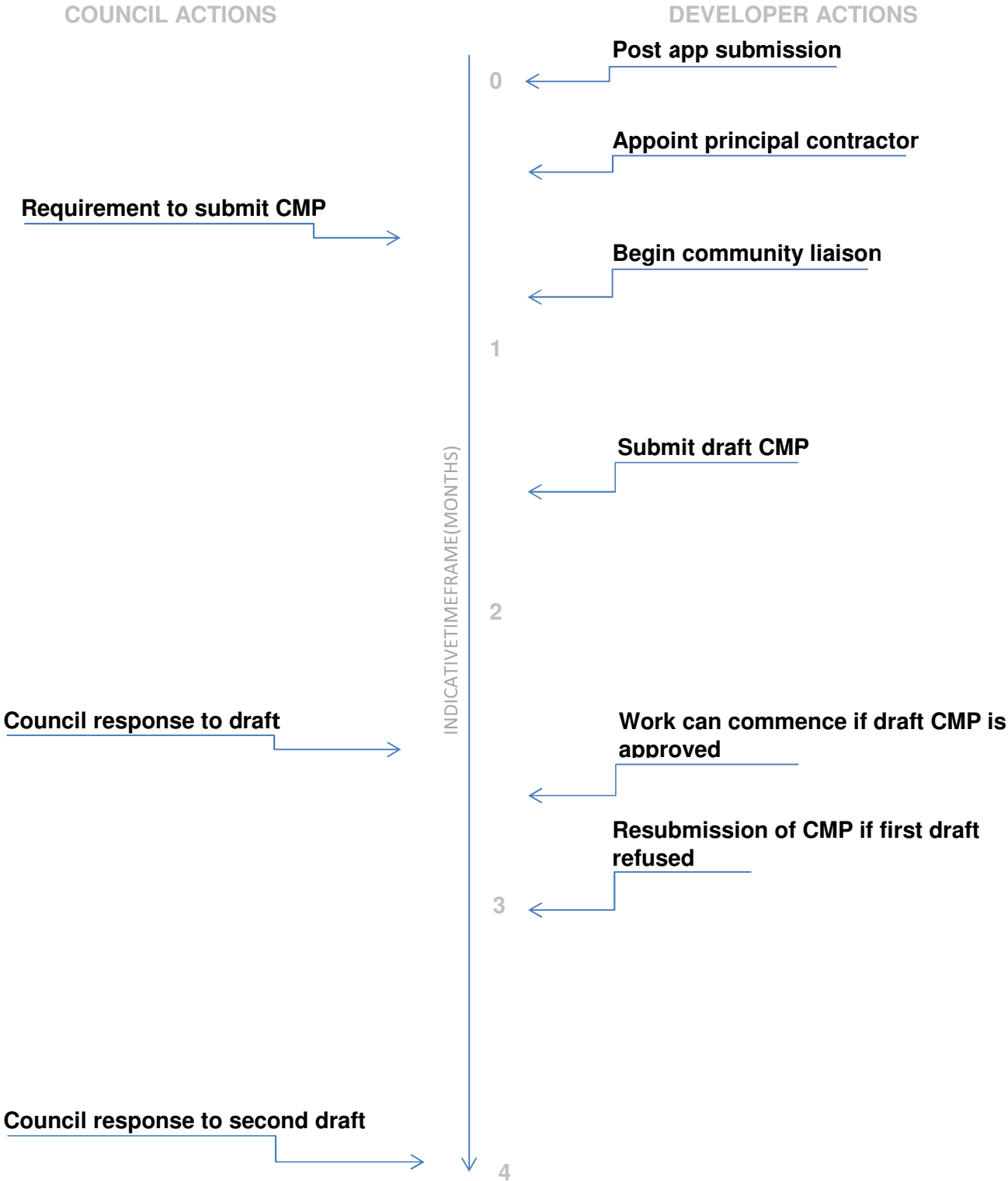
If your scheme involves any demolition, you need to make an application to the Council's Building Control Service. Please complete the "[Demolition Notice](#)"

Please complete the questions below with additional sheets, drawings and plans as required. The boxes will expand to accommodate the information provided, so please provide as much information as is necessary. It is preferable if this document is completed electronically and submitted as a Word file to allow comments to be easily documented.

(Note the term 'vehicles' used in this document refers to all vehicles associated with the implementation of the development, e.g. demolition, site clearance, delivery of plant & materials, construction, etc.)

Revisions to this document may take place periodically.

# Timeframe



# Contact

1. Please provide the full postal address of the site and the planning reference relating to the construction works.

Address: ZAYED CENTRE FOR RESEARCH (ZCR), 20 GUILFORD STREET, LONDON WC1 1DZ  
Planning ref: 2014/6068/P.

2. Please provide contact details for the person responsible for submitting the CMP.

Name: Alistair Lancashire (Employer's Agent)  
Address: Gardiner & Theobald, 10 south crescent, London, WC1E 7BD  
Email: [a.lancashire@gardiner.com](mailto:a.lancashire@gardiner.com)  
Phone: 020 7209 1866

3. Please provide full contact details of the site project manager responsible for day-to-day management of the works and dealing with any complaints from local residents and businesses.

Name: Roger de Oliveira  
Address: Erith House, Queen Street, Erith, DA8 1RP  
Email: [roger.deoliveira@erith.com](mailto:roger.deoliveira@erith.com)  
Phone: 07827 342237

4. Please provide full contact details of the person responsible for community liaison and dealing with any complaints from local residents and businesses if different from question 3.

Name: Cherrie O'Kane  
Address: Erith House, Queen Street, Erith, DA8 1RP  
Email: [cherrie.okane@erith.com](mailto:cherrie.okane@erith.com)  
Phone: 07894 259321

5. Please provide full contact details of the person responsible for community liaison/dealing with any complaints from local residents and businesses if different from question 3 in the case of [Community Investment Programme \(CIP\)](#), please provide contact details of the responsible Camden officer.

During working hours, the Erith Project Manager (Roger de Oliveira) ([contact detail section 3](#)) will be responsible for dealing with complaints, in conjunction with our Community Liaison Officer (Cherrie O’Kane) (Contact detail in Q3).

Roger will be the first point of contact number and his phone number will be displayed on the hoarding so direct contact can be made.

Alternatively, complaints can be directed to the Erith Community Liaison Officer (Cherrie O’Kane) via the contact details provided above ([Section 4](#))

Outside working hours, a 24h/7 number will be posted onto the hoarding line of the site.

If they feel that complaints are not being sufficiently addressed, local residents and businesses are also encouraged to contact the Redevelopment Team at GOSH on [redvelopment.feedback@gosh.nhs.uk](mailto:redvelopment.feedback@gosh.nhs.uk).

6. Please provide full contact details including the address where the main contractor accepts receipt of legal documents for the person responsible for the implementation of the CMP.

Name: Richard Turner  
Address: Erith House, Queen Street, Erith, DA8 1RP  
Email: [Richard.turner@erith.com](mailto:Richard.turner@erith.com)  
Phone: 07785 455356

# Site

1. Please provide a site location plan and a brief description of the site, surrounding area and development proposals for which the CMP applies.

The Site is located to the East of the main GOSH Campus on Guilford Street. (Fig. 1)

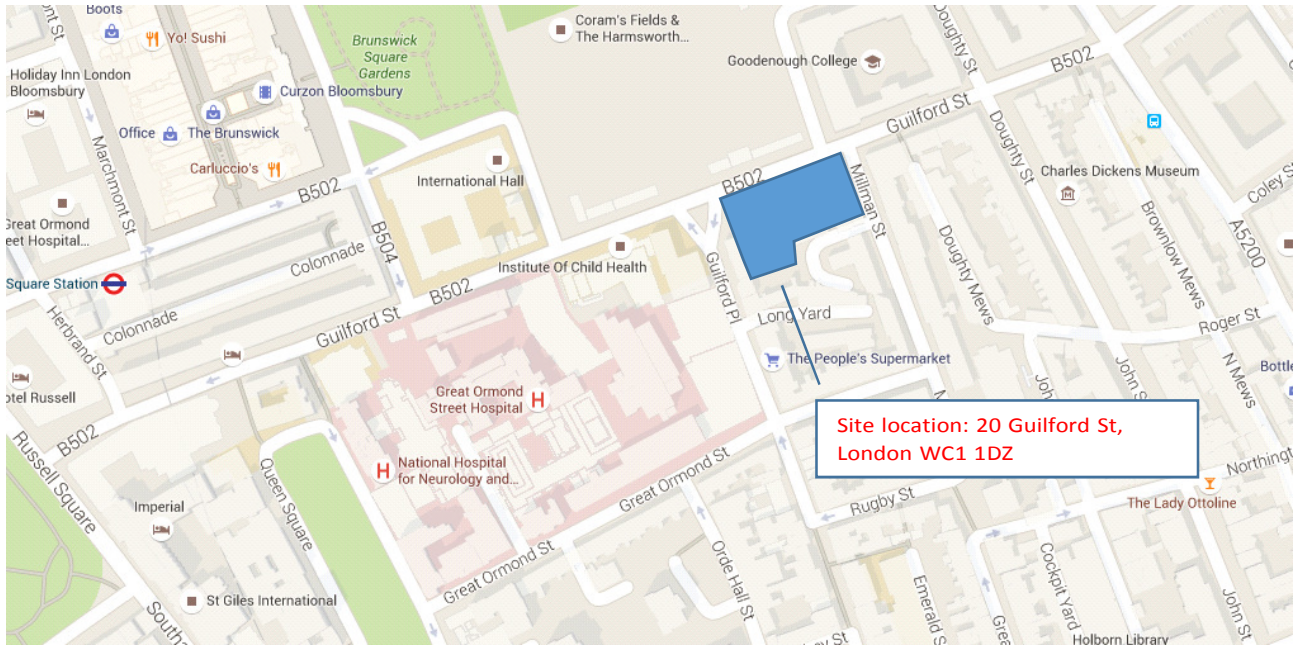


Figure 1

The site is located in the Bloomsbury Conservation area to the East of Great Ormond Street Hospital on Guilford Street. The site is defined by public highway on the north, part West, East and part South boundaries comprising of Guilford Street, Guilford Place, Millman Street and Millman Mews respectively. The Lamb Public House and residential properties on Guilford Place, Lambs Conduit Street and Long Yard form the site boundary on the South West corner of the site. Coram's Fields is located opposite the site on Guilford Street.

The Project includes development of a new research Centre for rare diseases in children. The brief for this project is to take ownership of a building footprint at basement level (previously demolished by Erith).

2. Please provide a very brief description of the construction works including the size and nature of the development and details of the main issues and challenges (e.g. narrow streets, close proximity to residential dwellings).



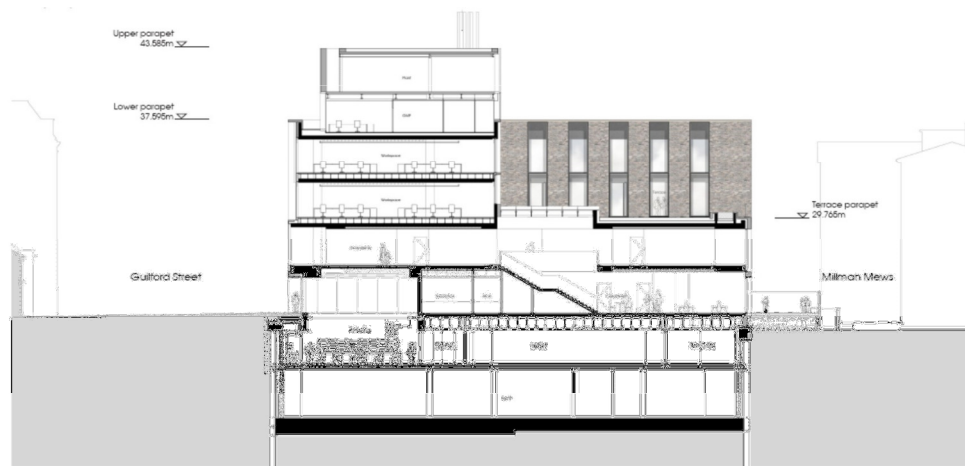


Figure 2

Erith's works consists of the construction of a 2 level Basement commencing from the ground floor slab level. The area is approx. 70m x 35m to an approx. depth of 10m

**Construction works include:**

- I. Site Preparation activities such as hoarding modifications (including footpath and lane narrowing), Gantry foundations and installation, 3 lighting column removals and temporary building supplies. All works subject to licence from Camden.
- II. Approx. 16,000m<sup>3</sup> of material will be excavated and sent for restoration material.
- III. Approx. 210 lm of Sheet Pile Temporary works
- IV. Temporary Propping of the existing perimeter basement walls (left in place following the demolition works).
- V. Installation of a Sheet Pile wall to act as a retaining wall for the future structure on all 4 sides of the building.
- VI. Capping Beam Installation to the top of the Sheet Pile Wall.
- VII. Propping to the Capping Beams.
- VIII. Demolition of the Existing Basement Slab and additional temporary works as the works proceed.
- IX. Excavation.

