

Construction Management Plan

246-248 Kilburn High Road

May 2017 - Initial draft for planning submission

Site Information

This project is located on a largely brownfield site at 246-248 Kilburn High Road, London NW6 2BS and consists of 27 new residential apartments, providing approximately 2032sqm GIA of high quality accommodation.

The current site on which this development is proposed is an open area behind the buildings bordering the North East side of Kilburn High Road. Access to the site is via an existing opening between 250-252 and 244 Kilburn High Road - a pair of 4-storey semi-detached Victorian blocks of flats with retail units at street level and a vacant office space situated within a modern brick and render terraced block at 244 Kilburn High Road.

At present, a large portion of the site is vacant and clear of buildings (248 Kilburn High Road, with existing planning permission), with only a photographer's studio/home located at the rear of the site (246 Kilburn High Road). The site constitutes 'previously developed land' and was several years ago cleared of all significant permanent structures in preparation for construction by previous owners.

Construction Proposals

The works consist of the demolition of the existing live/work unit at 246 Kilburn High Road and the erection of two separate blocks across the combined site situated across 246-248 Kilburn High Road providing 27 units of C3 residential. Full detail of the design layout is outlined in the planning documents submitted for the named site.

Planning for enabling works, deconstruction, demolition and construction are broad at this stage and may be subject to modification during detailed enabling planning. This initial assessment is based on reasonable assumptions at this early stage and experience from similar projects.

The site is fully accessible from the public highway. One of the key constraints of the development is the vehicle entry and exit routes to the site; possible solutions have been proposed to mitigate some of the issues, all of which will be finalised at detailed design stage as the project progresses.

A further challenge is the proximity of residential dwellings and the potential environmental impacts (noise/dust) of the proposed works; please refer to accompanying Air Quality Assessment dated April 2017 as prepared by Amec Foster Wheeler.

Site Access and Egress

The primary and main access will be available from Kilburn High Road with no secondary access routes; please refer to site photos on page 8 of accompanying Design & Access Statement. For the demolition and substructure works the site access will also be via Kilburn High Road.

Secure access points with wheel cleaning facilities will be established at the site entrance locations. Pedestrian access points will generally be located close to the main vehicular access gates with separate pedestrian gates and footpaths provided.

Each vehicle will pull in from Kilburn High Road, unload and then under the direction of a banksman, will pull out back onto Kilburn High Road. No turning around on Kilburn High Road will be permitted. The footpath directly adjacent to the site will be suspended for public safety when required. Cycle and bus lanes directly outside the site area will also be required to be suspended for public safety and for vehicle unloading as detailed above.

Site access gates will be established and used for the construction access and egress to the site over the anticipated construction programme.

Construction Travel Plan

A construction travel plan will be created at the start of the project detailing all aspects of travel to the site including deliveries, personnel and visitors. The site will not have provision for parking for site staff, sub-contractors or visitors due to the restricted site access and space. Parking of any vehicles on-site is not an option for this project.

All personnel will be inducted prior to commencement of work on-site. The site induction is the primary means of communicating the project travel plan and supporting information. The site induction will be carried out by the project's principal construction team. The expectation is that the majority of staff and personnel involved in the project will travel to work by public transport, and it is anticipated that this trend will continue throughout the project duration. In conjunction to the public transport usage, initial use of vehicles dropping off work tools and other large equipment that cannot be carried on public transport will be permitted.

Deliveries

To minimise the likelihood of congestion during demolition and construction periods, strict monitoring and control of vehicles entering and egressing and travelling across the site and Kilburn High Road will be implemented. All on-site construction deliveries will be pre-booked and pre-arranged as part of the efficient operation and construction work. The use of a booking system and having delivery times agreed with contractors means that vehicles are not caused to wait prior to site delivery.

Delivery schedules will be produced at detailed design stage in order to review expected vehicles and regulate deliveries to avoid/eliminate bottle necks.

