

182 – 184 High Holborn.

Construction Management Plan

for

Covent Garden Investment S.A.R.L

Prepared by Volker Fitzpatrick
Checked by Jonathan Kaye of Quantem Consulting LLP
25 August 2016

182 – 184 High Holborn

Construction Management Plan

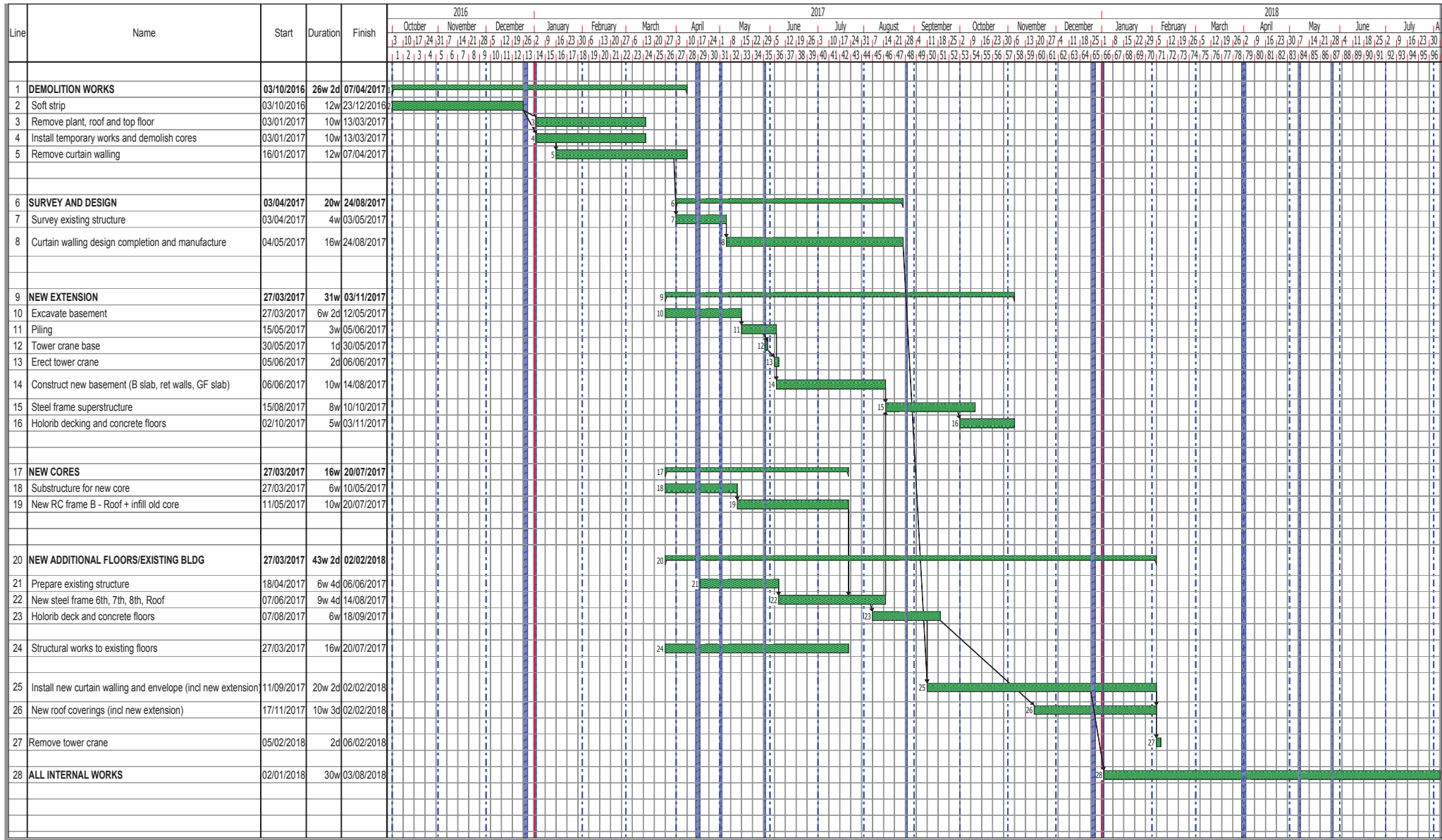
Contents

1. Programme
2. Working hours
3. Considerate Contractor Scheme and general site management
4. Traffic management
5. Materials deliveries
6. Tower crane and fixed lifting beam
7. Scaffold, hoardings, pedestrian access
8. Security
9. Waste management
10. Site accommodation
11. Neighbour liaison

Section I

Programme

Start on Site: ****insert date****
Completion: ****insert date****



Section 2

Working Hours

Monday to Friday: 7.30am to 6.00pm
Saturday: 7.30am to 1.00pm
Sunday: No working

Section 3

Considerate Contractor Scheme and General Site Management

Considerate Contractor Scheme (CCS)

The appointed contractor will be required to be a member of the Considerate Contractor Scheme (CCS) and comply with all CCS standards regarding good site housekeeping, cleanliness, traffic / pedestrian management and CCS display boards with site contact details.

The site will be audited monthly by CCS Inspectors who will allocate a CCS score which the client will closely monitor to ensure high standards are maintained throughout the project.

Contact numbers for the Principal Contractor will be prominently displayed at the site should local residents/ members of the public have any concerns that they wish to raise. Relevant officers at LBC will be issued with the above contact details immediately after the contract is awarded.

Any issues raised relating to the construction works will be taken seriously and will be addressed promptly by the Principal Contractor.

Safety signs and notices will be displayed at all access and egress points as well as at suitable locations across the site. Such boards will display the project particulars, contact details of relevant persons, site access and egress procedure, site rules, emergency procedures and health and safety information.

The Principal Contractor will ensure that vehicles linked to the works cause minimal obstruction or inconvenience to the operation of the local public highway and local residents by strict adherence to the measures set out in this Plan.

Site management will be responsible for seeing that all plant and materials are stored safely and securely after the workday ends.

Good Housekeeping

The Principal Contractor will follow a 'good housekeeping' policy at all times. This will include, but not necessarily be limited to the following:

- Ensure considerate site behaviour of the Contractor's and all subcontractor staff
- Prohibit open fires
- Ensure that appropriate provisions for dust control and road cleanliness are implemented
- Remove rubbish at frequent intervals in accordance with procedures set out in the accompanying Site Waste Management Plan (SWMP)
- Frequently inspect, repair and re-paint as necessary all site hoardings to comply with the conditions of the relevant Hoarding Licence. All flyposting and graffiti are to be removed as soon as reasonably practicable and within 24 hours of notice from the Council
- Maintain toilet facilities and other welfare facilities for its staff
- Remove food waste;
- Prevent vermin and other infestations.

Induction / Site rules / Consultation

Each person accessing the site will receive a project specific induction, with such inductions providing an introduction to the project, a description of the project risks and a review of the individual's competency.

Site access passes will only be distributed following the formal site induction from the Principal Contractor's management personnel.

