



Planning Stage Construction Methodology

Stephenson House

June 2017
Rev. 1



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Appendix 1: Ground Floor Site Logistics Plan

1 Introduction

This document covers the site logistic principles for the proposed redevelopment of Stephenson House. This document will be issued to potential contractors during the tender process. It will be part of the contractor's required documentation to develop an updated and expanded report prior to any commencement of works.

Additionally the Principal Contractor will engage with the London Borough of Camden to ensure compliance with their Codes of Practice associated with demolition and building work.

2 Principal Project Team

Applicant	Lazari Properties 2 Ltd.
Tenant	Not Applicable
Planning Consultant	Gerald Eve
Project Manager	JLL
Quantity Surveyor	CN Associates
Architect	Marks Barfield Ltd.
Services Engineer	GL Partnership
Structural Engineer	The Morton Partnership
Principal Designer	Goddard Consulting
Principal Contractor	TBC, subject to tender process

3 Site Access & Compound

3.1 Project Location & Access

Stephenson House is situated in Hampstead Road and also fronts onto Drummond Street to the south and William Street to the north. There is no pedestrian or vehicular access to the rear elevations.

Hampstead Road is designated as a “Red Route” as it is one of the Camden’s main arterial roads. Therefore it is not proposed to use Hampstead Road for loading/unloading of materials.

Appendix 1 is the proposed “Site Logistics Plan” which indicates that pedestrians will access the site via a security point situated in William Road.

Health and safety protocols recommend the separation of pedestrians and vehicles wherever it is practical to do so, therefore vehicles will access site via Drummond Street. Drummond Street is wider than William Street and therefore more able to accept the additional load.

Access and egress to and from Drummond Street onto Hampstead Road is also controlled by traffic lights making vehicular movements safer.

3.2 Compound & Hoarding

During the initial stages of the construction phase, a significant amount of demolition and structural alterations will be taking place on site which will effectively prevent the siting of contractor offices and welfare facilities within the building.

The site logistics plan in Appendix 1 therefore reflects the worst case scenario requiring these facilities to be off-site.

Public access around Stephenson House will be maintained at all times.

Secure hoardings will be erected to the full perimeter of the building facing onto Hampstead Road, Drummond Street and the short section of William Street adjacent to Stephenson House.

As the pavement along Drummond Street is not sufficiently wide to allow pedestrians to walk by the side of the secure hoarding, a tunnel style access will be provided. The access scaffolding required to build the façade cladding will sit above this tunnel.

In order to utilise the existing ramp into the basement of the building, vehicles will use Drummond Street as mentioned above. Until construction of the new structural elements is well advanced, vehicles will not be able to enter the building requiring a vehicle loading bay to be formed. It is recognised that this bay will require traffic management to keep vehicles moving along the two-way street.

Contractor offices and welfare facilities will be provided on a gantry above the wide pavement along Hampstead Road.

4 Construction Management

4.1 Sequence and Timing of the Works

It is proposed that construction activity will last in the region of 104 weeks. A detailed programme of works will be developed by the Principal Contractor once appointed following the tender process and further developed as project detail / particulars become available.

The project will be governed by:

- Local planning conditions
- Market & end user requirements
- The details of the finalised design
- Health, Safety & Environmental considerations
- Third Party consultations and coordination

The project will commence with the demolition of approximately 60% of the existing concrete frame. The building will then be rebuilt and extended mostly using structural steelwork and composite concrete floor slabs.

Once the frame is completed work can commence independently in the office/commercial and residential areas. Once mains services are available, the completion of the two main types of accommodation should not be affected by each other.

4.2 Management Philosophy

The Principal Contractor will be tasked with ensuring that they provide a single point of contact and responsibility throughout the duration of the works. The Principal Contractor will employ an Operations Director, who will have full responsibility with regard to management and site staff, enabling the project to be managed and constructed with personnel that have experience and a record of achievement on schemes of a similar nature.

At contract award the onsite construction delivery team will be introduced. The construction delivery team will be fully briefed on the proposed scheme by the Operations Director including details of the client's requirements. The Operations Director will continue to provide hands on involvement throughout the project.

To ensure that the production and distribution of design is managed effectively, and a level of quality is maintained, the Principal Contractor will allocate a Design Lead to the project. They will act as coordinator for the design consultants; the construction delivery team, the Sub-Contractors, and the client with regard to the transmission of information and design.

