

# **Construction Management Plan**

## **King's Cross South Extension**

Zone A, Goods Way, King's Cross Central, London N1C 4UR

**Planning Reference:**

## Revision Control

DATE	ISSUE NUMBER	CHANGES	COMMENTS

This version: June 2016

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A	LOCATION OF WORKS PLAN
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C	RISK ASSESSMENT

## 1. Location of Works

The works are located at Zone A, Goods Way, King's Cross Central, London N1C 4UR – please see P-SE-KX-16-001 – Location Plan.

## 2. Extent of the Works

This document covers the following activities:

- Installation of temporary site equipment to facilitate the running of the temporary theatre venues
- Installation of temporary event overlay to include:
  - Temporary flooring
  - Erection of marquees
  - Erection of temporary bleacher seating system
  - Temporary water, waste, power and HVAC systems
  - Temporary toilet and sanitation facilities
  - Stage production systems to include lighting, sound and rigging

## 3. Description of the Works

Two temporary theatrical venue are to be constructed for use between September 2016 and October 2017. The 1000 seat and 500 seat structures will create venues that are suitable and appropriate for the theatre going public, whilst working on the premise that all facilities will be completely temporary, and will be removed following the last show to leave no lasting damage or impact on the Location of Works.

Due to the temporary nature of this installation, a number of temporary structures in a variety of styles will be used including the following clearspan tent structures:

- Lazarus Auditorium - 50m wide x 20m long at 8m to the apex of the roof
- Reception - 20m wide x 25m long at 6m to the apex of the roof
- Donmar Auditorium - 20m wide x 25m long at 8m to the apex of the roof

### 3.1. Front of House (public) facilities

It is intended that the public will be welcomed to a venue that is suitable and appropriate for the production of high quality theatrical performances, in facilities which closely replicate, and in some cases exceed those found in existing West End theatre venues.

This includes:

- High quality, comfortable surroundings
- Areas for refreshments including bar, coffee retail and where food items can be purchased and consumed.
- Large numbers of high quality sanitary facilities for males, females and those with accessibility issues
- Heating and cooling systems to maintain comfortable levels within the theatre structure
- A well lit and easily accessible route from public transport locations to the temporary facility
- A seating system which offers comfortable surroundings as well as allowing access for those in wheelchairs or other accessibility difficulties.

### 3.2. Back of House (operational) facilities

As with any entertainment venue, what the public sees and experiences is only a small part of the infrastructure required to deliver and run a venue of this nature. Although temporary in design a number of key features are provided for to allow the safe, efficient and effective running of the venue.

This includes:

- Backstage facilities (dressing rooms, office space and green room facilities) for a cast and crew of over 50 people
- Office and storage accommodation for facilities, management and operations staff
- Plant equipment to provide temporary fresh water, waste water, power, sanitary and other facilities
- Plant equipment to provide a full HVAC system capable of delivering fresh cold or hot air to the auditorium venue
- Sufficient space for the management of waste and recycling operations

In order to provide this facility, a large amount of preparation and management is undertaken to ensure the safe and secure delivery of the venue infrastructure, to make sure it is suitable for the incoming show production teams and audience members.

## 4. Program of Works

### 4.1. Basic Overview

Build Commences:	August 2016
Build Complete:	September 2016
Rehearsals Commence:	September 2016
Venue Opens:	September 2016
Venue Closes:	September 2017
Derig Commences:	September 2017
Site Clear:	Approx October 2017

### 4.2. Detailed Schedule

Further information to follow...

## 5. Existing services

There are no existing services to the Location of Works.

## 6. Temporary Services

### 6.1. Power

A temporary mains power connection is to be arranged with CBRE / Argent LLP from the existing infrastructure which forms part of the King's Cross Central scheme. This will be metered as an independent supply to that of the existing building.

### 6.2. Water

A temporary mains water connection is to be made by site managers Argent LLP / CBRE and connections taken to the toilets, catering and back of house areas. This will be metered as an independent supply to that of the existing building.

These works will be signed off by a suitably qualified water contractor prior to the project water contractor taking control of the connection.