All site operatives and visitors will be inducted prior to commencement on site in a clearly defined facility without exception.

The induction process will include the following:

- Expected behaviour toward others on site
- Drugs and alcohol policy
- Identification of smoking areas
- PPE and safety issues
- Welfare facilities and use thereof
- Security Issues
- Emergency procedures
- Good and bad practice

The Principal Contractor will provide site inductions in languages other than English where appropriate and site signage in picture format to assist communications.

Regular "tool box talks" will be undertaken by the Principal Contractor and sub-contractors, highlighting relevant health and safety issues as the works progress.

Health and Safety

The Principal Contractor will ensure that all H&S procedures are diligently monitored throughout the project. All on-site personnel will be required to have CSCS cards.

First Aid

Sufficient numbers of qualified First Aiders will be in attendance on-site at all times. Sub-contractors will be required to provide First Aid trained staff, who will clearly be identified by badges.

Construction Activities

Demolition and construction will be carried out in accordance with details, method statements, and risk assessments approved by the Principal Contractor's site management and as part of the Final CMP.

Site Security – Lighting

Construction lighting will be sited so as to minimise visual intrusion and light spillage/ pollution at nearby residential properties, in so far as is consistent with the site safety requirements.

The Principal Contractor will comply with the Institute of Lighting Engineers document 'Guidance notes on reduction of light pollution' (2000) to a degree that is practicable and applicable to the construction works.

Adequate security shall be implemented to prevent unauthorized entry or exit from the site. Site gates will be closed and locked when there is no site activity, whilst accesses will be manned during work periods.

Site Security – Fire Escape Routes

Fire escape routes, fire-fighting stations, alarm points, muster points and practice drills within the works will be as per the Principal Contractor's standard health and safety procedures and agreed with the local fire officer.

All operatives and sub-contractors will be made aware of the fire procedure prior to accessing the site.

Site Security – Emergency Access

Access for emergency services during the works will be via the main construction access on High Holborn. Traffic management along Smart's Place will be ensure continuous access is available for emergency services vehicles.

Local emergency services will be notified of the access point before work starts on site and in good time in the event that access arrangements are altered during the works.

Hailing of emergency services will be actioned in accordance with onsite emergency procedures.

Asbestos

An Asbestos survey will be completed at the early detailed design stage. If any Asbestos is present, this will be removed by licensed Contractors only, and only after submission of the 14 day notice (ASB5) to the relevant authorities.

The HSE will be notified of the works prior to implementation and subsequent to completion of asbestos removals method statements. All works areas will be sealed off from members of the public. The HSE will be notified on form NNLW1.

Pollution and Dust Control

The site will implement suitable measures to ensure minimal dust pollution, with the Principal Contractor overseeing the detailed measures to be implemented in this respect which include the following:

- Ensuring that all materials transported to and from site are in enclosed containers or fully sheeted
- Ensuring stock piles of topsoil etc. are kept below hoarding heights and kept damp in dry windy conditions
- Making sure all dust generating materials are adequately packaged
- Keeping the loading drop heights of soil into lorries as low as possible
- Establish air quality procedures to minimise dust generation and control plant and vehicle dust emissions

Any environmental issues raised by local residents or members of the public will be addressed as a matter of priority.

Noise / Vibration

The Principal Contractor will adhere to the key legislation on noise and vibration as detailed in the following documents:

- Control of Pollution Act 1974
- Environmental Protection Act 1990 (ss79-82)
- BS 5228:1997 Code of Practice on Construction and Open Site.

Site operations will be controlled so that all plant and machinery noise emissions (including the provision of ventilation, heating and cooling) shall be designed, installed and operated at noise levels that do not cause nuisance to the nearest adjoining residential properties.

Section 4

Traffic Management

Traffic Management

The contractor will liaise with LB Camden Highways Department to finalise and agree all traffic management details.

Coordinated Plan

There are two major developments directly opposite the site. Construction on these developments will be in progress at the same time as 182 – 184 High Holborn.

Our contractor will therefore liaise with the two contractors opposite (Mace and Laing O'Rourke) to produce a coordinated traffic management plan which will be agreed with LB Camden Highways Dept.

There are three lanes of one-way traffic along High Holborn. We will ensure two lanes are always clear for general traffic during rush hour periods (8.00 – 9.30am and 4.30 – 6.00pm). This means only one lane is taken out for use by the three contractors.

We will ensure one lane is always kept clear for general traffic during off-peak periods so two lanes may be used by the three contractors during these times provided they strictly adhere to the detailed traffic management measures agreed with LB Camden.

The three contractors' Site Managers will meet weekly to coordinate weekly look-ahead delivery plans. LB Camden Highways Officer will have an open invitation to attend these meetings and formal weekly plans will be submitted to LBC Highways Officer.

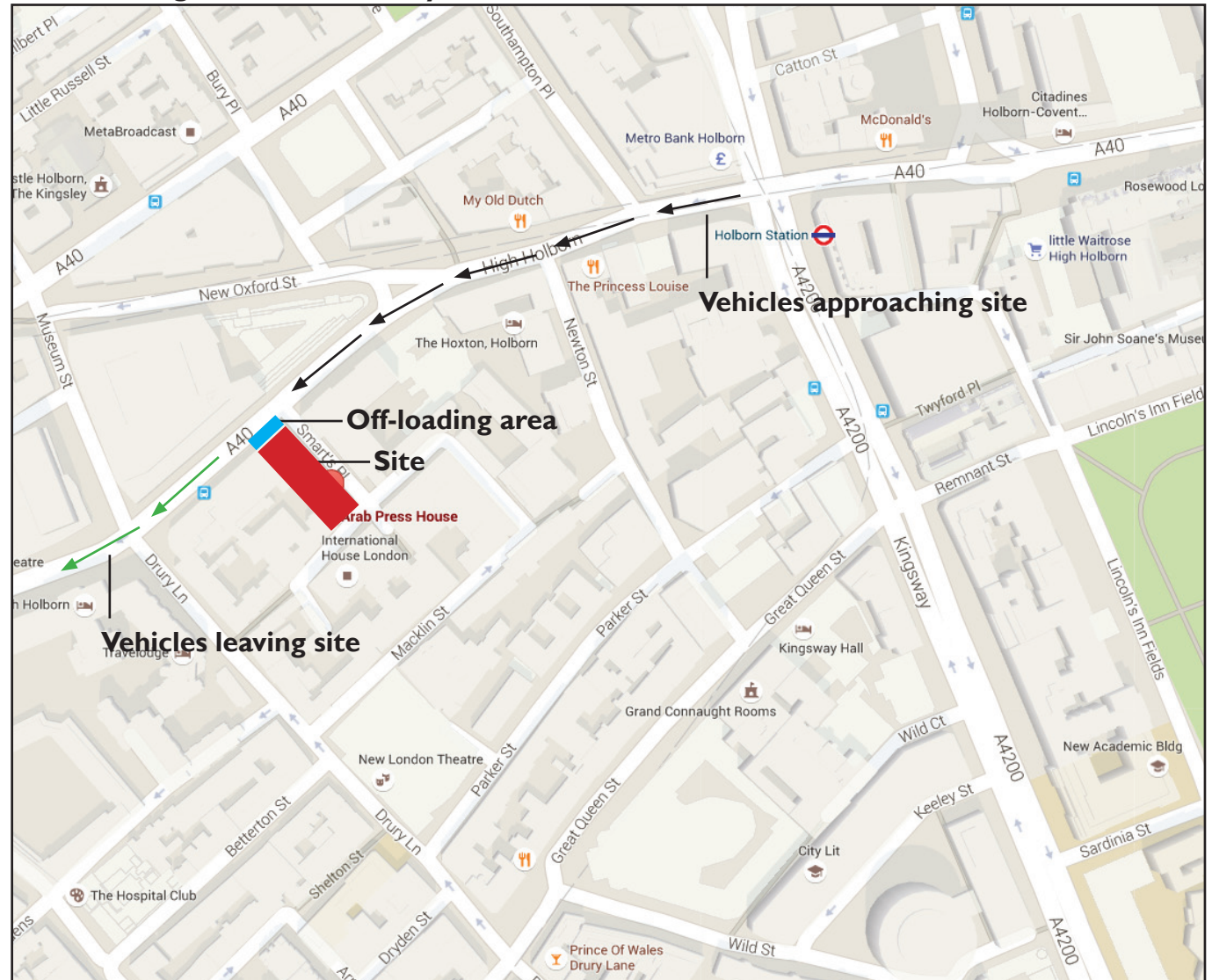
The three Site Managers will also meet at the beginning of every day to confirm their scheduled deliveries for the day ensuring the agreed coordinated plans are adhered to.