Reconstruction of the double storey basement back to the Ground Floor Level with progressive removal of the temporary works.

\*The works listed above are for the construction of the 'basement box'. A separate CMP will be submitted at a later stage as an addendum before the remaining concrete frame and façade elements start.

**Main challenges and risks:**

The ZCR Project presents a number of constraints that have influenced our proposed methodology and management of the project. The Main Constraints on the project are:

- X. Managing the Public, Traffic and Cyclists on the surrounding roads – particularly at peak times.
- XI. Deliveries and management of vehicles to the site from either Northbound or Southbound on Grays Inn road into Guilford Street due to tight turns at the junction.
- XII. Managing deliveries so that the holding area does not become congested.
- XIII. Time restrictions by Camden for Large Vehicle movements to site.
- XIV. Management of Storage, Welfare and the works itself due to the working site being out to the site boundary.
- XV. Keeping the site Dry and Workable, this is a large site and will be subject to a large collection area for rain water.
- XVI. Managing Groundwater.
- XVII. Managing Noise.
- XVIII. Positioning of the TBS due to the site being up to the site boundaries.

3. Please identify the nearest potential receptors (dwellings, business, etc.) likely to be affected by the activities on site (i.e. noise, vibration, dust, fumes, lighting, etc.).

To the **East** (in Millman Street): Great Value Taxi Insurance, Salaam Namaste (restaurant), and Coram Mansions: Potential receptors for noise, vibration, dust, fumes and lighting.

To the **North** (in Guilford Street): Nuffield Health Bloomsbury and Wellbeing Gym, Coram Fields, Goodenough College: Potential receptors for noise, dust, fumes and lighting.

To the **South** (in Millman Mews): Residents along the Millman Mews and in Rokeby House, Long Yard: Potential receptors for noise, vibration, movement, dust, fumes and lighting.

To the **West** (in Guilford Place): Residents along Guilford Place and residents/businesses to the north of Lamb's Conduit Street: Potential receptors for noise, vibration, movement, dust, fumes and lighting.

4. Please provide a scaled plan detailing the local highway network layout in the vicinity of the Site. This should include details of on-street parking bay locations, cycle lanes, footway extents and proposed site access locations.

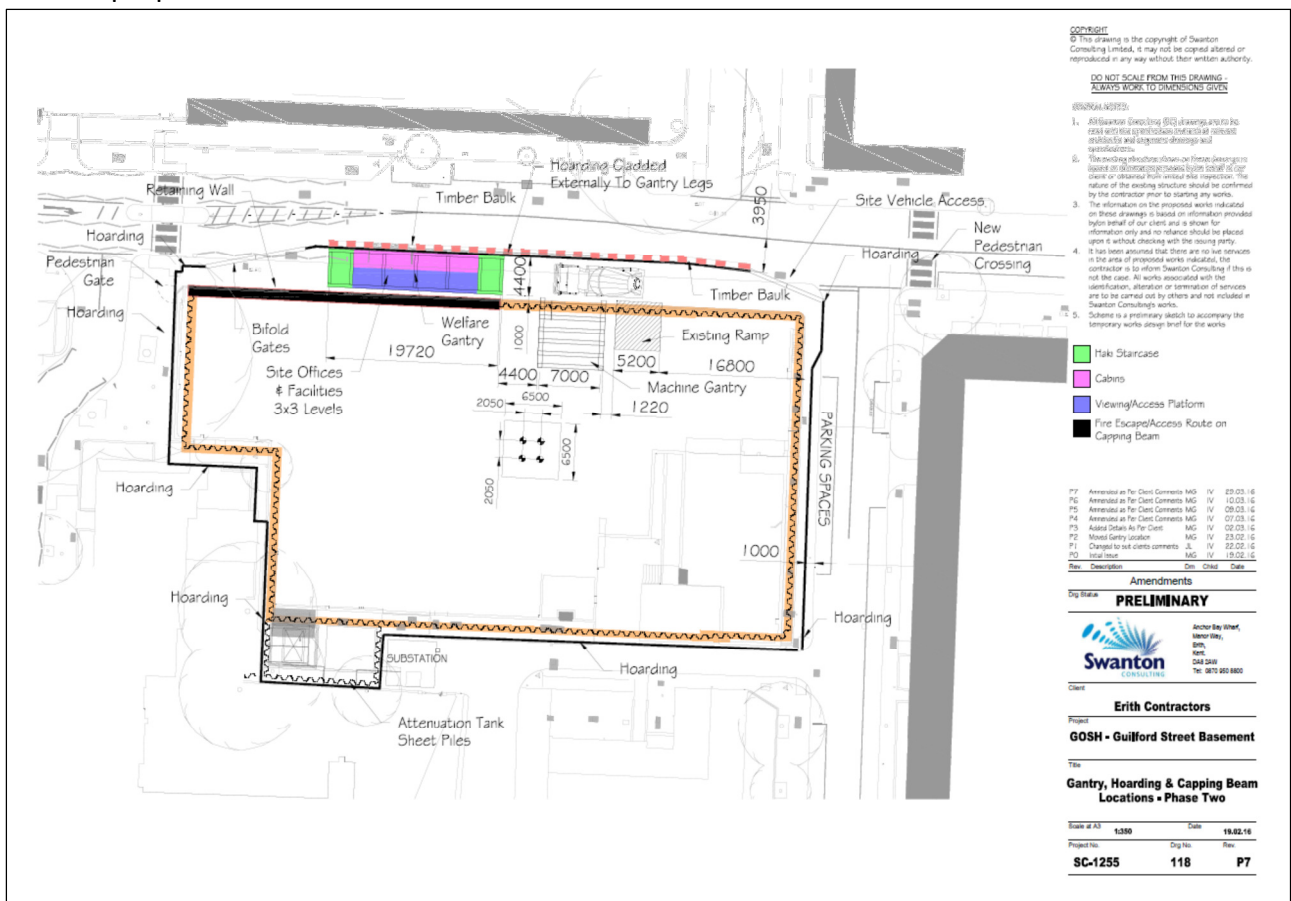


Figure 3

Erith will arrange for the removal of Camden's assets (3 lighting columns) on Guilford Street after consultation on method, licences and agreements on temporary replacement for the duration of works due to loss of luminescence from their removal. Likely replacement will be by the Installation of 3 tower lights, supplemented by lights from the Gantry and hoarding lights once the Gantry is

installed.

**Guilford Street** -There are pay and display parking bays both on the North and South side of the road fronting the former building entrance (see Fig 4)



Figure 4

Erith will request cancellation of the south side parking bays during the build using long term traffic order. (See Fig. 4)

Erith will also require temporary road closures to allow for tower crane erection and dismantling. Requests will be made to the council well in advance in order to consult, inform and minimise any impact to the local area traffic and residents.

All site deliveries will approach the site in Guilford Street from East to West (view on approach shown in Fig. 4) then be controlled within the site hoarding.

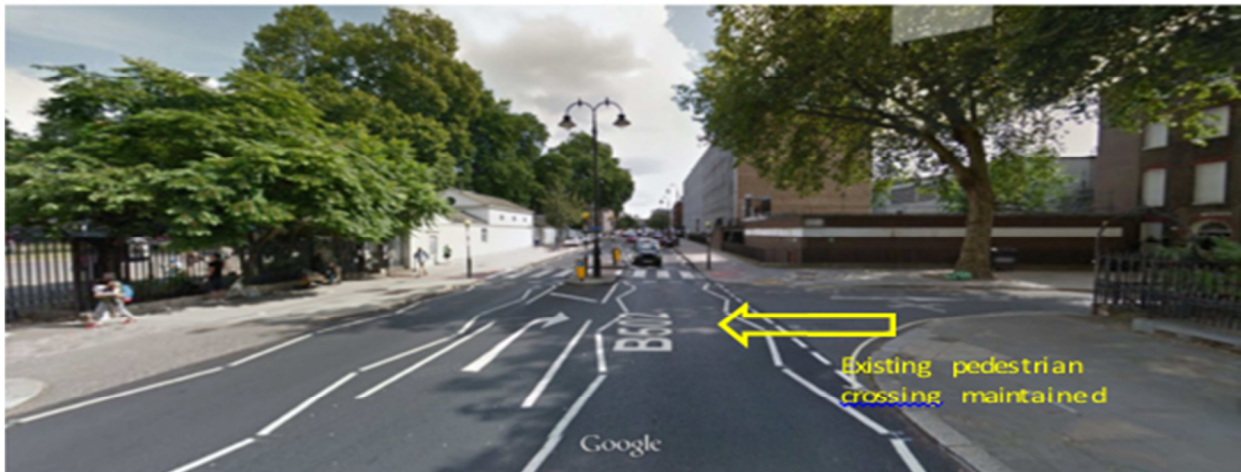


Figure 5

There is an existing protected pedestrian crossing at the Western site boundary on Guilford Street this crossing will be maintained. Construction vehicles exiting site (moving from East access to West exit) will be eased onto traffic by Traffic Marshals before the pedestrian crossing. (See Fig. 5)

A temporary pedestrian crossing installation on Guilford Street, to the East of the Junction with Millman Street has been agreed in principle with Camden Councils' Highways Licencing Department in order to divert footfall away from site (see Fig. 7(a))

**Millman Street** – Erith will arrange their works to maintain the Parking Bays along the West side of Millman Street but the footpath will need be reduced to a width of 1m for working space. Hoarding will be set back 1 metre from the curb edge to enable unrestricted access to vehicle owners. (See Figs. 6 & 9)



Figure 6

**Millman Mews** – There are no parking bays on either side of the access to the single lane street.(See fig. 7)



Figure 7

Millman Mews as shown in Fig. 7 is a single lane access road and will NOT be used for construction deliveries nor will it be blocked at any time.

Erith have adapted the works so that there will be no requirement to change Millman Mews throughout the works.

There will be a requirement to adjust the hoarding along Millman Mews site side and replace the vehicle gates with hoarding but this will not affect the running or useable width of the road.

PARKING BAYS WILL NEED TO BE SUSPENDED TO FACILITATE TEMPORARY CROSSING

APPROX. LOCATION OF NEW TEMPORARY PEDESTRIAN CROSSING. (CAMDEN TO CONFIRM EXACT LOCATION)



Figure 7(a)

**Guilford Place** – This road operates a one way system around a central island from Guilford Street. There is no anticipated impact to either vehicular or pedestrian traffic onto or out of Guilford Place. (See Fig. 8)



Figure 8

### **Site Access and Egress**

As shown in Fig. 9, all site deliveries will advance along Guilford Street from the East where 2 dedicated Traffic Marshals will monitor and control the external traffic and 1 banksman will direct the vehicles towards the site access from the new temporary pedestrian crossing. Construction vehicles exiting the site (moving towards the West) will be eased onto traffic by 2 Traffic Marshals and a banksman before the pedestrian crossing with the use of Stop/Go signs.

Erith will require temporary road closures to allow for:

- Gantry erection
- Site offices erection
- Tower crane erection

Advance orders will be sought and notice will be given to all relevant parties via agreed streaming as detailed in the Community Liaison section of this document.

It is important to note to Camden that the above proposals have been presented to the neighbours in consultation events held on 26<sup>th</sup> October 2015 and 4<sup>th</sup> February 2016. Evidence of consultation with local residents and businesses with regard to the impact of the development on the local highway network is supplied in detail in Appendix I (see Appendix I – Residents Consultation & comments table)

Further details regarding the site access and egress process are explained in Appendix B – Traffic Management Plan.

