

# Construction Management Plan

Zayed Centre for Research  
Great Ormond Street Hospital  
Children's Charity  
Phase 3

Camden pro forma v2.1

# Contents

<b>Revisions</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
<b>Timeframe</b>	<b>6</b>
<b>Contact</b>	<b>7</b>
<b>Site</b>	<b>9</b>
<b>Community liaison</b>	<b>20</b>
<b>Transport</b>	<b>28</b>
<b>Environment</b>	<b>42</b>
<b>Agreement</b>	<b>49</b>

# Revisions & additional material

Please list all iterations here:

Date	Version	Produced by
16/08/2016	Rev.0	Paul Ison
10/11/2016	Rev.2	Paul Ison
25/11/2016	Rev.3	Paul Ison
01/12/2016	Rev.4	Paul Ison
20 <sup>th</sup> January 2017	Rev.5	Leigh Davis ( response to Camden comments 2 <sup>nd</sup> Dec 16)
17 <sup>th</sup> February 2017	Rev.6	Leigh Davis (response to Camden comments 13 <sup>th</sup> Feb 17)
10 <sup>th</sup> March 2017	Rev .7	Leigh Davis (response to Camden comments 23 <sup>rd</sup> Feb 17)

## Additional sheets

Please note – the review process will be quicker if these are submitted as Word documents or searchable PDFs.

Date	Version	Produced by

# Introduction

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

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

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

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

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

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

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

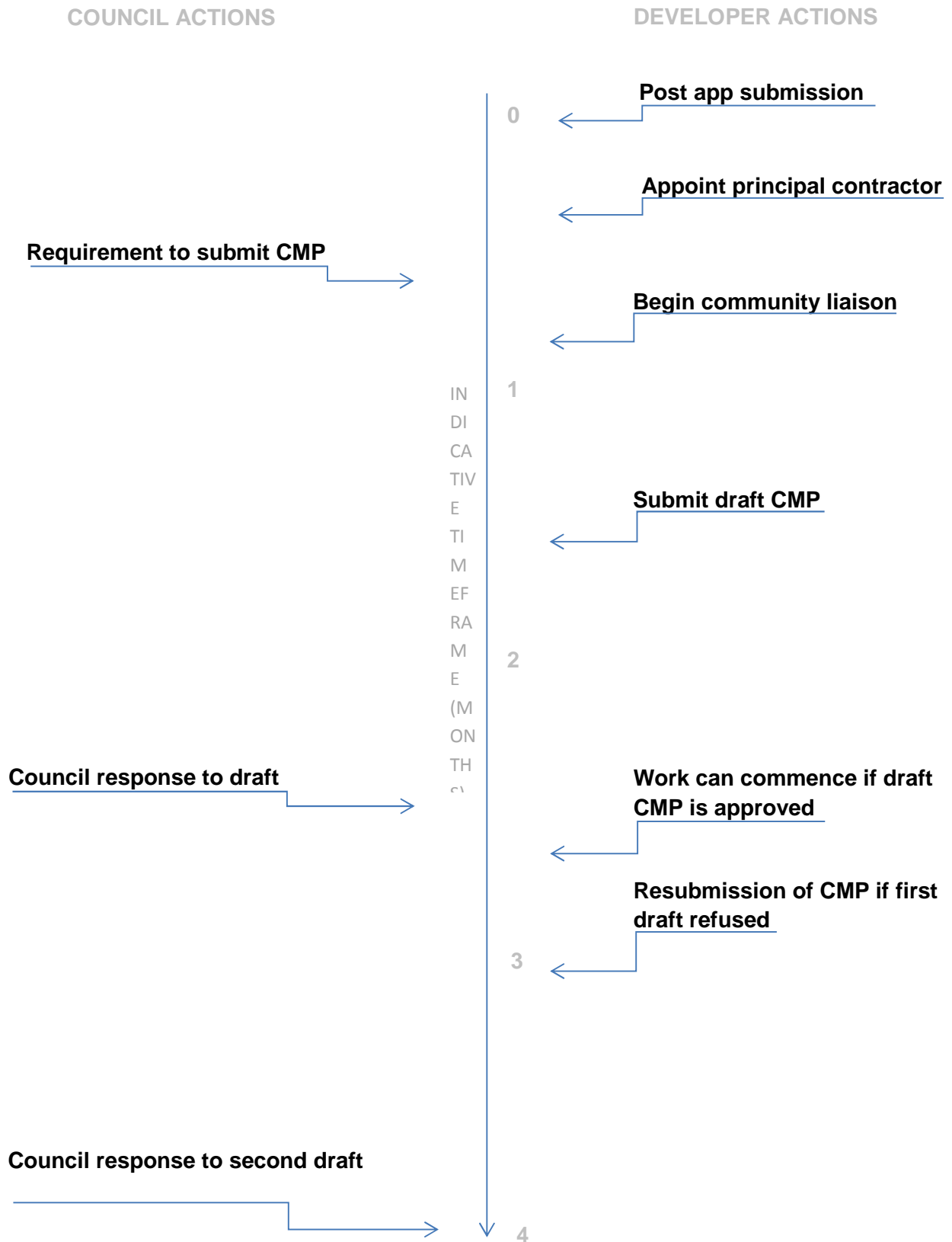
Please complete the questions below with additional sheets, drawings and plans as required. The boxes will expand to accommodate the information provided, so please provide as much information as is necessary. **It is preferable if this document, and all additional documents, are completed electronically and submitted as Word files to allow comments to be easily documented. These should be clearly referenced/linked to from the CMP.**

Please notify that council when you intend to start work on site. Please also notify the council when works are approximately **3 months from completion**.

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

Revisions to this document may take place periodically.

# Timeframe



# Contact

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

Address: Zayed Centre for Research into Rare Disease in Children (ZCR), 20 Guilford Street, London WC1 1DZ

Planning ref: 2014/6068/P

Type of CMP – Major Construction sites

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

Name: Alistair Lancashire (Employers Agent)

Address: Gardiner & Theobald, 10 South Crescent, London WC1E 7BD

Email: a.lancashire@gardiner.com

Phone: 0207 209 1866

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

Name: Leigh Davis, Construction Director

Address: Skanska, Building – Central & Regions, Maple Cross House, Denham Way, Maple Cross, Rickmansworth, Hertfordshire, WD3 9SW.

Email: leigh.davis@skanska.co.uk

Phone: 07781 342488

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

Name: Leigh Davis (Construction Director) and Fiona McArthur (Community Relations Manager)

Address: Skanska, Building – Central & Regions, Maple Cross House, Denham Way, Maple Cross, Rickmansworth, Hertfordshire, WD3 9SW.

Email: gosh@skanska.co.uk

Phone: 0800 028 1323

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

Name: Charlie Norris (Project Director)

Address: Skanska, Building – Central & Regions, Maple Cross House, Denham Way, Maple Cross, Rickmansworth, Hertfordshire, WD3 9SW.