Vehicle Routes

The section of High Holborn approaching and leaving the site is one way, westbound.

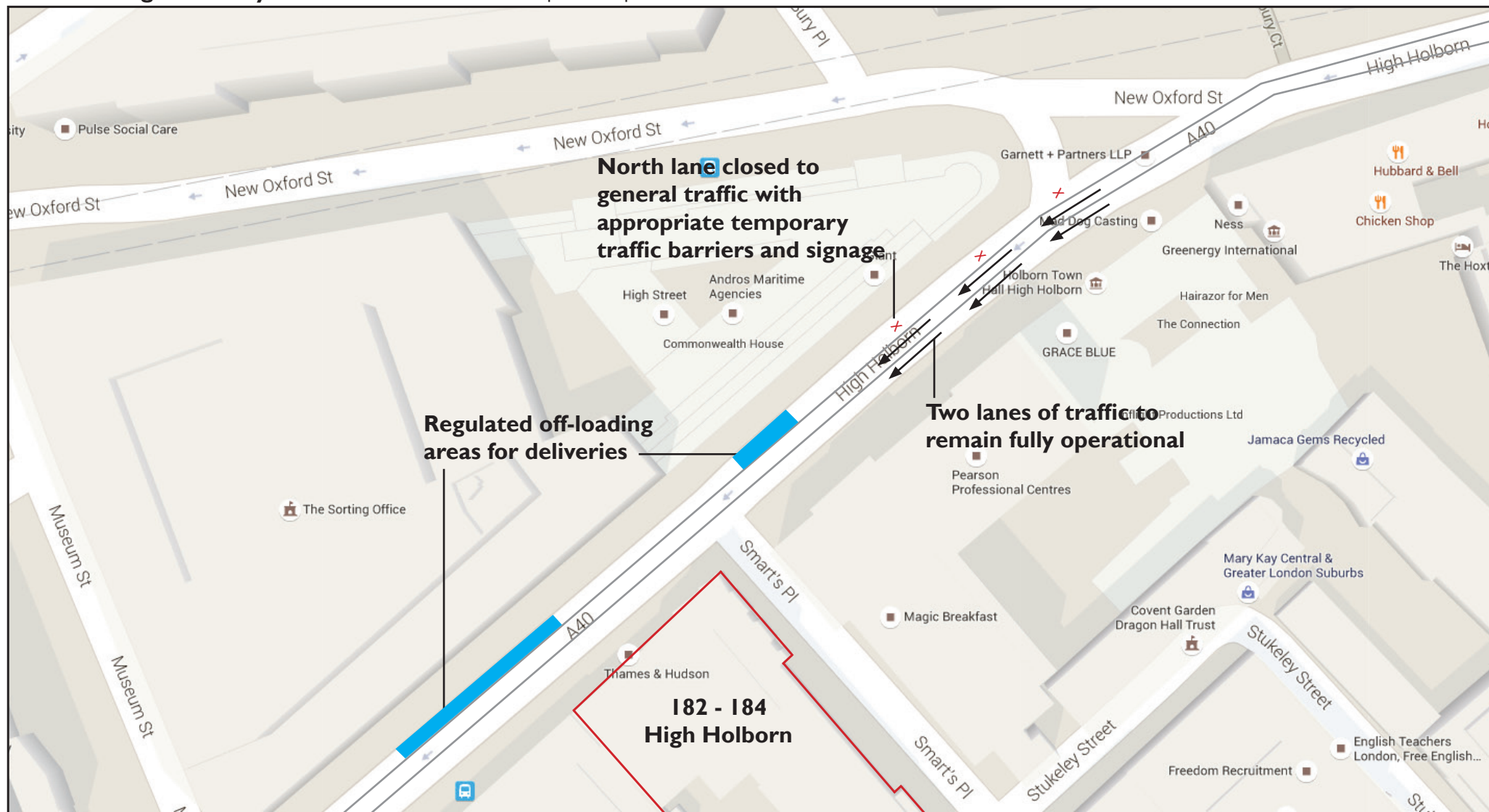
Delivery vehicles will therefore approach the site from the east and leave heading westbound.