Contractors will be issued a project route map to pass on to their delivery drivers and suppliers. Delivery vehicles could be held at an off-site holding area until the site is ready to receive the delivery. Radio contact links will be provided and maintained between the site and the holding area to call vehicles into the site area on a controlled basis. Specific times will be allocated to contractors for the use of cranes and hoists, to ensure the main plant will be used efficiently.

The proposed construction delivery/vehicle access routes will all be pre-agreed with and approved by Camden in due course and will avoid using minor roads as far as possible, specifically avoiding residential roads adjoining the site. The measures will ensure that delivery vehicles have minimal impact on the surrounding residential roads close to the site. In addition, vehicles waiting will be avoided through the strict management of delivery times.

Construction Management Plan

Objectives

This document will form the basis of agreeing the construction arrangements with Camden Council as appropriate. The logistics will depend on the suppliers, working methodology and programme to be co-ordinated by the Principal Contractor once appointed.

It is envisaged that this CMP will be conditioned as part of any forthcoming planning consent.

CMPs developed through the planning process seek to support sustainable development. This CMP will therefore seek to achieve the following objectives:

- Demonstrate that the plan supports and promotes national, regional and local developing policies and procedures;
- Establish that construction materials can be delivered and waste removed in a safe, efficient and environmentally-friendly way;
- Identify deliveries that could be reduced, re-timed or even consolidated particularly during peak periods;
- Minimise congestion on local roads and ease pressure on the environment;
- Improve the reliability of deliveries to the site.

Operation/Site hours

The anticipated core hours for demolition and construction will be between 08:00 – 18:00, Monday to Friday excluding Bank Holidays and 08:00 – 13:00 on Saturdays. There may be occasions whereby work will need to be carried out outside these hours which will only be done with approval from relevant parties.

Health and Safety

This CMP will integrate with other planning documentation produced relating to this project. In accordance with Construction Design & Management (CDM) Regulations (2015), a detailed strategy for managing health and safety will be developed. This document will be available at detail design stage and will always be available for review on site.

Procurement Strategy

The procurement process should demonstrate an awareness of all vehicle activity associated with the site, its impacts and appropriate measures to reduce it. This will be undertaken by the principal construction management team.

The procurement strategy will demonstrate commitment to safe, more efficient and more environmentally friendly distribution by contracting operators registered with a best practice scheme such as FORS (Fleet Operator Recognition Scheme).

Materials and Storage

The building will be constructed using a range of construction materials, concrete, steel, cladding, internal finishes and all the other customary materials normally associated with building of this classification.

The existing live/work unit at 246 Kilburn High Road will be demolished to make way for the new design. InsideOut Architecture worked on the construction of this unit and we have full construction drawings for the building which will plan a smooth demolition process.

Accurate design information, material specifications and drawings will be produced at detailed design stages specifying all the design information, building components, building layouts and elevations. This will enable the supply chain to precisely enumerate materials needed on site. The correct use of the information during the ordering process will reduce risks of wastage and reworking.

Contractors will also be encouraged to source materials locally, or from the same supplier, to reduce the number of deliveries required.

Material storage on site will be minimal. In the event when materials are stored on site, they will be positioned in a manner to prevent the likelihood of damage and waste. Due to limited storage space on site, sub-contractors will be encouraged to deliver materials on a timely basis. To achieve 'just in time' deliveries efficiently, accurate progress reporting of the project's programme and position will be required on a regular basis. The material delivery schedule will be in line with the materials required on site.

Supply Chain Management

It is recognised that there will be impacts from the proposed development on the local community and the environment and so the supply chain will be encouraged and challenged to provide the best service at all times. The key initiatives to be promoted to the supply chain includes sharing delivery operations by ensuring full loads are delivered to site and not part loads. Existing and potential suppliers and sub-contractors will be made aware of these initiatives and their importance to the project will be detailed.

Effective communication will be required in this case to ensure procedures and systems are known and adhered to.

The project is expected to promote local employment and stimulate the local economy. Where feasible the source of services, materials and equipment will be obtained locally. This will improve the local environment by reducing freight impacts such as fossil fuel usage, congestion, pollution and road casualties.