Email: Charlie.norris@skanska.co.uk

Phone: 07342 049900



# Site

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

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

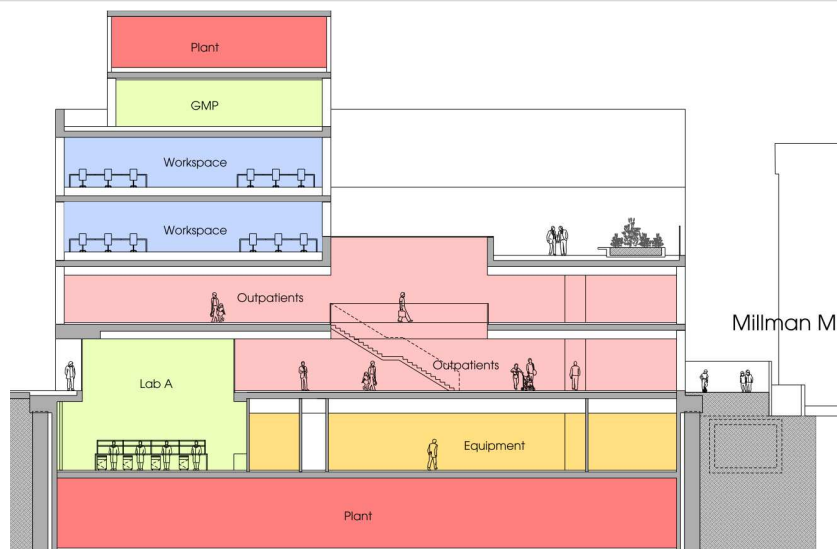


Figure 1

The site is located in the Bloomsbury Conservation area to the east of Great Ormond Street Hospital on Guilford Street. The site is defined by public highway on the north, part west, east and part south boundaries comprising of Guilford Street, Guilford Place, Lambs Conduit Street, Millman Street, Millman Mews and Long Yard form the site boundary on the south west corner of the site. Coram's Fields is located opposite the site on Guilford Street.

The project is a development of a new research and clinical building. The works that are to be executed are above the basement box installed by Erith Contractors.

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



The building comprises a 13,000 m<sup>2</sup> (GIA) 8 stories (including 2 basement levels) new build incorporating 2 large research laboratories, tissue culture labs, cardiology suites, Good Manufacturing Practice (GMP) facility, outpatients and office accommodation.

**Basement Level** - Plant and storage area

**Lower Ground Floor** – The heart of the research, comprising of a variety of laboratories and research facilities.

**Ground Floor** – Mostly an outpatient's facility surrounding a state mark atrium area, also comprising of a seminar room for research staff and the main entrance to the building.

**First Floor** – A split floor plan comprising of outpatients facilities, workspaces, offices and work desks

**Second Floor** – Workspace facility

**Third Floor** – Workspace facility

**Fourth Floor** – Specialist GMP Facility

**Fifth Floor** - GMP open and enclosed plant area

The scheme for the above basement box works is a single phased scheme, working from the ground floor up the building. Skanska will take over the site from Erith, an overlapping period may be required, this is for Erith to remove the existing temporary works scheme. The description below indicates the construction methodology.

**Construction Works include:**

1. Site preparation activities like hoarding modifications (including footpath alterations and lane narrowing) installation of site accommodation, and scaffold gantries for unloading storage. All works subject to licences from Camden.
2. Installation of a reinforced concrete frame, post tension and standard reinforced concrete structure. A steel frame is situated on level 4.
3. Envelope works including, Structural Framing System, glazing, metal panels, brick work to various levels and elevations within the scheme
4. Waterproofing works to the low level, terraces and main roof area, including a brown roof.
5. Temporary works to structure handed over from enabling works contractor and new works to be installed.
6. External scaffolding for access to the external envelope.
7. Internal mechanical, electrical and public health fit out to all floors.
8. Internally fit out walls to segregate the various disciplines within the facility.
9. Decoration and integration of all of the specialist equipment that will be installed within the building.
10. Install lifts and staircases within the core areas for site transportation.
11. External landscaping to various elevations.

Mechanical and Electrical plant will be located within the confines of the basement and the roof area.

A previous version of this CMP was submitted for the construction of the basement box by the enabling works contractor, Erith

**Main challenges**

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

- Managing the public, traffic and cyclists on the surrounding roads.
- Deliveries and management of vehicles to the site from either northbound or southbound on Gray's Inn Road into Guilford Street due to the tight turns at the junction.
- Managing deliveries so that the holding area does not become congested.
- Time restrictions by LB Camden for large vehicle movements to site.
- Management of storage, welfare and the works itself due to the working site being out to the site boundary.
- Keeping the site dry and workable.
- Managing noise.
- Managing dust.

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

- To the East (in Millman Street): Great Value Tax Insurance, Salaam Nasmaste (restaurant) and Coram Mansions: Potential receptors for noise, vibration, dust, fumes and lighting.
- To the East ( Guilford street junction with Grays Inn ) Costa Coffee and Peregrine's Pianos : Potential for disruption from vehicle movements
- To the North (In Guilford Street) Nuffield Health Bloomsbury and Wellbeing Gym, Coram Fields, Goodenough College: Potential receptors for noise, dust, fumes and lighting.
- To the South (In Millman Mews) Residents along Millman Mews and in Rokeby House, Long Yard: Potential receptors for noise, vibration, movement, dust, fumes and lighting.
- To the West (in Guilford Place) Residents along Guilford Place and residents/businesses to the North of Lamb's Conduit Street: Potential receptors for