Traffic Management General Layout



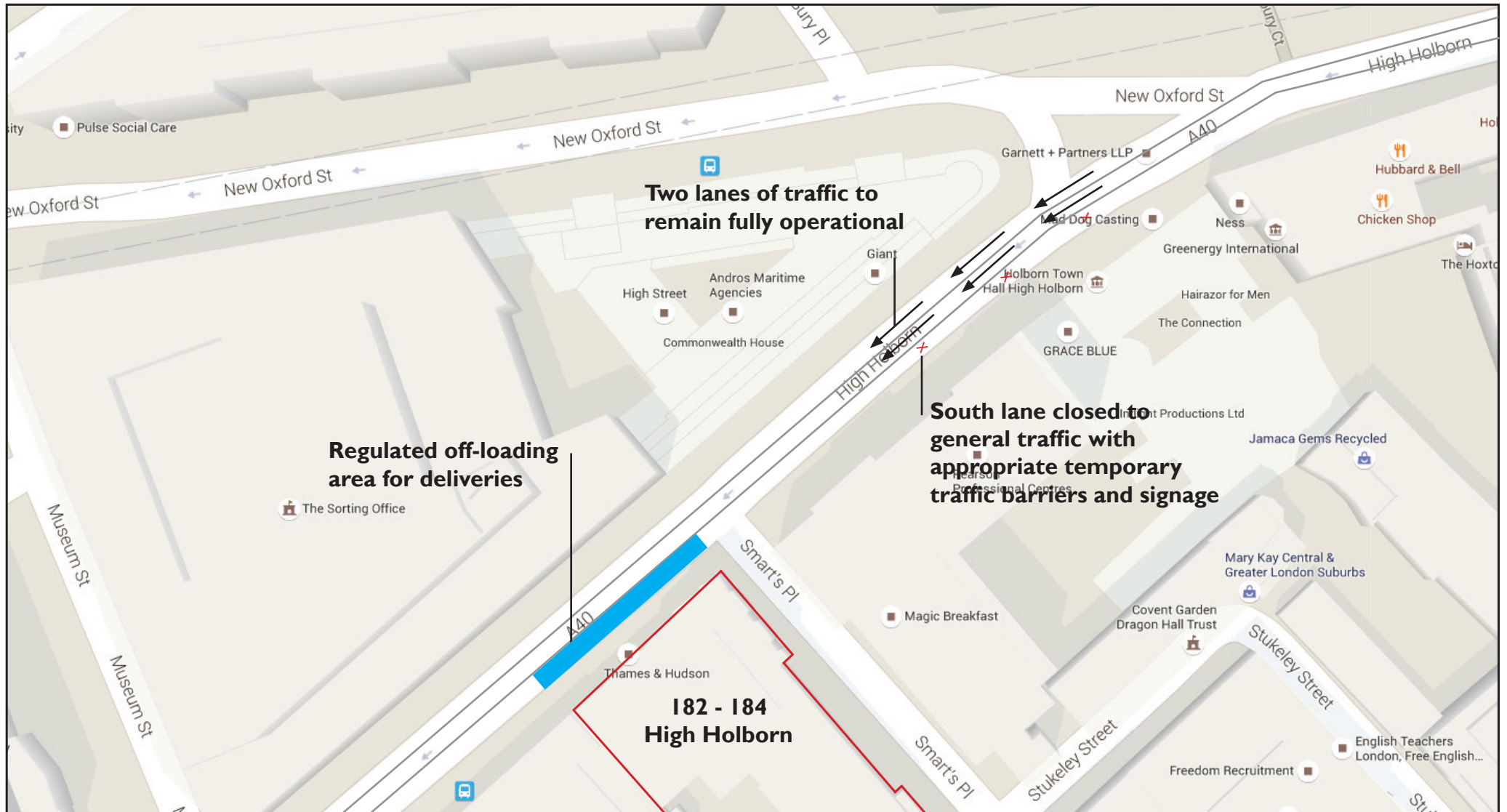
Traffic Management Layout #1

Monday to Wednesday:
8.00am to 9.30am and 4.00pm to 6.00pm



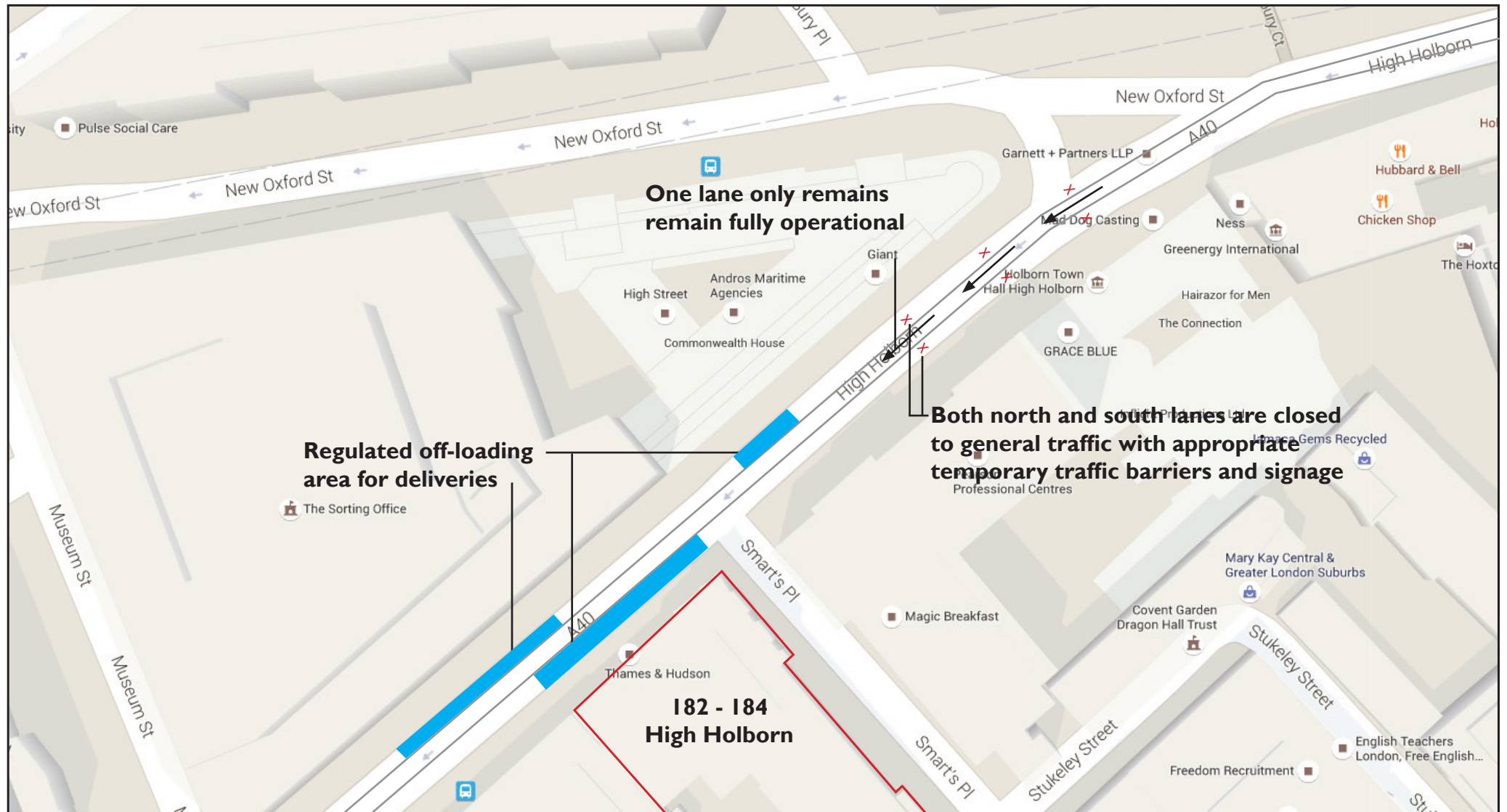
Traffic Management Layout #2

Thursday and Friday:
8.00am to 9.30am and 4.00pm to 6.00pm



Traffic Management Layout #3

Monday to Friday:
9.30am to 4.00pm



Offloading Areas

The main offloading area will be directly outside the site on High Holborn (see Figure 2).