Freight Operator Recognition Schemes (FORS)

FORS is a free membership scheme that helps van and lorry operators in London to be safer, more efficient and more environmentally friendly. FORS members or those who can demonstrate that they meet the FORS membership standards will where possible be the contracted suppliers and haulage companies.

Waste Management

In accordance with the principles of the national *Waste Strategy (2007)*, a principal aim during demolition and construction will be to reduce the amount of waste generated and exported from the site. This approach complies with the waste hierarchy whereby the intention is first to minimise, then to treat at source or compact and finally, to dispose of off-site as necessary.

All principal and sub-contractors will be required to produce Site Waste Management Plans (SWMP) on a phase by phase basis which should contain:

- Classification of all wastes;
- Performance and targets setting against waste forecasts;
- Measures to minimise waste generation;
- Opportunities to re-use and recycle;
- Provision for the segregation of waste on-site that are clearly labelled;
- Recording of proposed carriers and licences for disposal sites;
- An audit trail including waste disposal activities and waste consignment notes;
- Measures to avoid fly tipping by others on land being used for construction; and
- Measures to provide adequate training and awareness through 'toolbox talks'.

All relevant contractors will be required to investigate the opportunities to minimise and reduce waste generation by:

- Agreements with material suppliers to reduce the amount of packaging or to participate in a packaging take-back scheme;
- Implementation of a 'just in time' material delivery system to avoid materials being stockpiled on-site, which increases the risk of damage and disposal as waste;
- Attention to material quantity requirements to avoid over-ordering and generation of waste materials;

- Use standard size components in design detailing to eliminate risk at source where possible to do so;
- Re-use of materials where feasible, e.g. re-use of excavated soil for landscaping or re-using crushed concrete from the demolition process to fill (crushed using an off-site concrete crusher);
- Segregation of waste at source where practical;
- Re-use and recycling of materials off-site where re-use on-site is not practical (e.g. through use of off-site waste segregation facility and re-sale for direct re-use or re-processing);
- Burning of wastes or unwanted materials will not be permitted on-site; and
- Colour coded skips will be made available and signposted to reduce the risk of cross contamination, and covered to prevent dust and debris blowing around the site. These will be cleared on regular basis.

Delivery and Servicing Management Measures

Code of Practice for Construction Sites

London Borough of Camden and London Borough of Brent's Code of Construction Practice will be referred to in terms of construction vehicle routes and parking.

Traffic Management Plan

As previously stated, Kilburn High Road will be the main approach for all construction delivery vehicles. Demolition and construction deliveries will be carefully planned with a load booking and management system. A holding area nearby will be used to control the number of construction vehicles coming into the site.

The site's construction management team will produce a weekly programme of deliveries. Drafts of this programme will be presented at weekly project progress meetings to ensure that the proposed delivery schedule meets the project's programme requirements. Issues and obvious clashes must be smoothed out at these meetings such that each week a copy of the programme, identifying provisional delivery times and quantities for the next week are sent out to the relevant suppliers.

Suppliers will be allocated specific times to deliver their materials to site. Should vehicles arrive outside their allocated time, then they may be turned away and delivery organised for another time that is suitable. In such cases, the construction project manager will make contact with the supplier to agree an alternative delivery time. Suppliers and sub-contractors who abuse the system will be reprimanded initially, and if the issue recurs on

a regular basis; in accordance with the construction team policy, contracts can be terminated and alternative companies will be sought.

Notices and details of traffic management proposals will be given under the Highways Acts 1980 and Road Traffic Act 1998 and agreed with Transport for London (TfL) to minimise the impacts on the surrounding area.

Road Closures and Diversions

Road closures are not anticipated however, they may be required in order to establish and remove tower cranes or to deliver large items of building plants and infrastructure items. This will be agreed with LBC and LBB prior to commencement. Notices regarding any planned road closures and diversions of either roads or footpaths will be given by the principal contractor to LBC and/or LBB, the police, fire brigade and other emergency services sufficiently in advance of the required closure or diversion.