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

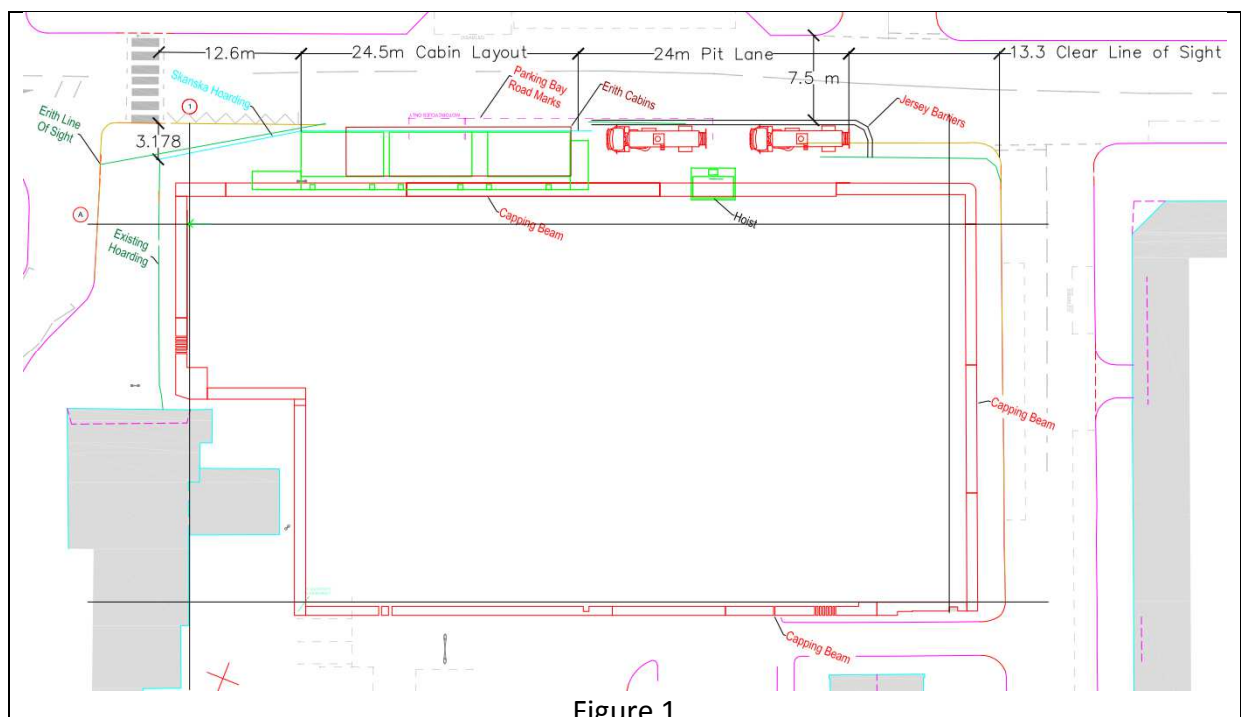


Figure 1

Camden's assets (lighting columns and any signage) on Guilford Street have been removed by Erith during the basement box phase after consultation with Camden  
Replacement will be by the installation of tower lights, supplemented by lights from the gantry and hoarding lights once the gantry has been installed

## Guilford Street

There are pay and display parking bays on the north and south side of the fronting of the site and site entrance. The current site set-up of Erith on the south side has meant that the existing parking bays are being used for site access. The pay and display parking bays to the north of Guilford Street, opposite the site will remain in operation for the duration of the works



Figure 2

Skanska will also require temporary road closures to allow for site accommodation installation/plant deliveries and tower crane removal. Requests will be made well in advance in order to consult, inform and minimise any impact to the local traffic area.

All site deliveries will approach the site in Guilford Street from east to west (approaching from Gray's Inn Road and exiting out onto Russell Square, then controlled within the off-load area.





Figure 3

Regarding the western site boundary, with the 'pit lane' delivery system that is being adopted by Skanska, the crossing from Guilford Place to the entrance of Coram's Fields will remain as currently configured.

Traffic marshals within the unloading 'lane' will manage the re-integration of vehicles back into the flow of traffic heading westbound.

The temporary pedestrian crossing installation on Guilford Street to the east of the junction with Millman Street, will remain and the hoarding line will be moved out to the back edge of the kerb along Guilford Street. This will divert pedestrians away from the front of the site.

### Millman Street

Erith have moved the hoarding out to within 1 metre of the back edge of the footpath. (See figure 4.)



Figure 4

Skanska would like to use the remainder of the footpath along the Millman Street elevation to enable scaffolding to be installed for the new building envelope to be erected. This will require suspension of the parking bays to the west of Millman Street.



Figure 5

### **Millman Mews**

Millman Mews is a single lane access road and will not be used for construction deliveries.

Access to the substation, on going refurbishment works being undertaken by others and to residences will be maintained at all times.

### **Guilford Place**

This road operates a one way system around a central island from Guilford Street. There is no anticipated impact to either vehicular or pedestrian traffic onto or out of Guilford Place. (Figure 6)



Figure 6

### **Site Access and Egress**

As indicated on Figure 1, all site deliveries will advance along Guilford Street from the east (Gray's Inn Road). Traffic marshals will monitor and control the external traffic and one marshal will direct the vehicles towards the unloading 'lane' on Guilford Street. The segregation barrier between the passing traffic (unloading lane) will be 'Jersey' kerbs and upstand, which will be left in position at all times, this is to ensure that the unloading area can be kept clear at all times. This will be illuminated to ensure that this can be seen at all times.

Skanska will require temporary road closures to allow for:

- Gantry erection
- Site offices
- Tower crane removal

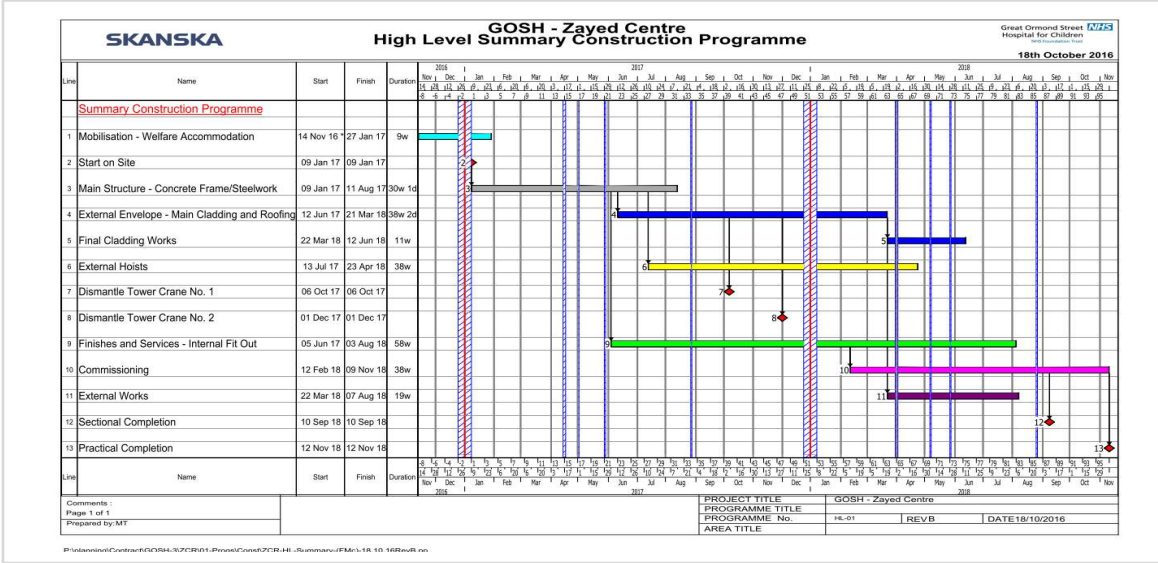


Advance orders will be sought and notice will be given to all relevant parties. The community liaison section of this document will address the communication links with local stakeholders.

These proposed arrangements will be presented to the neighbours during the consultation period. Consultation with local businesses with regard to the impact of the development on the local highway network is supplied in Figure 9, and will be explained to them throughout the project.

Further details of the site access and egress process are explained in Figure 9 - Traffic Management Plan.

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



The commencement of the mobilisation is the 9<sup>th</sup> January and the start on site date is 30<sup>th</sup> January 2016. Skanska intend to have the site accommodation in place prior to the start on site date.

The pictorial dates above are subject to the enabling works being completed to the prior agreed completion date. (Figure 7)

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

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

Skanska can confirm that the standard working hours are:

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

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

Skanska do not have any external service connections within their scope. The sewer connection works will be completed prior to Skanska's works commencing. Any works that are instructed by the client will be notified and agreed with LB Camden and other statutory stakeholders to approve traffic management and other arrangements.

# Community Liaison

A neighbourhood consultation process must have been undertaken prior to submission of the CMP first draft. This consultation must relate to construction impacts, and should take place following the grant of planning permission in the lead up to the submission of the CMP. A consultation process specifically relating to construction impacts must take place regardless of any prior consultations relating to planning matters. This consultation must include all of those individuals that stand to be affected by the proposed construction works. These individuals should be provided with a copy of the draft CMP, or a link to an online document. They should be given adequate time with which to respond to the draft CMP, and any subsequent amended drafts. Contact details which include a phone number and email address of the site manager should also be provided.