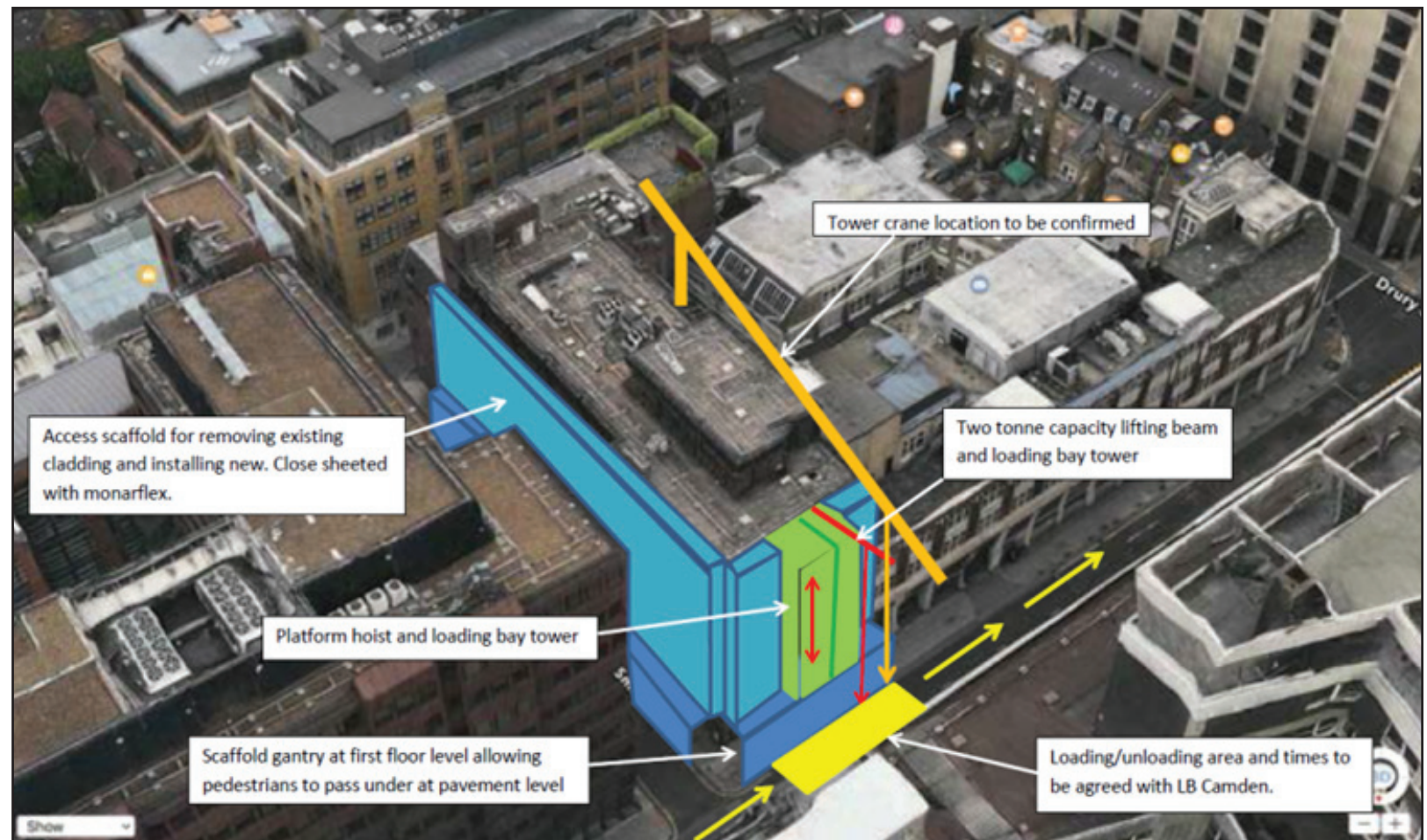


Figure 2

There are two major construction projects underway directly opposite. Our contractor will agree a coordinated traffic management plan with LB Camden.



Figure 3

ACTIVITY	VEHICLE TYPE	No AND FREQUENCY	TIME ON SITE PER LORRY
Soft Strip	High sided skip lorries	1 a day	2 hours
	Vans	2 per day	15 mins
Main demolition	High sided skip lorries	2 a day	2 hours
	Vans	2 per day	15 mins
Substructure	Muck away lorries	2 a day	2 hours
	Concrete pump	2 a week	6 hours
	Concrete lorries	6 no. twice a week	30 mins
	Rigid lorries	1 a day	1 hour
	Vans	2 per day	15 mins
Steel frame structure	Articulated lorries	1 a day	3 hours
	Vans	1 per day	15 mins
Concrete structure	Rigid lorries	2 a day	1 hour
	Vans	2 per day	15 mins
Envelope and roof	Articulated lorries	2 a day	3 hours
	Rigid lorries	2 a day	30 mins
	Vans	2 per day	15 mins
Internal works	Articulated lorries	1 per day	1 hour
	Rigid lorries	4 per day	1 hour
	Vans	4 per day	15 mins
Tower crane erection and dismantle	ROAD CLOSURE REQUIRED 3/4 JUNE 2017 AND 3/4 FEB 2018 DATES TBC		

PROGRAMME	WEEKS	VEHICLE TYPE	No/FREQUENCY	TIME ON SITE	VEHICLES PER WEEK	TOTALS PER WEEK
	1 to 12	High sided skip lorries	1 a day	2 hours	5	
		Vans	2 a day	15 mins	10	
						15
	13 - 25	High sided skip lorries	2 a day	2 hours	10	
		Vans	2 a day	15 mins	10	
						20
	26 - 28	High sided skip lorries	1 a day	2 hours	5	
		Vans	4 a day	15 mins	20	
		Muck away lorries	2 a day	2 hours	10	
		Concrete pump	2 a week	6 hours	2	
		Concrete lorries	6 no. twice a week	30 mins	12	
		Rigid lorries	2 a day	1 hour	10	
		Site waste lorries	1 a week	1 hour	1	
						60
	29 - 32	Muck away lorries	2 a day	2 hours	10	
		Concrete pump	2 a week	6 hours	2	
		Concrete lorries	6 no. twice a week	30 mins	12	
		Rigid lorries	1 a day	1 hour	5	
		Vans	2 a day	15 mins	10	
		Site waste lorries	1 a week	1 hour	1	
						40
	33 - 42	Muck away lorries	2 a day	2 hours	10	
		Concrete pump	2 a week	6 hours	2	
		Concrete lorries	6 no. twice a week	30 mins	12	
		Rigid lorries	3 a day	1 hour	15	
		Vans	5 a day	15 mins	25	
		Articulated lorries	1 a day	3 hours	5	
		Site waste lorries	1 a week	1 hour	1	
						70