The Project Manager, Design Leader and Operations Director will track, monitor and ensure that design information is available and released to all parties in accordance with agreed requirements.

Once on site the Project Manager supported by Operations Director will work from the information supplied by the Design Team ensuring that the requirements set out were strictly adhered to from a quality and workmanship perspective. Running in tandem to this would be the Principal Contractor's internal QA procedures to ensure that quality is monitored and audited for continuous improvement.

The Project Manager will control the works on site including:-

- Safety
- Quality assurance
- On-site Client liaison
- Sub-Contractor co-ordination
- Materials procurement and delivery co-ordination
- Sequencing of operations
- Plant requisitioning and delivery co-ordination
- Liaison with neighbours
- Working times and procedures will be strictly in accordance with the London Borough of Camden regulations and guidance notes

The Operations Director will be responsible for co-ordinating the works on site through regular contract progress meetings with the professional team, sub-contract meetings and informal client discussion meetings.

The Project Manager will be responsible for regularly monitoring the works in progress on site by visual inspection whilst undertaking quality assurance checks and co-ordinating of key sub-contractors.

The Project Manager will be responsible for regularly liaising with the Site Foreman and Trades Foreman to co-ordinate builders work activities, deliveries of materials and specialist plant and equipment.

4.3 Technical Co-ordination and Planning

At both the pre-construction and construction stages the Operations Director will co-ordinate the production of the tender / contract programmes and will at the request of the Construction Delivery Team undertake short term programming throughout the duration of the project. He will be responsible for the production of the following programmes:-

- Tender / Contract programmes
- Design programmes
- Procurement programmes
- Short term programmes
- Completion programmes

4.4 Works Packages, Sub-Contractor / Supplier Procurement & Management

As an essential part of the Construction Management Procedures, the Principal Contractor will be required to operate a monitoring system of all sub-contractors and suppliers.

Specialist sub-contractors and suppliers should only be selected from the Principal Contractor approved database. All suppliers should be assessed during the course of each contract in terms of quality, safety

management, reliability and value. Any suppliers not achieving the required ratings will be removed from the project and should also be removed from the Principal Contractor's database.

The suppliers and sub-contractors will input into the overall contract programme with regard to design, procurement, delivery and installation periods to ensure realistic and 'buildable' periods are shown.

4.5 CDM Compliance

The Construction Delivery Team will prepare, prior to commencement of the works, the Construction Phase Health and Safety Plan based upon the information available in the Pre-Tender Health and Safety Plan, site specific risk assessments and site rules. This document will be forwarded to the planning supervisor for review and agreement.

The Construction Delivery Team will complete and forward a copy of the HSE notification form, F10, to the local area HSE Offices. A copy will be retained and displayed on site.

On completion of the project, all health and safety documentation will be returned to the Principal Contractor's head office for inspection and archiving. The Principal Contractor will be expected to co-ordinate and forward to the Principal Designer the project Health and Safety File, this will include all "as built" information.

4.6 Interface / Involvement with Existing Tenants & Neighbours

Consideration to be given to the following issues:-

- Reduction/Elimination of noise and dust
- Temporary services and maintaining existing services
- Peak traffic flows / on and off site parking
- Sensitivity of main access and egress times
- Deliveries of materials and equipment
- Security and fire escape routes
- Education and safety awareness for site personnel
- Interface with local residents and businesses
- Good neighbour policy – Considerate Contractor Scheme membership will be mandatory

4.7 Site H&S Control

The following arrangements will be implemented across the works and reflected in the Construction Phase Health and Safety Plan and Site Rules:-

- The main site vehicular access will be via Hampstead Road into Drummond Street and onto site via the existing vehicular ramps when they are available following completion of the new structural elements.
- It would be the intention to establish offices and welfare facilities over a section of pavement along Hampstead Road at the northern extreme of the building. The site office accommodation will consist of an

office, canteen / drying room, and toilet block for male and female personnel all complying with current health and safety regulations and fire / insurance requirements.