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

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

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

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## Cumulative impact

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

**The Council can advise on this if necessary.**

### 13. Consultation

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

Evidence of who was consulted, how the consultation was conducted and a summary of the comments received in response to the consultation. Details of meetings including minutes, lists of attendees etc. must be included.

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

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

Consultation on the Skanska amendment to the CMP has taken place at two separate meetings:

- An informal drop-in session at Millman Street Community Centre held from 15:30 – 18:15 on 25<sup>th</sup> October 2016, which was advertised via maildrop to surrounding residences and businesses and by email to the Redevelopment Residents' Liaison Group (RLG) and Skanska's local community contacts. The RLG list includes ward councillors as well as local residents and businesses.
- A formal meeting of the Redevelopment Residents' Liaison Group on 27<sup>th</sup> October 2016.

### 14. Construction Working Group

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

**Proposed site communication methods:**

Skanska will provide a hotline number for queries/ enquiries/ complaints

Contact numbers to be displayed on hoarding

Site notice boards to include key contacts details of Skanska project team for direct communication and to detail any unplanned works in advance

Skanska operates an immediate complaints resolution procedure and follow up system

**Proposed approach to providing a forum of engagement for our neighbours**

- Skanska will operate regular informal drop in sessions to provide neighbours with an opportunity to hold one-to-one conversations with senior site team members.
- Skanska attends and reports into the regular meetings of the GOSH Redevelopment Residents' Liaison Group.

**Community contribution**

Skanska is committed to making a positive contribution to the local community. We are committed to using local suppliers and employing local people wherever possible.

A schedule of community initiatives/activities will be developed in consultation with our local community stakeholders including Coram's Fields, which is opposite the site.

We have engaged with Camden regarding the Employment, Skills and Supply Plan which includes:

- Engagement with local schools and colleges
- Kings Cross Construction Centre

**Keeping the community informed**

Newsletters and notifications will be distributed to Skanska and GOSH's comprehensive lists of local contacts, door-dropped to site neighbours and displayed on site notice boards.

- Newsletters will provide information on works carried out during the period and look ahead to future activities and any local employment opportunities. The newsletters are to be emailed out to certain people within the community, and a letter drop will also capture residents who do not use email or other forms of electronic communication.
- Throughout the works, Skanska site management team will conduct site walk-arounds to engage with local people informally.
- Regular community liaison review conducted in partnership with the project manager and the GOSH team will identify which local businesses, residences and

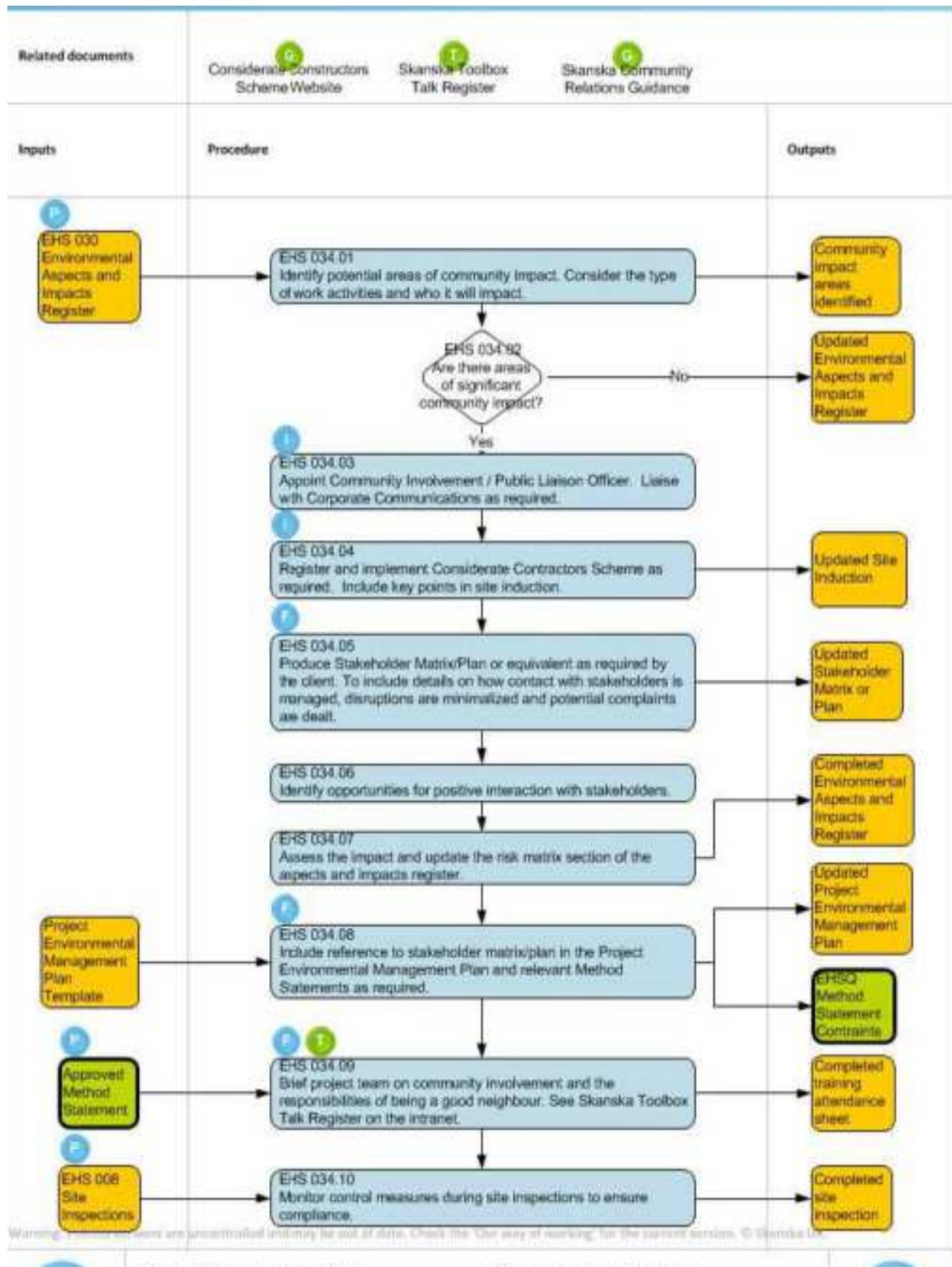
organisations will be most impacted by upcoming works to ensure these parties are engaged with on an individual basis and provided with regular updates.

- All arising queries, concerns, complaints and praise raised by effected neighbouring parties and the business will be recorded and analysed in order to learn from and promote good practice.
- Skanska will work with Great Ormond Street Hospital NHS Foundation Trust to provide information outlining project progress information and projections for the future and upcoming works. This information may be sent electronically by email or by telephone calls. The project management team will inform the key receptors via various means.

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

Any complaints received will be given the utmost priority. Skanska complaints procedures are shown in the document attached below which is part of the initial induction and will be posted on site information boards. In addition comment cards can be used by the local residents if they do not want to communicate through the routes set out.

A copy of the procedures flow diagram can be found in Appendix G on the CMP.