PROGRAMME	VEHICLE TYPE	No/FREQUENCY	TIME ON SITE	VEHICLES PER WEEK	TOTALS PER WEEK
WEEKS					
43 - 45	Muck away lorries	2 a day	2 hours	10	47
	Concrete pump	2 a week	6 hours	2	
	Concrete lorries	6 no. twice a week	30 mins	12	
	Rigid lorries	1 a day	1 hour	1	
	Vans	3 a day	15 mins	15	
	Articulated lorries	1 a day	3 hours	5	
	Site waste lorries	2 a week	1 hour	2	
46 - 49	Articulated lorries	1 a day	3 hours	5	12
	Vans	1 per day	15 mins	5	
	Site waste lorries	2 a week	1 hour	2	
50 - 57	Articulated lorries	3 a day	2 hours	15	42
	Vans	3 a day	15 mins	15	
	Rigid lorries	2 a day	30 mins	10	
	Site waste lorries	2 a week	1 hour	2	
58 - 70	Articulated lorries	2 a day	3 hours	10	32
	Rigid lorries	2 a day	30 mins	10	
	Vans	2 a day	15 mins	10	
	Site waste lorries	2 a week	1 hour	2	
71 - 96	Articulated lorries	1 per day	1 hour	5	48
	Rigid lorries	4 a day	1 hour	20	
	Vans	4 a day	15 mins	20	
	Site waste lorries	3 a week	1 hour	3	

Vehicle Call Up Procedure / Vehicle Holding Areas

Pre-arranged delivery times will be set by the site manager and will be strictly adhered to in order to prevent more than one delivery vehicle accessing the site at any one time.

Drivers will be required to make contact with the site 30 minutes before arrival to ensure a clear space. The above requirement will form part of all contract documentation with suppliers.

In view of the above procedure, no 'wider' off-site vehicle holding areas are proposed in association with the proposed works.

Co-ordination with Domestic Waste Collections

The Principal Contractor will ascertain the frequency and timing of local domestic and commercial refuse collections.

The Principal Contractors will ensure all sub-contractors and suppliers are made aware of the existing collection activity and will ensure that waste collection vehicles are not obstructed by the construction works. To this end, priority will be given by banksmen to waste collection vehicles where relevant.

Wheel Washing/ Highway Cleaning

Given that construction vehicles will not enter the site itself, it is not expected that a wheel washing facility will be required. Any mud or debris that might find their way onto the public highways will however expeditiously be removed by a dedicated member of the Principal Contractor's staff.

Smart's Place

Smart's Place will only be used as a secondary offloading point when it is isn't possible to use the main offloading point in High Holborn. Smart's Place will mainly be used for smaller, rigid vehicles as there is a 7.5 tonnes weight restriction.

7.5 tonne weight restriction in Smart's Place



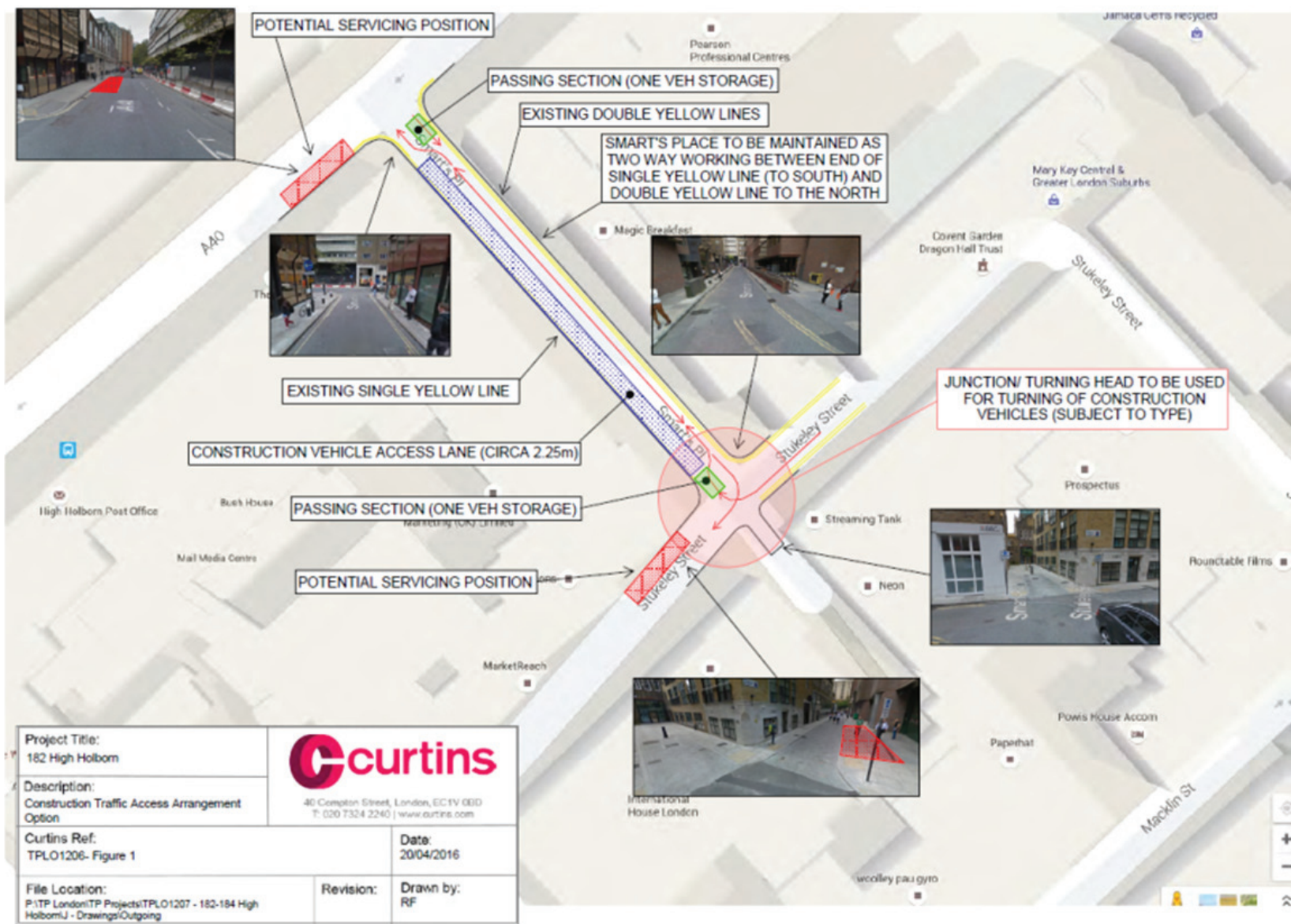


Figure 4

Traffic Movements

Two-way traffic movement would be maintained on Smart's Place with a construction vehicle lane/vehicle storage space located on the western side of the carriageway.