### **6.3. Waste & Foul Water**

A temporary waste and foul water connection is to be made to the existing site infrastructure by Argent LLP / CBRE and individual connections made.

These works will be signed off by a suitably qualified sewerage and drainage contractor prior to the project water contractor taking control of the connection.

### **6.4. Gas**

No mains gas connection is required for the project.

### **6.5. Telecoms**

No mains telecoms connection is required for the project.

## **7. Site Safety**

More detail of the Site Safety Policy, Safety Management Plan and Safe Operating Procedures will be provided as part of the Venue Management Plan that will be made available closer to the time of build.

### **7.1. Briefings**

- All site staff, contractors and visitors will be required to sign in on arrival at the Location of Works, and to receive a site safety briefing.
- All site staff, contractors and visitors will be informed of hazards specific to their role and specific to the day/ location that they are working.
- All site staff, contractors and visitors will be informed of any restricted areas, PPE requirements and warned of any areas where it is likely that their works will take place in locations that members of the public are likely to be.
- Site safety signage will be displayed on the perimeter of the Location of Works and specific 'construction site' signage will be displayed at all entrances to the Location of Works.
- Temporary fencing will be used to prevent unauthorised access to the site, as well as within the Location to minimise damage to property or injury to personnel.
- The public setting of the venue brings its own challenges, and extreme caution will be implemented when access and egress to and from the site are required.
- The Site Manager will ensure that the working and storage areas of the site are maintained in a clean and tidy manner, that items are stored carefully and securely and that waste materials, packaging and empty boxes / stillages are removed from working areas progressively.

## 8. Access & Egress

All delivery drivers will be allocated a time to make their delivery and will adhere to the Traffic Management Plan at all times. All contractors and suppliers will be sent detailed traffic management and delivery information which will detail:

- Time and date which has been allocated to their delivery
- Specific information detailing the route that they should take and the gate through which they should access the site
- Site rules

Upon arrival all staff, visitors and drivers will report to the security office to sign in and receive their site induction.

The site allows for suitable and sufficient space for vehicles to be unloaded and for turns to be made. It should not be necessary for vehicles to reverse onto the road from the site. Any reversing and turning maneuvers will be supervised by site staff and banksman staff.

Parking on site will be limited, however there is a large multistory car park available approximately ten minutes walk from the site, located at the existing St Pancras building. Parking here for the day costs £24.00 for up to 12 hours. It may be necessary for some contractors vehicles to be parked on site whilst they load/ unload materials and tools – this will be managed by the site staff.

Plant equipment will be stored on site in designated areas.

## 9. Site Security

The Location of Works will be surrounded by a hoarding style fence with full height hoarding gates. These will encompass the entire build site. A number of gates will be located within the fenceline to allow access for delivery vehicles, plant equipment and if necessary, emergency vehicles.

- 9.1. Access to the site will be strictly controlled and only authorized personnel with business on the site will be allowed during the build and derig works.

All staff and visitors will report to the site office to sign in. A register of all operatives / plant / machines on site will be kept and any operatives leaving site during the working shift will 'sign out' with the site security office so that they are aware of the numbers present on site at all times.

- 9.2. Only on completion of the site build (and a sign off be produced by the Duty Site Manager) will the venue be available to be opened to the public.

## 10. Safety Arrangements & Emergency Procedures

Entourage Live is the nominated safety advisor to the site build/ derig. A representative of Entourage Live will visit the site during construction phases to oversee the overall works on site, to assess hazards and risks and to ensure adequate controls are implemented and monitored.

Entourage Live: London: 020 3137 6737  
Gloucester: 01452 347 830

DeBoer 07738 170113

10.1. Emergency Equipment

Located around the Location of Works will be battery powered, outdoor emergency call points. The use of these will be explained to all attendees during the sign in process on site. These will be located at:

- GATE A
- Production Office
- Inside the auditorium

These call points will be in place for the build and derig parts of the project only.

10.2. Fire Fighting Equipment

Fire fighting equipment will comprise of fire extinguisher points – please see attached fire extinguisher location plan - P-SE-KX-16-013.