## 15. Schemes

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

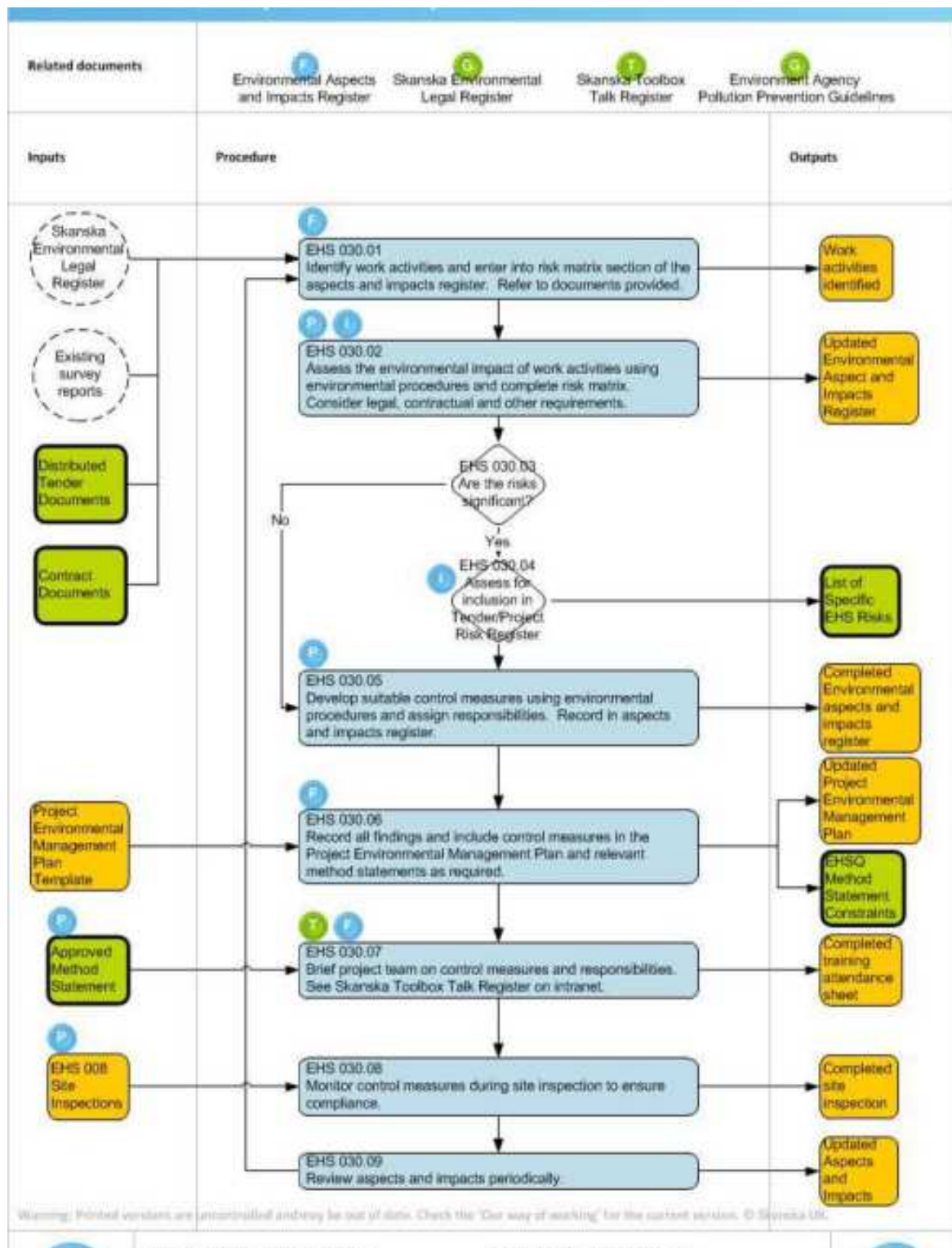
All Skanska sites are registered with the Considerate Contractors Scheme, and the current scheme running on this project will be extended into the next phase. The site is registered as 20 Guilford Street and has the required registration number. We have applied for the site to be a member of the CCS scheme & our number is 1091 / E once we have the formal confirmation we shall forward the certificate. We have attached the online registration document for your information under separate cover. The site ref / application No = 102676

All subcontractors are required to participate in the Freight Operators Recognition Scheme (FORS). For several years this requirement has formed part of all of our trade contractor's negotiations and is seen as a minimum requirement.

Skanska are also a participant member of CLOCS and the Crane Safe Campaign.

### Activities with risk to the environment

A project specific Environment Plan will be developed by the construction team and will set out guidelines for dealing with any occurrences that could impact on the environment. It will form part of the PMP Project Management Plan. As such it should be read in conjunction with safe systems of work developed for the project as a whole to ensure that interfaces between quality, health, safety and the environment are adequately managed. All Skanska staff have been trained in the correct actions to be taken when dealing with situations which could arise. All new staff and sub-contractors will also be briefed at their first induction.



## 16. Neighbouring sites

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

On-going projects in the vicinity of the scheme include the works in the GOSH site for Phase 2. This site is located on Guilford Street at the corner of the B502 and B504. We will liaise with this site regularly to understand our interfaces and mitigate any cumulative impact if that may be the case. The Project Director will engage directly via meetings with Phase 2 staff and establish bi-weekly meeting to review impact on both sites on local area and coordinate.

As the development is on behalf of GOSH, resident liaison meetings are held for this project and will be attended by Skanska.

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

Refurbishment works and new build works being carried out by others within Millman Mews will be ongoing at the commencement of the Skanska works. Deliveries for this are currently made via Millman Mews. Skanska will liaise with the contractor delivering this work to coordinate our activities within Millman mews.

Another scheme within the area that is predicted to start in March 2017 is a scheme at Tybalds Close Regeneration Scheme. The contractor on this scheme is Durkin Construction, Skanska, through Camden will contact Durkins as with other contractors within the area to review construction works that will affect the community.

# Transport

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

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

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

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

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

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

## CLOCS Considerations

### 17. Name of Principal contractor:

Name: Leigh Davis

Address: Skanska, Building – Central & Regions, Maple Cross House, Denham Way, Maple Cross, Rickmansworth, Hertfordshire, WD3 9SW.

Email: leigh.davis@skanska.co.uk

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

#### Contract

FORS Silver accreditation as a minimum will be a contractual requirement for the GOSH ZCR project. CLOCS compliance is aligned with this and will be included as a contractual requirement.

#### Desktop checks

Desktop checks will be carried out against the FORS Database of trained drivers and accredited companies as outlined in the *CLOCS Managing Supplier Compliance Guidance*. These will be carried out as per a risk scale based on that outlined in the *CLOCS Managing Supplier Compliance Guidance*.

#### Site Checks

A delivery booking system will be used which will require the entry of a FORS ID number in order for a delivery booking to be made onto site.

19. Please confirm that you as the client/developer and your principal contractor have read and understood the [CLOCS Standard](#) and included it in your contracts. Please sign-up to join the [CLOCS Community](#) to receive up to date information on the standard by expressing an interest online.

I confirm that I have included the requirement to abide by the CLOCS Standard in my contracts to my contractors and suppliers:

Skanska can confirm that the requirement to abide by the CLOCS standard is included in all contracts to their contractors and suppliers on the GOSH ZCR project.