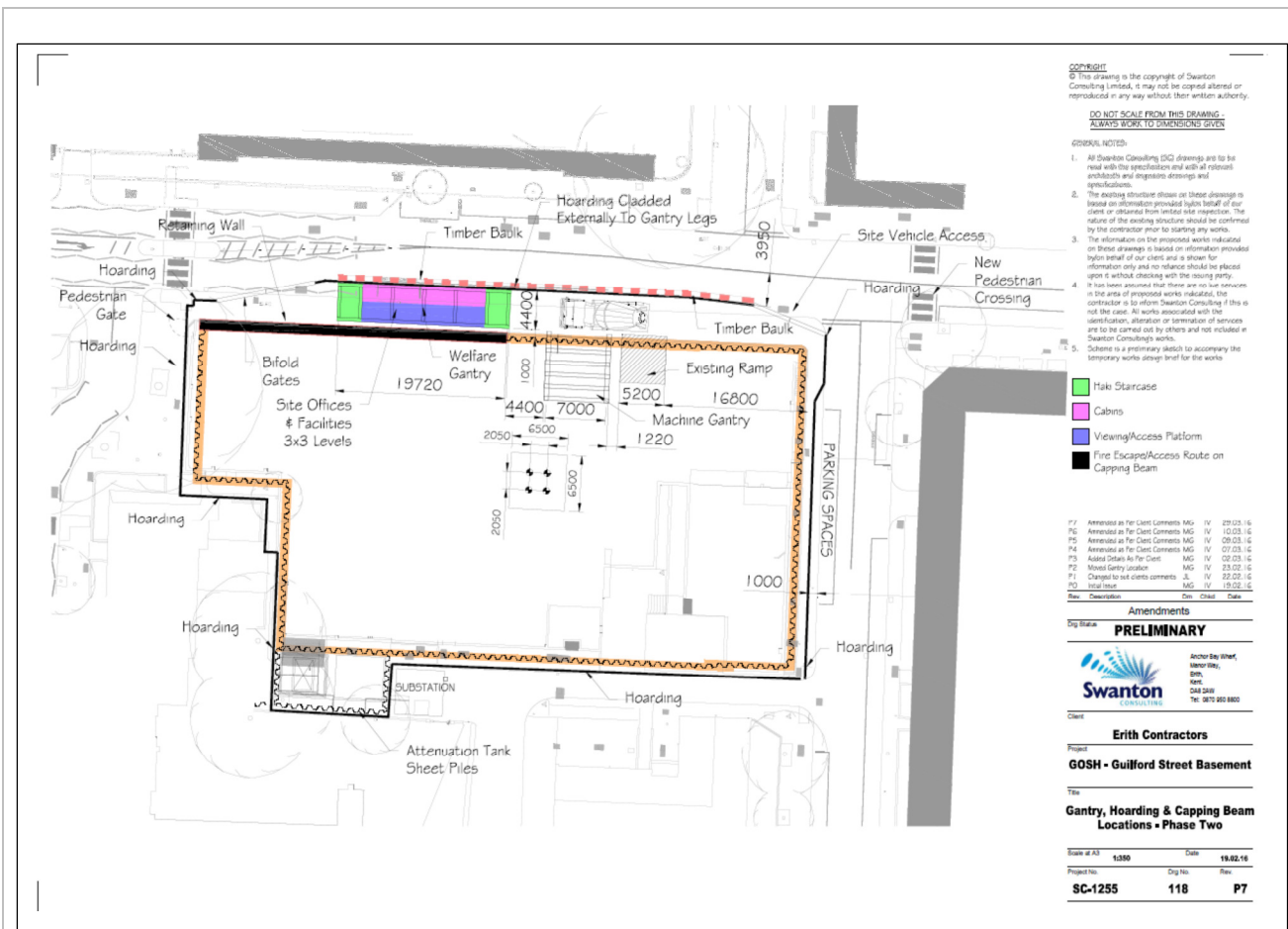
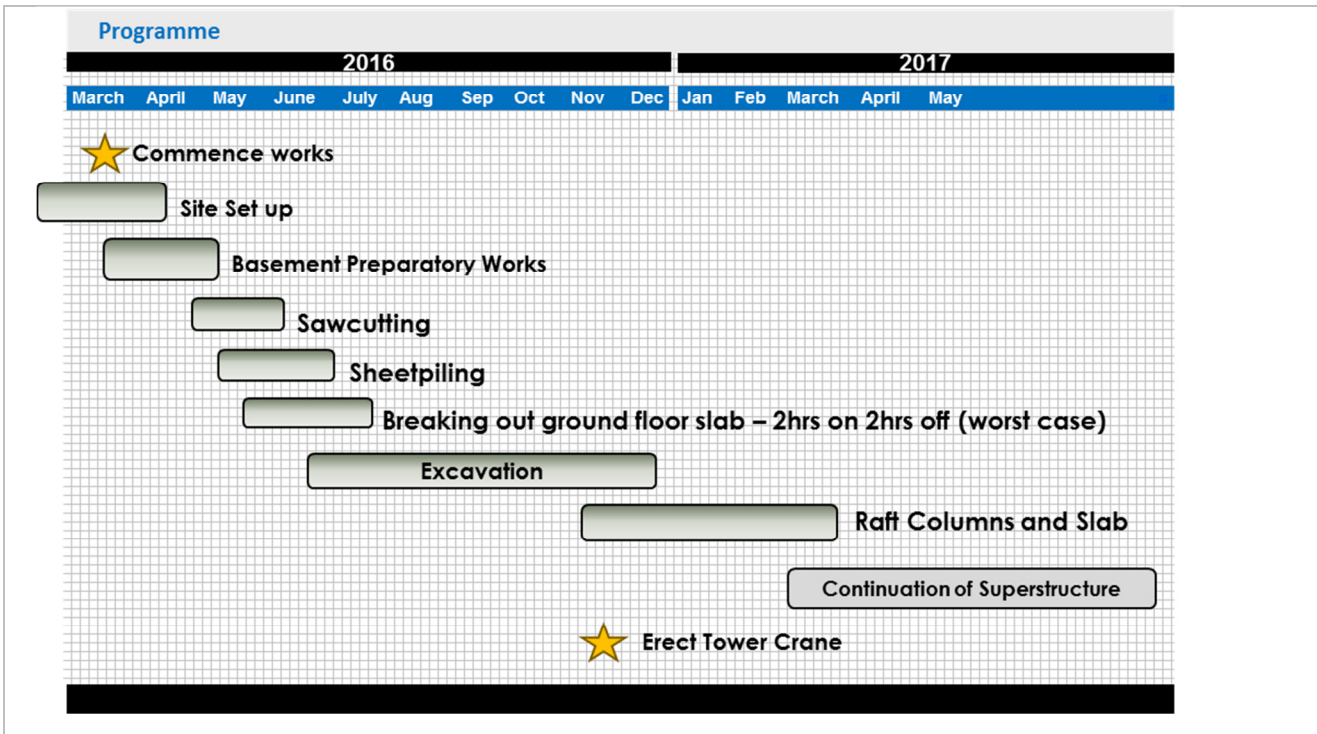


Figure 9

5. Please provide the proposed start and end dates for each phase of construction as well as an overall Programme timescale. (A Gantt chart with key tasks, durations and milestones would be ideal).



6. Please confirm the standard working hours for this site, noting that the standard working hours for construction sites in Camden are as follows

- 8.00am to 6pm on Monday to Friday
- 8.00am to 1.00pm on Saturdays
- No working on Sundays or Public Holidays

The standard working hours for ZCR - GOSH site will be in line with the above.

Occasionally, non-noisy works and deliveries may be necessary outside of the main site working hours, but will be subject to prior notice and approval.

There will also be, on occasion, the need to Mobilise or Demobilise Large Vehicles outside these hours due to Third Party Imposed Traffic Orders (Notices will be posted as detailed below). Installation of the Tower Crane will be erected over the course of a single weekend when these site hours will be increased as agreed with the relevant Authorities.

Erith will give written notice of all exceptionally large or exceptionally heavy loads entering the site and will ensure that all vehicles carrying such loads use the agreed routes set out in advance by relevant authorities (TFL, Police etc.) under Traffic Movement orders (TMO's).

7. Please indicate if any changes to services are proposed to be carried out that would be linked to the site during the works (i.e. connections to public utilities and/or statutory undertakers' plant). Larger developments may require new utility services. If so, a strategy and programme for coordinating the connection of services will be required. If new utility services are required, please confirm which utility companies have been contacted (e.g. Thames Water, National Grid, EDF Energy, BT. etc.) You must explore options for the utility

companies to share the same excavations and traffic management proposals. Please supply details of your discussions.

Sewer Connections:

Erith will carry out new sewer connections onto existing Thames Water assets in Millman Street & Guildford Street. Our proposal for the Guildford street connection is to complete the connection in the Footpath where possible in lieu of tie-in in middle of the busy roadway. This would allow work to take place within the confine of our site boundary and have little to no impact on vehicular traffic. Millman street will need to be connected in the middle of the road and will need to have a separate approval from Thames water before the works proceed.

There are no other Service Connections within the Basement Construction package.



# Community Liaison

Significant time savings can be made by running an effective neighbourhood consultation process. This should be undertaken in the spirit of cooperation rather than one that is dictatorial and unsympathetic to the wellbeing of local residents and businesses.

These are most effective when initiated as early as possible and conducted in a manner that involves the local community. Involving locals in the discussion and decision making process helps with their understanding of what is being proposed in terms of the development process. Ideally this consultation and discussion process should have already started with the results incorporated into the CMP first draft submitted to the Council for discussion and sign off. This communication should then be ongoing during the build, with neighbours and any community liaison groups being regularly updated with programmed works and any changes that may occur due to unforeseen circumstances through newsletters, emails and meetings.

Please note that for larger sites, details of a construction working group may be required as a separate S106 obligation. If this is necessary, it will be set out in the S106 Agreement as a separate requirement on the developer.

## Cumulative impact

Sites located within high concentrations of construction activity that will attract large numbers of vehicle movements should consider establishing contact with other sites in the vicinity in order to manage traffic routing and volumes. Developers in the Tottenham Court Road area have done this to great effect.

The Council can advise on this if necessary.

---

## **1. Consultation**

The Council expects meaningful consultation. For large sites, this may mean two or more meetings with local residents prior to submission of the first draft CMP.

Details should include who was consulted, how the consultation was conducted and a summary of the comments received in response to the consultation. In response to the comments received, the CMP should then be amended where appropriate and, where not appropriate, a reason should be given. The revised CMP should also include a list of all the comments received. Developers are advised to check proposed approaches to consultation before carrying them out. If your site is on the boundary between boroughs then we would recommend contacting the relevant neighbouring planning authority.

Please provide details of the consultation of draft CMP with local residents, businesses, local groups (e.g. residents/tenants and business associations) and Ward Councillors.

## Consultation process

Key activities:

- Ongoing consultation at the GOSH Redevelopment Residents' Liaison Group, which discusses the development as a standing agenda item - 13 March 2015, 23 April 2015, 11 June 2015, 27 August 2015, 15 October 2015, 10 December 2015, 4 February 2016 (ongoing)
- A communications campaign targeting GOSH patients, families, carers and staff to discourage them from using private cars and taxis, promote walking and public transport and inform visitors that parking will be restricted throughout the demolition and construction phase – June 2015 (ongoing)
- Consultation on the draft CMP with the London Borough of Camden - 6 October 2015
- Consultation event with local residents - 26 October 2015
- Comments on the CMP draft from colleagues at the London Borough of Camden - January 2016
- Leafleting and site walk-around to network with the community and raise awareness of CMP consultation – January & February 2016
- Consultation event with local residents and local businesses on re-drafted CMP including a presentation by Erith - 4 February 2016  
Consultation on the second draft CMP with the London Borough of Camden – 5 February 2016

### Consultation on CMP draft 1

The consultation strategy outlined below was developed to make use of our existing residents' liaison network combined with publicity to raise awareness of the consultation and encourage all residents, business and organisations within close proximity to the site that do not engage with us on a regular basis to have their say.

The strategy was discussed in advance with the chair of the GOSH Redevelopment Residents' Liaison Group, the group itself and planning officers to ensure it was felt to be appropriate and proportionate to the project.

Great Ormond Street Hospital hosts a Redevelopment Residents' Liaison Group (RLG), which meets every 8 weeks and is our main forum for consultation with residents. The meetings are chaired by a local resident and attended by our director and deputy director of Redevelopment, project managers for our major phases of Redevelopment, our contractors and the National Hospital for Neurology and Neurosurgery.

Comprehensive minutes of each RLG meeting, information/notifications affecting local people and phase 2B and 3A newsletters/notifications are disseminated to the group regularly between meetings by email and post. This ensures that members who do not choose to attend meetings still receive the key information.

Membership of the RLG includes residents who have requested to join the group, local businesses and community organisations, landlords and their agents and ward councillors.

Both draft and resubmission of the CMP (specifically related to traffic management) were informed through this ongoing engagement activity as well as discussions with colleagues at Camden and meetings on 6<sup>th</sup> October 2015 and 5<sup>th</sup> February 2016. Present on 5<sup>th</sup> February 2016 were representatives from Camden's Streets Lighting team, Highways team and the Licencing team.

Attendees of the RLG meeting on the 15<sup>th</sup> October 2015 were advised that an early evening consultation drop-in session would be held at GOSH on 26<sup>th</sup> October 2015. An invitation to the event was also sent to the RLG email and postal distribution lists subsequent to the meeting to extend the invitation to members who were not present and encourage community figureheads to extend the invitation to their own networks.