Pedestrian Routing

Pedestrians, the general public and any on-site employees, local residents and employees associated with existing uses across the site will be kept separate from the deconstruction/demolition and construction activities at all times.

During construction works, existing pedestrian routes and footpaths will be maintained as far as is reasonably practicable.

Where temporary closures may be required for e.g. erection of scaffolds and incoming services connections, permission and licences will be obtained for the re-routing of pedestrian paths. In the events of more extensive closures or diversions, temporary proposals will be agreed with the Local Authority.

Neighbour and Community Liaison

Contact with various landowners, residents, business and other local representatives will be established including the emergency services, informing them of the construction project.

The site's construction team will deal with any queries and provide immediate response to any issues raised. The site will be screened and all hoardings will be maintained to a high standard throughout the progress of the project.

A community strategy and community liaison officer will be appointed to maintain an active dialogue with residents in order to ensure that the neighbourhood is not detrimentally affected by the construction works.

Construction Environmental Management Plan

A phase-specific Construction Environmental Management Plan (CEMP) will be developed for the construction phases and will include a strategy to minimise environmental impacts such as carbon emissions. The CEMPs will detail the approach for a range of resource efficiency principles including locally sourcing materials and servicing, auditing materials to demonstrate environmental performance and options for the re-use of supplies.

The CEMPs will be carried out alongside a carbon foot printing procedure that will minimise carbon demand of the development, identify the use of renewable resources of energy and incorporate efficiency energy supply and low carbon technologies such as photovoltaic cells and solar thermal units where feasible.

The form of delivery management of vehicles will be set out at the tender stage and reinforced on-site. The success of the proposals will be monitored through the CEMP.

Effective wheel cleaning facilities will be provided at the main entrance gate together with concrete hard standing. Recycled water will be used wherever possible and supplementary cleaning will be provided as necessary using suitable means to keep the surrounding highway clean. Collected debris will be disposed of as controlled waste at a licenced waste disposal facility.

Schemes

The appointed Principal Contractor for this project will be a member of the Considerate Constructors Scheme, and as such the site will be subject to 3rd party auditing throughout the construction programme.

The appointed Principal Contractor will also follow the 'Guide for Contractors Working in Camden' as well as all relevant British Standards.

It is not foreseen that any of the work, or construction methodology is at odds with the above standards.

Neighbouring Sites

Once planning consent is received for this development and before preparing the phase-specific Construction Environmental Management Plan that will be required for discharge

of conditioned reserved matters, an audit of existing or anticipated construction sites in the local area will be carried out in order to appropriately take into consideration and mitigate the cumulative impacts of construction in the vicinity of the site.

CLOCS Considerations

The appointed Principal Contractor for this project will be fully compliant with the terms laid out in the CLOCS Standard and they will be responsible to ensure that all contractors and sub-contractors attending site are compliant with the terms laid out in the CLOCS Standard.

The CLOCS checking and monitoring process will be in place for all suppliers as described below:

Contractual Compliance:

1. Relevant contracts will include CLOCS work related road risk clauses.
2. Suppliers are informed of CLOCS requirements prior to letting of contracts.
3. For new contracts, use of pre-qualification questionnaire to ensure suppliers compliant prior to award.
4. Self-certification form issued to suppliers and responses followed up.
5. Check compliance against information held online (FORS Online Check).
6. Follow up on any non-conformance reports received from site.

Site Compliance:

1. Carry out compliance checks on vehicles attending site using CLOCS form for 50% of vehicles as risk assessed based on CLOCS guidance.
2. Issue warnings to non-compliant vehicles.
3. Follow-up non-compliances with operator through Stage C, Contractual Compliance.

To further reduce risk, deliveries and collections will be arranged during off-peak hours and an approved Traffic Routing plan that will be prepared and issued to all suppliers by the appointed Principal Contractor.

Noise, Vibration, Dust and Emissions

During the detailed design phase, full assessments of the potential impacts of the demolition and construction works on air quality and noise vibration will be prepared.