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

## Site Traffic

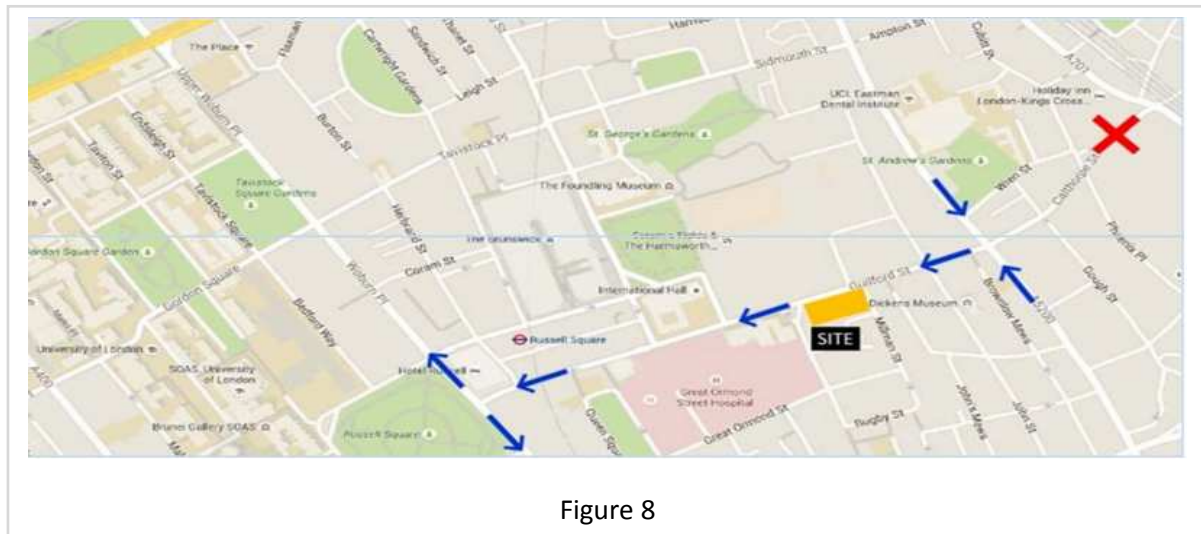
Sections below shown in blue directly reference the CLOCS Standard requirements. The CLOCS Standard should be read in conjunction with this section.

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

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

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

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



Site Deliveries will be on Guilford Street. Lorries will only be able to access the site unloading area from the East, via Gray's Inn Road (A5200) Due to the width restriction in Calthorpe Street, delivery trucks cannot access directly from Farringdon Road. (A201)(Figure 8)

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

The area crossed in red indicates route not to be used.

There have been some complaints that have been communicated by Erith made by local residents and businesses about traffic construction traffic at the corner of Guilford Street and Gray's Inn Road. Camden Council and GOSH have both engaged with the local residents concerning this particular intersection and a traffic marshal has been introduced at this junction to monitor the vehicle movements.

Skanska will access Guilford Street from Gray's Inn Road.

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

#### Pre-site mobilisation

- All companies undertaking deliveries to and from the site will be given, in advance, the logistics plan with designated routes and restrictions, and relevant speed limits.
- Issuance of the Traffic Management Plan with all contractual documents.
- Contractual obligations to abide with both the CMP AND THE Traffic Management Plan
- Encourage the use of public transport by the workforce to minimise any impact on the local area, with regard to parking congestion and carbon footprint.

#### During site activities

- Continuous communication with lorries- keep in a pre-staging area. See Figure 9
- Use of trained and competent traffic marshals
- One way traffic is planned for all vehicles
- Good site signage and appropriate hoarding to separate live areas and the phased construction operations.
- Continuous liaison with neighbours, advising of works, addressing and reacting
- Regular traffic management plan review to ensure minimal impact on existing cycle routes in the area.
- No parking for staff/operatives on site, to minimise parking disruption, congestion and carbon emissions

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

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

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

a. Please provide details of the typical sizes of all vehicles and the approximate frequency and times of day when they will need access to the site, for each phase of construction. You



should estimate the average daily number of vehicles during each major phase of the work, including their dwell time at the site. High numbers of vehicles per day and/or long dwell times may require vehicle holding procedures.

We have revised the wording to reflect a reduced concrete frame period and confirmed that non concrete related deliveries will not arrive before 9.30.

Construction Vehicle Movements for the 26 week Reinforced Concrete frame Phase of the works are proposed to be between 08.00 and 18.00 for an average 4 days per week. This is due to the prolonged and continuous nature of the concreting works, which include the setting up of the concrete pump , concrete pouring ( continuous) followed by clean down and demobilisation of the concrete pump at the end of the day, which will run beyond the general 16.30 requirement.

Where the quantity of concrete being poured in the day allows we shall endeavour to commence no earlier than 9.30 however concrete pump set up within the pit lane would commence from 08 00

Construction vehicle movements during this 26 week period **not directly** related to the concrete frame works will be scheduled for arrival between 09.30 and 16.30 on weekdays and 08.00-13.00 on Saturdays.

All subcontract orders other than that for the concrete frame (the remainder of the works) have been procured on the basis of Construction Vehicle movements being limited to between 9.30 and 16.30 on weekdays and 08.00-13.00 on Saturdays.

We have also requested of our suppliers wherever possible deliveries are made with rigid vehicles, thus avoiding wherever possible the use of larger articulated vehicles, albeit this is unavoidable for items such as main roof steels and large items of plant.

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

b. Please provide details of other developments in the local area or on the route.

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

Redevelopment of the Brunswick Shopping Centre along Brunswick Square.

Refurbishment works within Millman mews.

Tybalds Close Regeneration.

For coordination details with these 2 schemes, see Community Liaison Chapter

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

We can confirm that deliveries scheduled in through our online booking system will be clearly instructed that No vehicles will be permitted to wait or seemingly park up close to the site other than within the designated pitlane on Guilford St.

d. Please identify the locations of any off-site holding areas (an appropriate location outside the borough may need to be identified, particularly if a large number of delivery vehicles are expected) and any measures that will be taken to ensure the prompt admission of vehicles to site in light of time required for any vehicle/driver compliance checks. Please refer to question 24 if any parking bay suspensions will be required for the holding area. (Figure 9)

We have not identified an “Off –site holding area” for the project. The intensity of deliveries is greatest during the concrete works. The ready mix deliveries will be supplied from Kings Cross and our traffic management team / concrete contractor will be in regular communication so if any issues occur where there is the potential not to be able to take vehicles they can be alerted and cease delivery.

e. Please provide details of any other measures designed to reduce the impact of associated traffic (such as the use of construction material consolidation centres).

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

- The site management/logistics manager will keep in telephone contact with the staggered deliveries.
- All vehicles are fitted with safety equipment. Traffic marshals will ensure checks for vehicle and driver compliance are carried out in the vehicle holding area.
- A just-in-time delivery system will be operated on site.
- Materials pre-strapped for lifting.  
Materials loaded to ensure that a crane lift can be achieved.
- No construction traffic will be allowed in Millman Street.

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

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

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

There will be no reversing on or off of the site. All vehicles will utilise the pit lane . Traffic marshals will pay particular attention to pedestrian and cycles especially during peak hours. Additional signage will be put in place to highlight the speed restriction on the approach to the site.