- It is intended that connections will be made to existing services to provide electricity and water for the compound.
- The perimeter of the site compound / works areas will be secured with 2.4m high timber hoarding as necessary. Access gates will be included as required and security / traffic management put in place.
- Statutory site notices will be applied around the site including 'BEWARE - CONSTRUCTION SITE' signs and site management contact details at the site entrance for 24/7 use.
- Sub-Contractors will be made responsible for their materials and plant but co-ordinated through the Construction Delivery Team.
- No person will be permitted on site without first undergoing safety induction from the Construction Management Team and wearing suitable PPE including:-
 - Hard Hat
 - Site boots/ appropriate footwear
 - High visibility vests
 - Protection gloves
 - Eye protection subject to risk assessment and Principal Contractor's own rules
- If dusty conditions arise then appropriate mitigating action such as water spraying will be taken. Road cleaning can also be provided if necessary. If wheel washing is required this will take place by hand held lance.
- Good housekeeping policies will be adopted to prevent waste or loose material being blown around the sites. Skips will be provided into which sub-contractors are required to deposit waste materials.
- Where major plant is required, method statements will be produced to ensure that operational working areas are safe and meet with all health and safety legislation.
- Restrictions in the operation of plant and machinery and the timing at which plant is used will be observed.

4.8 Traffic Management

- Construction vehicles will be marshalled in and out of the site and or delivery bay as deemed necessary.
- Suitable temporary site signage will be erected. These will be agreed with the local highway authority (as necessary)
- Site activities will be carefully controlled and monitored by the site staff to ensure that access routes remain clear and that progress of the works are not interrupted.

4.9 Temporary Lighting and Power

Adequate temporary light and power supplies will be made available to allow the works to progress in a safe and efficient manner. Power requirements and lighting levels will be calculated at an early stage to ensure that an adequate supply is available.

4.10 General Environmental & Health and Safety Matters

4.10.1 Noise and Dust

Activities with specific issues, particularly the demolition of part of the existing structure, dust will be controlled with water hoses and noise will not be of a significant level. Individual works activities will be subject to Risk Assessment and Method Statements (RAMS) prior to them taking place, any dust and noise issues shall be identified and the appropriate measures taken to reduce/eliminate where possible.

Construction works will be carried out in accordance with the following:-

- All works will be carried out in accordance with current health and safety legislation, codes of practice etc.
- Prior to commencement of works, a safety audit of the site will be carried out and a Construction Phase Health and Safety Plan prepared in accordance with the CDM 2015 Regulations
- The site will provide a site safety pack, which will conform to the current health and safety legislation and include:-
 - All statutory notices (these are to be displayed on site)
 - First aid provisions
 - All statutory registers
 - Site specific signage
 - Emergency procedures
 - Permits to works procedures
- For each element of the work site specific Health and Safety information will be required, this will include:-
 - Method Statement / Sequence of Works
 - Risk assessments
 - COSHH assessments
 - PPE provisions
 - Emergency procedures
- Notices will be erected at all entrances to the site advising the public of the works and warning them to be vigilant and to exercise caution.
- All plant and equipment on site will be operated and banked as necessary by trained personnel, familiar with the site requirements.
- Noise reduction and abatement procedures will be established in consultation with all relevant parties.
- All personnel will be inducted prior to starting on site to ensure that they are aware of the site specific safety requirements, environmental controls and emergency procedures.
- All personnel arriving at site will be required to report to the site office to sign the attendance register. This register will be used in the event of a fire / emergency to check personnel on site.
- The site will be occupied at all times during working hours and securely locked out of hours.

4.11 On-going Liaison and Visits

Regular dialogue between Construction Delivery Team, client representatives and client will be undertaken via close daily liaison and a weekly update and through agreed liaison meetings. Any matters arising in between will be dealt with as a matter of urgency through established and agreed channels.

Visitors to the site will be allowed only by prior arrangement and ideally when the site is non-operational.

The Principal Contractor will be required to sign up and adhere to the Considerate Constructors Scheme throughout the duration of the project.

4.12 Testing and Commissioning (Mechanical & Electrical)

M&E sub-contractors will be requested to produce a programme and method statement for this element of the works and prior to these works commencing. This information will also detail what “as built” information they are required to provide for inclusion within the Health and Safety file, which in turn will be forwarded to the Planning Supervisor for review and feedback.

4.13 Safety Advisors

A directly employed Health and Safety Manager will be employed by the Principal Contractor, whose duties will include:-

- Site visits to carry out safety inspection take place at a minimum of every 3 weeks
- Training and guidance on safety issues
- Consultancy
- Reporting directly to the Principal Contractor's Board of Directors

4.14 Fire Precautions / Escape

A fire strategy will be implemented on site, with a monthly review of fire precautions and escape routes being carried out to reflect the progress of the works.