The construction vehicle lane/ vehicle storage area would be the approximate length of the single yellow line section of the western side of the carriageway.

The eastern side of Smart's Place would be maintained as a two-way vehicle link between High Holborn and Stukeley Street. This arrangement would leave an area at the northern and southern ends of Smart's Place which would provide a storage space for a single vehicle to allow for vehicles to wait allowing opposing traffic to pass.

Footways are in place on both sides of Smart's Place bollards along the length of the footway on the western footway. The western footway is circa 1m (max).

Construction vehicles would turn around at the southern end of Smart's Place at the junction with Stukeley Street (see above).

For some construction vehicles to gain access to Smart's Place, a reverse manoeuvre from High Holborn may be required with a temporary stoppage to westbound traffic movements on High Holborn.

Temporary traffic management will be employed, i.e. qualified banksmen to minimise traffic impact and ensure safety of traffic operations under this arrangement.

Most construction vehicles will be able to access Smart's Place in forward gear. These vehicles would be able turn around at the southern end of Smart's Place and Stukeley Street. This arrangement will be agreed with LBC Highways.

Section 5

Materials Deliveries

Materials Deliveries

All deliveries will be planned with an allocated date and time slot. No unplanned deliveries will be allowed so we will never have any queuing materials deliveries.

Concrete lorries and pumps will also be located in the loading/unloading area during agreed periods

The contractor will have a dedicated logistics attendance gang with qualified banksmen to receive all delivery vehicles. They will set up agreed traffic management system including traffic barriers, cones and signage.

They will guide the vehicle in and out of the offloading area and ensure the all safety measures are maintained.

Section 6

Tower Crane and Fixed Lifting Beam

Tower Crane and Fixed Lifting Beam

A tower crane will be used to offload the heavy, bulky materials (as shown in figure 2) including steel reinforcement, shuttering, pre-cast concrete elements, cladding panels, M&E plant and lift gear.

We will require two road closures in High Holborn to erect and dismantle the tower crane.

These will be arranged by the contractor through consultation with LB Camden Highways and providing the required notice period with agreed traffic management system and diversion routes.

The contractor will liaise with TfL/LB Camden well in advance to agree notice periods required, pay all fees, agree diversion routes and detailed method statements.

The contractor will also liaise with LUL regarding underground tunnels below and measures required for mobile cranes located above at street level.

A fixed lifting beam will be used to offload materials (see figure 2) when the tower crane is removed. The lifting beam will lift materials onto the gantry at first floor level and transported vertically via the platform hoist.

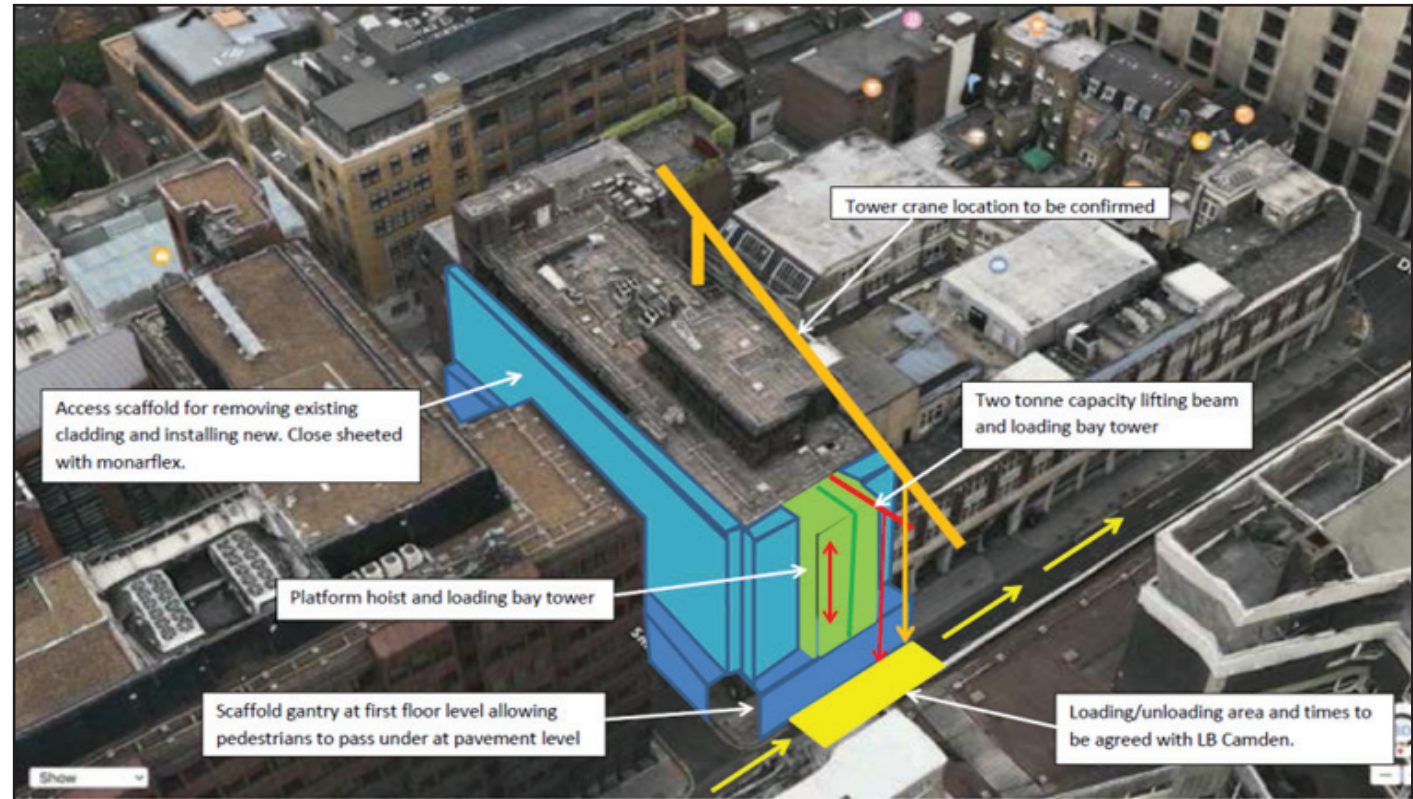


Figure 2

Section 7

Scaffolding, Pedestrian Access and Hoardings

Scaffolding

A scaffold will be erected for the full length of the building in both High Holborn and Smart's Place as shown in figures 2 and 6.

All scaffold will be close sheeted with monarflex, and there will be a gantry at first floor level.

Pedestrian Access

A pedestrian "tunnel" will be created underneath the gantry as shown. This will have 2.4m solid ply hoardings at the site boundary for safety and security. A 1.2m high solid ply hoarding will be erected on the kerb edge to control pedestrian crossing points.

The Pedestrian "tunnel" will be illuminated to agreed LB Camden standards.