The consultation drop-in session was also advertised to the local community by means of a door-drop (hand delivery of flyers) to addresses on Guilford Street, Millman Street, Millman Mews, Long Yard, Great Ormond Street, Guilford Place and Lambs Conduit Street – as well as Goodenough College, the Nuffield Gym and Coram's Fields and nursery. Flyers were also put up on hoardings and other high visibility locations around the site such as the entrances to Millman Mews and Long Yard and the noticeboard in the local supermarket.

At the consultation drop-in session a PowerPoint presentation as provided, which covered the following points:

1. An introduction to original Main Contractor
2. Project, statutory requirements and site team
3. Programme of the works
4. Initial activities and site setup
5. Traffic management for the site
6. Transportation to the site
7. Environmental issues, monitoring, compliance and reporting
8. Site contact and complaints procedure.

It was explained to residents that this was the first iteration of our CMP proposals and that we are required to consult them and provide the final version to Camden for agreement.

### **Consultation feedback on CMP draft 1**

Questions and comments received from residents during the drop-in session mainly focused on noise, traffic and parking, footpath restrictions and impact on the surrounding properties. There was also a clear appetite for some community engagement activity.

The residents were clearly seeking reassurance that the contractors would take all necessary steps to minimise any impact on the surrounding area and that the issues above had been given due consideration.

The conversations were productive and friendly and residents were satisfied with the responses to their questions, which are listed below. Responses given to these questions were consistent with the draft CMP, unless the decision-making on that topic was outside of our jurisdiction, for example, on reallocation of pay and display parking spaces. Where this was the case, the role of the local authority in decision-making was explained.

**See Appendix I – Resident consultation and feedback tables for full details of questions raised and responses provided at the meeting on 15<sup>th</sup> October 2015.**

### **Engagement with the GOSH community**

As a result of engagement with residents and other stakeholders the Trust has taken a number of actions to reduce the number of patient families parking on nearby streets.

For example:

- Instructions on patient appointment letters and on the ‘travelling to GOSH’ section of our website were updated in July 2015 to advise that availability of parking on Guilford Street would be restricted during the demolition and construction of the Centre use of public transport (or local car parks where this is not possible).
- Establishing a working group to agree equitable criteria to reduce the number of yellow permits that are issued by main reception. These changes will be in place for the start of the basement box construction phase and impact reviewed quarterly.

GOSH ran a behaviour change campaign in partnership with Camden in 2015, which aimed to increase the number of patient families and staff using public transport to access the site and reduce engine idling by parked vehicles. Interventions were as follows:

- Walking maps have been printed and distributed across the hospital and are available as downloads on the Trust’s website. These have been designed using patients drawings. There are two versions: North (taking in Kings Cross, St. Pancras, Euston and Russell Square stations) and South (taking in Waterloo, Charing Cross and Holborn stations). The maps are designed to inspire walking and to show the interesting and fun things that are in the community.
- An animation on our website (at [gosh.nhs.uk/parents-and-visitors/travelling-gosh](http://gosh.nhs.uk/parents-and-visitors/travelling-gosh)) and played in the hospital waiting areas explains why air pollution is damaging for our patients and what people can do to improve local air quality. The video was created with the help of patients on Badger and Puffin (respiratory) wards and includes patients’ voices.
- Printed and online travel information for patients and families has been reviewed and re-drafted to include key messages and information on the no-idling zone, availability of low-emission taxis, etc. The focus of the information is on walking and public transport.
- Installing ‘No Idling Zone’ and ‘Switch-off’ street signs along Great Ormond Street
- Hosting a stand at the Bloomsbury Festival (25 October 2015) with messages on the ZRC project to engage the local community in discussions.

Impact data from surveys undertaken with 150 patients in February 2015 and repeated in February 2016 indicates:

- A 5 per cent reduction in the percentage of patient families using their car to travel to GOSH
- An increase in the percentage of patient families choosing sustainable transport to travel to GOSH from a train station – with walking up by 8 per cent, public transport use up 9 per cent, and taxi use down by 15 per cent.

This work has been picked up by the traffic management working group which will be implementing further changes to ensure that traffic to the GOSH site is co-ordinated and further reduced. Activities agreed by this group and in progress include:

- Running a new patient/family communications campaign with ‘countdown’ messaging indicating the impact of the development on parking availability on Guilford Street, discouraging arrivals to site by private car or taxi and providing information on pedestrian safety.
- ‘Block booking’ a minimum of 15 spaces in local car park(s) to replace ‘free at the point of use’ single line car parking spaces that will be suspended as a result of the Zayed Centre construction. These will be allocated on the basis of need (i.e. for families with very sick children) and their use will be reviewed regularly.

### **How community feedback was taken into account for draft 2**

This latest version of the CMP was adjusted and further engagement has taken place to ensure that local authority and community feedback is incorporated during the full life of the project.

Key changes to the second draft of the CMP made in response to stakeholder feedback include:

- The proposal to employ a traffic marshall dedicated to supporting vehicles navigating to site from the turning into Guilford Street from Gray’s Inn Road
- Moving the hoarding line back off the carriageway in Millman Mews
- Activity 2 hours on and 2 hours off during noisy works
- Changes to the hoarding arrangement on the western pavement of Millman Street to prevent the requirement to suspend parking bays. Erith have reassessed logistics and the pavement will need to be reduced to 1 metre from the curb edge in order to enable the parking bays to remain unchanged and useable.
- A working group lead by the GOSH Redevelopment Directorate has been established to minimise the impact of parking and deliveries on local roads. This group is currently developing equitable criteria to reduce the number of yellow permits that are issued by main reception, so that these changes will be in place for the start of the basement box construction phase. The group will also manage and drive forward ongoing work to streamline deliveries and minimise the impacts of deliveries on the local road network.

### **Consultation on CMP draft 2**

A second consultation drop-in meeting took place on 4 February 2016 it was promoted widely in the same way as the consultation event on 26 October 2015. A full presentation was made at this event to reintroduce Erith and explain in detail the basement phase of works. The meeting was well attended and minutes are included at appendix I.

A follow-up meeting with colleagues at the London Borough of Camden was held on 5<sup>th</sup> February 2016. Attendees included Representatives from Camden’s Lighting, Highways and Licencing teams. This meeting was very productive.

In addition, GOSH Redevelopment together with Erith’s project lead and community engagement lead conducted a site perimeter walk-around on 1 February 2016 to view and discuss traffic impacts of the CMP with local businesses and organisations, also ensuring information and

invitations to the consultation meeting on 4<sup>th</sup> February 2016 had been received and reason for the consultation was understood.

### **Ongoing consultation and engagement activity**

GOSH, G&T and Erith are planning an ongoing programme of activity to engage and inform local residents, businesses and organisations which includes:

- Sharing details of the latest version of the Construction Management Plan with residents via the GOSH Redevelopment Residents' Liaison Group and providing project updates at each meeting. At the suggestion of officers, local residents and businesses will be specifically engaged with on road layout/parking suspension implications related to the temporary crossing
- Distributing monthly newsletters and regular notifications to local addresses and in high visibility locations around the site such as the entrances to Millman Mews and Long Yard and the noticeboard in the local supermarket
- Regular community walk-arounds to introduce Erith to key stakeholders adjacent to the site including the housing association office on Millman Street, Coram Fields and adjacent businesses
- A meeting with the St George the Martyr Primary School to discuss construction impacts, an educational project and decoration of the hoardings.
- An invitation to local schools for possible educational site visits for pupils
- Staging of a Changing places Cycle Safety event prior to increased haulage activities in partnership with Camden cycle safe groups, CLOCS and local police. (To be arranged)
- A viewing window will be placed within the hoarding along Guilford Place as requested by residents during recent liaison meetings.

## **2. Construction Working Group**

Please provide details of community liaison proposals including any Construction Working Group that will be set up, addressing the concerns of the community affected by the works, the way in which the contact details of the person responsible for community liaison will be advertised to the local community, and how the community will be updated on the upcoming works i.e. in the form of a newsletter/letter drop, or weekly drop in sessions for residents.

### **General communication and newsletters**

Community liaison will be set up between Cherrie O'Kane (Erith) and Louisa Desborough (GOSH), as will the means for communication. It is envisaged that regular liaison sessions will be held as the works proceed together with the distribution of newsletters and displayed on site notice boards, between local stakeholders, client, contractors and councillors.

Current liaison groups carried out by GOSH will be maintained, encouraged and receive full backing from the Erith Project management team.

Erith, based on agreement with GOSH will:

- Check verification, distribution lists and contribute to monthly newsletters to all residents which will provide updates on works carried out during the period and look ahead on the future works.
- Throughout the basement phase of the project – Erith’s site management team will conduct reviews of the local area businesses, residences and retail areas that are thought to be most impacted by the specific works and engage with these parties and provide regular updates.
- All arising queries, concerns, complaints and praise raised by effected neighbouring parties and businesses will be recorded and analysed in order to learn from and promote good practices.
- Erith will work with Great Ormond Street Hospital NHS Foundation Trust to provide information outlining project progress information and projections for future and upcoming works. This information may be sent electronically by email or by phone calls. The Project management team will inform the key receptors via various means.

### **Communication of any disruption due to unplanned work prior to activity.**

As required, the site management may supplement the regular issuing of newsletters by sending occasional e-mail shots, which will consist of informal short emails containing pertinent information regarding works that may be planned to take place, such as special deliveries, changes in working practices or simply to keep people informed of progress. We will aim to ensure that information is supplied at no greater interval than fortnightly. Relevant site team contacts and liaison details shall be included on all newsletters and e-mail shots.

GOSH Redevelopment has an email database of local residents and businesses which has been developed from the public consultation and ongoing residents’ liaison. This form of communication is supplemented by hand delivery of leaflets, posters, flyers as appropriate to the impact of the notifications on local people.

### **On site communication:**

- 24 hour hotline for queries / enquiries / complaints.
- Contact numbers to be displayed on hoarding.
- Site notice boards to include key contact details of Erith’s project team for direct communication and to detail any unplanned works in advance.
- Immediate complaints resolution procedure and follow up.
- Erith’s website address displayed on hoarding and available to all members of the public
- Commitment to using local suppliers and local employment
- Support of community initiatives / activity

### **Complaints procedures and follow up:**

Any complaints received will be given the utmost priority. Erith’s complaints procedures are shown in our complaint methodology flowchart which is included as part of the initial induction and will be posted on site information boards.

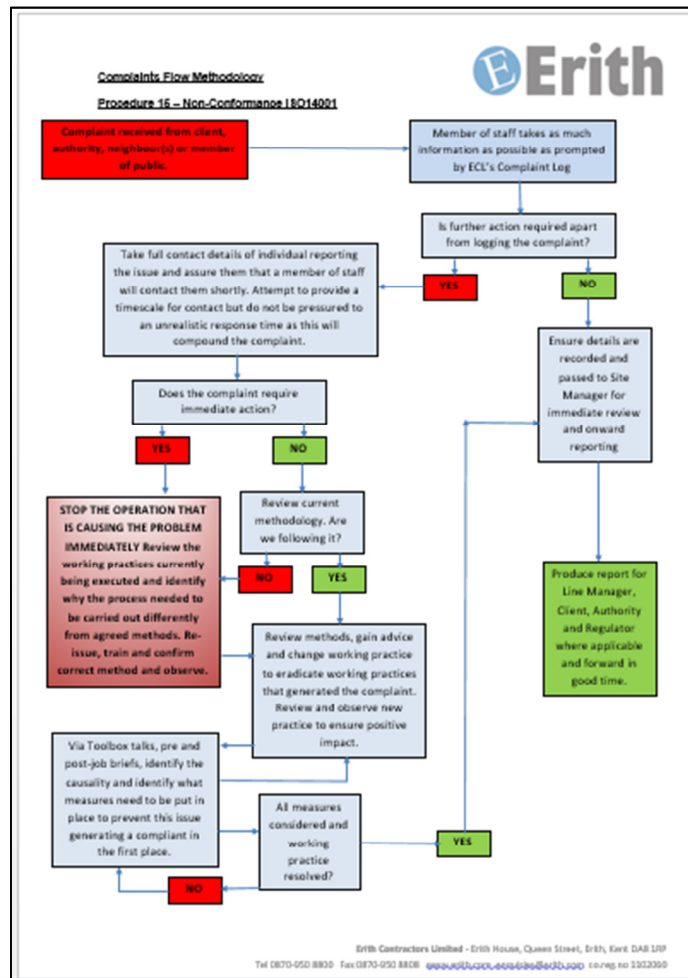


Figure 10 (Complaints methodology flowchart)  
 (View full size in Appendix M)

### 3. Schemes

Please provide details of any schemes such as the ‘Considerate Constructors Scheme’, such details should form part of the consultation and be notified to the Council. Contractors will also be required to follow the [“Guide for Contractors Working in Camden”](#) also referred to as [“Camden’s Considerate Contractors Manual”](#).