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

The site management team will maintain constant two-way feedback with TMs via pre/post daily briefings and radio contact with the site office to ensure systems are being maintained in line with stated procedures and protocols. Any lapses will be quickly identified and rectified. All drivers and plant operators will not use mobile phones whilst either driving or operating plant.

c. Please provide swept path drawings for any tight manoeuvres on vehicle routes to and from the site including proposed access and egress arrangements at the site boundary (if necessary). (Ref Figure 1 p12)

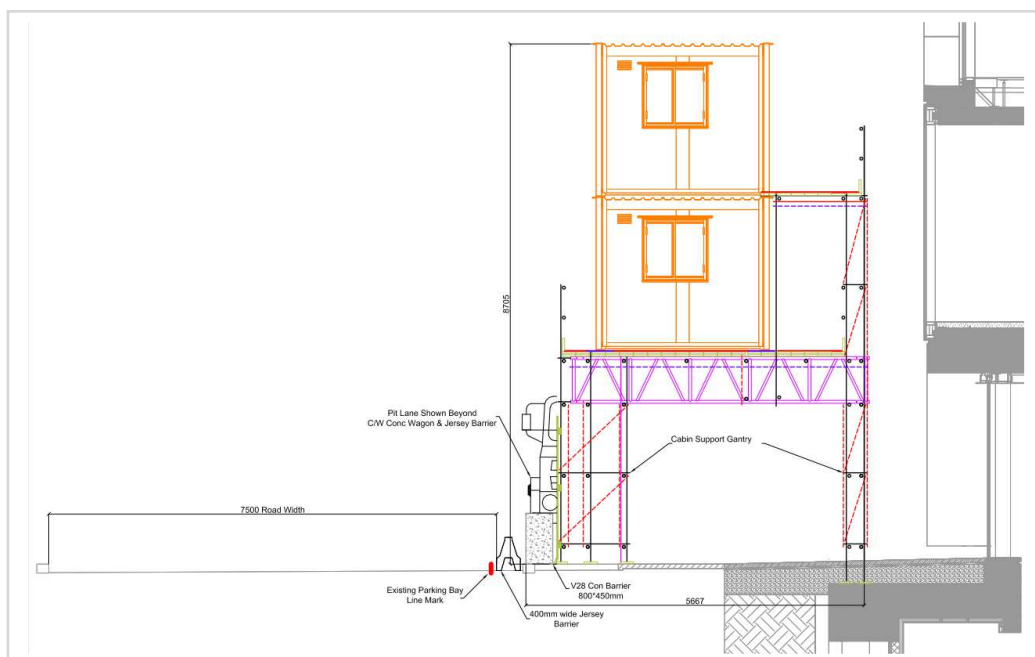
d. Provision of wheel washing facilities should be considered if necessary. If so, please provide details of how this will be managed and any run-off controlled.

Vehicles will not leave the public highway, this will mean that the need for wheel washing facility is not required. Any debris from the offloading procedure will be swept clean at the time of the incident. Spill response kits will be available and trained operatives will be in place to address any spillage of liquids with the unloading and surrounding areas.

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

If this is not possible, Traffic Marshalls must ensure the safe passage of pedestrians, cyclists and motor traffic in the street when vehicles are being loaded or unloaded.

Please provide details of the parking and loading arrangements for construction vehicles with regard to servicing and deliveries associated with the site (e.g. delivery of materials and plant, removal of excavated material). This is required as a scaled site plan, showing all points of access and where materials, skips and plant will be stored, and how vehicles will access and egress the site. If loading is to take place off site, please identify where this is due to take place and outline the measures you will take to ensure that loading/unloading is carried out safely. Please outline in question 24 if any parking bay suspensions will be required. (Figure 11)



## Highway interventions

Please note that Temporary Traffic Orders (TTOs) and hoarding/scaffolding licenses may be applied for prior to CMP submission but won't be granted until the CMP is signed-off.

### 24. Parking bay suspensions and temporary traffic orders

Please note, parking bay suspensions should only be requested where absolutely necessary. Parking bay suspensions are permitted for a maximum of 6 months, requirement of exclusive access to a bay for longer than 6 months you will be required to obtain [Temporary Traffic Order \(TTO\)](#) for which there is a separate cost.

Please provide details of any proposed parking bay suspensions and TTO's which would be required to facilitate construction. **Building materials and equipment must not cause obstructions on the highway as per your Considerate Contractors obligations unless the requisite permissions are secured.**

Information regarding parking suspensions can be found [here](#).

#### Millman Street

The four existing parking bays on Millman Street adjacent to the sites currently have a 1 metre access for drivers and passengers to get out of their vehicles. We shall be seeking suspension of these parking bays via a TTRO for the duration of the works.

#### Guilford Street

The existing loading bays on the south side of Guilford Street which are being used by Erith will continue to require suspension for the duration of the Skanska works as these form an integral part of the pit lane proposal. We shall be seeking continued suspension of these parking bays via a TTRO for the duration of the works.

The pay and display bays on the north side of Guilford Street will remain in operation and suspension is not required for the works.

## 25. Scaled drawings of highway works

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

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

Skanska have no planned highways works outside of the hoarding line. The current power supply works which has a route down Millman Street, into Millman Mews to the new sub station. Works are planned for February 2017 and will be under Erith's supervision

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

External hoarding: Red highway lighting will be placed on the traffic side of the hoarding at 3m intervals.

To the gantry: White lighting will be placed to the soffit of the gantry works at 3m intervals.

Safety signage installed to direct site deliveries.

## **26. Diversions**

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

Diversions will only be necessary during gantry erection, site accommodation installation and crane removal. These will be subject to advance orders which will be sought and given notice to all relevant parties via agreed communication as detailed in the community liaison section of this document. The duration of each delivery/erection will be confirmed with Camden.

## **27. VRU and pedestrian diversions, scaffolding and hoarding**

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

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

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

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

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

Pedestrians will be diverted away from the boundary of the site by the closure of the footpath along the North elevation of the site in Guilford Street ( South side).

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

A trained traffic marshall will be located at the junction of Guilford Street and Grays Inn during the hours of vehicle arrivals.

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

The gantries will not overhang the highways. The south pavement of Guilford Street will remain closed. The existing temporary pedestrian crossing will remain to the north/east of the site. Pedestrian diversion routes will be clearly signposted, through existing and planned pedestrian crossings to the footpath on the other side of each road.

Skanska employ fully trained, competent Traffic Marshals who have specific experience with cyclists. Details of all accessibility measures and controls are given in the Traffic management plan.

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# Environment

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

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

General site operating hours are 08:00 – 18:00hrs weekdays and 08:00 – 13:00 on Saturday.

- Concrete works – main source of noise will be compaction and concrete pump. A static pump will be located to the front of the site and be supplied by lorries situated in Guilford Street. Noise from drum placement, vibration of placed concrete.
- Steelwork installation- Main source of noise will be from the tightening of the bolts and the cutting of the metal decking to the floor slab areas. Stud welding activities will create noise at the road level.
- Generators or hot mastic roofing plant will create noise when in operation at different levels of the slab

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

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

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

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

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

The construction methodologies have been selected also with a view to minimise of vibration and noise. We will therefore be selecting plant and machinery that will reduce any residue noise and vibration. Pre-cutting materials off site and using the design to reduce on products that can make installation more efficient.