First floor gantry scaffold boards will be double boarded with a layer of heavy gauge polythene in between and ply sheeting on top to ensure no possibility of any debris falling through any gaps.

All hoardings will be well presented and inspected daily ensuring they are smooth, free from damage and snag-free. Considerate Contractor details will be prominently displayed along with site contact details.

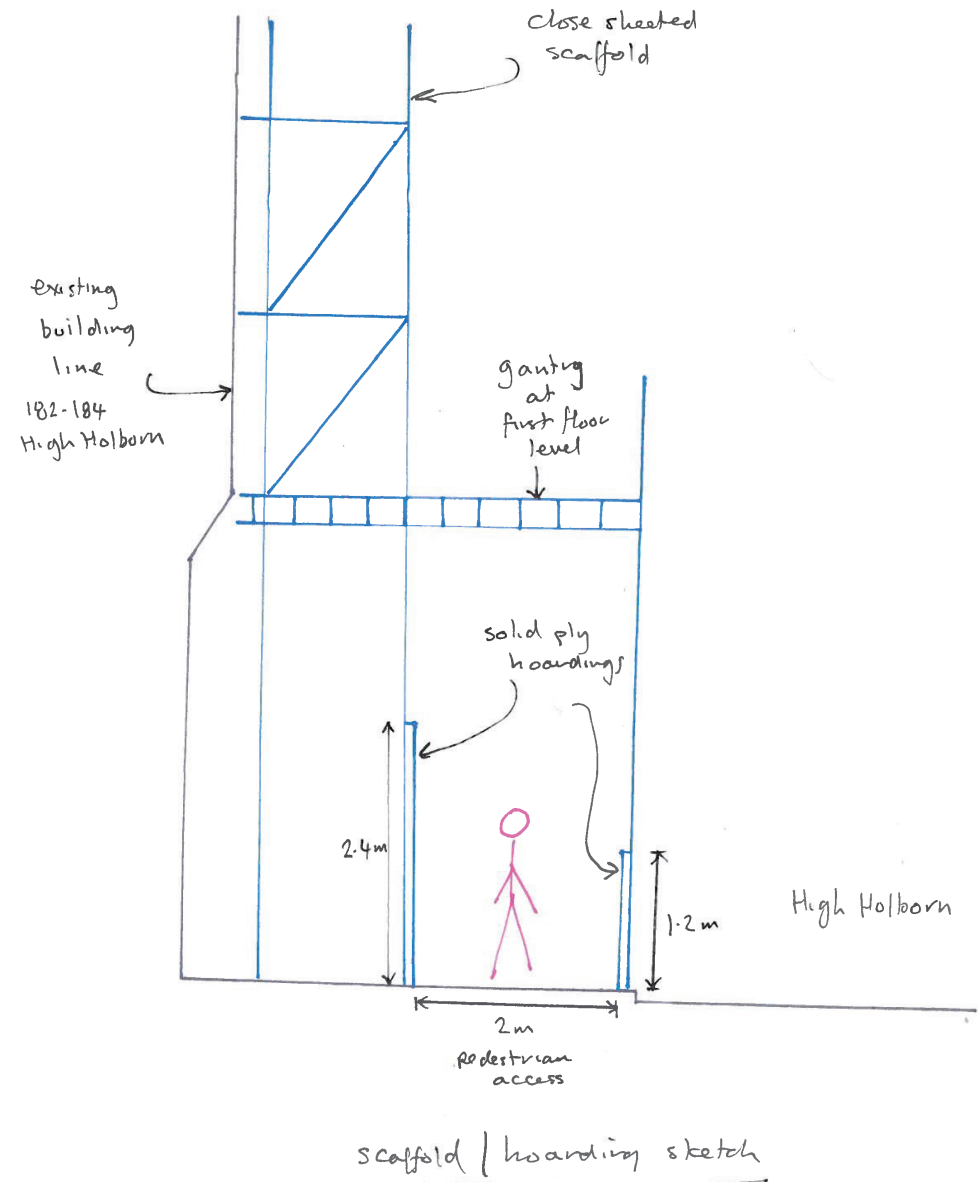
All scaffolds will have a fully approved structural design following a detailed survey of the pavements and underground structures. We will also liaise with statutory utilities companies ensuring they have access to all manholes and access points

Hoardings

Hoarding will be constructed in accordance with the terms of the Temporary Structure Licence to be obtained by the Contractor.

Hoarding will be erected and dismantled in a safe manner in conjunction with the current legislation (Section 172 of the Highways Act 1980 and Chapter 8 of the Traffic Signs Manual under the New Roads and Street Works Act 1991) and Health and Safety Executive guidelines.

Figure 6



Section 8

Security

Security

The contractor will operate an access control security system using a full height turnstile with biometric fingerprint scanner.

A security/gateman will be permanently stationed immediately inside the turnstile.

Hoarding will be constructed in accordance with the terms of the Temporary Structure Licence to be obtained by the Contractor.

Hoarding will be erected and dismantled in a safe manner in conjunction with the current legislation (Section 172 of the Highways Act 1980 and Chapter 8 of the Traffic Signs Manual under the New Roads and Street Works Act 1991) and Health and Safety Executive guidelines.

Section 9

Waste Removal

Waste Removal

Waste will be removed from site via the first floor gantry into covered waste lorries using purpose made waste chutes.

The waste lorries will be located in our agreed delivery zone in High Holborn

Site waste will be placed in a central location on each floor. The contractor will then transport the bagged up waste down to the first floor gantry using the platform hoist.

The waste will be safely stored on the first floor gantry until the allotted time for waste removal lorries when operatives will carefully place the waste into the lorry via waste chutes.

The outside line of the gantry at kerb edge will be fully sheeted out providing total protection to pedestrians passing under our gantry at pavement level.

Section 10

Site Accommodation

Site Accommodation

All site accommodation and welfare facilities will be located within the existing building.

Section 11

Neighbour Liaison

Neighbour Liaison

We will require the contractor to implement an effective neighbour liaison strategy, including:

- Dedicated Neighbour Liaison Manager.
- Initial neighbour communication – a letter to neighbours and interested parties to inform them on:
 - The date and venue of the initial project launch meeting
 - Contractor points of contact – e mail addresses and mobile phone numbers
 - Project description
 - Project programme
 - Offloading areas, road closures, any utilities street works, gantry erection, scaffolds, hoardings and deliveries
 - Special measures to minimise any disruption
 - Details of planned activities for the next week, month and three months
 - Details on the neighbour liaison programme
- Periodic Neighbour Meetings - every three months with attendance by TfL and LB Camden. These meetings will concentrate on key issues, including programme overview, activities which may have a significant impact (such as large deliveries) and review the coordination and sequencing of works. A focus on minimising disruption to neighbours and their businesses. An updated list of project contacts will be distributed.
- Weekly E Mail Updates- a highly effective communication tool keeping a lot of interested people informed on up-to-date project details which may affect them. All copied to TfL, LB Camden and other interested parties.