The majority of the fire extinguishers on site will be Dry Powder, supplemented in areas of concentrated electrical equipment with CO<sub>2</sub> extinguishers. The site management team will check the location, position and status of these units every day. All site staff and visitors will be made aware of these fire points on their site induction.

Site staff will be issued radios with which to contact the site office. In the event of an emergency the site office should be the location from which the emergency call is made.

10.3. **Nearest Accident & Emergency**

University College Hospital  
235 Euston Road, London, NW1 2BU

**Tel: 020 3456 7890**

## 11. Reporting of Accidents

In the event of any accident, injury or near miss an accident report will be completed – the report forms will be kept in the Site Office.

In the event of a RIDDOR reportable injury, the report will be to the Health & Safety Executive by the Site Production Manager via the online information reporting service. In addition the client organisation (Oliver Royds for Theatre Tracks Limited) will also be informed.

The Site Production Manager will ensure that the accident site is isolated and that no further work is carried out until the HSE / Safety Advisor have inspected the accident site and are satisfied that work can recommence without further risk to the general public or operatives on site.

A detailed investigation of the accident will be produced by The Site Production Manager and copies sent to:



- Theatre Tracks Limited
- Argent LLP
- The Health & Safety Executive

**UPON HEARING THE EMERGENCY ALARM ALL PERSONNEL WILL PROCEED TO THE DESIGNATED FIRE & EMERGENCY ASSEMBLY POINT LOCATED AT THE FLAGPOLES TO THE SOUTH OF THE SITE.**

## 12. Site Resources

It is likely that the following equipment will be utilised:

- 1x All terrain forklift
- 1x All terrain telehandler
- 1x Mobile Crane
- 1x Cherry Picker (or similar)

## 13. Site Staff, Training & Experience

All staff and visitors will undergo an induction prior to them working or attending the Location of Works.

Contractors will be responsible for the training and management of their own staff teams.

Ongoing supervised site instruction will be carried out for operatives to upskill their experience, knowledge and skills in their necessary duties.

Ongoing toolbox talks will be carried out as required.

Particular emphasis will be made of:

- lifting techniques
- site safety (slips, trips & falls)
- movement of vehicles

Only trained and competent operatives may use plant and other machinery / tools.

## 14. Personal Protective Equipment

The following items of Personal Protective Equipment will be worn on site by all operatives;

- Safety Footwear
- Safety Helmet
- High visibility vests

Additional items of Safety Equipment available on site will include;

- Eye Protection
- Gloves
- Disposable Dust Masks
- Ear Protection
- Safety Harnesses

The equipment required to be used for any specific task will be assessed by the Site Foreman and provided to all operatives involved in the task.

## 15. Access to Work Areas

Access to any above ground work areas will be achieved using one or more of the following safe means of access, as appropriate.

- Existing floors and walkways
- Erected and safe Scaffolding
- Safe Ladders
- MEWP

Particular care will be taken by all operatives when working on unfinished sections of stages, bleacher seating and tensile structure. Only once clearance has been given by the foreman for each element of these sections of work will access be granted and it should not automatically be assumed.

## 16. COSHH & Risk Assessment

All work covered by this Method Statement will be undertaken with due regard for the Control of Substances Hazardous to Health Regulations 2002 & 2004 amendments.

Additional assessments will be prepared for any materials used during the project, or will be collated from the relevant contractors and third parties.

## 17. Potential Hazards

Hazards are identified as required by the Management of Health & Safety at Work Regulations 1999 and perceived risks in respect of operations carried out on site. These will be conveyed to all operatives during site induction and made available for the duration of the works. These include:

### 17.1. Working at height

Risk: Personal Injury, Death, Damage to Property  
Control Measure: Various – see attached Risk Assessment

### 17.2. Breaking the ground

Risk: Personal Injury, Death, Damage to Property  
Control Measure: Various – see attached Risk Assessment

### 17.3. Noise

Risk: Personal Injury, Death  
Control Measure: Various – see attached Risk Assessment

### 17.4. Diesel fuel

Risk: Personal Injury, Death, Damage to Property  
Control Measure: Various – see attached Risk Assessment