4.15 Security and Protection

Proposals for security measures will be agreed, these will be regularly reviewed and discussed with relevant parties and adapted accordingly.

4.16 Quality and Environmental Management System

A fully operational Quality and Environmental Management system will be provided by the Principal Contractor, which will be accreditation by the British Standard Institute. All staff involved in the project will be expected to have undertaken training in compliance with these systems.

4.17 Project Specific Construction Programme & Methodology

This information will be provided prior to commencement on site and will be developed in conjunction with our supply chain, specialist sub-Contractors and consultation with the client and site users.

5 Site Waste Management Plan

5.1 Introduction

This section covers the outline principles for the Site Waste Management Plan (SWMP) for the works to redevelop Stephenson House. This will be issued as part of the planning information and later to potential contractors to develop during the tender process.

The SWMP for the project is to be prepared by the contractor for the works in accordance with regulation 7 of the Site Waste Management Regulations 2008 [SI 2008 No. 314]

The SWMP shall be kept under review throughout the duration of the project and may be modified to reflect changing circumstances as the nature of the construction work progresses or other changes in circumstances arise.

In accordance with Regulation 9(1) of the Site Waste Management Regulations 2008, the Principal Contractor will ensure that a copy of the SWMP is kept at a recorded location.

In accordance with Regulation 9(2) of the Site Waste Management Regulations 2008 the Principal Contractor, will ensure that every contractor involved in the project knows where the SWMP is kept and shall make it available to any contractor carrying out work described in the plan.

Prior to commencing works each contractor involved with the project shall:-

- Attend a pre-start meeting and site induction
- Provide information in respect of their own work
- Confirm that they have received and understood the contents of this SWMP

All contractors shall be required to ensure that all waste material emanating from the site is disposed of in accordance with statutory requirements by a licensed waste carrier to a site licensed to take the appropriate category of waste.

5.2 Summary of Details to be included in the SWMP

5.2.1 Project Details

- Project details
- Site location

5.2.2 Project Aims

Waste minimisation - to include details of the planning and ordering procedures put in place for the project in order to minimise potential waste. For example;

- Only ordering components in the numbers indicated on the drawings.

-
- Materials such as bricks, plasterboard and blocks to be ordered in the nearest available quantity from a supplier who operates a returns policy.
 - Materials such as concrete will be ordered on the basis of loads being calculated to the requirements of the pour.
 - Materials such as timber will be ordered to reflect quantities indicated on drawings to the nearest available lengths – off-cuts will be used elsewhere where possible.

5.2.3 Waste storage and collection routes:

It is envisaged that the contractor will locate waste storage in a hoarded area off the site compound.

The contractor is to fully develop a refuse collection scheme taking account of local traffic conditions and pedestrian access as part of the SWMP. The contractor is responsible for obtaining approval to their plan from the local authority where required.

5.2.4 Details of the types of waste likely to be encountered;

Non-hazardous materials.

- Excavated materials / concrete
- Metal
- Timber
- Plasterboard
- Packaging
- Cable and wiring etc.

Hazardous Waste

- Asbestos (unlikely but survey not undertaken to date)
- Paint tins etc.

5.2.5 Waste Minimisation

All waste removed from site will be removed by a licensed carrier and records retained on site in accordance with waste regulations

The waste contractor will sort all waste off-site and recycle all material that is recyclable

The SWMP will be monitored and updated as necessary.

5.2.6 Site Induction

All contractors will be inducted in respect of the following matters:

-
- The retention of the SWMP on site.
 - The requirement for all contractors on site to ensure that all waste generated by them is dealt with in accordance with waste legislation
 - That any waste removed from site by Sub-Contractors is properly recorded and only removed by a licensed carrier in accordance with legislative requirements

5.2.7 Environmental Control Measures

Legislation

All contractors shall be required to comply with the following Environmental legislation in addition to, or to compliment the specific London Borough of Camden Codes of Practice and advisory notes:

- The Site Waste Management Regulations 2008
- Control of Pollution Act 1974
- Environmental Protection Act 1990
- Clean Air Act 1993
- Environmental Protection (Duty of Care) Regulations 1991
- Hazardous Waste Regulations 2005
- Pollution Prevention Control Act 1999
- Pollution Prevention and Control Regulations 2000
- Control of Pollution (Oil Storage) (England) Regulations 2001
- The Control of Noise (Codes of Practice for Construction and Open Sites) (England) Order 2002



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