All Erith sites are currently instructed to register with the Considerate Constructors Scheme during the start-up period. Therefore, 20 Guilford Street will be registered and the registration number communicated to Camden when received. Our target will be to achieve the Silver award as a minimum (Gold, where possible).

Erith recently achieved a Gold FORS accreditation for the 3<sup>rd</sup> year running (Registration number 000392). All subcontractors are required to participate in the Freight Operators Recognition Scheme. For several years this requirement has formed part of all our subcontract negotiations and is seen as a minimum contractual requirements.

Erith are also a participant member of CLOCS and the Crane Safe Campaign. A 2<sup>nd</sup> Cycle safe event will be held during the basement phase of works. (One having previously being held during the Demolition phase). 3 members of Erith’s Management team attended the newly developed work



related road risk course – delivered by the Camden CLOCS team in conjunction with TFL on 7/12/15.

Erith will also follow the “[Guide for Contractors Working in Camden](#)” also referred to as “[Camden’s Considerate Contractors Manual](#)”.

### Activities with Risks to the Environment

A project-specific Environmental Management Plan (EMP) will be developed by our HSEQ team and will set out guidelines for dealing with any occurrences that could impact on the environment. It will form part of the Project Management Plan. As such it should be read in conjunction with safe systems of work developed for the project as a whole to ensure that interfaces between quality, health, safety and the environment are adequately managed. Erith’s Incident Response Matrix (see Fig. 10a) will be used should emergency situations arise. All Erith staff have been trained in the correct actions to take when dealing with situations which could arise. All new staff and sub-contractors will also be briefed at first induction.

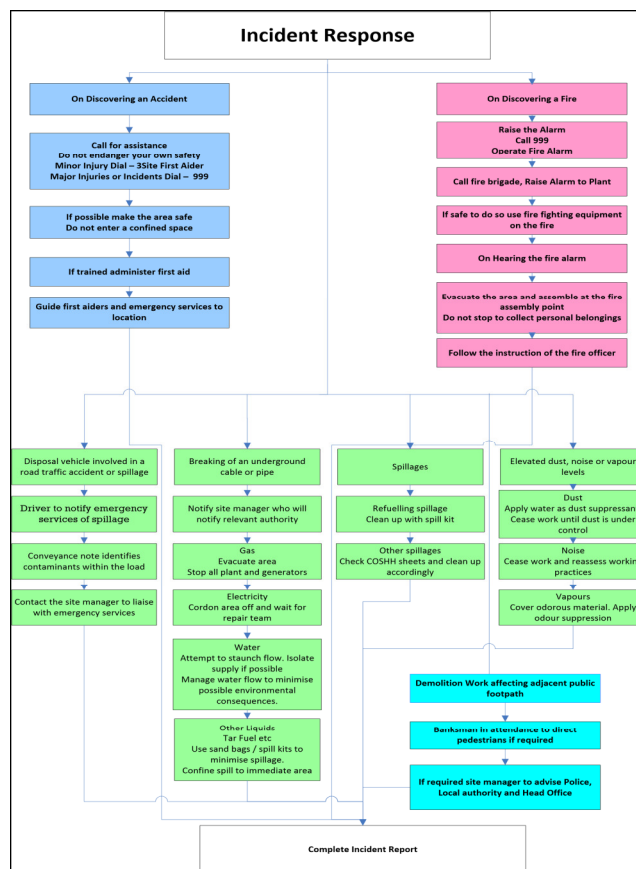


Figure 10a – Incident response matrix (view full size in Appendix M)

## 4. Neighbouring sites

Please provide a plan of existing or anticipated construction sites in the local area and please state how your CMP takes into consideration and mitigates the cumulative impacts of construction in the vicinity of the site. The council can advise on this if necessary.

Ongoing projects in the vicinity of the sites include the works in the GOSH site by Skanska on Guilford St at the corner of the B502 and B504. We will liaise with them regularly to understand our interfaces and mitigate any cumulative impact if that may be the case. The project director will

engage directly via the medium of meetings with Skanska and establish a bi-weekly meeting to review impact of both sites on local area and coordinate as far as practicable. As the development is on behalf of GOSH, resident liaison meetings are held for this project and will be attended by Erith.

Updates on activity and programmes for ongoing refurbishment work at the National Hospital for Neurology and Neurosurgery in Queen Square are reported via the GOSH Redevelopment Residents' Liaison Group. Any issues that might impact the works at 20 Guilford Street will be identified at these meetings and addressed by the Project Manager.

# Transport

This section must be completed in conjunction with your principal contractor. If one is not yet assigned, please leave the relevant sections blank until such time when one has been appointed.

Camden is a CLOCS Champion, and is committed to maximising road safety for Vulnerable Road Users (VRUs) as well as minimising negative environmental impacts created by motorised road traffic. As such, all vehicles and their drivers servicing construction sites within the borough are bound by the conditions laid out in the [CLOCS Standard](#).

This section requires details of the way in which you intend to manage traffic servicing your site, including your road safety obligations with regard to VRU safety. It is your responsibility to ensure that your principal contractor is fully compliant with the terms laid out in the CLOCS Standard. It is your principal contractor's responsibility to ensure that all contractors and sub-contractors attending site are compliant with the terms laid out in the CLOCS Standard.

Checks of the proposed measures will be carried out by the council to ensure compliance. Please refer to the CLOCS Standard when completing this section. Guidance material which details CLOCS requirements can be accessed [here](#), details of the monitoring process are available [here](#).

Please contact [CLOCS@camden.gov.uk](mailto:CLOCS@camden.gov.uk) for further advice or guidance on any aspect of this section.

Please refer to the CLOCS Overview and Monitoring Overview documents which give a breakdown of requirements.

## CLOCS Considerations

### 1. Name of Principal contractor:

Name:	Richard Turner
Address:	Erith House, Queen Street, Erith, DA8 1RP
Email:	<a href="mailto:Richard.turner@erith.com">Richard.turner@erith.com</a>
Phone:	07785 455356

### 2. Please submit the proposed method for checking operational, vehicle and driver compliance with the CLOCS Standard throughout the duration of the contract (please refer to our CLOCS Overview document in the appendix and CLOCS Standard point 3.4.7).

Requirement to abide by the CLOCS Standard will be a pre-requisite for all contractors and suppliers. CLOCS standard will be part of our procurement strategy as set forth in the CLOCS guide Managing Work Related Road Risk in contracts.

Erith's CLOCS champion Craig DeSloan will be responsible for setting up and monitoring the CLOCS standard via the use of the CLOCS manager tool for this site. Craig already works closely with and is well known to Camden's CLOCS.

Audits will be carried out by the CLOCS champion to demonstrate compliance as per the guidelines set in the CLOCS guide managing driver training and licensing (Section 5 specifically) – [Appendix E](#) includes some evidence of CLOCS checking and auditing methods currently carried out at another Erith site in Camden and which will be similarly conducted at the ZCR-GOSH site.

Please also refer to [Appendix B – Traffic Management Plan](#)

3. Please confirm that you as the client/developer and your principal contractor have read and understood the [CLOCS Standard](#) and included it in your contracts. Please sign-up to join the [CLOCS Community](#) to receive up to date information on the standard by expressing an interest online. Please contact [CLOCS@camden.gov.uk](mailto:CLOCS@camden.gov.uk) for further advice or guidance on any aspect of this section.

Erith can confirm that the requirement to abide by the CLOCS Standard is included in all contracts to their contractors and suppliers. Erith will register the site at the site set up stage. (please also refer to Q2 above)

## Site Traffic

Sections below shown in blue directly reference the CLOCS Standard requirements. The CLOCS Standard should be read in conjunction with this section.

4. Traffic routing: “Clients shall ensure that a suitable, risk assessed vehicle route to the site is specified and that the route is communicated to all contractors and drivers. Clients shall make contractors and any other service suppliers aware that they are to use these routes at all times unless unavoidable diversions occur.” (P19, 3.4.5)

Routes should be carefully considered and risk assessed, taking into account the need to avoid where possible any major cycle routes and trip generators such as schools, offices, public buildings, museums etc. Where appropriate, on routes that use high risk junctions (i.e. those that attract high volumes of cycling traffic) installing Trixi mirrors to aid driver visibility should be considered.

Consideration should also be given to weight restrictions, low bridges and cumulative impacts of construction (including neighbouring construction sites) on the public highway network. The route(s) to and from the site should be suitable for the size of vehicles that are to be used.

- a) Please indicate routes on a drawing or diagram showing the public highway network in the vicinity of the site including details of links to the [Transport for London Road Network \(TLRN\)](#).

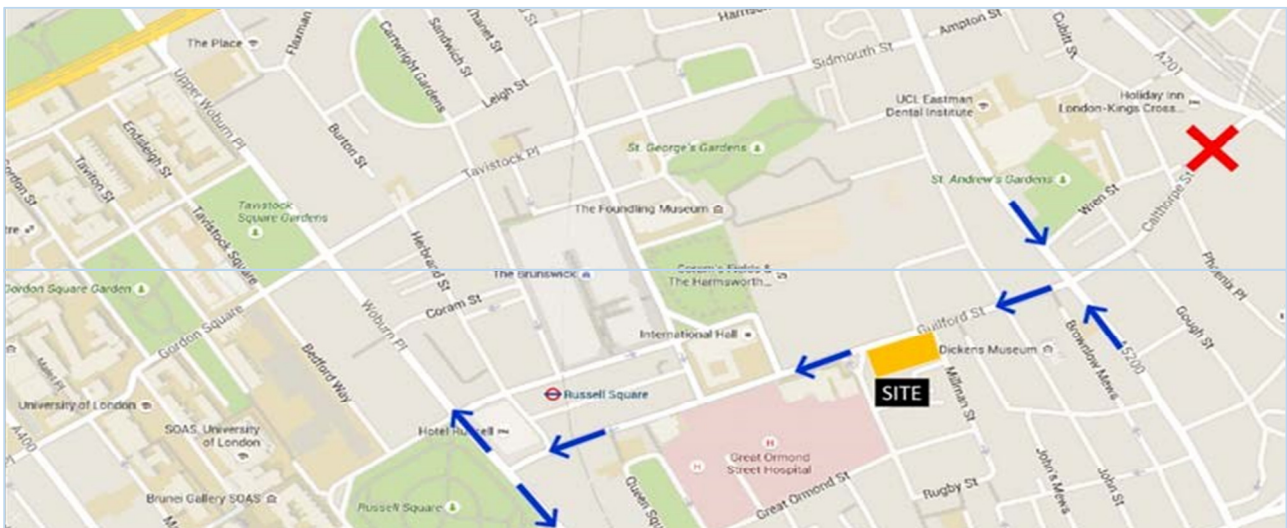


Figure 12

Site deliveries will be on Guilford Street. Lorries will only be able to access the site loading bay from the East, via Gray's Inn Road (A5200). Due to width restriction in Calthorpe Street, delivery trucks cannot access directly from Farringdon Road (A201). (see Fig. 12)

Exit from the site will be west towards Russell Square and Woburn Place.

The area crossed in red indicates route not used for lorry access and egress.

There have been some complaints made by local residents and businesses about construction traffic at the corner of Guilford Street and Gray's Inn Road. Camden Council and GOSH have both engaged with the local residents concerning this particular intersection and at the time of this CMP, solutions are being sought to improve construction traffic in this particular area.

Erith will access Guilford Street from Gray's Inn Road – A Swept Path Analysis is attached in [Appendix N](#).

A traffic Marshal will be present and visible at this junction when Site construction traffic is expected, this was communicated to residents and businesses at the Community Liaison meeting on 4<sup>th</sup> February 2016 and was very well received.

b) Please confirm how contractors, delivery companies and visitors will be made aware of the route (to and from the site) and of any on-site restrictions, prior to undertaking journeys.

#### Pre-Site Mobilisation:

- All companies undertaking deliveries to and from the site will be given, in advance, the logistics plan with designated routes, restrictions and relevant speed limits highlighted as part of contract award.
- Issuance of the Traffic Management Plan with all contractual documents. [Appendix B – Traffic Management Plan](#) for more detail.
- Contractual obligation to abide with both the CMP and Traffic Management Plan.
- Encourage use of public transport by the workforce to minimise any impact on the local area, with regard to parking congestion and carbon footprint.