### 17.5. Hot Works

Risk: Personal Injury, Death, Damage to Property  
Control Measure: No hot works on site

### 17.6. Live Works

Risk: Personal Injury, Death, Damage to Property  
Control Measure: No live works on site

## 17.7. Manual Handling

Risk: Personal Injury, Death, Damage to Property  
Control Measure: Various – see attached Risk Assessment

## 17.8. Vehicle Movement

Risk: Personal Injury, Death, Damage to Property  
Control Measure: Various – see attached Risk Assessment

## 18. Welfare Arrangements

Welfare arrangements will be provided on site:

- Crew toilet facilities with hand wash
- Space to allow for rest breaks, food preparation, and storage of personal belongings
- Space to allow for the drying of clothing and tools etc
- Kitchen facilities with kettle, microwave etc will be provided

All facilities will be kept clean and tidy, with toilet facilities services weekly, or more often as required.

First aid facilities will be made available on site.

## 19. Waste Management

As a sustainable, temporary venue, there is limited waste generated by the build and derig of the operation. Limited amounts of packaging materials will be generated, however these will be recycled where possible using a local registered waste carrier.

All waste materials will be stored on site until collection in 1100 litre, 20 yard or 40 yard skips. Any food waste will only be stored in covered skips and recyclables will be separated as required by the waste carrier.

## 20. Public Safety

The safety of all on site staff, visitors and members of the general public will be given special consideration throughout the duration of the project.

'Construction site' style signage will be displayed at the entrance gates to all work areas, and in prominent places around the boundary of the site to warn of the dangers of access to the workings.

Particular care will be taken in the areas where site traffic crosses over any pedestrian routes.

On limited occasions, it will be necessary for contractor vehicles to work outside of the fenceline for the event, but within the confines of the King's Cross Central scheme. When this takes place, vehicle movements will be severely limited, and all movements will be controlled with banksman staff.



*(Images used are examples only.)*

## 21. Identified Hazards

- Movement of vehicles within the Location of Works site
- Risk of mechanical failure when unloading vehicles or erecting temporary structures
- Manual handling injuries
- Risk of slips, trips and falls from operatives during the normal course of their work
- Risk of semi-skilled workforce when using power tools etc

Risk Assessments and method statements for additional site specific hazards are included and further assessment will be made as changing conditions dictate.

## 22. Site Clearance

At all times the contractors will operate a 'clean site' policy – and once the project is complete it is the intention to leave a site which is clean, tidy and ready for reinstatement works, which will be undertaken by Chichester District Council.

## 23. Project Management

### The Client

Theatre Tracks Limited  
Registered Office 1<sup>st</sup> Floor  
62 Shaftesbury Avenue  
London, W1D 6LT  
Project Director: Oliver Royds

### Principle Contractor

Theatre Tracks Limited  
Registered Office 1<sup>st</sup> Floor  
62 Shaftesbury Avenue  
London, W1D 6LT  
Project Director: Oliver Royds

## Safety Advisor

Entourage Live

The Lancaster Centre

Meteor Business Park

Cheltenham Road East

Gloucester

GL2 9QL

3.12 Chester House

1 - 3 Brixton Road

Kennington

London

SW9 6DE

Safety Advisor:

Tel:

Email:

Rob Haworth

01452 347830

rob.haworth@entouragelive.com

## 24. Work Activities

- 1) Create a sterile working environment
- 2) Install main infrastructure
  - a. Install Auditorium
    - i. Seating system
    - ii. Stage
  - b. Install Bar
  - c. Install Toilet Tent
  - d. Install Backstage Tent
- 3) Install ancillary infrastructure
  - a. Install dressing rooms and offices
  - b. Install power, water and waste facilities
  - c. Deliver and install toilet units
  - d. Install front of house areas, flooring and carpet
  - e. Install communications systems
  - f. Install ticket office

## 25. Method Statements

To be completed prior to time on site – will form the Event Management Plan Document

## 26. Protection of Trees

No trees are due to be removed as part of the works.

No trees are present on site.

## 27. Risk Assessment

Please see attached risk assessment in Appendix A