The nearest potential receptors likely to be affected by the activities on site are the residential and commercial properties surrounding the site; that is, 244 Kilburn High Road, 250-252 Kilburn High Road and the rear of 1-23 Grangeway.

Works are commencing on a new 60-unit mixed unit development at the adjoining 254 Kilburn High Road, and it is very possible that this will still be in construction by the time works commence on our proposed development (subject to receiving planning permission).

Suitable mitigation measures identified include:

- Standard hours of construction.
- Setting 'Action Levels' for noise and vibrations.
- Locating equipment storage and site offices within the development site so as not to disrupt areas outside the site.
- The use of site hoardings to reduce visual impact, provide protection for the public and act as a barrier from dirt and dust originating from site.
- All temporary site lighting faced into site and not directed towards any neighbouring properties.
- Machines and equipment in intermittent use will be shut down or throttled down to a minimum when not in use.
- Maintaining and operating all vehicles, plant and equipment such that extraneous noise from mechanical vibration, creaking and squeaking is kept to a minimum.
- Personal radios banned from site.
- Sirens/bells for emergency use only.
- Dampening down of dust related activities.
- Effective wheel/body washing facilities to be provided and used as necessary;
- Daily cleaning of the pavement and road (if required).
- Covered vehicles to be used for the transportation of dust generating materials.
- Burning of materials on site will not be required or permitted.

Monitoring and Review

Monitoring and review of the CMP will be implemented to provide the opportunity for construction operations and procedures on site to be reviewed and new management measures to be implemented (if necessary) to achieve the objectives of the CMP.

Monitoring will be documented and any updates of the CMP will be made available to the Local Authority.

Biodiversity

Being a brownfield, previously developed site, there will be no impact on biodiversity or trees. Please refer to the accompanying Arboricultural Impact Assessment submitted as part of this planning application.

Environmental Issues

Contaminated Land Remediation

Site remediation will occur where required in line with the soil survey report submitted as part of the application. All contaminated soil will be removed and disposed off at a licensed site with appropriate documentation. Where required a membrane capping layer will be installed creating a suitable barrier, again with appropriate documentation.

Storage of Hazardous Materials

The contractor will undertake COSHH assessments of all controlled materials prior to their use on site.

Existing Services

All work will be carried out in accordance with HSE booklet HSG47, 'Avoiding Danger from Underground Services'.

Design and Construction Hazards

The main hazards identified at this stage are:

- Site security
- Construction traffic and traffic management
- Excavation
- Piling
- Tower crane erection
- Frame erection
- Cladding and external wall construction
- High level and roofing works
- Installation of Mechanical and Electrical services
- Works within the vicinity of existing services
- Works to boundary and party walls

The above list will be reviewed during the detailed design stage post-Planning and the Design Team shall look to design out all design hazards as far as is practically possible. A final list of design and construction hazards will be identified upon completion of the detailed design stage and shall be highlighted within the pre-construction Health and Safety plan by the Principal Contractor.

Risk Assessments

The following common construction risks will be subject to risk mitigation plans:

- Ground conditions
- Contaminated land
- Underground services
- Excavation and filling
- Location and isolation of existing services
- Ladder work
- Working at height and protection from falls
- Falling objects
- Works to mains services and protection from shocks and gas and water leaks
- Means of escape in case of fire
- Hot works (welding, asphalt works, burning etc)
- Contamination by hazardous substances that may be used
- Public interface with construction activities
- Noise and dust levels
- Access and egress for the public around the site
- Lifting and transporting of materials including manual handling
- Plant activities including small tools
- Storage of materials and safe loading
- Entry into confined spaces
- Welfare and first aid
- Site housekeeping

Detailed risk assessments will be prepared and circulated for all the above Common Risks as well as any Exceptional Risks that may be identified by the Design Team during the detailed design stage post-Planning. These risk assessments shall be reviewed periodically during the project site meetings by the Principal Contractor and rest of the Design Team.