#### During Site Activities:

- Continuous communication with lorries – keep in a pre-staging area until necessary [See TMP](#).
- Use of trained and competent Traffic Marshalls
- One way traffic is planned for all vehicles as per [Appendix B – Traffic Management Plan](#).
- Good site signage and appropriate hoarding to separate live areas and phased construction operations.
- Continuous liaison with neighbours, advising of works, addressing and reacting.
- Regular traffic management plan review to ensure minimal impact on any existing cycle routes in the area.
- No parking for staff/operatives on site, to minimise parking disruption, congestion and carbon emissions.

5. Control of site traffic, particularly at peak hours: “Clients shall consider other options to plan and control vehicles and reduce peak hour deliveries” (P20, 3.4.6)

Construction vehicle movements are generally acceptable between 9.30am to 4.30pm on weekdays and between 8.00am and 1.00pm on Saturdays). If there is a school in the vicinity of the site or on the proposed access and/or egress routes, then deliveries must be restricted to between 9.30am and 3pm on weekdays during term time. (Refer to the [Guide for Contractors Working in Camden](#)).

- a) During a meeting with the project team and Camden Transport on 17<sup>th</sup> March 2016 it was asked that a short summary be provided of the construction activities that would require vehicle movements between 8am to 4:30pm on weekdays. Please provide:

Construction vehicle movements are generally acceptable between 9.30am to 6.00pm weekdays and 08.00am to 1.00pm on Saturdays except for the periods of the works associated with basement ground removal and concrete works. The basement ground removal works are planned from the start on 20<sup>th</sup> June 2016 to the end of October 2016 and in this period vehicle movements to and from the site will commence at 8.00am. The concrete works are planned between the start of November 2016 to the end of February 2017 and in this period vehicle movements to and from the site will commence at 8.00am on half of the working days in each week.

Some trailers and plant are not allowed on certain roads after 8am. Before deliveries of this nature take place notice will be given to residence of the early delivery and deliveries will adhere to LTMO requirements.

A delivery plan should ensure that deliveries arrive at the correct part of site at the correct time. Instructions explaining such a plan should be sent to all suppliers and contractors. Consideration should be given to the location of any necessary holding areas for large sites with high volumes of traffic. Vehicles must not wait or circulate on the public highway. Whilst deliveries should be given set times to arrive, dwell and depart, no undue time pressures should be placed upon the driver at any time.

- b) Please provide details of the typical sizes of all vehicles and the approximate frequency and times of day when they will need access to the site, for each phase of construction. You should estimate the average daily number of vehicles during each major phase of the work, including their dwell time at the site. High numbers of vehicles per day and/or long dwell times may require vehicle holding procedures.

All vehicles accessing the site will use highway specification roads and therefore will be highway compliant. Hence roads will be suitable for our construction traffic.

Typical size of vehicles:

Concrete trucks – 7m<sup>3</sup>, 4 axle

Steel deliveries – Articulated Truck 10-15m trailer

Spoil removal – 9m<sup>3</sup>, 4 axle

Miscellaneous – Flatbed truck with up to 13m trailer

Other deliveries – 19T non-articulated truck and delivery vans

Frequency of traffic:

Temporary propping and Basement demolition: 3/day – mostly morning deliveries – 1 truck per hour.

Foundations: Sheet piling: - 4/day – mostly morning deliveries – 1 truck per hour.

Excavation to Basement – 2 level: 30/day – 4 trucks per hour – max site dwell time 15 mins

Raft Slab + Crane Erection: - 10/day – mid morning to mid-afternoon delivery – max site dwell time 30 mins.

Basement – 2/-1/GF: 9/day, 3 trucks per hour – mid morning to mid-afternoon delivery. Max site dwell time 20 mins.

Transport will be managed using vehicles equipped with live trackers that allow them to be coordinated by a transport system via GPS and radio. Continuous radio contact is maintained and the load staggering starting from the first on in the morning.

- c) Please provide details of other developments in the local area or on the route.

GOSH Phase 2 project by Skanska to the South of Guilford Street (B504/B502).

Redevelopment of the Brunswick Shopping Centre alongside Brunswick Square.

For coordination details with these 2 schemes, see [Community Liaison Chapter](#)

- d) Please outline the system that is to be used to ensure that the correct vehicle attends the correct part of site at the correct time.

The site will operate a one way system with an access gate on 1 elevation. This, together with the issue of the logistics plan (as detailed in section 4 (b) Pre- start mobilisation) will eliminate the potential for construction traffic attending the wrong part of the site. See [Fig. 11](#)

Fully trained and competent Traffic Marshalls (TM's) will be in attendance at all times to coordinate deliveries. Traffic Marshalls will be instructed to turn away any un-scheduled delivery, with follow-up contact by the logistics manager to the delivery company involved to ensure adherence to contracts.

During concrete placement activities, no more than 3 concrete lorries at a time will be allowed on site due to site constraints and dwelling restriction.

An off-site holding area will operate during peak times if necessary. ([see 5\(d\) below and Fig. 11\(a\)](#))

- e) Please identify the locations of any off-site holding areas (an appropriate location outside the borough may need to be identified, particularly if a large number of delivery vehicles are expected) and any measures that will be taken to ensure the prompt admission of vehicles to site in light of time required for necessary compliance checks. Please refer to question 5 if any parking bay suspensions will be required for the holding area.



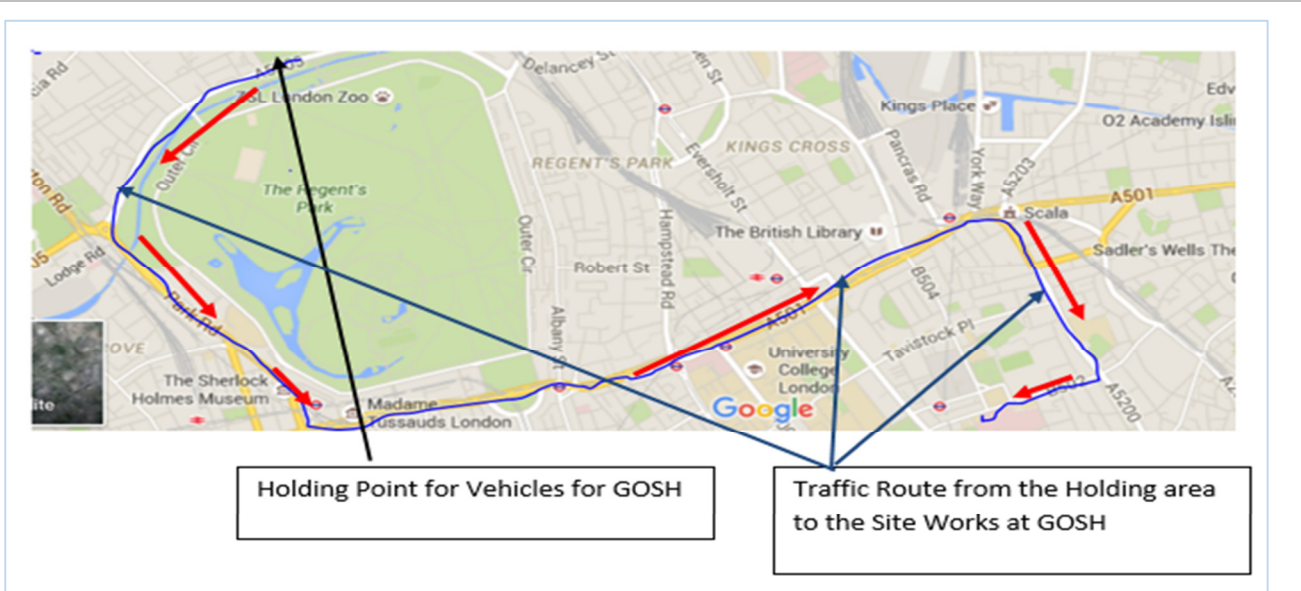


Figure 11a - Off Site location of holding area and subsequent route to site

During peak times, on occasion it may be necessary to utilise an off-site vehicle holding area away from the site. Should this facility be required vehicles will be informed in good time and directed to the holding area which will be located near to Regents Park in advance at time of booking or via radio contact.

This holding area is currently successfully being used in agreement with Camden and incorporated into the CMP for another working Erith site (79 Camden Road). The Works at 79 Camden Road will complete a few weeks prior to the start of the GOSH basement works and will therefore not create any additional congestion to current levels.

The off-site holding area has a capacity to park approximately 18 to 20 Lorries.

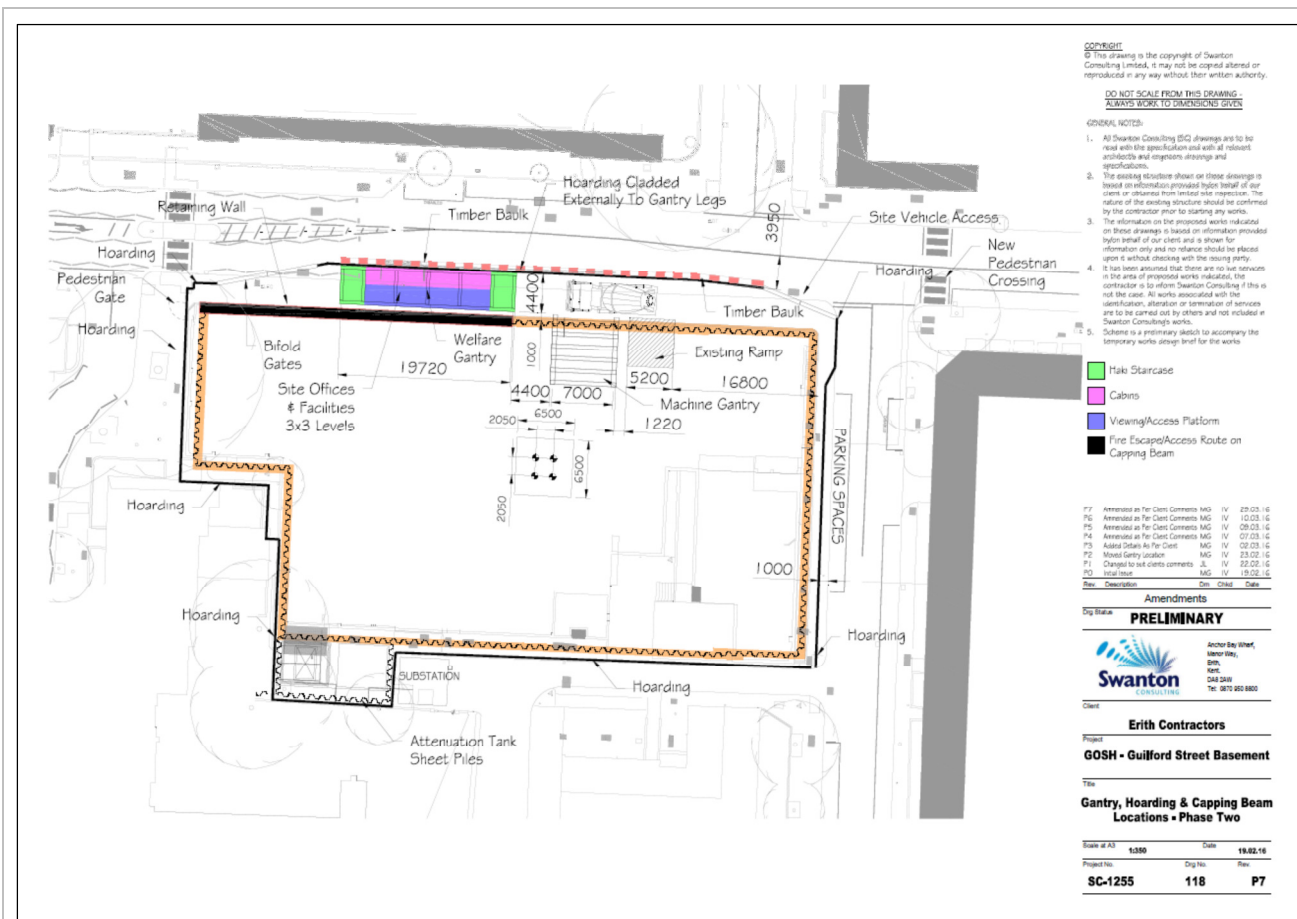


Figure 11b

f) Please provide details of any other measures designed to reduce the impact of associated traffic (such as the use of [Construction material consolidation centres](#))

The following measures are planned to reduce the impact of the associated traffic:

- The Site management team/logistics manager will keep in radio contact and stagger lorries.
- All vehicles will be on live trackers using online software. They will be coordinated by transport systems via GPS & Radio links from Erith's haulage control room.
- All vehicles are fitted with safety equipment. Traffic Marshalls will ensure checks for vehicle and driver compliance are carried out in the vehicle holding area.

Just in time delivery system on site for all planned minor deliveries.