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

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

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

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

All Skanska site management staff are SMSTS trained, which includes training BS5228:2009

Briefing of the keys points of BS5228:2009 also forms part of the following:

Initial site induction

Briefings to deliver the Specific Risk Assessments and method Statements for the works

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

Dust concerns/issues to be mitigated by:

- Good site management meeting and housekeeping
- All lorries loaded for removal from site will be covered
- Provision of water supplies to onsite loading areas for dust suppression
- Regular road sweep of local areas
- Closed skips for recycled materials
- Information & training will be given to all operatives undertaking potential dusty works.

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

All delivery vehicles and waste transport vehicles containing loose aggregates etc. will be sheeted.

To limit the requirements for damping down during construction works, where possible will use techniques which limit the level of dust produced, and a spray dust buster may be implemented to capture dust particles.

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

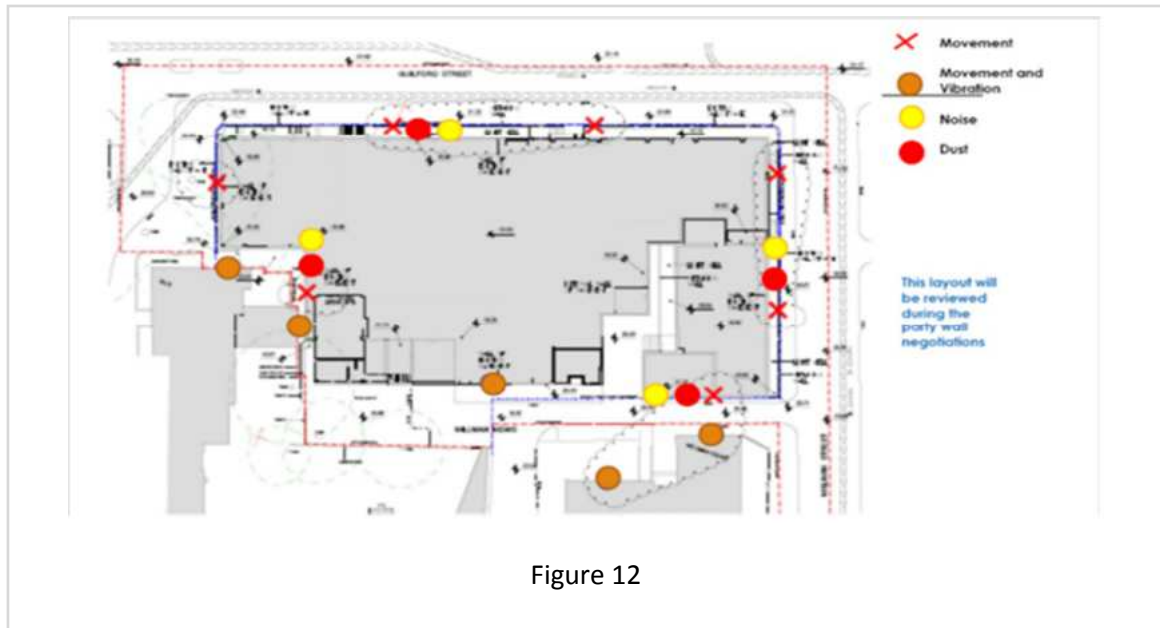


Figure 12

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

This is confirmed- Further information will be found in the Environmental Aspects & Impacts register.

37. Please confirm that all of the GLA's 'highly recommended' measures from the [SPG](#) document relative to the level of risk identified in question 36 have been addressed by completing the [GLA mitigation measures checklist](#).

This is confirmed - Further information will be found in the Environmental Aspects & Impacts register.

38. If the site is a 'High Risk Site', 4 real time dust monitors will be required. If the site is a 'Medium Risk Site', 2 real time dust monitors will be required. The risk assessment must take account of proximity to sensitive receptors (e.g. schools, care homes etc), as detailed in the [SPG](#). Please confirm the location, number and specification of the monitors in line with the SPG and confirm that these will be installed 3 months prior to the commencement of works, and that real time data and quarterly reports will be provided to the Council detailing any exceedances of the threshold and measures that were implemented to address these.

Real time dust monitors will be in place prior to commencement of the above ground structure as shown in figure 12. Quarterly reports will be provided, or as requested to the council and measures implemented to address exceedances of threshold levels if exceeded.

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

Skanska will use a specialist to review all of the work phases and to carry out a detailed survey one month before possession of the site. With the specialist contractors input we will devise a control plan for any evidence of pest within the site. This plan will be maintained, regularly updated and sent to Camden for information

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

New build site.

We presume that the site has been cleared and all clearance certification issued to Skanska on possession of the site.

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

Site set up to include covered smoking areas from any neighbouring properties and within the hoarding.

Matters addressing conduct is part of the induction. Skanska also employs a conduct manager who will regularly visit the site and deliver periodical behavioural talks to all staff which includes disciplinary procedures and consequences. Conduct also forms part of the site rules.

Operatives will additionally be reminded that they are representing GOSH and the highest standard of professionalism will be required.

Immediate complaints resolution procedure and follow up

Whilst staff and operatives will be encouraged to use local area facilities (shops & restaurants) but not to wear PPE off site or when travelling to and from site.

42. If you will be using non-road mobile machinery (NRMM) on site with net power between 37kW and 560kW it will be required to meet the standards set out below. The standards are applicable to both variable and constant speed engines and apply for both PM and NOx emissions.

**From 1<sup>st</sup> September 2015**

**(i) Major Development Sites** – NRMM used on the site of any major development will be required to meet Stage IIIA of EU Directive 97/68/EC

**(ii) Any development site within the Central Activity Zone** - NRMM used on any site within the Central Activity Zone will be required to meet Stage IIIB of EU Directive 97/68/EC

**From 1<sup>st</sup> September 2020**

**(iii) Any development site** - NRMM used on any site within Greater London will be required to meet Stage IIIB of EU Directive 97/68/EC

**(iv) Any development site within the Central Activity Zone** - NRMM used on any site within the Central Activity Zone will be required to meet Stage IV of EU Directive 97/68/EC

Please provide evidence demonstrating the above requirements will be met by answering the following questions:

- a) Construction time period: **January 2017 – August 2018**
- b) Is the development within the CAZ? **Yes**
- c) Will the NRMM with net power between 37kW and 560kW meet the standards outlined above? Yes
- d) Please provide evidence to demonstrate that all relevant machinery will be registered on the NRMM Register, including the site name under which it has been registered: NRMM machinery will be registered under the site name GOSH ZCR.
- e) Please confirm that an inventory of all NRMM will be kept on site and that all machinery will be regularly serviced and service logs kept on site for inspection: We confirm an inventory of NRMM machinery will be kept on site.
- f) Please confirm that records will be kept on site which details proof of emission limits, including legible photographs of individual engine plates for all equipment, and that this documentation will be made available to local authority officers as required: We confirm records will be kept on site for all relevant equipment.



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# Agreement

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

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

**Please notify that council when you intend to start work on site. Please also notify the council when works are approximately 3 months from completion.**

**Signed:** .....

**Date:** .....

**Print Name:** .....

**Position:** .....

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

End of form.