6. Site access and egress: "Clients shall ensure that access to and egress from the site is appropriately managed, clearly marked, understood and clear of obstacles." (P18, 3.4.3)

Vehicles entering and leaving the site should be carefully managed, using gates that are clearly marked and free from obstacles. Traffic Marshalls must ensure the safe passage of pedestrians, cyclists and other traffic when vehicles are entering and leaving site, particularly if reversing.

- a) Please detail the proposed access and egress routes to and from the site.

See Fig. 11(b). There will be no reversing out of site, a one way system will be in operation to access and egress. Traffic Marshals will pay particular attention to pedestrians and cycles especially during peak hours. Please also refer to Appendix B – Traffic Management Plan for more detail.

- b) Please describe how the access and egress arrangements for construction vehicles will be managed.

See Section Community Liaison Chapter parts a) and b)

The site management team will maintain constant 2 way feedback with TM's via pre / post daily briefings and radio contact with the Site office to ensure systems are being maintained in line with stated procedures and protocols. Any lapses will be quickly identified and rectified.

- b) Please provide swept path drawings for any tight manoeuvres on vehicle routes to and from the site including proposed access and egress arrangements at the site boundary (if necessary)

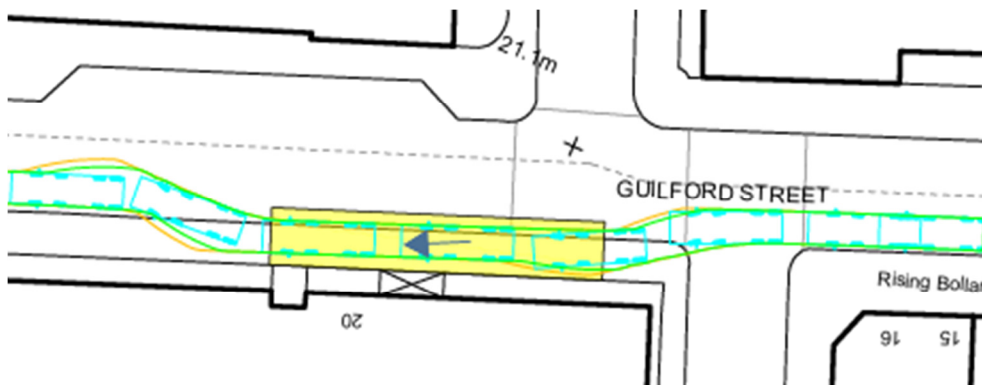


Figure 12 (Swept path shown in pink – Guilford Street)

Please see swept path analysis in Appendix N which takes account of both articulated and standard lorries.

- d) Provisions of wheel washing facilities should be considered if necessary. If so, please provide details of how this will be managed and any run off controlled.

A wheel wash unit will be facilitated on site whilst a hard standing area is available (on the existing slab). When this is no longer available due to removal of the slab, a jet wash will be used to clean vehicles prior to leaving site offloading area off Guilford Street. At this stage vehicle movements will be minimal as the majority of vehicles will drive in from the main road onto the section of the road closure and be loaded within the closed section of road. The loading area will be kept clean by jet washing.

7. Vehicle loading and unloading: "Clients shall ensure that vehicles are loaded and unloaded on-site as far as is practicable." (P19, 3.4.4).

If this is not possible, Traffic Marshalls must ensure the safe passage of pedestrians, cyclists and motor traffic in the street when vehicles are being loaded or unloaded. Please provide details of the parking and loading arrangements for construction vehicles with regard to

servicing and deliveries associated with the site (e.g. delivery of materials and plant, removal of excavated material).

This is required as a scaled site plan, showing all points of access and where materials, skips and plant will be stored, and how vehicles will access and egress the site. If loading is to take place off site, please identify where this is due to take place and outline the measures you will take to ensure that loading/unloading is carried out safely. Please outline in question 8 if any parking bay suspensions will be required.

## Highway interventions

### Parking bay suspensions and temporary traffic management orders

Please note that a parking bay suspension should only be requested where absolutely necessary. Parking bay suspensions are permitted for a maximum of 6 months, suspensions whose duration exceeds 6 months must apply for a Temporary Traffic Order (TTO). For parking bay suspensions of one year or longer, a Traffic Management Order (TMO) must be applied for.

Please provide details of any proposed parking bay suspensions and temporary traffic management orders which would be required to facilitate construction.

It is envisaged that no loss of parking will be required on Millman Street as we have now assessed the site logistics and believe we can manage the works keeping these parking bays open. We will, however, have to reduce the width of the footpath on Millman Street to 1m as the site hoarding will need to be relocated for working space. This will allow sufficient space for vehicle owners to access their vehicles safely.

As the new assessment no longer requires a reduction in size of the access road in Millman Mews and no construction traffic will be accessing either Millman street or Millman Mews, essential local waste collections, emergency access, local traffic and pedestrians will not be affected. (This news was very well received by residents who attended the liaison meeting on 4<sup>th</sup> February 2016)

On Guilford Street, immediate to the site's north elevation, 12 parking bays including the motorbike parking bays will be suspended for the duration of works. It is intended that a gantry to house the site offices and welfare will be erected once CMP and relevant licences and permissions are issued. (see also Q11 (a)- temporary pedestrian crossing)

At the present time, GOSH are reviewing their own parking permit system with a view to re-evaluating the number of permits that they issue. (This re-evaluation is not directly linked to any construction site activities/decisions).

### 8. Scaled drawings of highway works

Please note that use of the public highway for storage, site accommodation or welfare facilities is at the discretion of the Council and is generally not permitted. If you propose such use you must supply full justification, setting out why it is impossible to allocate space on-site. You must submit a detailed (to-scale) plan showing the impact on the public highway that includes the extent of any hoarding, pedestrian routes, parking bay suspensions and remaining road width for vehicle movements. We prefer not to close footways but if this is unavoidable, you should submit a scaled plan of the proposed diversion route showing key dimensions.

Application for a TTRO for the closure of the south side of the westbound carriageway on Guilford Street next to the North elevation of the site has been discussed with Camden and submitted.

We have carried out an onsite survey and can maintain a 3.5m westbound running lane which also includes an additional 5.4m exclusion zone from the existing centreline of Guilford Street to the proposed location of the site hoarding as a safety zone. This will also have the effect of increasing the proposed width of the westbound carriageway to Guilford Street to 3.5m which will protect the most vulnerable road users. (Cyclists).

It is not envisaged that any areas outside the line of the site hoarding will be required any highway works or for storage.

a) Please provide accurate scaled drawings of any highway works necessary to enable construction to take place (e.g. construction of temporary vehicular accesses).

Erith have no planned highway works outside of the hoarding line. Removal of the 3 lighting columns and the new temporary pedestrian crossing on Guilford Street will be carried out by Camden's Highways team.

b) Please provide details of all safety signage, barriers and accessibility measures such as ramps and lighting etc.

[Refer to Appendix B – Traffic Management Plan](#). In addition, please note that lighting will be provided as follows:

- External Hoarding – Red highway lighting will be placed on the traffic side of the hoarding at 3m intervals.
- To the Gantry – White lighting will be placed to the soffit of the Gantry at 3m intervals.

## 9. Diversions

Where applicable, please supply details of any diversion, disruption or other anticipated use of the public highway during the construction period (alternatively a plan may be submitted).

Diversions will only be necessary during Gantry erection, Site office erection and Crane delivery. These will all be subject to advance orders which will be sought and notice given to all relevant parties via agreed streaming as detailed in the Community Liaison section of this document. The duration of each delivery/erection will not exceed 2 days without prior agreement with Camden.

## 10. VRU and pedestrian diversions, scaffolding and hoarding

Pedestrians and/or cyclist safety must be maintained if diversions are put in place. Vulnerable footway users should also be considered, these include wheelchair users, the elderly, those with walking difficulties, young children, those with prams, the blind and partially sighted. Appropriate ramping must be used if cables, hoses, etc. are run across the footway.

Any work above ground floor level may require a covered walkway adjacent to the site. A licence must be obtained for scaffolding and gantries. The adjoining public highway must be kept clean and free from obstructions. Lighting and signage should be used on temporary structures/skips/hoardings, etc.

A secure hoarding will generally be required to the site boundary with a lockable access

Site offices will be placed on the gantry over Guilford Street: However, this is within the realigned site boundary hoarding line. (Shown in blue on the right hand side of the proposed gantry). See [Figure 15](#) and [Figure 16](#)

The site hoarding will, after review approval and issue of a licence from Camden, fully enclose the south side of Guilford Street.

The reallocation of site hoarding onto an area controlled by Camden will be subject to application review and issuance of a licence from Camden.

The site access gates will be secured by use of Digi locks.

- a) Please provide details describing how pedestrian and cyclist safety will be maintained, including any proposed alternative routes (if necessary), and any Traffic Marshall arrangements.

Existing timber Hoardings, 2.4 m high, will be modified along Guilford Street and Millman Street. This will allow for full enclosure of the site and segregation from both pedestrian and vehicular traffic.

Pedestrians will be diverted away from the boundary of the site by the closure of the footpath and parking bay suspension along the north elevation of the site in Guilford Street.

Trained and competent banksman will ensure that all vehicles entering and leaving site are doing so under a controlled environment and that right of way will be given to non-construction traffic (especially cyclists).

Erith have coordinated with Camden and verbally agreed on the installation of a new temporary footpath crossing to ensure a suitable pedestrian diversion is placed to the north east side of the project across Guilford Street Relevant paperwork has already been submitted and charges agreed for these works.

A structures licence will be submitted to install a Gantry on the south side of Guilford Street. A detailed proposal for the Gantry will be provided for Camden to review and approve. We will apply for a TTRO to close the westbound side of Guilford Street leaving a 3.5m westbound running lane. See [Fig. 16](#)

- b) Please provide details of any temporary structures which would overhang the public highway (e.g. scaffolding, gantries, cranes etc.) and details of hoarding requirements or any other occupation of the public highway.

The gantry will not overhang the public highway. The south pavement of Guilford Street will need to be closed. A temporary pedestrian crossing will be placed to the North / East of the site. Pedestrian diversion routes will be clearly signposted, through existing and planned pedestrian crossings to the footpath on the other side of each road. See [Figure 3](#)

In order to facilitate the new temporary pedestrian crossing some parking bays will need to be suspended for the duration of works. Erith have had discussion with Camden Highways Dept. regarding this and as part of the licencing agreement, Camden will decide the exact location and number of parking bays affected. [Figure 15\(a\)](#)

Erith employ fully trained, competent Traffic Marshals who have specific experience with cyclists. Details of all accessibility measures and controls are given in the [Appendix B – Traffic Management Plan](#)



15 (a) location of proposed new temporary pedestrian crossing

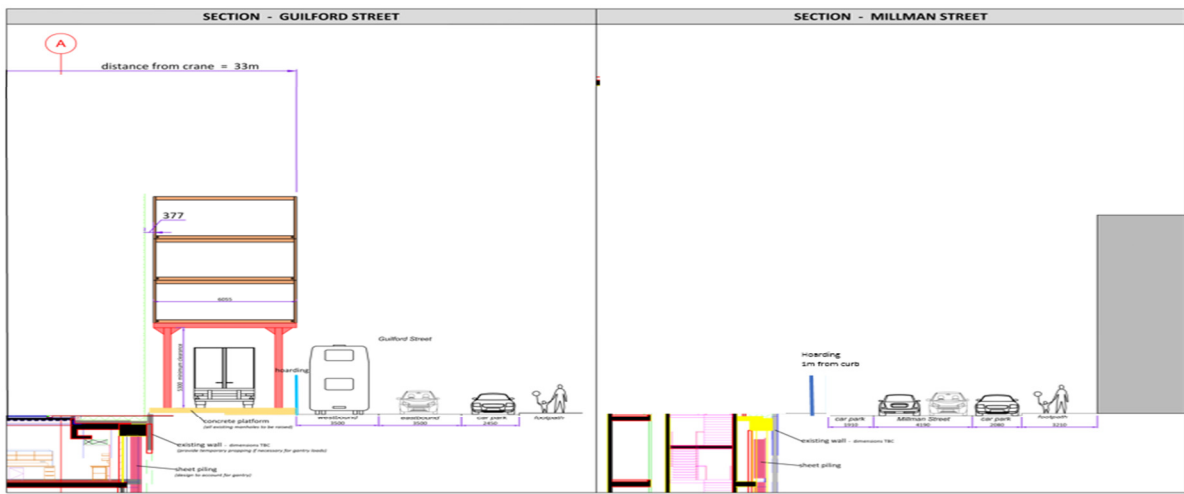


Figure 16 - No oversailing with load will be allowed over public areas.

# Environment

To answer these sections please refer to the relevant sections of Camden's Minimum Requirements for Building Construction ([CMRBC](#)).

1. Please list all [noisy operations](#) and the construction method used, and provide details of the times that each of these are to be carried out.

General site operating hours are 08:00-18:00hrs weekdays and 08:00-13:00hrs on Saturday.  
Noisy works shall be conducted on a 2 hours on and 2 hours off basis.

## Sheet piling and temporary propping:

Saw cutting of existing basement slab to be carried out using walk behind concrete saw. Saw cutting will not be a continuous operation as regular adjustment will be required around temporary supports. Specification of the machine will take into consideration noise emission and be carried out on a 2 hours on and 2 hours off basis.

Sheet piling will be carried out using a silent piler which will push piles into the ground instead of the more noisy percussive and vibratory rigs

## Demolition of the existing slab:

Erith will operate a 2hours on/2 hours off system during which breakers will be used for a 2 hour window only. As far as practically applicable we will use small excavator mounted percussive equipment to break through the basement slab and then crushing type demolition attachments to remove bulk of the demolished material onto waiting lorries.

All hard materials will be transferred off site and crushed for reuse, removing the need for onsite noisy crushing operations.

## Excavation:

Excavation will be undertaken by a combination of small size excavator located at the bottom of the excavation, digging out material and pushing it towards a larger machine for loading onto awaiting Lorries.

Soil is both made ground and clay, thus machines located at the bottom of the excavation will be tracking on soft ground, and hence noise emission from tracking will be limited. The larger "loader" excavator will be static (limiting track noise as well).

Main source of noise will be limited to equipment itself and thus will be within the legal limits of the PUWER regulation.

## Concrete works:

The main source of noise will be during concrete compaction and concrete pump.

Concrete lorries will be located within the site hoarding and concrete placed using a static pump. Concrete lorries have the potential to be the largest noise emitter as they are required to maintain an idling speed for their concrete drum. However, this noise will not be continuous and will be monitored by the site team. Further details about noise produced and noise limits are attached in [Appendix J](#)



2. Please confirm when the most recent noise survey was carried out (before any works were carried out) and provide a copy. If a noise survey has not taken place please indicate the date (before any works are being carried out) that the noise survey will be taking place, and agree to provide a copy.

Noise survey is attached to this document in [Appendix H – Noise Survey](#), see also [Appendix J - Noise](#)

We will target in our site to comply with BS5228:2009 Part 1 and 2. This standard establishes that noise levels should not exceed 75dB vibration levels at site boundary will remain below limits and site activities will be restricted on a regular basis to ensure that this is achieved.

3. Please provide predictions for [noise](#) and vibration levels throughout the proposed works.

The noise limit will be set at 75db of the site boundary (reduced by 3db o Saturday working).

Even though BS5228: 2009 specifies an allowable level of 15mm/s for vibration for cosmetic damage, we are confident that we will exceed no greater than 3mm/s and we will endeavour keep any vibrations under a self-imposed maximum of 2mm/s at the site boundary. We will address site operations immediately if vibrations are monitored above 2mm/s prior to the activity continuing. Noise levels will be as per [Appendix J](#).

4. Please provide details describing mitigation measures to be incorporated during the construction/[demolition](#) works to prevent noise and vibration disturbances from the activities on the site, including the actions to be taken in cases where these exceed the predicted levels.

The construction methodologies have been selected also with a view to minimise of vibration and noise. We will therefore not use hammered piles, instead we will use hydraulically pressed piles. These operations are less noisy and cause virtually no vibration. ([see Appendix J](#))

Activities that will generate vibration will be risk assessed on a weekly basis and on a look ahead programme, with respect to the nearest receptors and the works will be managed accordingly, so that we still achieve the lower than 3mm/s that we predict we can achieve.

The monitoring plan includes actions to be taken in case vibration reaches the trigger levels. At amber trigger levels the works will continue with less intensity thereby reducing vibration and noise. In the unlikely event that red trigger level is reached the works will be stopped and methodology reviewed to reduce noise and vibration impact.

Where predicted levels are exceeded we shall look to see how many items of plant were working with a view to reducing active machines or to change working activities or techniques

5. Please provide evidence that staff have been trained on BS 5228:2009

All Erith site management staff are SMSTS trained which includes training in BS5228:2009 ([evidence provided in Appendix F](#))

Briefing of the key points of BS 5228:2009 also forms part of the following:

- Initial site induction
- Briefings of specific RAMS for the works

6. Please provide details on how dust nuisance arising from dusty activities, on site, will be prevented.

Dust concerns/issues to be mitigated by:

- Good site management and housekeeping
- Wheel wash and/or jet wash facility for all vehicles exiting site.
- All lorries loaded with excavated materials to be sheeted prior to exiting site.
- Provision of water supplies to onsite loading areas for dust suppression.
- Regular sweep of local road by dedicated road sweeping/cleaning vehicle
- Closed skips for recycled materials
- Real time dust monitoring and recording will be in place for the duration of the works
- Information & training will be given to all operatives undertaking potential dusty works.
- The possibility of using a dust buster mister may be used, this will be considered during the break out and excavation works.

7. Please provide details describing how any significant amounts of dirt or dust that may be spread onto the public highway will be prevented and/or cleaned.

Construction Vehicles – Wheel Cleaning:

- During the main excavation and civil works phase of the works, all vehicles movements including access, egress, loading and unloading will be on hard standing road surface within the site hoarding.
- At all times during the above stages, a jet washing facility, within the hoarding area will be used. The water will be collected and placed through a silt buster prior to discharge into the local sewers under a discharge licence. If appropriate, the waste water will be recycled for further vehicle cleaning via a settlement tank.
- A road sweeping/cleaning vehicle will be available as required to clean surrounding roads of any mud / dust that may escape onsite cleaning by construction vehicles.

Dust:

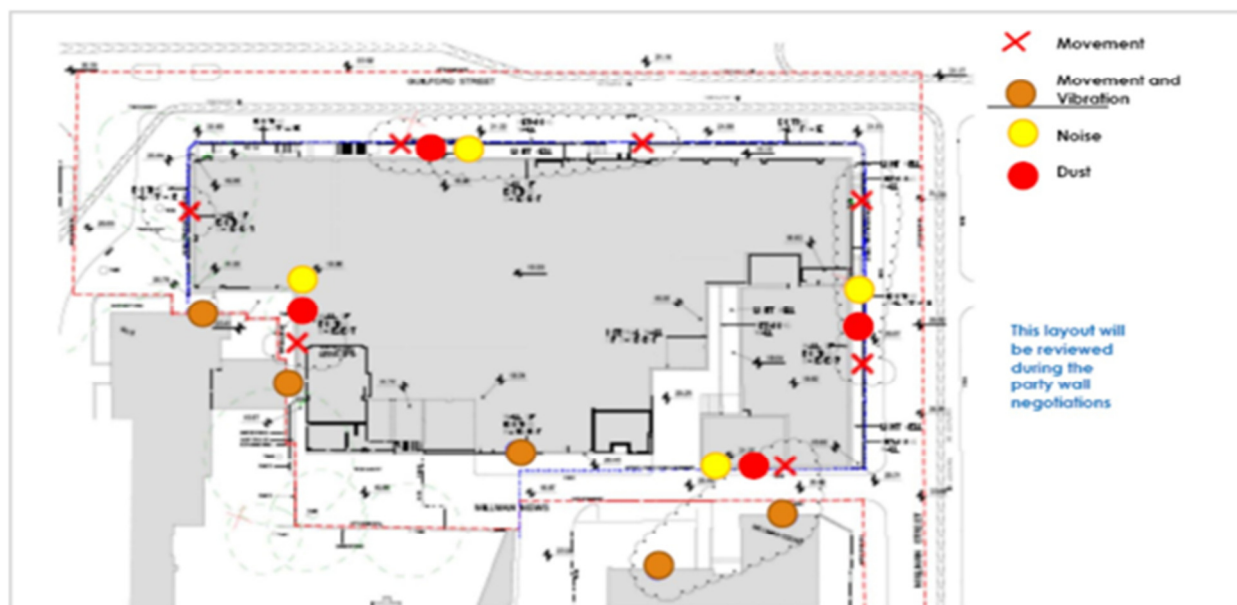
- During basement demolition and construction, dust suppression will be carried out utilizing numerous techniques as described within 'The control of dust and emissions during construction and demolition-Draft supplementary' planning guidance
- To limit the requirements for damping down during the basement dig and Construction phase, Erith, where possible will use techniques which limit the level of dust produced, and a spray dust buster may be implemented to capture dust particles.
- All delivery vehicles and waste transport vehicles containing loose aggregates etc. will be sheeted.

Summary Risk Evaluation Table			
Development Stage	Effects from Dust Soiling	Effects on health Resulting From PM10/Pm2	Effects On Natural Environment
Demolition	Medium Risk Site	Medium Risk Site	Medium Risk Site
Earthworks	Medium Risk Site	Medium Risk Site	Medium Risk Site
Construction	Medium Risk Site	Medium Risk Site	Medium Risk Site
<u>Trackout</u>	Medium Risk Site	Medium Risk Site	Medium Risk Site

Specifications about environmental monitoring devices to be installed are included in [Appendix K – Environmental monitoring specifications](#)

- Please provide details describing arrangements for monitoring of [noise](#), vibration and dust levels.

Real time noise, dust and vibration monitoring will be carried out. The locations of this monitoring is shown in [Fig. 17](#)



Specifications about environmental monitoring devices to be installed are included in [Appendix K – Environmental monitoring specifications](#)

Figure 17

9. Please confirm that a [Risk Assessment](#) has been undertaken at planning application stage in line with the [GLA's Control of Dust](#) and Emissions Supplementary Planning Guidance (SPG), and the risk level that has been identified, with evidence. Please attach the risk assessment as an appendix if not completed at the planning application stage.

This is confirmed – please refer to [Appendix G – Air Quality and Dust Risk Assessment](#).

10. Please confirm that all of the GLA's 'highly recommended' measures from the [SPG](#) document relative to the level of risk identified in question 9 have been addressed by completing the [GLA mitigation measures checklist](#) Please attach this as an appendix.

This is confirmed – please refer to [Appendix G – Air Quality and Dust Risk Assessment](#).

11. If the site is a High Risk Site, 4 real time dust monitors will be required, as detailed in the [SPG](#). Please confirm the location, number and specification of the monitors in line with the SPG and confirm that these will be installed 3 months prior to the commencement of works, and that real time data and quarterly reports will be provided to the Council detailing any exceedances of the threshold and measures that were implemented to address these.

Real time dust monitors will be in place prior to commencement of the Basement Phase of works as shown in [Fig. 17](#). Quarterly reports will be provided, or as requested to the Council and measures implemented to address exceedances of threshold levels if exceeded.

- 12 Please provide details about how rodents, including [rats](#), will be prevented from spreading out from the site. You are required to provide information about site inspections carried out and present copies of receipts (if work undertaken).

Erith will use a specialist (Rentokil) to review all the work phases and to carry out a detailed site survey one month before re-possession of the site, (Erith undertook site inspections during the demolition phase). Rentokil will develop a plan to control any evidence of pests on site including rats and cockroaches during the basement phase of works. This plan will be maintained, regularly updated and sent to Camden for information.

12. Please confirm when an asbestos survey was carried out at the site and include the key findings.

Existing Building

Any identified Asbestos containing materials were removed during the Phase 1 Demolition works.

13. Complaints often arise from the conduct of builders in an area. Please confirm steps being taken to minimise this e.g. provision of suitable smoking area, tackling bad language and unnecessary shouting

- Site set up to include covered smoking areas away from any neighbouring properties and within the hoarding.
- Matters addressing conduct is part of the induction. Erith also employs a Conduct Manager who will regularly visit the site and deliver periodical behavioural talks to all staff which includes disciplinary procedures and consequences. Conduct also forms part of the site rules.
- Operatives will additionally be reminded that they are representing GOSH and the highest standard of professionalism will be required.
- Immediate complaints resolution procedure and follow up.
- Whilst staff and operatives will be encouraged to use local area facilities (shops & restaurants) we have a policy that PPE is not to be worn off site during breaks or when travelling to/from site.

# Agreement

The agreed contents of this Construction Management Plan must be complied with unless otherwise agreed in writing by the Council. This may require the CMP to be revised by the Developer and reapproved by the Council. The project manager shall work with the Council to review this Construction Management Plan if problems arise in relation to the construction of the development. Any future revised plan must be approved by the Council in writing and complied with thereafter.

It should be noted that any agreed Construction Management Plan does not prejudice further agreements that may be required such as road closures or hoarding licences.

Signed: .....

Date: .....  
30/3/16.

Print Name: .....  
RICHARD TURNER

Position: .....  
OPERATIONS DIRECTOR

Please submit to: [planningobligations@camden.gov.uk](mailto:planningobligations@camden.gov.uk)

End of form.